



Washington State  
Department of Social  
& Health Services

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**COMPETITIVE SOLICITATION**  
**#2223-808**  
**REQUEST FOR PROPOSAL**

***Project Title:*** ***ACES Maintenance and Operations***

***Estimated Contract***

***Performance Period:*** 7/1/23 through 6/30/28

***Response Due Date:*** All Responses **must be received in their entirety by 3:00 p.m.** Pacific Time on 9/12/22 unless an Amendment is issued modifying the Solicitation Schedule set forth in Section C.1 of this Solicitation Document.

***Submit Response To:*** Responses must be submitted to:  
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Central Contracts and Legal Services  
Email: [nicole.kahle@dshs.wa.gov](mailto:nicole.kahle@dshs.wa.gov)

***Solicitation and Amendments***  
***Will Be Posted on:***

***DSHS Procurement Website:*** <https://www.dshs.wa.gov/sesa/central-contract-services/procurements-and-contracting>

***WEBS Website:*** <https://pr-webs-vendor.des.wa.gov/>

Applicable WEBS Commodity Codes: 920-64, 952-43

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## SECTION A – CONTRACT REQUIREMENTS

### 1 Purpose

This Competitive Solicitation is issued in order to assist the Economic Services Administration (ESA), IT Solutions Division (ITS) of the Washington State Department of Social and Health Services (DSHS) in seeking technical expertise and related services to support the Automated Client Eligibility System (ACES). Bidders seeking to support DSHS through ACES Maintenance and Operations (M&O) support must be able to provide DSHS with flexible, responsive services to aid DSHS in ensuring at-risk persons in Washington State are provided with the best possible service. The ACES System is mission critical to the State of Washington and requires a high level of effort on the part of both the State and Contractor to ensure continued operations with minimal or zero interruption.

Additionally, DSHS is replacing the legacy ACES through a series of modular solutions based on an Integrated Eligibility and Enrollment (IE&E) roadmap (See Section B 1.2). Strategic modules will be implemented over a three-to-five-year period and corresponding functionality will be decommissioned, significantly reducing the ACES footprint over time. While this RFP focuses on M&O services with a priority for uninterrupted service delivery to Washingtonians, the M&O vendor will also be expected to prioritize and support decomposition activities which are identified through enhancement requests.

### 2 Background

ACES is the eligibility determination and case maintenance system for Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Modified Adjusted Gross Income (MAGI) medical and long-term medical, Basic Food Program, Medicaid Programs for the State of Washington and others. The ACES System (described in detail in Section A, 5.4) provides critical services to at-risk persons in Washington State. Due to the vast reach and criticality of the system, services, and clients ACES supports, the ACES M&O vendor must be capable of maintaining the ACES System with greater than 99.9% uptime.. A client's eligibility results trigger activities related to various interfaces and letters. These interfaces include those maintained by Federal and State entities. See Attachment 12 ACES Interfaces for detailed information.

The ACES System was implemented in April 1996, currently provides services to nearly 3 million individuals actively receiving benefits, and maintains records for over 5 million served during the last 20 years. In addition, the ACES System currently supports more than 6,000 users in over 90 locations throughout the state. The benefit programs supported result in the distribution of \$160 - \$170 million monthly benefits, or \$1.9 – \$2 billion annually, to qualified Washington State citizens. The ACES System also supports eligibility determinations for Medicaid, which expands the monthly benefits to over \$12

billion annually. One in three Washington citizens receive some type of benefit via the ACES System.

ACES supports a variety of statewide functions and payment processes including:

- Client intake and screening, including face-to-face and telephone
- Application processing, including “online” applications
- Scheduling for eligibility determination and review
- Multi-program eligibility determination, including but not limited to:
  - Medicaid Eligibility (MAGI and Non-MAGI)
  - SNAP
  - TANF
  - Child Care
- Automated benefit calculation and benefit issuance via Electronic Benefits Transfer (EBT) and Electronic Funds Transfer (EFT)
- Client notifications, including eligibility and benefit changes
- Over 80 state and federal interfaces
- Reports and inquiries needed for routine operation, as well as those required for primary research functions, forecasting, and budget
- Eligibility screening for Health Benefit Exchange (HBE)

ACES was originally developed as a mainframe system using the Common Business Oriented Language (COBOL) programming language and IBM's Information Management System (IMS) hierarchical database. The ACES core eligibility rules (non-MAGI) reside in COBOL programs. As part of the Affordable Care Act, DSHS migrated the MAGI rules from COBOL to Operational Decision Manager (ODM). The remainder of the business rules reside in COBOL.

### **3 Location**

Work will be performed, by required personnel, in Olympia, Washington at Economic Services Administration headquarters, Capital View 2 building, located at 724 Quince St SE Olympia, WA 98501, and other locations in Thurston County, as necessary. The Bidder's Technical Project Manager will be required to be on-site during core business hours, 8:00 a.m. to 5:00 p.m. Monday through Friday, for the duration of the contract. Other Bidder personnel must be available as required during core business hours but do not have to be on-site at all times.

This contract is envisioned to be a full time effort. DSHS anticipates the Bidder personnel will dedicate an estimated 40 hours per week per person for the contract duration. In addition to core business hours, Bidder personnel may be required to be on-site to address problems, assist in processes, or address any other critical business need.

DSHS does not allow the use of off-shore personnel due to data access restrictions. DSHS believes that key vendor personnel as well as key vendor resources should work from the DSHS offices in Olympia. However, other personnel may be based from other US based locations as long as:

- The vendor believes it will be able to provide DSHS with greater value and quality through this model
- Staff are available during business hours
- Staff may be asked travel to Olympia during the course of the contract (at the expense of the bidder)

All bidder resources performing on this contract must be authorized to work in the United States.

DSHS agrees to provide standard workspace for the on-site Bidder personnel. The standard workspace includes a desk with chair and hardware (desktop PC, telephone, etc.), business productivity software, and normal supplies required to perform the required functions. Special equipment, software, and supplies required for Bidder resource accommodations must be provided by the Bidder.

A security badge is required and will be provided to the Bidder's personnel for access into the work area and for agency computer access when necessary. The Bidder's personnel will be required to complete a non-disclosure agreement and annual Security Awareness training prior to starting work.

Bidders will be required to comply with Governors Proclamation 21-14.1 prior to beginning work. This proclamation requires all contractor personnel who will be performing services on site to be fully COVID-19 vaccinated and provides requirements for employer verification. Please see attachment 14, Governors Proclamation for requirements.

#### **4 Proposal Scope**

The primary purpose of this RFP is to procure the services required to maintain, operate and provide enhancements to the ACES System applications currently in the DSHS environment. In addition, DSHS expects the Bidder to provide the ability to implement new functionality, provide personnel to support the ACES Enterprise Data Warehouse (EDW) and business intelligence functions, and access to a network of resources with a variety of IT related skills to address future needs.

The current ACES Maintenance and Operations (M&O) provides on-site project management, functional and technical expertise to provide DSHS with system and programming specifications, application development, problem determination, batch cycle support, interfaces from/to other applications, program migration, database administration, server administration, testing and problem resolution. DSHS intends to award a contract to continue the M&O operations of ACES.

The ACES M&O scope falls under two categories. Base M&O work which includes all work described in section 5 and Enhancement work consisting of work above and beyond the typical M&O performed by the vendor as described in section 5. Enhancement requests will consist of work above the normal M&O support. Enhancements are specific projects with negotiated deliverables and prices beyond M&O, requiring a change order. This may include enhancement work necessary to complete legacy transition work described below. DSHS expects M&O code enhancements to be as minimal as possible as the priority focus shifts to IE&E support.

In parallel to ongoing M&O activity, the Health and Human Services Coalition (HHS Coalition) (see Section B and appendix) will be implementing a new, modern IE&E platform and products, stewarded by DSHS. DSHS seeks to replace the legacy ACES through a series of modular solutions based on an IE&E roadmap (See Section B 1.2).

A module is a packaged, functional business process or set of processes that are enabled through design principles in which functions of a complex system are partitioned into discrete, scalable, reusable components.

Strategic IE&E modules will be implemented over a three-to-five-year period and corresponding ACES functionality will be decommissioned, significantly reducing the ACES footprint over time.

While DSHS is leading separate procurements to bring on a vendor to build the modern IE&E platform and to begin the work on the first product, the ACES M&O vendor will play a critical role in this transformation.

The ACES M&O vendor will be expected to:

- Fully cooperate with DSHS, other contractors and module vendors.
- Partner with DSHS during an initial 12-month discovery period to develop an ACES Decomposition Plan that details incremental modular activities and requirements, and associated ACES reductions. (See Requirement 6.157 for ACES Decomposition Plan content). The Plan should include:
  - (i) Architectural views (business, data, systems) of ACES with a proposed remediation and sunset sequence
  - (ii) Justification and narrative of the proposed sunset sequence
  - (iii) Identification of short-term stabilization activities which would need to be completed while the sunset sequence is implemented (for example, if a particular ACES component is not sunset until year 5, are there any stabilization activities which need to be completed to ensure the component can sustain itself until year 5)
  - (iv) Considerations for the modernization roadmap to ensure both modernization and remediation are in synch. This will require the M&O vendor to facilitate discussions with DSHS and the vendors building the platform and products.
- Create integrations between the ACES ecosystem and the modern platforms and products to ensure data can be exchanged between modern and legacy components.
- Complete system changes and customizations, data extracts, conversions and testing to support the integration with new IE&E modules. This work will be assigned via enhancement requests.
- As modern products are turned on in production, deprecate the corresponding code/logic/software/hardware in the ACES ecosystem including archiving production data, program libraries and documentation for the legacy functionality being retired.
- In partnership with DSHS, define a modular cost model by the end of Contract Year 1. The cost model will define ACES modules and assign a percentage of the entire ACES Fixed Price total that is applied to those modules. Once new

modules are implemented and all legacy integration support completed, the ACES Fixed Price will be reduced by the percentage attributed to that module.

Such work will be prioritized by DSHS and will be assigned to the ACES M&O vendor via legacy transition enhancement requests. Given the scope of the changes expected, the vendor may opt to create a separate standalone team. This team should be fully integrated with other M&O teams due to the overlap of expertise with M&O activities.

The M&O vendor will be expected to make the legacy transition work a high priority, with a shared goal that ACES will be fully replaced by the end of year 5.

In addition, the vendor will play a critical role in helping the IE&E team identify potential impacts, plan and sequence remediation and sunset activities, support potential data migration activities, etc.

With the expected success of the modernization project, we expect the ACES footprint to be significantly reduced over time and the scope of the procured contract to evolve accordingly. The reductions shall be defined during the initial twelve-month Discovery Period and agreed to in an ACES Fixed Price Modular Cost Model as described in Section 1.3. The ACES Modular Cost Model will be included in a Contract Amendment at the end of Year 1.

#### **4.1 Period of Performance**

DSHS intends to award one Contract for the Services described in this Solicitation. The period of performance under the Contract shall be 7/1/23 through 5/30/28. The term of the contract may be extended by amendment one (1) time for up to 2 years, at the sole discretion of DSHS. Additional services that are appropriate to the scope of this Solicitation, as determined by DSHS, may be added to the Contract in a mutually agreeable amendment.

#### **4.2 Funding**

Any possible contract award is contingent upon the availability of funding.

### **5 Statement of Work**

DSHS has detailed a set of services that it believes to be essential for successful project management and implementation of the Bidders proposed solution. This section has been organized to relate the required services to accomplish the Maintenance and Operations (M&O), followed by those required to accomplish Enhancement work. Unless specifically identified as a task to be led or "owned" by DSHS, the Bidder shall assume that its staff will lead the delivery of that service, and completion of related deliverables, with the assigned DSHS staff participating in a supporting and/or subject matter expert role.

The services described in this statement of work (SOW) are intended to be comprehensive, but are not all-inclusive in describing the particular activities, resources or other details necessary for the proper performance of the services. Services are

intended to cover all aspects of application development, maintenance and support for packaged and custom build or customized applications. The Bidder must bid on the services described in this SOW, which may include modifying, changing, replacing, supplementing and enhancing the included services over time.

DSHS follows the IT Infrastructure Library, or ITIL, framework for IT Service Management and the bidder will be expected to be knowledgeable and experienced in following similar ITIL processes. Additionally, DSHS is in the process of implementing DevOps automation which will require the bidder to have the required knowledge and experience in DevOps continuous delivery.

The ACES Applications M&O services form the foundation of the State's requirements. M&O work is described in detail in sections 5.1 to 5.5. An additional service level related to M&O services and referred to as "Enhancements" is detailed in section 5.6 of this document.

### 5.1 ACES Maintenance and Operations (Fixed Price M&O)

DSHS currently has a list of hardware and applications for which the Bidder will propose M&O services. The inventory of these applications and the applicable attributes are as shown below. The services outlined in this section should be performed for all of the applications captured in the application inventory according to the performance requirements in **Section 6 – Bidder Performance Requirements**. DSHS' application portfolio could change over the course of the contract. The bidder will be responsible for maintaining an inventory of all applications in the DSHS portfolio (similar to the inventory provided below. This inventory will capture any changes to the portfolio and will be captured on an annual basis by re-baselining the portfolio and related M&O costs.

The bidder will be responsible for maintaining and operating all of these applications. The expectation is that the bidder, to align with the business goal of efficiently supporting the applications portfolio, will identify opportunities to streamline the maintenance and operations processes. In addition to the activities outlined in the rest of Section 5, the ACES M&O vendor is expected to provide timely development, testing and implementation of changes and modifications requested by stakeholders or required by state or federal mandate.

The sections below detail the work requirements DSHS has detailed for the ACES M&O Bidder.

DSHS's has provided its current operating environment, including information regarding hardware and applications, for which the Bidder will propose M&O services. The inventory of these applications and the applicable attributes are available in below.

### 5.2 ACES Modular Transition Services

Separate procurements will seek modular solutions that offer functionality and services to replace existing ACES operations. The ACES M&O vendor will be responsible to provide modular transition services as defined in Section 4 above.



The bidder is expected to cooperate in good faith with DSHS to support three priority areas: 1) maintenance and support for the ACES system to ensure ongoing DSHS services are delivered; 2) timely development, testing and implementation of changes and modifications required by state or federal mandate; and 3) robust and timely support provided to DSHS and its IE&E partners for the planned transition to the new IE&E solution. Additional resources to meet these priorities will be added by the Change Order process.

### 5.3 Guiding Partnership Principles

The principles identified below include principles that the parties agree to be important to ensure the success of their relationship. The Partnering Principles are statements regarding the parties' overall intentions for the Agreement and any amendments or Change Orders executed pursuant to the Agreement. If any term or condition of the Agreement is ambiguous or unclear or if the parties did not anticipate a particular Issue, the parties shall refer to and apply the Partnering Principles to resolve and/or address the ambiguous, unclear and/or unanticipated Issue. Processes to support the Partnering Principles will be established as needed.

- **Partnering Principle #1: Direct Senior Executive Oversight and Decision Making** Direct senior executive oversight and involvement by both parties are needed to ensure all commitments and timeframes are met. DSHS and the M&O vendor must each manage their personnel and discharge their duties within the agreed parameters and requirements to ensure that contract obligations are successfully met.
- **Partnering Principle #2: Predictability of Costs and Expenses** Costs and expenses must be clearly articulated and understood by both parties.
- **Partnering Principle #3: Timely Delivery of Enhancements and Regulatory Updates** Timely delivery of enhancements/change orders, including regulatory updates, is critical to DSHS. The M&O vendor will ensure that it delivers fully tested and operational enhancements/change orders, including regulatory updates, on a timely basis.
- **Partnering Principle #4: Quality Personnel to Support the Relationship** Qualified personnel will be devoted by both parties to the relationship. The parties will commit appropriate, qualified management, implementation, consulting, technical, administrative and other support personnel to achieve the objectives of the relationship.
- **Partnering Principle #5: Cooperation with DSHS' other Partners** Given the variety of technology solutions supporting DSHS and the HHS Coalition, joint planning, open communication, and cooperation and collaboration between DSHS and all of its technology partners will be needed. This includes cooperation with IE&E product vendors.
- **Partnering Principle #6: Alignment of Accountability and Responsibility** Accountability and responsibility of roles will be aligned to ensure that each party is responsible for the aspects of a project or relationship that they control

- **Partnering Principle #7: Thorough and Speedy Issue Resolution**

DSHS and the M&O vendor will ensure a thorough and speedy resolution of issues that arise in the relationship.

#### **5.4 ACES Environment**

DSHS information on the current ACES environment is detailed in this section, including hardware and software.

The ACES complex currently runs on an IBM mainframe. The mainframe serviceable support ends at the end of December 2024. The M&O vendor will be expected to plan and execute, in collaboration with DSHS, the transition of the ACES complex to a new technology stack before the serviceable support ends.

The bidder should include an evaluation of activities relating to the ACES re-platforming along with a separate itemized list of any assumptions and costs associated with such activities in their proposal. The M&O vendor will partner with DSHS during an initial twelve-month discovery period to outline the proposed plan and associated costs related to the ACES re-platforming. These ACES re-platforming activities will not be a part of the evaluation scoring for this RFP.

The processor, an IBM z13, supports both the legacy and modernized components of the ACES application. It is a multi-technology platform. The legacy components are built on z/OS operating system using Common Business Oriented Language (COBOL) as the primary programming language. Information Management System (IMS) and DataBase 2 (DB2) are used as database management systems and a Customer Information Control System (CICS) is used for transaction processing.

z/VM is the virtualization hypervisor and SuSE Linux Enterprise Server is the operating system. Java is the primary programming language, with DB2 as the database server. WebSphere Application Server (WAS) is the application server container for the Java programs. WebSphere Operational Decision Manager (ODM) is the Business Rules Management System (BRMS). InfoSphere Server is used for data Extraction/ Transformation/ Load (ETL) and data replication support.

The disk array provides data storage for both the legacy and modern technologies. The disk usage has historically grown in direct relationship to the caseload.

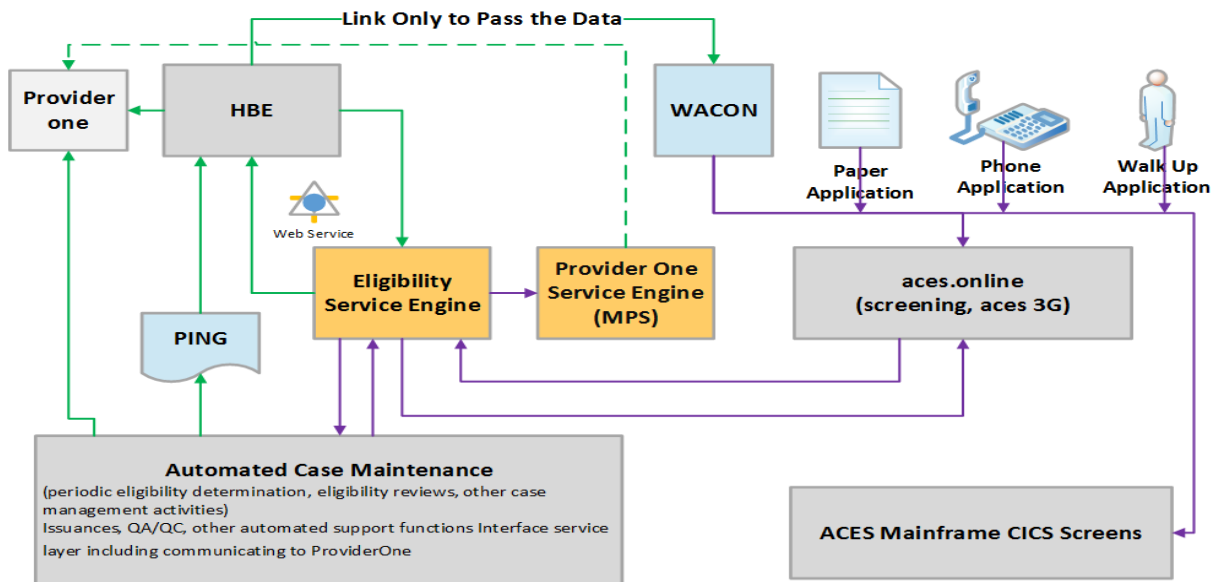
##### **5.4.1 Service Environment**

The following sub-sections further describe and scope the environment currently being supported which the Bidder shall comply.

###### **5.4.1.1 Applications components of the ACES System**

The ACES System is comprised of multiple applications. This high level diagram represents how each of the applications in the system interact as well as

interface with other external applications such as Health Care Authority (HCA) ProviderOne and Health Benefits Exchange (HBE) Healthplanfinder. A listing and brief description of the applications and subsystems that comprise the ACES System of Applications is listed below the diagram.



**ACES Mainframe CICS Screens –** This represents the legacy data collection process and application internal to DSHS. This process currently does everything ACES 3G supports and several miscellaneous processes. It has support of the parameters, alerts, issuance, QA/QC among other sub-systems. The data collection portions will be decommissioned once all the appropriate functionality has been moved to the web application, ACES 3G.

**Automated Case Management (ACM) and other supported functions –** This includes the processing of the actions that happen throughout the day and the issuance of benefits and letters to clients. ACES communicates the results of those actions to multiple agencies depending upon the type of assistance and the result of the action. ACES receives multiple inbound interfaces which trigger automated actions. ACM supports ongoing case management of eligibility for those items that are time event related.

**Eligibility Service Engine/Eligibility Subsystem –** The Eligibility Service is the component that supports eligibility related processes for the Affordable Care Act (ACA). It determines eligibility for Medicaid based on MAGI, which incorporates Internal Revenue Service (IRS) rules and verification methods. This process also provides determination of APTC (Advanced Premium Tax Credit) eligibility. The Eligibility Subsystem determines eligibility for all of the other cash, food and classic Medicaid programs.

**Acesonline (AOL) –** This is an intranet worker-facing Web application supporting screening, letters and inquiry functionality. Data collection and case actions (called 3G) are also accessed from Acesonline. The process supports the data collection of household and client demographic information required to complete the eligibility determination process. This function facilitates the

processing of an interview and finalization of the application. Based on the ACES Modernization Roadmap, this function will be expanded to handle everything done today in the mainframe green screens.

**WACONN – Washington Connection** – This is an internet client-facing Web application designed to accept electronic data for applications, eligibility reviews and changes of circumstances. This process captures the application for economic assistance benefits such as food, child care, medical and cash assistance. It also includes an “am I eligible” feature and does referrals to other state and local agencies where clients may gain access to additional services.

**Data Warehouse Environment** - The data warehouse is comprised of collections of DB2 databases that provide data staging and data reporting functions. The data bases are hosted on both SUSE Linux and WINTEL platforms. There are two core functions of the DW. The first is to capture system data created by ACES and other systems. The second is to create and store transformed data for reporting purposes. The data warehouse provides data to support federal reporting, operational and analytical reporting for numerous state agencies.

**Paper, phone, and walk up** – These are different communication channels for the same features provided in Washington Connection. This includes application, eligibility review, and change in circumstances.

**PING** – This process is called the Request for Inquiry Ping. PING is the common term for a feature used by Healthplanfinder and ACES that communicates information back and forth as clients may switch from MAGI to Classic Medicaid or vice versa. It does not update eligibility, but only shares information. This includes both batch file and transactional communications.

For detailed information regarding integrations to the ACES System please see **Attachments 11 and 12.**

#### **5.4.1.2 Hardware and Software**

A description of the ACES hardware environment and a listing and description of all hardware currently supported is provided in Attachment 11.

A listing and description of the ACES System Software and utilities provided and supported is provided in Attachment 11. This list identifies the Operating System (OS), utilities, tools, and middleware in use by the ACES Linux virtual environment, and Windows environment. It also provides a list of the Open Source Software in use by the ACES application.

#### **5.4.1.3 Governance: Policies, Procedures and Standards**

The Services will comply with all policies, procedures and standards as prescribed by the Washington State Office of the Chief Information Officer (OCIO), by DSHS, and by any other state or federal legislative or authorizing entity with a governing interest in the ACES System. OCIO Policies and Standards can be found at <https://ocio.wa.gov/policies> while DSHS Administrative Policies can be provided upon request.

#### 5.4.1.4 Work In Progress

DSHS always has a number of related enhancement initiatives and work activities, which could include technical debt resolution in progress that will be considered within the scope of the M&O contract. This work is considered the responsibility of the contractor to complete within mutually agreed upon time frames.

### 5.5 Baseline Information

DSHS' current utilization and projected usage is presented in Attachment 11 ACES Environment. These business requirements represent the Client's realistic projection of the Service requirements for Day 1 implementation based on a combination of past trends, current status, and anticipated overall business planning over the term of the Contract.

#### Bidder Responsibilities

The sections below detail the types of work the bidder will be required to perform.

#### 5.5.1 Break Fix/Critical Fault/Corrective Maintenance

The Bidder will be responsible for fixing failures (not functioning as designed) that cause a crash, degraded state, data loss or corruption, erroneous results or no work around for a major documented function. Includes associated analysis, design, coding, testing, configuration, communications, documentation, and implementation. Also includes issues encountered in the course of keeping purchased application packages up and running.

Examples include:

- Application errors
- Release errors
- Code merge errors
- System is down
- Data records not processing as designed due to coding problems
- Problems transmitting data between systems
- System generating Incorrect or misleading data
- Data download failures
- System clocking (due to an application problem)
- Unacceptable user work around due to system bugs
- Data contention errors

Where the resolution of a defect or error requires changes to the application functionality or technology, the Bidder will initiate and fulfill a work request indicating the urgency. The following, non-exhaustive, list of changes are included in the Corrective Maintenance Services as part of defect or error resolution:

- User interface changes
- Changes to system interfaces

- Application module changes
- Database changes
- Modification to standard query structure
- Report changes

When the resolution requires the execution of a work request, the Bidder will initiate and fulfill the respective work request(s).

When such changes as described above are estimated by the Bidder to exceed 5 (five) person-days effort, the Bidder will initiate and fulfill a work request indicating the urgency.

### 5.5.2 Preventative Maintenance

The Bidder will be responsible for improving performance and maintainability and proactively addressing latent defects and to find and eliminate errors before they can impact the business and performance of an application. The expected result of this effort is to improve application speed, reliability and/or reduce the ongoing support costs.

Examples include:

- Addressing documented problems that would save enough analyst support time or have material impact on the business to justify making code changes
- Reducing time spent looking for the root cause of problems - regardless of whether any action is taken.
- Code refactoring such as extracting one or more smaller sub-routines from a larger routine or removing duplicate routines and replacing with one shared function.
- Removing obsolete code or application modules that are no longer in use.
- Improving internal support-related processes.
- Making JCL changes to include table backups/reorganizations.

This does not include work greater than 80 hours related to functional enhancements which is considered Enhancement.

DSHS and the Bidder will minimize the potential impact of future events on the supported applications by agreeing to exchange any information — business, functional and technical — of expected events that might require preventive actions in regard to the supported applications. The following, non-exhaustive, list of events will trigger preventive maintenance activities:

- Changing business volumes
- Application packages releases by any Independent Software provider
- Application packages patches and fixes
- Revisions, and upgrades to platform software and utilities

- Special events, such as state and federal holidays, marketing initiatives, fiscal year end

On notice of such event, the Bidder will analyze the impact of the event on supported applications and propose a solution as a work request. Acceptance and fulfillment of such work request will be in accordance with the procedure as set out in this Agreement. The following, non-exhaustive, list of preventive maintenance activities can occur:

- Application of release upgrades
- Application of system patches
- Archiving or purging as appropriate to free up storage for expected data volume increase
- Pre-production execution simulation
- Testing for special events

The Bidder also understands and accepts that it bears the responsibility to improve the stability of the supported applications. The Bidder will therefore perform required activities to minimize the amount of reported incidents for the supported applications in production.

### 5.5.3 Adaptive Maintenance

The Bidder will be responsible for adapting the application to changes in the operating environment (e.g. required by infrastructure, operating system, outside vendor, etc.). This includes associated communication and documentation. This does not include adding new business capabilities from a user's perspective. Does not include added adaptive maintenance as a result of enhancement requests outside the scope of this statement of work.

The Bidder understands and accepts that development initiatives of any kind can affect supported applications interfacing in any kind with such initiative. DSHS and Bidder therefore agree to inform each other of any initiative that might impact supported applications.

On notice of such impact, the Bidder will analyze the impact of the initiative on supported applications and propose a solution to be included as a change request to the work request document of the initiative that impacts supported applications (hereafter named "work request").

Standardized work requests with known effort and lead time that can be requested by DSHS are considered part of Adaptive Maintenance activities. The Bidder will respond to such Pre-Approved work requests by DSHS within the agreed lead time as set out for each Pre-Approved work request.

Examples Include:

- Installation, configuration and testing of dot releases and patches of Bidder package/COTS software (including security patches)

- Required upgrades to a new version of the application's DBMS, language(s), utilities and/or operating system
- Testing the application following changes to the hardware environment such as server upgrades, virtualization, etc.
- Changes to support application security
- Required modifications due to new Framework versions
- Changing JCL due to changes in versions of software support tools
- .Net, Java upgrades
- Ensuring software is maintained within an N-1 revision level unless agreed upon by DSHS
- Implement and integrate major software upgrades according to the application list contained in **Attachment 11 – ACES Environment**
- Logging and monitoring of system performance, system events, issues and errors, and storage of system logs for log review, analysis and correlation

This does not include implementation of a Contractor package/COTS software which include a substantial amount of new or changed business functionality and require significant effort to implement.

#### 5.5.4 Perfective Maintenance

The vendor understands and accepts that it bears the responsibility to continuously aim for improving the performance and efficiency of the supported applications. The Bidder therefore consistently analyzes the potential improvement areas to maximize the transaction processing capabilities of the supported applications and shorten the effort required to manage the supported applications. The following, non-exhaustive, list of perfective maintenance activities can occur:

- General performance tuning
- Improve incident and change response
- Improve incident resolution processes
- Increase automation to shorten change request implementations
- Archiving to increase application performance
- Database performance tuning
- Platform Optimization

#### 5.5.5 Design Documentation

The Bidder will be responsible for conducting systems analysis and producing design documentation that reflects any changes or adjustments to the as-built architecture diagrams. The development of such documentation will be based on formal requirements specifications and will follow a formal process of analysis and design. The products of analysis and design will include a reflection of logical and functional changes to the hardware and software components of the system.



**5.5.6 System Documentation**

The Bidder will be responsible for maintaining existing system documentation that describes the system landscape in the form of as-built architecture diagrams/blueprints, configuration specifications, operating guides and instructions. System changes and enhancements will build upon the as-built documentation, developing new documentation as needed.

System documentation for infrastructure and application software shall include system support and design documentation.

This includes maintaining and setting up system documentation in DSHS agreed upon repositories.

**5.5.7 Security**

The Bidder will be responsible for providing access and authorization to systems.

Examples Include:

- Application specific access
- Removing old IDs
- Shutting off system authorizations

**5.5.8 Build and Maintain Test Environments**

The Bidder will be responsible for building and maintaining test environments

Examples Include:

- Copying data from production to test
- Refreshing test environments
- Defining backups and restores

Does not include: Setting up test data to test a new system enhancement. This is part of the development project.

**5.5.9 Maintain Business Rules**

The Bidder will be responsible for updating business rules. This includes:

- Updating business rules stored in editable tables
- Explanations of and assistance with setting up Supplemental Tables
- Change of business rules requiring changes to code

**5.5.10 ACES System Disaster Recovery**

The Bidder will be responsible for supporting the ACES System during disaster recovery and disaster recovery exercises. Bidder will be responsible for supporting and maintaining the applications in the disaster recovery environment

and return from the disaster recovery environment to normal production. The Bidder will be responsible for ensuring the disaster recovery environment is functioning.

This includes:

- Plan and schedule disaster recovery testing
- Document and perform recovery of the Application
- Recover data and storage according to RTO/RPO requirements
- Assist with/resolve remediation of recovery issues
- Establish WAN connectivity from data center to the State/DSHS WAN
- Return application from recovery site to normal production
- Documentation of exercise
- Actively participating in the execution of the recovery plan in the event of a disaster at the instruction of DSHS

#### **5.5.11 System Audits**

The Bidder will be responsible for supporting system audits by providing requested reports, data and information as requested by DSHS.

#### **5.5.12 Data Discrepancies**

The Bidder will be responsible for assisting resolution of data issues where the data is the problem, not the associated code.

Examples Include:

- End user misuse of system functionality that can cause undesired effects. DSHS is then asked to "fix" the data
- Customers ask DSHS to investigate data mismatches between two systems and it turns out not to be a system problem, but the way the user was looking at the data
- Physically manipulating production data caused by a customer's inappropriate use of the system
- Instances where screen level field edits are not implemented or enabled
- Circumstances where referential integrity of data is not enforced

#### **5.5.13 IT Operations Support Services**

As part of the Applications M&O scope, the Bidder will be responsible to follow DSHS' M&O processes. DSHS IT operations process follows the ITIL framework. This includes, at a minimum:

- Change and Release Management
- Configuration Management

- Capacity Management
- Service Level Management
- Disaster Recovery
- Incident Management
- Problem Management and Root Cause Analysis
- Request Management
- Knowledge Management

#### 5.5.14 Maintenance and Support Roles and Responsibilities

DSHS will:

- Ensure all Bidder managed applications follow the DSHS maintenance processes including submitting all requests, documentation and other information required
- Monitor monthly reports (provided by the Bidder) to evaluate performance and help address any issues identified
- Review all documentation provided by the Bidder
- Approve any changes to the M&O processes

#### 5.5.15 Enterprise Data Warehouse and Business Intelligence

DSHS has a data warehouse and business intelligence solution implemented, however, the business' BI and reporting needs are always evolving. See **Section 06 – Bidder Performance Requirements**

The Bidder will be providing skilled resources to support DSHS in the following:

- System administrative functions for data warehouse and reporting systems
- Database administrator functions for data warehouse
- Data architecture functions for data warehouse
- Data transformation functions
- Data reporting functions

#### 5.6 ACES Enhancements Services

In addition to providing M&O for the legacy applications, the Successful Bidder will make functional enhancements to the existing application portfolio or develop new functionality (Above Baseline – ABL Activities). The exact scope of these projects will be identified during the engagement as needs arise through a specific request from DSHS. These projects will include activities which are not covered by the Applications M&O Scope (Sections 5.1 to 5.5). Enhancement requests will consist of work above the normal M&O support. Enhancements are specific projects with negotiated deliverables and prices beyond M&O, requiring

a change order. This may include enhancements associated with legacy transition work and decommissioning of modules over time.

DSHS expects the priority focus to shift over time to IE&E support.

Prior to initiating any Design, Develop and Implement (DDI) project DSHS will provide a scoping document, with the Bidder’s assistance, at enough detail for the Bidder to provide a fixed fee based on the full burdened hourly rate for resources. This fixed fee bid will include an explanation of the basis for the estimate (e.g. the number of hours, level of effort, etc).

The focus of this work is any enhancements to the ACES System and work associated with legacy transition and decommissioning of modules over time. This does not include initiatives to improve the efficiency of providing M&O or application development services as these are covered under other scopes of work. However, these projects may be managed in a similar manner.

Enhancement hours are allocated on an as-needed basis, and do not have a minimum number of hours allocated.

**6. Bidder Performance Requirements**

This section details the activities the Bidder will be required to perform under the resulting contract.

<b>Application Maintenance and Operations Requirements</b>	
<b>Req. #</b>	<b>Requirement Description</b>
6.1	Collaborate to integrate the Bidder's operational activities into DSHS standard processes and continuously identify opportunities to improve the processes
6.2	Develop service requests whenever the Bidder requires changes to the infrastructure
<b>Capacity Management</b>	
6.3	Collaborate with DSHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast
6.4	Participate in and adhere to DSHS' capacity planning processes
6.5	Advise Client of need to allocate additional processing resources or allocate additional storage resource based on predefined parameters and observed growth patterns
<b>Operational Process</b>	
6.6	Participate and adhere to DSHS ITIL service management process
6.7	Deliver DevOps capability for continuous delivery following industry standards utilizing industry accepted automation tools
<b>Change/Release Management</b>	
6.8	Identify and submit any Application changes in compliance with DSHS' Change/ Release Management process
6.9	Adhere to DSHS ITIL change/release processes
6.10	Provide required documentation regarding each Application change/release

<b>DevOps Capability</b>	
6.11	Maintain Application software configuration in the DSHS source code management tool
6.12	Capture any Application software configuration changes included in any change request
6.13	Ensure up-to-date and accurate Application configurations are captured in the software configuration management tools; any errors should be reported to DSHS immediately
6.14	Maintain an inventory of all applications in the DSHS environment for which the vendor will be providing M&O services (including all attributes captured on the application inventory provided in the procurement library)
6.15	Manage source code in DSHS authorized source code management tool
6.16	Provide automated deployment methods using DSHS automated continuous deployment tools and technology as well as provide deployment documentation, scripts and configuration to the release processes.
6.17	Ensure master copies of new software versions in a secured software library and update configuration databases
6.18	Manage infrastructure as code (IaC) for using DSHS virtualization tools (such as Puppet, Ansible, etc.) and technology for development, test and production environments.
6.19	Manage continuous delivery environments as needed by DSHS maintenance and operation and enhancement activities.
<b>Disaster Recovery</b>	
6.20	Participate in and complete all Application related disaster recovery activities outlined in the Disaster Recovery Plan
6.21	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)
6.22	<p>The Bidder will be responsible for supporting the ACES System during disaster recovery and disaster recovery exercises. Bidder will be responsible for supporting and maintaining the applications in the disaster recovery environment and return from the disaster recovery environment to normal production. The Bidder will be responsible for ensuring the disaster recovery environment is functioning. Bidder responsibilities include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Plan and schedule disaster recovery testing</li> <li>• Document and perform recovery of the Application</li> <li>• Recover data and storage according to RTO/RPO requirements</li> <li>• Assist with/resolve remediation of recovery issues</li> <li>• Establish WAN connectivity from data center to the State/DSHS WAN</li> <li>• Return application from recovery site to normal production</li> <li>• Documentation of exercise</li> <li>• Actively participating in the execution of the recovery plan in the event of a disaster at the instruction of DSHS</li> </ul>

6.23	Identify appropriate resources to support DSHS' disaster recovery planning, testing and execution
6.24	Perform tasks outlined in the Disaster Recovery Plan in the event DSHS initiates a disaster
<b>Help Desk and Incident Management</b>	
6.25	Adhere to application support escalation procedures. DSHS uses a tiered incident response process where incidents are triaged by DSHS staff prior to escalation to the next tier of support
6.26	Provide Application Solution expertise and involvement for resolution of service, incident, problem and change, following DSHS ITIL process
6.27	Log updates into the ticket tracking system in a timely manner in alignment with the DSHS' processes, policies and procedures
6.28	Review the status of open service, incident, problem, change and related problems and the progress being made in addressing problems related to the applications
6.29	Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization
<b>Problem Management Services and Root Cause Analysis</b>	
6.30	Provide expertise and be an active participant in the process to troubleshoot, diagnose and address the root cause of critical problems as required by DSHS (e.g. participate in "all hands on deck" meetings until a permanent fix to the incident is developed)
6.31	Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies
6.32	Conduct proactive trend analysis to identify and mitigate recurring incidents
6.33	Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DSHS
6.34	Recommend solutions to address recurring incidents or failures
6.35	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 DSHS
<b>Security Administration</b>	
6.36	Adhere to access profiles and policies for adding, changing, enabling/disabling and deleting Log-On access for DSHS employees, agents and subcontractors to the ACES application
6.37	Adhere to Application security plan based on Washington State Office of the CIO (OCIO), DSHS and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, including Application vulnerability management. Standards include but are not limited to OCIO Security Standards, the DSHS Security Manual, NIST, and the Washington Office of Cybersecurity.
6.38	Adhere to DSHS' security policies and accepted industry standards of physical and logical security plans
6.39	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
6.40	Support DSHS in performing security related activities and corrective action plans such as report development, controls documentation, HIPAA compliance activities, IRS 1075 compliance

	activities, performing security audits, etc.
6.41	Maintain all documentation required for Application security audits and internal control and control testing
6.42	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.).
6.43	Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications
6.44	Ensure all 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
6.45	Adhere to documented procedures to ensure background checks are performed on vendor personnel with administrative or other privileged access to servers, applications or customer data per CFR, RCW, DSHS, and vendor policy (whichever is more stringent)
6.46	Adhere to documented procedures for super user privilege management and database activity monitoring controls or the equivalent to detect inappropriate behavior by personnel with administrative access.
6.47	Report any security violations to DSHS per DSHS policies
6.48	Will follow and support DSHS Security Design Review process for all required actions.
6.49	Support audit requirements, when applicable. Support resolution of audit findings.
6.50	Support Forensic Investigations
<b>User Account Management</b>	
6.51	Develop/document/manage and maintain Application user account maintenance procedures including, but not limited to: <ul style="list-style-type: none"> <li>• Configuration of new users, roles and responsibilities, credentials, etc.</li> <li>• Users Refresh / Change / Updates</li> <li>• Deletion of Users</li> </ul>
6.52	Provide assistance to DSHS, as required, in administering Application user accounts
<b>Break Fix</b>	
6.53	Design, build and test application fixes
6.54	Address failures that cause crashes, hang-ups, data loss or corruption, erroneous results or any other Application related issues which impact the business' ability to perform their work (excluding warranty fixes and design issues, which are addressed elsewhere)
6.55	The Bidder will be responsible for fixing issues (not functioning as designed) that cause a crash, degraded state, data loss or corruption, erroneous results or no work around for a major documented function. Includes associated analysis, design, coding, testing, configuration, communications, documentation, and implementation. Also includes issues encountered in the course of keeping purchased application packages up and running.

	<p>Examples include:</p> <ul style="list-style-type: none"> <li>• Application errors</li> <li>• Release errors</li> <li>• Code merge errors</li> <li>• System is down</li> <li>• Data records not processing as designed due to coding problems</li> <li>• Problems transmitting data between systems</li> <li>• System generating Incorrect or misleading data</li> <li>• Data download failures</li> <li>• System clocking (due to an application problem)</li> <li>• Unacceptable user work around due to system bugs</li> <li>• Data contention errors</li> </ul>
6.56	<p>Where the resolution of a defect or error requires changes to the application functionality or technology, the Bidder will initiate and fulfill a work request indicating the urgency. The following, non-exhaustive, list of changes are included in the Corrective Maintenance Services as part of defect or error resolution:</p> <ul style="list-style-type: none"> <li>• User interface changes</li> <li>• Changes to system interfaces</li> <li>• Application module changes</li> <li>• Database changes</li> <li>• Modification to standard query structure</li> <li>• Report changes</li> </ul>
<b>Tool Usage</b>	
6.57	Leverage all tools available to DSHS. DSHS' preference is to continue using the same tools, however, is open to changing tools if the Bidder can justify the migration.
<b>Application Operations Support</b>	
6.58	Maintain/enhance procedures for performing Application specific administration.
6.59	Develop new as-built system documentation for enhancement work and maintain existing as-built system logical design documentation and blueprints that reflect the organization and interrelationships of application system components, modules and objects
6.60	Validate and maintain the existing data dictionary and business glossary for schemas, tables, and elements in the DB2 data model. This documentation shall include both technical details (description, data type, character length, acceptable values, required, null acceptable, etc.) and business definitions. The vendor should use a modern data governance tool that supports a data dictionary and business glossary and establish a process for ensuring it is easily accessible, updated and maintained.
6.61	Prepare pre-production release software for production and pre-production testing
6.62	Continually monitor data quality and identify opportunities for improvement
<b>System Performance/Monitoring</b>	



6.63	<p>Maintain/enhance monitoring policies, procedures and standards for the Applications including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert</li> <li>• Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert</li> <li>• Monitoring of transaction and trace logs, network event logs and traces, garbage collection, memory and CPU utilization, indexes, etc., and propose a solution in case of an alert or resource issues</li> <li>• Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DSHS according to agreed procedure</li> <li>• Monitoring of end-to-end transaction response time to allow measurements against SLAs</li> <li>• Monitoring of interfaces and batch and job scheduling</li> </ul>
6.64	Perform Applications related database administration tasks
<b>M&amp;O Improvements</b>	
6.65	<p>Continually identify, and where appropriate and approved, implement M&amp;O improvement opportunities such as:</p> <ul style="list-style-type: none"> <li>• Improving or automating support processes</li> <li>• Removing unused, orphaned or "dead code"</li> <li>• Identifying opportunities to retire legacy systems</li> <li>• Improving the quality and modularity of developed code</li> <li>• Proactive elimination of recurring problems</li> <li>• Improve performance management</li> <li>• Improve capacity management</li> </ul>

<b>Implement Enhancement Requirements</b>	
<b>This section captures the activities the Bidder needs to perform to modify and/or enhance any Application.</b>	
Req. #	Requirement Description
6.66	Ensure all service and enhancement requests are logged in the DSHS defined ITSM tool.
6.67	Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades
6.68	Produce price and labor hour estimates based on DSHS' scope definition document
6.69	Collaborate with DSHS to clarify any ambiguous requirements and/or to collect more information required to produce a proposal for a specific scoping document
6.70	Provide architectural design approach and price estimation documentation and justification to DSHS and receive approval from DSHS prior to commencing DDI activities on any scoping

	document
6.71	Provide estimates for the requirement scope, including schedule, (including DSHS resources), testing plan, staffing plan, infrastructure impact and a release check-list
6.72	Create conceptual and functional specifications
6.73	Create design documents including architecture, security and technical design
6.74	Provide infrastructure requirements to DSHS in DSHS' required format
6.75	Develop application changes including configuration changes/modifications and custom development
6.76	Conduct walk-through review of configuration change/modification/development
6.77	Program, compile and document configuration changes/modifications/new code developed
6.78	Develop integration strategy (with external applications) and provide functional specifications for any development required on external system
6.79	Perform testing outlined in the proposal (E.g. unit testing, integration testing, regression testing) on all changes
6.80	Manage Application environments during test cycles
6.81	Update all related technical architecture and design documentation
6.82	Maintain overall accountability for management of technical/System documentation
6.83	Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation
6.84	<p>Establish coding standards (based on DSHS policies and standards), document standards, obtain DSHS approval, and ensure all project teams conform to these standards. The process for enforcing coding standards must:</p> <ul style="list-style-type: none"> <li>• Include validations to ensure that code comments and in-line code documentation is properly implemented</li> <li>• Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools</li> <li>• Include the production of reports demonstrating code standards enforcement and coverage across code base</li> <li>• Include specific processes to ensure code reusability and enforcement of code reusability standards</li> <li>• Include support for the DSHS quality assurance team to perform periodic or random audits and code reviews</li> </ul>
6.85	<p>Continually identify and implement software development process improvement opportunities such as:</p> <ul style="list-style-type: none"> <li>• Implementing automated regression testing, performance testing, etc.</li> <li>• Implementing tools</li> </ul>

	<ul style="list-style-type: none"> <li>• Enhancements to methodology</li> </ul>
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Enterprise Data Warehouse Requirements	
Req. #	Requirement Description
6.86	Analyze the business users' requests to gain a high level understanding of requirements and costs
6.87	Work with requestor to fully understand their business need
6.88	Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: <ul style="list-style-type: none"> <li>• Developing mock-ups</li> <li>• Developing proof of concepts</li> <li>• Providing training/demos</li> <li>• Leveraging DSHS's approach to development</li> </ul>
6.89	Support testing to ensure accurate data prior to migrating to production
6.90	Follow meta data practices and policies to ensure business data is well defined and can be used by the business users
6.91	Provide data user support after the data/report/tool goes into production
6.92	Find opportunities to streamline reports provided including identifying opportunities to consolidate reports
6.93	Develop and maintain programs and interfaces (ETL) for extracting data from systems of records
6.94	Develop and maintain programs and interfaces (ETL) for transforming data in support of business intelligence tooling and services

IT Operations Support Requirements	
<b>This section captures the activities the Bidder needs to perform in procuring additional services for DSHS.</b>	
Req. #	Requirement Description
6.95	Develop, manage and maintain knowledge base to improve self-service and help desk's capabilities to address user questions
6.96	Escalate tickets to Level 2/3 support when additional application knowledge is required; manage, track and report tickets through the process
6.97	Participate in system incident management reporting, tracking, escalation and resolution activities
<b>Support, Maintain and Operate Enterprise IT Processes</b>	
<b><i>Capacity Management</i></b>	

6.98	<p>Develop/maintain and administer comprehensive DSHS Capacity Management process, including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Developing capacity forecasts based on forecasted usage (e.g. adding users, adding functionality)</li> <li>• Monitoring IT resources (e.g. applications, OS, servers, database, network, disks) usage to enable proactive identification of capacity and performance issues and recommend changes</li> <li>• Identify areas where capacity levels can be increased while decreasing operating costs by changing the architecture/design</li> <li>• Implement tools that allow for capacity monitoring/trending</li> </ul>
6.99	Provide capacity projections report for all DSHS infrastructure and applications supported by the vendor and as required by DSHS
6.100	Provide utilization and capacity reporting
<b><i>Change and Release Management</i></b>	
6.101	Collaborate with DSHS to maintain and adhere to change and release management processes, procedures and standards to be followed to by all of DSHS's applications systems supported by the vendor
6.102	Collaborate with DSHS to maintain and adhere to standard procedures and methods for each type of change including application services, interfaces, hardware, operating systems, databases, storage, network, batch schedule changes, etc.
6.103	Collaborate with DSHS to maintain and adhere to a schedule of planned changes and provide to DSHS for review as required
6.104	Manage and maintain the processes and procedures for production deployment (including roll-back planning)
6.105	For each release, ensure the change request has developed a business contingency/back out plan
6.106	Ensure all DSHS vendors and partners comply with change/release management policies and procedures and environment configurations remain synchronized. For this requirement, the Bidder will only be responsible for identifying and escalating where necessary, for any lack of alignment with policies and procedures.
6.107	Modify/update configuration database, asset management items, and service catalog (if applicable) to reflect any implemented changes
<b><i>Configuration Management</i></b>	
6.108	Develop/maintain/enhance configuration management processes, procedures and standards to support multiple vendors
6.109	Develop/maintain configuration management processes, policies and procedures for tracking system change
6.110	Maintain configuration management tools to track and inventory the configuration of the appropriate environments

6.111	Ensure all DSHS ITS vendors and partners are using configuration management tools and comply with policies and procedures and environment configurations remain synchronized. For this requirement, the Bidder will only be responsible for identifying and escalating where necessary, for any lack of alignment with policies and procedures.
6.112	Establish process for verifying the accuracy of configuration items, adherence to configuration management process and identifying process deficiencies
6.113	Provide DSHS with configuration management reports as required and defined by DSHS
6.114	Ensure up-to-date and accurate system changes are captured in the configuration management tools; that changes were made as prescribed and that the documentation of items and systems reflects their true configurations, and that any errors are reported to DSHS immediately
6.115	Maintain an inventory of all configuration items in the DSHS environment for which the vendor will be providing M&O services (including all attributes captured on the application inventory provided in the procurement library)
<b><i>Incident Management</i></b>	
6.116	Ensure rapid incident detection, ownership, recording, monitoring, tracking, reporting and communications. Log system incidents into the current ticket tracking system and outage log in a timely manner in alignment with the DSHS' processes, policies and procedures
6.117	Continually review the status of open incidents and related problems, and the progress being made in addressing problems related to the Applications
6.118	Lead incident management investigation and analysis, and provide status and incident impact categorization
6.119	Lead process for diagnosis and resolution of critical incidents
<b><i>Problem Management Services and Root Cause Analysis</i></b>	
6.120	Support the Problem Management role and associated responsibilities including, but not limited to: <ul style="list-style-type: none"> <li>• Receive and log incidents and problems from Level 1/2 help desks</li> <li>• Categorize and log problems</li> <li>• Apply formal methods for problem assessment, troubleshooting, and diagnosis</li> <li>• Identify problem characteristics and root cause</li> <li>• Notify DSHS Staff and third party Service Provider(s) as required</li> <li>• Monitor problems until permanent resolution</li> <li>• Provide ongoing communication and reporting on the status of problem resolution</li> <li>• Communicate resolution status and provide closure notification</li> <li>• Provide analysis and trends of problems and report findings on a monthly basis</li> </ul>
6.121	Track and report recurring incidents or failures and provide associated consequences of repeating incidents
6.122	Track and analyze all potential modifications (e.g. problem/defects, enhancements, projects across infrastructure) for all Application DDI vendors and report to DSHS for prioritization and

	approval to commence
<b>Security Administration</b>	
6.123	<p>Establish a mechanism to ensure comprehensive and up-to-date policies and procedures to help governance activities related to access and identity management as well as information privacy and protection:</p> <ul style="list-style-type: none"> <li>• Privacy Impact Assessment</li> <li>• System Security Plan and workbook</li> <li>• Information Security Risk Assessment</li> <li>• Information protection governance</li> <li>• Change management</li> <li>• Incident Response</li> <li>• NIST 8---53 R4 Compliance Matrix</li> <li>• NIST 800 Controls Mapping</li> </ul>
6.124	Enhance and maintain security documentation (Security Plan, Security Architecture and Access Policies and procedures, information protection governance, incident response, risk assessment, PIA, SSP and Workbook and other related security documents) to support an enterprise approach to include multiple vendors and multiple divisions
6.125	Develop and maintain all documentation required for security audits and internal control and control testing
6.126	Provide a documented set of controls that is used to ensure the separation of data and security information among customer applications
6.127	Provide documented procedures to perform background checks on personnel with administrative or other privileged access to servers, applications or customer data
6.128	Provide documented procedures and establish procedures for vulnerability management, intrusion prevention, incident response, and incident escalation and investigation
6.129	Provide documented identity management and help desk procedures for authenticating callers and resetting access controls, as well as for establishing and deleting accounts
6.130	Ensure all security controls required to meet DSHS' security policies are in place and followed
6.131	Provide security and proactive monitoring on the dedicated and shared environment at the infrastructure level
6.132	Monitor security to ensure compliance to Federal security regulations and approved Application plans, processes and procedures
6.133	Develop/maintain/follow a documented process for evaluating security alerts from OS and applications vendors, shielding systems from attack until patched, and installing security patches and service packs on all environments
6.134	Demonstrate that the security staff average more than four (4) years' experience in information security
6.135	Demonstrate that more than 75% of the Bidder's security staff has current security industry

	certification, such as from the Certified Information Systems Security Professional certification program (www.isc2.org), Global Information Assurance Certification or equivalent. Proof of certification must be made available to DSHS upon request.
6.136	The Bidder will be responsible for providing access and authorization to systems. Examples Include: <ul style="list-style-type: none"> <li>• Application specific access</li> <li>• Removing old IDs</li> <li>• Shutting off system authorizations</li> </ul>
<b>User Account Management</b>	
6.137	Coordinate administration of security access to the DSHS ACES System and dedicated functionality
6.138	Adhere to DSHS policies for adding, changing, enabling/disabling and deleting log-on access of DSHS employees, agents and subcontractors
6.139	Perform log-on/security-level access changes at the OS and system software levels as detailed in profiles and policies
6.140	Develop, document, manage and maintain user account maintenance procedures including, but not limited to: <ul style="list-style-type: none"> <li>• Configuration of new users, roles and responsibilities, credentials, etc.</li> <li>• Users Refresh/Change/Updates</li> <li>• Deletion of Users</li> </ul>
<b>Application System Operations Support</b>	
6.141	Develop, document and manage the processes and procedures for Interfaces and Batch Operations Architecture
6.142	Define job scheduling requirements, application software interdependencies, and rerun requirements for all production jobs
6.143	Utilize and manage scheduling tools for automating job execution (e.g., job workflow processes interdependencies, rerun requirements, file exchange functions, and print management)
6.144	Maintain master job schedule and execute all batch jobs
6.145	Perform job monitoring and manage resolution of any failed jobs
6.146	Monitor all Applications as agreed to in the documented monitoring policies, procedures and standards. Identify and report Application problems. This includes but is not limited to: <ul style="list-style-type: none"> <li>• Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert</li> <li>• Creation and monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert</li> <li>• Creation and 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</li> </ul>

	<ul style="list-style-type: none"> <li>Monitoring of middleware (e.g., workflows, in- and out-bound queues) and system services, and report to DSHS according to agreed procedure</li> <li>Monitoring of end-to-end transaction response time to allow measurements against SLAs</li> <li>Monitoring of interfaces, and batch and job scheduling</li> </ul>
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**Account Management and Quality Assurance Requirements**

**This section includes requirement and responsibilities for account management and quality assurance.**

Req. #	Requirement Description
<b>Account Management and Quality Assurance</b>	
6.147	Propose Account Management structure, planning and procedures
6.148	Provide team that meets all qualifications outlined in the contract for the duration of the engagement unless explicit approval is received by DSHS in writing
6.149	Maintain and implement Account Management structure, planning and procedures accordingly.
6.150	Develop a service process that clearly defines how to order, change or delete services
6.151	<p>Provide monthly status reports capturing all elements outlined in the contract, including but not limited to:</p> <ul style="list-style-type: none"> <li>Performance against SLAs</li> <li>Activities performed during reporting period</li> <li>Activities planned in the next reporting period</li> <li><b>Risks and Issues</b></li> <li>Status of any active M&amp;O/enhancement projects against agreed upon scope, schedule and budget</li> <li>Status of any active Additional Services Work Efforts</li> </ul>
<b>SLR Performance Management (Attachment 02)</b>	
6.152	Define and implement methods for monitoring SLA's which govern the relationships between internal and external service providers (vendors), including provisioning, response times, etc.
6.153	Monitor and report performance against service level requirements to DSHS
<b>Application Quality Management</b>	
6.154	<p>Participate in and address any findings in the following areas:</p> <ul style="list-style-type: none"> <li>Operations and service management</li> <li>Quality assurance and control program process</li> </ul>
6.155	Provide hours worked by employee broken down by task as defined by DSHS
6.156	Provide application service level reporting based on agreed upon SLR Targets

**Decomposition Plan**

**This section includes general statements about the development of the Decomposition Plan, to be**



developed in the first twelve months of this engagement.	
Req. #	Requirement Description
6.157	<p>To support the incremental sunsetting of the ACES mainframe features and functions, the vendor shall develop and maintain a Decomposition Plan. The Decomposition Plan shall address the proper action items required to transition from the current architecture to the to-be architecture throughout the IE&amp;E Project(s) while ensuring no/low impact to Washingtonians who rely on ACES for critical services. The Decomposition Plan shall at a minimum include the following:</p> <ul style="list-style-type: none"> <li>• Current ACES application landscape and data analysis                             <ul style="list-style-type: none"> <li>– Applications: List IT applications and systems to be sunset, as well as those that may be needed in the to-be architecture.</li> <li>– Integrations between applications: Document upstream and downstream systems (according to the current state) that touch ACES and potential impacts as touchpoints are retired.</li> <li>– Features: Capture the lowest level capabilities that ACES performs for current clients.</li> <li>– Data flows: Capture data elements to and from the ACES system.</li> </ul> </li> <li>• Transition into the target state architecture (IE&amp;E Modernization Products)                             <ul style="list-style-type: none"> <li>– Applications: Identify components to be sunset, replacement candidates, and gaps.</li> <li>– Integrations: Approach to minimize impacts to integrated services and current architecture.</li> <li>– Features: Plan to retaining features or capabilities during the sunsetting of the associated ACES components.</li> <li>– Identification of short-term stabilization activities which would need to be completed while the sunset sequence is implemented (for example, if a particular ACES component is not sunset until year 5, are there any stabilization activities which need to be completed to ensure the component can sustain itself until year 5)</li> <li>– Considerations for the modernization roadmap to ensure both modernization and remediation are in synch. This will require the M&amp;O vendor to facilitate discussions with DSHS and the vendors building the platform and products.</li> </ul> </li> <li>• Data Decommissioning:                             <ul style="list-style-type: none"> <li>– Identify and complete data backup requirements</li> <li>– Identify and schedule on-premises servers for decommissioning</li> <li>– Cancel maintenance and software contracts related to decommission services</li> </ul> </li> </ul> <p>Additionally, the Decomposition Plan should include approach, timelines, risk assessment, Key Performance Indicators (KPIs), and monitoring for the areas noted above.</p>

**M&O Turn-Over Service Requirements**

**This section includes general statements about the requirement and roles and responsibilities in case of termination of Contract or migration of the Application M&O Contract to an alternate vendor at the time the Contract expires.**

Req. #	Requirement Description
6.158	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. A finalized Turn-Over Plan shall be delivered to DSHS within 30 days of

	notice of Termination or notification of migration.
6.159	Complete inventory of all assets covered by the Contract and required to provide the services
6.160	<p>Ensure that the M&amp;O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Customer and other records (including subcontractor agreements that are required to provision the services)</li> <li>• Configuration information</li> <li>• Databases</li> <li>• Documentation</li> <li>• Asset registers</li> <li>• Programs</li> <li>• Knowledge databases</li> <li>• Fault databases</li> <li>• Asset maintenance history and status</li> <li>• Manuals</li> <li>• Process and procedure documentation</li> <li>• Any other similar items that the Bidder used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services</li> <li>• Source code</li> <li>• Development tools and procedures</li> <li>• Architecture and design documents to include logical system models, diagrams and blueprints</li> </ul>
6.161	Hold briefings on the status and comprehensive nature of all items handed over
6.162	Complete knowledge transfer of the services to DSHS or alternate service provider(s)
6.163	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 DSHS or the new service provider
6.164	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
6.165	Manage the implementation of the Turn-Over Plan and the Disentanglement Plan
6.166	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 and/or the Disentanglement Plan
6.167	Assist DSHS in developing the final handover and acceptance criteria

6.168	Introduce the new service provider to all relevant information and training to allow the service provider to leverage the DSHS ACES Platform, tools and services and operate within the multi-vendor environment, as required
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**Preventative Maintenance**

The Bidder will be responsible for improving performance and maintainability and proactively addressing latent defects and to find and eliminate errors before they can impact the business and performance of an application. The expected result of this effort is to improve application speed, reliability and/or reduce the ongoing support costs.

Req. #	Requirement Description
6.169	<p>Examples of preventative maintenance include:</p> <ul style="list-style-type: none"> <li>• Addressing documented problems that would save enough analyst support time or have material impact on the business to justify making code changes</li> <li>• Reducing time spent looking for the root cause of problems - regardless of whether any action is taken.</li> <li>• Code refactoring such as extracting one or more smaller sub-routines from a larger routine or removing duplicate routines and replacing with one shared function.</li> <li>• Removing obsolete code or application modules that are no longer in use.</li> <li>• Improving internal support-related processes.</li> <li>• Making JCL changes to include table backups/reorganizations.</li> </ul>
6.170	<p>DSHS and the Bidder will minimize the potential impact of future events on the supported applications by agreeing to exchange any information — business, functional and technical — of expected events that might require preventive actions in regard to the supported applications. The following, non-exhaustive, list of events will trigger preventive maintenance activities:</p> <ul style="list-style-type: none"> <li>• Changing business volumes</li> <li>• Application packages releases by any Independent Software provider</li> <li>• Application packages patches and fixes</li> <li>• Revisions, and upgrades to platform software and utilities</li> <li>• Special events, such as state and federal holidays, marketing initiatives, fiscal year end</li> </ul>
6.171	<p>On notice of such a special event, the Bidder will analyze the impact of the event on supported applications and propose a solution as a work request. Acceptance and fulfillment of such work request will be in accordance with the procedure as set out in this Agreement. The following, non-exhaustive, list of preventive maintenance activities can occur:</p> <ul style="list-style-type: none"> <li>• Application of release upgrades</li> <li>• Application of system patches</li> <li>• Archiving or purging as appropriate to free up storage for expected data volume increase</li> </ul>

	<ul style="list-style-type: none"> <li>• Pre-production execution simulation</li> <li>• Testing for special events</li> </ul>
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**Adaptive Maintenance**

The Bidder will be responsible for adapting the application to changes in the operating environment (e.g. required by infrastructure, operating system, outside vendor, etc.). This includes associated communication and documentation. This does not include adding new business capabilities from a user’s perspective. Does not include added adaptive maintenance as a result of enhancement requests outside the scope of this statement of work.

Req. #	Requirement Description
6.172	<p>DSHS and the Bidder further agree that there are standardized work requests with known effort and lead time that can be requested by DSHS as part of Adaptive Maintenance activities. The Bidder will respond to such Pre-Approved work requests by DSHS within the agreed lead time as set out for each Pre-Approved work request.</p> <p>Examples Include:</p> <ul style="list-style-type: none"> <li>• Installation, configuration and testing of dot releases and patches of Bidder package/COTS software (including security patches)</li> <li>• Required upgrades to a new version of the application’s DBMS, language(s), utilities and/or operating system</li> <li>• Testing the application following changes to the hardware environment such as server upgrades, virtualization, etc.</li> <li>• Changes to support application security</li> <li>• Required modifications due to new Framework versions</li> <li>• Changing JCL due to changes in versions of software support tools</li> <li>• .Net, Java upgrades</li> <li>• Ensuring software is maintained within an N-1 revision level unless agreed upon by DSHS</li> <li>• Implement and integrate major software upgrades according to the application list contained in <b>Attachment 11 – ACES Environment</b></li> <li>• Logging and monitoring of system performance, system events, issues and errors, and storage of system logs for log review, analysis and correlation</li> </ul> <p>This does not include implementation of a Contractor package/COTS software which include a substantial amount of new or changed business functionality and require significant effort to implement.</p>

**Perfective Maintenance**

The Bidder will be responsible for continuously aim for improving the performance and efficiency of the supported applications.

Req. #	Requirement Description
6.173	<p>The vendor understands and accepts that it bears the responsibility to continuously aim for improving the performance and efficiency of the supported applications. The Bidder therefore consistently analyzes the potential improvement areas to maximize the transaction processing capabilities of the supported applications and shorten the effort required to manage the</p>

	<p>supported applications. The following, non-exhaustive, list of perfective maintenance activities can occur:</p> <ul style="list-style-type: none"> <li>• General performance tuning</li> <li>• Improve incident and change response</li> <li>• Improve incident resolution processes</li> <li>• Increase automation to shorten change request implementations</li> <li>• Archiving to increase application performance</li> <li>• Database performance tuning</li> <li>• Platform Optimization</li> </ul>
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**Design Documentation**

The Bidder will be responsible for conducting systems analysis and producing design documentation that reflects any changes or adjustments to the as-built architecture diagrams.

Req. #	Requirement Description
6.174	The Bidder will be responsible for conducting systems analysis and producing design documentation that reflects any changes or adjustments to the as-built architecture diagrams. The development of such documentation will be based on formal requirements specifications and will follow a formal process of analysis and design. The products of analysis and design will include a reflection of logical and functional changes to the hardware and software components of the system.

**System Documentation**

The Bidder will be responsible for maintaining existing system documentation that describes the system landscape in the form of as-built architecture diagrams/blueprints, configuration specifications, operating guides and instructions

Req. #	Requirement Description
6.175	<p>The Bidder will be responsible for maintaining existing system documentation that describes the system landscape in the form of as-built architecture diagrams/blueprints, configuration specifications, operating guides and instructions. System changes and enhancements will build upon the as-built documentation, developing new documentation as needed.</p> <p>System documentation for infrastructure and application software shall include system support and design documentation.</p> <p>This includes maintaining and setting up system documentation in DSHS agreed upon repositories.</p>

**Business Rules Maintenance**

The Bidder will be responsible for maintaining and updating business rules, including the following:

Req. #	Requirement Description
6.176	<p>The Bidder will be responsible for updating business rules. This includes:</p> <ul style="list-style-type: none"> <li>• Updating business rules stored in editable tables</li> <li>• Explanations of and assistance with setting up Supplemental Tables</li> <li>• Change of business rules requiring changes to code</li> </ul>

**System Audits**

The Bidder will be responsible for supporting system audits by providing requested reports, data and information.

Req. #	Requirement Description
6.177	<p>The Bidder will be responsible for supporting system audits by providing requested reports, data and information as requested by DSHS.</p>

**Data Discrepancies**

The Bidder will be responsible for assisting resolution of data issues where the data is the problem, not the associated code.

Req. #	Requirement Description
6.178	<p>Examples of data discrepancies Include:</p> <ul style="list-style-type: none"> <li>• End user misuse of system functionality that can cause undesired effects. DSHS is then asked to "fix" the data</li> <li>• Customers ask DSHS to investigate data mismatches between two systems and it turns out not to be a system problem, but the way the user was looking at the data</li> <li>• Physically manipulating production data caused by a customer's inappropriate use of the system</li> <li>• Instances where screen level field edits are not implemented or enabled</li> <li>• Circumstances where referential integrity of data is not enforced</li> </ul>

**7. Personnel Requirements**

This Personnel section is intended to define the requirements and attributes of Personnel roles critical to the success of the contract. This section defines, among other things, minimum proficiency levels, training, supervision, conduct, and management and how, when, by whom and where the Bidder will hire, replace and train Personnel. This section contains the descriptions, roles and responsibilities that apply the Personnel within the Bidder's organization.

## 7.1 General Skills and Abilities:

Contract staff should possess the following skills and abilities above and beyond the technical skills required for their positions:

### Interpersonal and Organizational Communication

- **Verbal Communication:** Effectively express ideas and information through the spoken word using language that is appropriate to both the complexity of the topic and the knowledge and understanding of the audience.
- **Written Communication:** Effectively convey ideas and information in writing using language that is appropriate to both the complexity of the topic and the knowledge and understanding of the reader.
- **Organizational and Political Awareness:** Use knowledge and understanding of the organizational and political climate to make decisions and take actions that satisfy diverse interests and contribute effectively to organizational goals.
- **Dealing with Executive Management:** Will be required from time to time to make presentations to executive management. The ability to be effective in this setting is vital to the success of Process Management.

### Results Oriented

- **Focus:** Motivation that is focused on long-term results.
- **Decisiveness:** Make timely decisions without sacrificing quality even under ambiguous circumstances or when data is limited.
- **Prioritize:** Applies most effort to the highest priority needs of the Department.
- **Planning:** Logically integrate various ideas, intentions, and information to form effective action plans and solutions. Express proposals with clear and complete business case material, thoughtful approach to doing the work, complete stakeholder analysis, accurate budget estimate, and realistic project timeline. Effectively direct and integrate all aspects of a project or program, ensuring that work progresses toward achieving goals and objectives.
- **Self-Management:** Be a self-starter. Demonstrate professionalism and integrity as a model for all staff. Ensure adherence to policy, process, standards and procedures, and participate in the development of the same. Continue to seek and assume additional responsibilities as appropriate. Work effectively in a diverse work environment, exhibiting professionalism and integrity as a model for all staff. Meets deadlines.

### Commitment to Technical Competence

- **Commitment to Self-Improvement & Continual Learning:** Demonstrate an ongoing commitment to learning and self-improvement by maximizing training opportunities and keeping technical skills current. Continually strive to expand technical competence.

**Demonstrated behavior that reflects the following core competencies:**

- **Customer focus:** Build and maintain internal and external customer satisfaction with the products and services offered by the organization. Consistently go beyond basic service expectations to implement complete solutions.
- **Adaptability and flexibility:** Adapt easily to changing business needs, conditions, and work responsibilities. Adapt approach, goals, and methods to achieve successful solutions and results in dynamic situations.
- **Accountability:** Accept personal responsibility for the quality and timeliness of your work and meeting expectations. Can be relied upon to achieve excellent results with little need for oversight. Link mission/vision/values to everyday work.
- **Results orientation and initiative:** Focus on results and desired outcomes and how best to achieve them. Identify what needs to be done and take appropriate action before being asked. Act as if you believe that your actions make a real difference in meeting the needs of clients, customers, and fellow employees. Get the job done.
- **Trust and integrity:** Earn the trust, respect, and confidence of coworkers and customers through consistent honesty, forthrightness and professionalism in all interactions.
- **Relationship-building and influence:** Build constructive working relationships characterized by a high level of acceptance, cooperation and mutual regard.

## 7.2 Key Personnel

The term “Key Personnel”, for purposes of this procurement, means Bidder staff deemed as being both instrumental and essential to the Bidder’s satisfactory performance of all requirements contained in this RFP. Bidder Key Personnel must be the primary team that delivers the Services. Key Personnel are deemed critical to the success of this initiative, they must be full-time and dedicated solely to the DSHS account (unless otherwise noted).

The current ACES M&O vendor maintains a core team of 89 personnel, with additional personnel supporting enhancement requests.

The Bidder shall include names and resumes for Key Personnel as part of its Proposal, to clearly demonstrate the Key Personnel’s ability to perform the role as described. The Bidder should ensure Key Personnel have, and maintain, relevant



current license(s) and/or certification(s). The Bidder can provide alternative solutions though any changes must be approved by DSHS. Changes to the proposed positions and responsibilities will only be allowed with prior written permission from DSHS. In their proposal, bidder may provide representative resumes if they provide the actual resource resume to DSHS and receive approval of each resource prior to the start of the Contract.

If the Bidder believes that an alternative organizational design could improve service levels and/or decrease costs, a discussion of these options and their benefits must be included in response of this RFP.

The Bidder shall seek and receive DSHS approval before hiring or replacing any Key Personnel. The Bidder shall remove and replace Key Personnel, if requested by DSHS, within two (2) weeks of the request for removal.

The Bidder must provide DSHS with written notification of anticipated vacancies of Key Personnel within two (2) business days of receiving the individual's resignation notice, the Bidder's notice to terminate an individual, or the position otherwise becoming vacant. Replacements for Key Personnel shall have qualifications that meet or exceed those specified in this section and will be subject to approval by DSHS. The Bidder shall provide DSHS with status update reports every week on the progress of the replacement candidate recruiting process until a qualified candidate is hired. The Bidder shall have in place a qualified replacement within sixty (60) days of the last day of employment of the departing Key Personnel. During the recruitment and training period, the Bidder shall provide an interim replacement for all Key Personnel, subject to approval by DSHS.

The Bidder must ensure Key Personnel have, and maintain, relevant current license(s) and/or certification(s).

Key Personnel are the individuals that DSHS and the Bidder agree are key to the success of this engagement. This section will identify the Key Personnel roles and the names of the individuals filling these positions.

DSHS is looking for vendors to propose a team which will successfully deliver all the services documented in this RFP. DSHS believes that vendors have many options in terms of team structure and has provided below a draft list of possible teams along with the associated Key Personnel (see Table 1 below for Key Personnel details). Please note that this list of teams is one option but vendors are encouraged to propose a structure that they believe optimal.

**List of Teams:**

Vendor Team Name	Key Personnel
Leadership Team	<ul style="list-style-type: none"> <li>• Engagement Manager</li> <li>• Team Project Manager</li> </ul>
Architecture and Solution Team	<ul style="list-style-type: none"> <li>• Application Architect</li> <li>• Lead System Analyst</li> <li>• Legacy Transition Manager</li> </ul>

	<ul style="list-style-type: none"> <li>• Technical Architect</li> </ul>
DevSecOps and Development Team	<ul style="list-style-type: none"> <li>• App Development Manager (ADM)</li> <li>• ADM Team Lead</li> <li>• WODM Developer</li> <li>• DevOps/Software Config Management Engineer</li> </ul>
Testing Team	<ul style="list-style-type: none"> <li>• Test Coordinator</li> </ul>
Security Team	<ul style="list-style-type: none"> <li>• Security Expert</li> </ul>
Network/Server/DBA Team	<ul style="list-style-type: none"> <li>• Database Administrator</li> <li>• Data Architect</li> <li>• Middleware Administrator</li> <li>• Server Administrator</li> <li>• Automation Lead</li> <li>• DevOps Engineer (Infrastructure as Code)</li> </ul>
Technical Operations Team (including batch management, data corrections, etc.)	<ul style="list-style-type: none"> <li>• MFES Administrator</li> <li>• Technical Project Manager</li> <li>• Technical Support and Engineering Manager</li> <li>• Technical Support Team Leave</li> </ul>
eDW/BI Team	<ul style="list-style-type: none"> <li>• Tableau Developer</li> <li>• ETL Developer</li> </ul>

**All key personnel must be able to provide expert-level documentation and communication to both technical and business audiences.**

Table 1 lists the names of key personnel according to their role within the Bidder's organization, and specifies the date when these designations become effective.

**All personnel must be able to provide senior-level documentation and communication to both technical and business audiences.**

Additionally, Table 1 lists the Bidder's key roles and responsibilities within the personnel management process. For each role listed in Table 2, the letters "R," "A," "C", "I" and "S" to indicate the role that each party will play in performing the activity.

- **"R" indicates that the party is primarily responsible for the activity.** There is at least one role with a participation type of *responsible*, although others can be delegated to assist in the work required
- **"A" indicates the party is accountable.** The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) work that *responsible* provides.
- **"C" indicates that the party needs to be consulted,** and whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.

- **"I" means the party gets informed.** Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.
- **"S" indicates resources allocated to responsible.** Unlike *consulted*, who may provide input to the task, *support* helps complete the task.  
Whether a party plays a primary, helping or approval role, it is critical that both parties be clear and continuously aligned about the execution of every single activity.

**Table 1. A List of Designated Key Personnel in Roles within the Bidder's Organization**

Role	Engagement & Services Manager	Name:
RACI	VENDOR: R,A	DSHS: I,C
<p>This role is the Bidder's counterpart to the client Organization's relationship manager and has similar responsibilities, but takes the Bidder's viewpoint as appropriate. This is an on-premises position.</p>		
<p>General responsibilities include:</p>	<ul style="list-style-type: none"> <li>• Acting as the primary planning interface that owns the service relationship and sets targets with regard to the business's and ITS expectations for service, innovation and governance.</li> <li>• Bringing the Bidder's technical and operational perspectives, and helping to prioritize strategic business demand.</li> <li>• Fully understanding DSHS's budgetary needs and business priorities, which represent its business demands for its Bidder.</li> <li>• Documenting agreements, outcomes, and action items.</li> <li>• Is available and responsive to State requests for consultation and assistance.</li> <li>• Is responsible for establishing and maintaining a positive client relationship.</li> <li>• Provides timely and informed responses to operational and administrative inquiries that arise.</li> <li>• Manages staff assigned to all day-to-day M&amp;O activities</li> <li>• Meets with DSHS staff or such other person DSHS may designate on a regular basis to provide oral and written status reports and other information as required.</li> <li>• Manages the relationships with subcontractors and partner vendors.</li> <li>• Provides ongoing reporting of operation against SLAs.</li> <li>• Ensures all activities are coordinated and follow the processes outlined in this RFP (e.g. enhancement development).</li> </ul>	

Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Strong knowledge of measurement processes, procedures and methodologies, and the ability to communicate the results to DSHS.</li> <li>• Knowledge of service methodologies, delivery and integration processes and procedures in a sourcing environment, including the ability to properly communicate DSHS's business requirements to key Bidder personnel so that they fully understand those requirements.</li> <li>• Ability to understand, design, and manage incident management processes and procedures in an outsourcing environment.</li> <li>• Ability to communicate effectively with both technical teams and business partners.</li> <li>• Five (5) years managing a M&amp;O team for an enterprise solution within a public sector client.</li> </ul>	
<b>Role</b>	<b>Application Architect</b>	<b>Names:</b>
<b>RACI</b>	<b>VENDOR: R,A</b>	<b>DSHS: I,C</b>
<p>This role is the Bidder's counterpart to DSHS's strategic planning role and has similar responsibilities. However, this position takes the Bidder's viewpoint as appropriate. This is an on-premises position.</p> <ul style="list-style-type: none"> <li>- Responsible for crafting the right software architecture to solve the problem at hand. This includes collaborating with Enterprise Architecture, Technical Architecture, Data Architecture and Application Architecture in designing end to end systems including network management, application platforms and database solutions. This role is accountable for ensuring that the architecture is done with the right modeling, and industry standards for quality, performance and security. Solution architecture is a practice of defining and describing an architecture of a system delivered in context of a specific solution and as such it may encompass description of an entire system or only its specific parts. Definition of a solution architecture is typically led by a solutions architect.</li> <li>- Architect the operational model and the placement of software components, analyze requirements and evaluate the possible development strategies. Recommend solutions, design system management functions, validate high-level design and detailed design from the Application team for efficiency, security and industry standards. Work with the relevant groups to address to identify and address security issues, mitigate the risks, manage risk identification and risk mitigation strategies associated with the architecture. Ensure management visibility towards strategic items and document architectural decisions. Utilize existing assets, products, methodologies and intellectual capital as appropriate. Suggest latest tools and technologies for evolving efficient web development environment. Provide input for tool and environment selection. Ensure the software and system architectures are in synchronization working closely with the Enterprise Architecture, Data Architecture, Application Architecture, Technology</li> </ul>		

	<p>Architecture, Security Architecture, System Analyst, and Development Team Leads to design and develop web solutions, define, document, and communicate about the architectural design, plan for new technology insertion.</p> <ul style="list-style-type: none"> <li>- The Architect provides guidance and direction in the design of ACES application solutions. The Application Architect is responsible for the ongoing operational integrity of the ACES application including performance, availability, scalability, maintainability and operability of the applications. This role includes responsibility and ownership of development standards, coding standards, design solutions, and quality assurance through the full system life cycle process. The Application Architect supports the application development environment through the evaluation and selection of development methodologies and tools.</li> </ul>
<p>General responsibilities include:</p>	<ul style="list-style-type: none"> <li>• Responsible to develop and document the right software solution to solve business problem. Documentation should include supporting information of why the architecture is being recommended, the benefits or drawbacks of the solution, any short or long term impacts that may affect system performance, usability, or other impact to either the technical environment or the business users.</li> <li>• Collaborate with Enterprise Architecture, Technical Architecture and Data Architecture in designing end-to-end systems including network management, application platforms and database solutions.</li> <li>• Accountable for ensuring that the architecture is done with the right modeling, and industry standards for quality, performance and security.</li> <li>• Propose innovative solutions, practices, and tools to improve effectiveness and efficiency.</li> <li>• Responsible for performance, availability and scalability of the applications.</li> <li>• Assist in defining the conceptual solutions. Documentation should include supporting information of why the architecture is being recommended, the benefits or drawbacks of the solution, any short or long term impacts that may affect system performance, usability, or other impact to either the technical environment or the business users.</li> <li>• Work with Business Analysts, Application Development teams during planning, analysis and design phases of work items, create, maintain, and publish Application Architecture documentation, including standards, application overviews, and high-level functional descriptions.</li> <li>• Propose innovative solutions, practices, and tools to improve effectiveness and efficiency.</li> </ul>
<p>Required key</p>	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with</li> </ul>

skills and knowledge include:	<p>both technical teams and business partners.</p> <ul style="list-style-type: none"> <li>• Excellent knowledge of technologies used, including integrating all applications and technologies.</li> <li>• Strong problem solving skills.</li> <li>• Strong technical skills including knowledge of software languages, hardware and databases.</li> <li>• Strong capability to research and recommend solutions to meet business requirements (for service architectures).</li> <li>• Excellent awareness of technology trends, tools and process.</li> <li>• Excellent knowledge of software development lifecycle practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> <li>• Excellent knowledge and experience with DevOps and continuous delivery practices.</li> </ul>
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Role	Team Project Manager	
RACI	BIDDER: R,A	DSHS: I,C
Name:		
General responsibilities include:	<p>The focus of the project management role is to ensure completion of projects and work efforts on time, within allocated resources, of high quality within scope. This role will provide resource management for contractor personnel. This can be viewed as ensuring that the project sponsor is satisfied with the outcome of the project. To meet this goal, project management negotiates and facilitates development of the work packages and schedules, the scope, and the resource requirements and commitments for each work effort or project. This is an on-premises position.</p> <p>Organize, plan and facilitate the work efforts and projects necessary to ensure that the ACES Complex applications systems hardware and software become and remain current and functional.</p> <p>Identify necessary dependencies among DSHS and Bidder teams to comprehend the team contributions and effort needed to successfully deliver computer platform projects and efforts. Negotiate and enforce resource commitments from dependent teams.</p> <p>Track and communicate work efforts and project progress, risks and issues in a form and format that is acceptable to DSHS.</p>	
Required key skills and knowledge	<ul style="list-style-type: none"> <li>• Excellent project management skills.</li> <li>• Experience managing software development projects with a</li> </ul>	

include:	<p>successful track record, that include hardware, infrastructure and software changes.</p> <ul style="list-style-type: none"> <li>• Minimum of 3 years of experience managing technical projects.</li> </ul>
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Role	Lead Systems Analyst	Names:
RACI	VENDOR: R,A	DSHS: I,C
<p>This role is the Bidder's counterpart to DSHS's strategic planning role and has similar responsibilities. However, this position takes the Bidder's viewpoint as appropriate. This is an on-premises position.</p> <ul style="list-style-type: none"> <li>- Responsible for collaborating to craft the right software solution to solve the problem at hand. This includes collaborating with Enterprise Architecture, Technical Architecture, Data Architecture and Application Architecture in designing end to end systems including network management, application platforms and database solutions.</li> <li>- Support all ACES functions/subsystems and all things related to the application including business requirements, data needs, interfaces, data collection, eligibility rules, issuance, evaluation and selection of the software and hardware components of the application. Responsible for performance, availability and scalability of the applications. Participate in requirements identification sessions, assist in defining the conceptual solutions. Work with Application Development teams during planning, analysis and design phases of work items, create, maintain, and publish Application Architecture documentation, including standards, application overviews, high-level functional descriptions and their decompositions, propose innovative solutions, practices, and tools to improve effectiveness and efficiency. Collaborate with Solutions Architecture, Data Architecture, Technology Architecture and Security Architecture to ensure the maintainability and sustainability of the application.</li> </ul>		
General responsibilities include:	<ul style="list-style-type: none"> <li>• Responsible to develop and document the right software solution to solve business problem. Documentation should include supporting information of why the architecture is being recommended, the benefits or drawbacks of the solution, any short or long term impacts that may affect system performance, usability, or other impact to either the technical environment or the business users.</li> <li>• Collaborate with Enterprise Architecture, Technical Architecture, Data Architecture and Application Architecture in designing end-to-end systems including network management, application platforms and database solutions.</li> <li>• Accountable for ensuring that the architecture is done with the right modeling, and industry standards for quality, performance and</li> </ul>	

	<p>security.</p> <ul style="list-style-type: none"> <li>Propose innovative solutions, practices, and tools to improve effectiveness and efficiency.</li> <li>Support all ACES functions/subsystems and all things related to the application including business requirements, data needs, interfaces, data collection, eligibility rules, and issuance, evaluation and selection of the software components of the application</li> <li>Assist in defining the conceptual solutions. Documentation should include supporting information of why the architecture is being recommended, the benefits or drawbacks of the solution, any short or long term impacts that may affect system performance, usability, or other impact to either the technical environment or the business users.</li> <li>Work with Business Analysts, Application Development teams during planning, analysis and design phases of work items, create, maintain, and publish Application Architecture documentation, including standards, application overviews, and high-level functional descriptions.</li> <li>Propose innovative solutions, practices, and tools to improve effectiveness and efficiency.</li> </ul>
<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>Excellent knowledge of systems supported including all integrating applications and technologies.</li> <li>Strong problem solving skills.</li> <li>Strong technical skills including knowledge of software languages, hardware and databases.</li> <li>Strong capability to research and recommend solutions to meet business requirements (for service architectures).</li> <li>Excellent awareness of technology trends, tools and process.</li> <li>Excellent knowledge of software development lifecycle practices.</li> <li>Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> <li>Excellent knowledge and experience with DevOps and continuous delivery practices.</li> </ul>

<b>Role</b>	<b>Legacy Transition Manager</b>	<b>Names:</b>
<b>RACI</b>	<b>VENDOR: R,A</b>	<b>DSHS: I,C</b>
The Legacy Transition Manager has primary responsibility for managing the		



<p>Vendor’s Legacy Transition activities and performance. This includes leading the team responsible for development and maintenance of the ACES Decomposition Plan, detailed in Requirement 6.157 to be delivered at the end of Contract Year 1.</p>	
<p>General responsibilities include:</p>	<ul style="list-style-type: none"> <li>• Lead the development of the ACES Decomposition Plan during Year 1.</li> <li>• Manage the ACES Decomposition Plan through the life of the contract.</li> <li>• Propose innovative solutions, practices, and tools to support legacy transition activities.</li> <li>• Document impacts of decomposition activities including business impact, production volume impact.</li> <li>• Assist in development of test plans to support decomposition activities.</li> <li>• Collaborate with DSHS and vendor teams for smooth module transition.</li> </ul>
<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>• Proven ability to sunset legacy applications/systems or modules</li> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Excellent knowledge of legacy systems supported including all integrating applications and technologies.</li> <li>• Experience with legacy mainframe COBOL system stabilization, remediation and decommission</li> <li>• Track record of success leading legacy system remediation, including in IE&amp;E knowledge of modern technologies and tools that may be used to support legacy transition activities.</li> <li>• Strong creative solutioning and problem solving skills and the ability to prepare for the unexpected</li> <li>• Ability to prioritize work and meet deadlines</li> <li>• Ability to work across teams to prioritize work.</li> </ul>

<b>Role</b>	<b>Technical Architect</b>	<b>Names:</b>
<b>RACI</b>	<b>VENDOR: R,A</b>	<b>DSHS: I,C</b>
<p>The Technology Architect is a specialized technical role leveraging deep knowledge and understanding of the compute, storage and networking hardware and software technology, using various software tools and processes to create technical system standards, configurations, models and blueprints. This role establishes policies and</p>		

standards for technology selection, integration and reuse in an effort to balance economic investments in technology and skill sets while maximizing system scalability and performance. This is an on-premises position.

General responsibilities include:

- Support all ACES technology platforms, systems and services ensuring suitability to applications components and services. Ensure support of business, performance and capacity requirements. Identifies selection of the platform software and hardware components of the application.
- Responsible for performance, availability and scalability of the technology platforms, systems and services.
- Assist in defining the conceptual and logical infrastructure models. Documentation should include justification and supporting information recommended solution, the benefits or drawbacks of the solution, short and long-term impacts that may affect system performance, usability, or other impact to either the technical environment or the business users.
- Work with Business Analysts, Application Development and Infrastructure teams during planning, analysis and design phases of work. Create, maintain, and publish technical diagrams, blueprints and specifications.
- Propose innovative solutions, practices, and tools to improve effectiveness and efficiency.
- Provides detailed systems 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 assessments, designs and specifications.
- Is available to DDI Project teams for consultation on future enhancements (e.g., changes to achieve strategic objectives, implement a new program, etc.).
- Document the As-Is systems capturing the computer, network and storage component information and key characteristics, their relationships to each other, and to specific application systems, subsystems, databases and software components.
- Research, refine, document, maintain and recommend reference architectures that address platform performance, throughput, volume, resiliency and scaling requirements for specific applications solutions.
- Develop standards and governance that is compatible with standard industry frameworks, CMS, DSHS and OCIO

	<p>policies, advisories and standards.</p> <ul style="list-style-type: none"> <li>• Translate non-functional requirements into a technical specification and design. Create design artifacts and an architectural blueprint that account for and detail the technical components, capacities, configurations, and costs of the technical design. Establish and collaborate on the M&amp;O plan in order to implement and sustain the implementation of the architectural blueprint.</li> <li>• Collaborate with the Enterprise Architect and other domain architects and the Application Architects to develop, document, socialize and sustain an ongoing architecture practice and discipline.</li> <li>• Serve as a technology “scout” conducting research and evaluations of technology solutions applicable to the ACES technology environment, to enhance and extend the capabilities of the ACES technical infrastructure. This requires a neutral focus on the needs and requirements of the key business drivers, without preference for any vendor, VAR or manufacturer.</li> <li>• Excellent knowledge and experience with DevOps and continuous delivery practices.</li> </ul>
<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Excellent knowledge of systems supported including all integrating applications and technologies.</li> <li>• Strong problem solving skills.</li> <li>• Strong technical skills including knowledge of modern infrastructure architectures, cloud systems and services.</li> <li>• Strong capability to research and recommend solutions to meet business requirements emphasizing standardization, reuse and integration/interoperability.</li> <li>• Excellent knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> <li>• Five (5) years of experience architecting/designing enterprise solutions.</li> </ul>

<b>Role</b>	<b>Security Architect</b>	<b>Names:</b>
<b>RACI</b>	<b>BIDDER: R,A</b>	<b>DSHS: I,C</b>

A Security Architect functions similarly to the Application Architecture discipline, but is

aligned with the platform technology stack. This role responsible for ensuring that solutions are designed in compliance with IT Security policies and requirements. This role also ensures that security technologies are integrated at multiple layers of the network, storage, compute, data and applications architectures to isolate and prevent deep intrusions by bad actors into the ACES System. The Security Architect is responsible for identifying existing security vulnerabilities within the ACES System, and recommending tactical as well as strategic counter measures or mitigating controls that reduce the risk of a given vulnerability or class of vulnerabilities. The Security Architect handles the complex and detailed technical work necessary to establish appropriate and reasonable security controls based on the needs of the business and organizational security requirements. This role provides hands-on technical security consulting services to internal teams, networked systems, applications, databases and general IT infrastructure. This is an on-premises position.

General responsibilities include:

- Architects all changes to the Solution’s security.
- Maintains all security documentation.
- Ensures the Solution meets all applicable security regulations.
- Interfaces with DSHS Information Security.
- Document the As-Is model of current IT Security Controls, the system components protected, the types of vulnerabilities inhibited, as well as known existing vulnerabilities not inhibited.
- Research, refine, document, maintain and recommend reference architectures that address security designs and implementations at all layers of the ACES System technology infrastructure including application, network and server infrastructures, storage systems, cloud systems and services.
- Develop standards and governance that is compatible with standard industry IT Security frameworks, CMS, DSHS and OCIO policies, advisories and standards.
- Analyze business functional and non-functional requirements ensuring compliance with IT Security standards and practices. Drive IT Security-specific functional and nonfunctional requirements into the Application, Information/Data, and Technology design artifacts and architectural blueprints. Establish and collaborate on the M&O plan in order to implement and sustain required IT Security Controls.
- Collaborate with the DSHS CISO, ESA/ITS IT Security Manager, Enterprise Architect and other domain architects and the Solutions Architects to develop, document, socialize and sustain an ongoing IT Security architecture practice and discipline.
- Serve as a technology “scout” conducting research and evaluations of IT Security solutions applicable to the ACES technology environment, to enhance and extend the capabilities of the ACES IT Security infrastructure. This requires a neutral focus on the needs and requirements of the key business drivers, without preference

	for any vendor, VAR or manufacturer.
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• CISSP or similar security certification.</li> <li>• Five (5) years of experience implementing/managing security in enterprise solutions.</li> </ul>

<b>Role</b>	<b>Application Development and Maintenance (ADM) Manager</b>	
<b>RACI</b>	<b>BIDDER: R,A</b>	<b>DSHS: I,C</b>
Name:		
Description	The ADM manager provides overall application development related direction, guidance, leadership and management to application teams from work profiles' creation through production implementation for all release work, concurrent work, user-acceptance defect support, and production support in order to support the ACES System. This role is responsible for overall delivery of a large work effort with about 40+ staff including (but not limited to) project managers, Test coordinator, and web and COBOL developers. This is an on-premises position.	
General responsibilities include:	Provide overall leadership to ADM teams including but not limited to development estimations, ADM release profiles, delivery of all committed work (release-specific, concurrent and SEV1/2) with on-time, within budget and high quality deliverables, managing activities in the development regions, design, coding, security scans and test reviews activities, recruitment and training of ADM staff, ensuring client standards, coding standards and methodology are followed.	
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> <li>• Strong technical skills including knowledge of modern infrastructure architectures, cloud systems and services.</li> <li>• Strong capability to research and recommend solutions to meet business requirements emphasizing standardization, reuse and integration/interoperability.</li> <li>• Excellent knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Five (5) years of experience managing software teams.</li> </ul>
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Role	ADM Team Leads	
RACI	BIDDER: R,A	DSHS: I,C
Names:		
General responsibilities include:	<p>The Team Leads provide direction, instructions and guidance to the application developers for their deliverables, day to day operations and application maintenance. This role is accountable for the team's deliverables across all stages of the product life cycle while ensuring on-time and in-budget delivery of quality code.</p> <p>Development teams consist of:</p> <p>COBOL Support: A Mainframe Developer acts as a programmer analyst who analyzes the requirements and coordinates the design to build, test and deliver the code for mainframe applications. This role is responsible for deliverables across all stages of the development life cycle while ensuring on-time and on-budget delivery of quality code.</p> <p>Java Support: Java Developer analyzes the requirements and coordinates the design to build, test and deliver the code for Java applications. This role is responsible for deliverables across all stages of the development life cycle while ensuring on-time and on-budget delivery of quality code.</p>	
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> <li>• Strong knowledge of software languages used to develop ACES System applications.</li> <li>• Knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> <li>• Two (2) years of experience managing a software team.</li> </ul>	

Role	Tableau Developer	
RACI	BIDDER: R,A	DSHS: I,C
Name:		
General responsibilities include:	<p>A Tableau Developer is responsible for designing, implementing and administering Tableau securities and business intelligence portal. This role is accountable for the tasks and deliverables - design, development, test support, deployment and post production support- as assigned by the Team Lead. Analyze and review business requirements. Provide estimates for assigned tasks/deliverables, design &amp; develop code following best practices, standards, process, and methodology to develop and test the report code and report layouts standards. Participate in reviews for Functional Code Document and A&amp;D Document for the assigned work. Collaborate across teams, as required, in order to complete tasks. This is an on-premises position.</p>	
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Tableau Product knowledge</li> <li>• Strong problem solving skills.</li> <li>• Strong knowledge of report development using enterprise data warehouse</li> <li>• Knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> </ul>	

Role	ETL Developer	
RACI	BIDDER: R,A	DSHS: I,C
Name:		
General responsibilities include:	<p>The ETL developer's responsibility is to ensure that the goals of the business with regards to data management are met. The developer should be able to design and implement a plan for all types of data movement or modification requested and approved by management. This role is responsible for analysis, development, QA, implementation, monitoring and administration of the ETL process.</p> <p>This is an on-premises position.</p>	
Required key skills and knowledge	<ul style="list-style-type: none"> <li>• Knowledge of the database technologies</li> <li>• Thorough understanding ETL process</li> </ul>	

include:	<ul style="list-style-type: none"> <li>• Knowledge and experience with ETL tools and technology</li> <li>• Ability write ETL programs with scripts, packages, mappings, etc. (depending on the tool).</li> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem solving skills.</li> <li>• Strong knowledge of report development using enterprise data warehouse</li> <li>• Knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> </ul>
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Role	WODM Developer
RACI	BIDDER: R,A   DSHS: I,C
Name:	
General responsibilities include:	<p>The primary responsibility of a WODM developer is to analyze, design and implement complex policies into business rules in a rule engine. This role is responsible for deliverables across all stages of the development life cycle while ensuring on-time and on-budget delivery of quality code. Responsible for Rule Orchestration, design and integration aspects of the rules components. Document the design document for all work items.</p> <p>Participate in peer review of design document, coding, unit test plan, and integration test plan. Participate in review Inspections for design and code deliverables to ensure coding standards, quality and security controls are met. Perform detailed testing, documenting test results, and provide direct support to BA, Architect group, and production control for any application related queries. Implement best practices and reusable rules as well as business object model, participate in workshops/meetings as assigned or designated.</p> <p>This is an on-premises position.</p>
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> <li>• Knowledge and experience with business rules engines and technologies.</li> <li>• Knowledge of system development lifecycle methods and practices.</li> </ul>



	<ul style="list-style-type: none"> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> <li>• Ability to work with the Business Analysts for rules discovery and rules analysis.</li> <li>• Ability to collaborate with the Business SME for the elaboration of the Business Object Model (BOM).</li> <li>• Ability to identify database changes that are required for any items, providing estimates for work requests.</li> <li>• Ability to design and develop Business Rules, XOM (Execution Object Model) and BOM (Business Object Model) for the rules.</li> <li>• Ability to implement the logic to integrate with other systems.</li> </ul>
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Role	Test Coordinator
RACI	BIDDER: R,A   DSHS: I
Name:	
General responsibilities include:	<p>The Test Coordinator (TC) has the overall responsibility for reviewing the test strategies for unit and integration test that are applicable to each work item that is assigned to team for implementation. The TC is responsible for ensuring the timely implementation of all ADM test activities as part of a 'release' or as required for 'concurrent' delivery. The TC is also responsible for ensuring that all deliverables are of suitable high quality, as measured by existing metrics adopted by the</p> <p>Formulate, document, publish and maintain the details of the ADM Unit test processes, monitor completion of all Unit Test activities, ensure test plans are created for all work.</p> <p>This is an on-premises position.</p>
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> <li>• Strong knowledge of software test process</li> <li>• Experience managing test including test management, test case development, test execution and reporting</li> <li>• Experience with software test automation</li> <li>• Knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> </ul>

Role	DevOps / Software Configuration Management Engineer (Source Code Management)	
RACI	BIDDER: I,C	DSHS: R,A
Name:		
General responsibilities include:	<p>A DevOps / Software Configuration Management Engineer manages the source Code including source code management system, code branching, automate, coordinate and perform code builds and deployments to lower development and testing regions.</p> <p>Using DevOps methods, tools, best practices, and technologies including Github, Jenkins, and other appropriate SCM tools, manages source code repositories, perform code builds and promotions to lower development and testing regions using automation and software configuration management best practices. Work with Change Control Coordinator, development teams, Data Management and Production Control to manage source code, code builds and deploy application changes to lower regions. Work with other Technical Support staff to coordinate work and exchange knowledge.</p> <p>This is an on-premises position.</p>	
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> <li>• Experience with software build and deployment automation</li> <li>• Knowledge of system development lifecycle methods and practices.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> <li>• Experience and knowledge of DevOps methods, tools, best practices, and technologies including Github, Jenkins, and other appropriate SCM tools.</li> <li>• Experience defining and managing source code repositories.</li> </ul>	

Role	MFES Administrator	
RACI	BIDDER: R,A	DSHS: I,C
Name:		
General responsibilities include:	<p>Micro Focus Enterprise Server Administration. A specialized and technical role responsible for general administration, configuring the operating environment, defining program and data locations, configuring resources, managing services, securing the environment,</p>	

	<p>recycling, command line executions, analyzing statistics, Websphere administration, system monitoring and recovery, diagnostics and troubleshooting, maximizing availability and performance.</p> <p>Windows software installation, MFES installation, MFES Configuration, CICS configuration, MQ installation, MQ Configuration, JCL, REXX, JES2 concepts, RACF concepts, z/OS datasets, Active Directory Administrator</p> <p>This is an on-premises position.</p>
<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>• Knowledge of the MicroFocus Enterprise Server Product</li> <li>• Thorough understanding of data center operations, production control, operational process, procedures and best practices.</li> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> </ul>

<b>Role</b>	<b>Database Administrator (DB2/IMS)</b>	
<b>RACI</b>	<b>BIDDER: R,A</b>	<b>DSHS: I,C</b>
Name:		
<p>General responsibilities include:</p>	<p>The Database Administrator is a specialized technical role that makes use of specialized software and tools to store and organize ACES data. This role supports IBM DB2 and IMS as the primary DBMS'. The Database Administration role provides capacity planning, software installation, configuration, database design, migration, performance monitoring and tuning, secured access and control, troubleshooting and diagnosis as well as data backup, archival and recovery. This is an on-premises position.</p>	
<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>• Define Database administration requirements and policies including authorization requirements for End-Users, roles, schemas, etc., and approve Change requests.</li> <li>• Review and approve Database Administration procedures.</li> <li>• Create/refresh test and pre-production databases from sanitized, approved production data.</li> <li>• Execute authorization Service Requests.</li> <li>• Execute database creation, configuration, upgrades, patches and refresh</li> <li>• Execute all database system-level Changes (initialization parameters)</li> <li>• Implement and administer appropriate database management tools</li> </ul>	

	<p>across all database instances. Performance metrics and historical data must be available for trending and reporting over a minimum of six months</p> <ul style="list-style-type: none"> <li>• Execute all schema Changes for all instances</li> <li>• Provide technical assistance and subject-matter expertise to Client application developers and Third-Party vendor support</li> <li>• Patch database Software as needed according to established development to QA to production life cycle</li> <li>• Execute Client's database backup and recovery policies</li> <li>• Perform database restores from export dumps or backups.</li> <li>• Provide security administration, including managing role and End-User database permissions in accordance with Client policies.</li> <li>• Develop and document in the Standards and Procedures Manual, Database Administration procedures that meet requirements and ad</li> <li>• Execute database data definition requirements for applications (IMAC for tables, triggers, attributes, etc.)</li> <li>• Maintain documentation for all database instance parameters and system settings</li> <li>• Maintain consistent database parameters and system settings across all similar instances. Consistency must be maintained according to established development to QA, and to production life cycle</li> <li>• Execute database data definitions for applications and developer schemas</li> <li>• Identify locking conflicts, latch contention, rollback requirements, etc., for all database instances</li> <li>• Monitor database and generate automatic Help Desk Trouble Tickets for Problems</li> <li>• Open, track and manage all database Problems to Resolution</li> <li>• Manage database communication Software configuration, installation and maintenance</li> <li>• Provide database storage management</li> <li>• Define and provide database creation, configuration, upgrade, patches and refresh requirements.</li> <li>• Define and provide database data definition requirements for applications Installations, Moves, Adds, and Changes (IMAC for tables, triggers, attributes, etc.)</li> <li>• Define database definition and manipulation requirements for applications and developer schemas</li> </ul>
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	<ul style="list-style-type: none"> <li>• Resolve locking conflicts, latch contention, rollback requirements, etc., for all database instances</li> <li>• Define and execute database performance and tuning scripts, and keep database running at optimal performance for Client's workload</li> <li>• Provide data dictionary expertise, End-User data assistance, Data Warehouse Metadata definition, data mapping functions, and creation of data cubes</li> <li>• Define database backup schedules, retention periods, levels (i.e., full, incremental or differential)</li> </ul>
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Role	Middleware Administrator	
RACI	BIDDER: R,A	DSHS: I,C
Name:		
General responsibilities include:	<p>Work with Developers and Architects in developing middleware requirements and configurations. Identify and apply innovative technologies to update existing middleware. Create and maintain documentation for middleware installations, changes and upgrades. Coordinate with vendors and support team on problem resolution, design issues and upgrades. Perform troubleshooting, incident response, and patching in a timely manner. Troubleshoot and resolve technical problems in timely and accurate manner to improve application performance and functionality. Develop and implement strategies for migration, consolidation and upgrade of middleware components. Evaluate system architecture and make recommendations as required. Develop and implement standard processes for installation, maintenance and enhancement of middleware applications.</p>	
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Define Middleware requirements and policies</li> <li>• Review and approve Middleware Administration procedures.</li> <li>• Define authorization requirements for End-Users, roles, objects, etc., and approve Change requests.</li> <li>• Develop and document in the Standards and Procedures Manual Middleware Administration procedures that meet requirements and adhere to defined policies.</li> <li>• Establish and maintain configuration and system parameters in a consistent manner across the development, test, pre-production and production environments.</li> <li>• Implement Middleware configurations.</li> <li>• Execute authorization Change requests</li> </ul>	

	<ul style="list-style-type: none"> <li>• Execute Middleware creation, upgrade and refresh</li> <li>• Maintain consistent Middleware parameters and system settings across all like instances in accordance with the Software Development Lifecycle (SDLC).</li> <li>• Implement and administer appropriate Middleware management tools across all Middleware instances</li> <li>• Create, alter and delete application object changes.</li> <li>• Execute processes for the proper maintenance and functioning of Middleware systems (e.g., load balancing, tuning, configuration management).</li> <li>• Execute all Middleware system-level Changes (i.e., initialization parameters)</li> <li>• Execute all object Changes for all instances</li> <li>• Patch Middleware Software as needed, according to established development to QA to production life cycle. Correlate internal Change request to vendor tracking codes</li> <li>• Provide Middleware communication software configuration, installation and maintenance</li> </ul>
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Role	Technical Project Manager
RACI	BIDDER: R,A   DSHS: I,C
Name:	
General responsibilities include:	<p>The focus of this project management role is to ensure completion of computer platform (infrastructure) projects and work efforts on time, within allocated resources, of high quality within scope. This can be viewed as ensuring that the project sponsor is satisfied with the outcome of the project. To meet this goal, project management negotiates and facilitates development of the work packages and schedules, the scope, and the resource requirements and commitments for each work effort or project. This is an on-premises position.</p> <p>Organize, plan and facilitate the work efforts and projects necessary to ensure that the ACES Complex applications systems hardware and software become and remain current and functional.</p> <p>Identify necessary dependencies among DSHS and Bidder teams to comprehend the team contributions and effort needed to successfully deliver computer platform projects and efforts. Negotiate and enforce resource commitments from dependent teams.</p> <p>Track and communicate work efforts and project progress, risks and</p>

	issues in a form and format that is acceptable to DSHS.
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Excellent project management skills.</li> <li>• Experience managing infrastructure projects with a successful track record.</li> <li>• Minimum of 3 years of experience managing technical projects.</li> <li>• Good knowledge of distributed server environments, support tools and technologies, and IT service management process</li> </ul>

Role	Technical Support & Engineering Manager	
RACI	BIDDER: R,A	DSHS: I,C
Name:		
General responsibilities include:	<p>The Technical Support Manager supports the day-to-day management of the ACES computing environment. Provide and support a stable platform and effectively and efficiently perform operational and processing procedures to ensure Services meet service-level requirement (SLR) targets and requirements. Manages 4 technical delivery teams; Change Management, Systems Management, Database Management and Application Servers Management. This is an on-premises position.</p>	
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Provides oversight and direction of the provision of technical support and services for all mainframe computing and storage hardware and equipment supporting the ACES Complex of applications systems.</li> <li>• Provides oversight and direction for the support of mainframe computing, storage and infrastructure system software (e.g., firmware/microcode, operating systems, utilities, middleware and databases as listed in the applicable SOW appendices) supporting the ACES Complex of applications systems.</li> <li>• Responsible to ensure the logging and documentation of all mainframe computing, storage or infrastructure hardware and/or software outages that cause any part of the ACES Complex of applications systems to become unavailable for any reason.</li> <li>• Manages, prioritizes and directs the work of the Team Leads responsible for Systems Management, Application Servers Management, Database Administration, Middleware Services and Storage Services.</li> <li>• Provides regular recurring communications, updates and progress reports on all areas of responsibility, to the Technical Services Chief and to ESA/ITS Executive Management Staff as required in a form and format that is acceptable to DSHS.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Provide and support systems monitoring, incident management and response, troubleshooting, diagnostics, root cause analysis and resolution, security management, and capacity planning/analysis necessary to ensure the accurate, reliable operation of the ACES technology platform, in a form and format that is acceptable to DSHS.</li> </ul>
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Role	Technical Support Team Lead
RACI	BIDDER: R,A   DSHS: I,C
Name:	
General responsibilities include:	The individuals in this role are responsible for leading a team of qualified, competent specialists to deliver the services and support for one of several technical areas of responsibility including Change Management, Systems Management, Database Administration or Application Servers Management of the Technical Support team. This is an on-premises position.
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Define system monitoring requirements and policies</li> <li>• Ensure that security practices and procedures are developed, applied, reviewed and approved, and are compliant with DSHS and OCIO policies and procedures. Advise State managers of potential or emergent compliance issues. Ensure all system components employ up-to-date security products, practices and techniques.</li> <li>• Develop monitoring procedures that meet and adhere to OCIO and DSHS requirements, policies, procedures, standards, rules and regulations.</li> <li>• Provide oversight and direction of the provision of technical support and services for hardware and software services in the specific assigned areas of responsibility.</li> <li>• Manage, prioritize and direct the work and work products of the team.</li> <li>• Ensure the logging and documentation of all outages for services within the specific area of responsibility, that cause any part of the ACES Complex of applications systems to become unavailable for any reason.</li> <li>• Provide regular recurring communications, updates and progress reports on all areas of responsibility to the Technical Support Manager and the appropriate DSHS/ESA/ITS managers.</li> </ul>

Role	Server Administrator
RACI	BIDDER: see below   DSHS: see below



Name:	
General responsibilities include:	The individuals in this role are responsible for all computer platforms supporting the applications and software systems of the ACES Complex. These roles are responsible for the maintenance and operation of the hardware, firmware/microcode, operating systems, utilities, tools and middleware. This is an on-premises position.
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Develop and maintain scripts for automating daily system maintenance and provisioning tasks. Develop and maintain scripts in support of day-to-day operations. (RACI - BIDDER: R,A   DSHS: C,I)</li> <li>• Plan and deploy upgrades for assigned software. Prototype new system changes, and identify potential impacts. Develop specific processes to facilitate deployment of system changes with minimal disruption.</li> <li>• Define system administration requirements and policies.</li> <li>• Set up and manage End-User accounts, perform access control, manage files and disk space, and transaction definitions.</li> <li>• Perform system or component configuration Changes necessary to support computing services in conformance with Change Management requirements.</li> <li>• Provide usage statistics reports.</li> <li>• Actively monitor application servers and server components and identify potential problem areas. Diagnose problems with software and configurations.</li> <li>• Maintain knowledge and skills through experience, IBM provided training and other professional education in the use, optimization and support of the supported compute platforms. Apply best practices and provide guidance and advice to team members and the State Management team.</li> <li>• Develop, document and socialize procedures for performing system administration that meet requirements and adhere to defined policies, and document in the Standards and Procedures Manual. (RACI - BIDDER: R,A   DSHS: I)</li> <li>• Review and approve systems administration procedures. (RACI - BIDDER: C,I   DSHS: R,A)</li> <li>• Build and deploy new application servers and services as needed by the organization. Configure application servers as required to satisfy operational requirements and in accordance with system advisories, reference architectures, best practices and applicable DSHS and OCIO policies and procedures. Install, customize, patch and maintain assigned software. (RACI - BIDDER: R,S   DSHS: A,C,I)</li> </ul>

Role	Automation Lead
RACI	BIDDER: R,A   DSHS: I,C
Name:	
General responsibilities include:	Maintain software, configurations and develop tools for automation of system monitoring, management and reporting functions.
Required key skills and knowledge include:	<ul style="list-style-type: none"> <li>• Develop automated processes for monitoring, maintaining, collecting, parsing, interpreting system and application logs.</li> <li>• Provide preventative measures and conduct proactive monitoring and self-healing capabilities to limit outages that impact Service delivery Develop automated routines and services to provide monitoring, notification and escalation of infrastructure and systems (e.g., hardware, network, batch schedule, interfaces, and table spaces, etc.)</li> <li>• Identify and report incidents and problems including system, file, disk and application issues. Respond to messages and alerts, and take corrective action as required</li> <li>• Provide formal troubleshooting, diagnosis, resolution and root cause analysis of incidents and problems in the computing environment.</li> <li>• Escalate issues, incidents and problems where response and/or resolution threatens to miss established SLAs.</li> <li>• Maintain knowledge and skills through experience, IBM provided training and other professional education in the use, optimization and support of system monitoring, automation and reporting tools, practice and techniques. Apply best practices and provide guidance and advice to team members and the DSHS/ESA/ITS Management team.</li> </ul>

Role	DevOps Engineer (Infrastructure as Code)
RACI	BIDDER: R,A   DSHS: I,C
Name:	
General responsibilities include:	A specialized and technical role responsible for administering infrastructure as code, versioning, use of automation tools for testing and processes around development lifecycles, continuous integration and continuous delivery; software provisioning, configuration management (eg., use of WAS admin console), leverages application-deployment tools, and writes, maintains and executes scripts (eg.

	<p>wsadmin scripts).</p> <p>Using Jenkins automation tool for Continuous integration (build/test) for all software projects, configuration, maintenance and deployment management using Puppet and Chef, Ansible for automation and documentation, Shell scripting, Power Shell scripting management, sound familiarity with DB2 basics, Websphere Application Server (WAS) Configuration Management.</p> <p>This is an on-premises position.</p>
<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>• Strong experience in DevOps environments, with extensive knowledge in use of DevOps tools, methods and best practices; emphasis on managing Infrastructure as Code</li> <li>• Good communication skills. Ability to communicate effectively with both technical teams and business partners.</li> <li>• Strong problem-solving skills.</li> <li>• Designed tools for managing the infrastructure and programmed clean &amp; re-usable simple codes.</li> <li>• Configured server images, optimized the task performance in correspondence with the engineers. Strong understanding of Infrastructure as Code, configuring and declaring server environments for application development.</li> <li>• Developed codes for extensive test coverage, performed continuous deployment in a professional software engineering environment.</li> <li>• Ability to ensure that services and technology are compliant with internal and external rules and policies.</li> </ul>

<b>Role</b>	<b>Data Architect</b>	
<b>RACI</b>	<b>BIDDER: R,A</b>	<b>DSHS: I,C</b>
<p>Name:</p>		
<p>General responsibilities include:</p>	<p>The Data Architect is a specialized technical role that makes use of purpose built software, tools and processes to develop patterns of organization about information and data, and rules for its use. The data architect analyzes business requirements and translates them into data structures and specifications for use in developing business solutions. These specifications characterize relationships within and between data (data models), and information about data (metadata). Rules and standards (governance) address the management and access to data and determine how it is delivered, the requirements for data quality and security, how data content is managed, how it is structured and used for reporting and for Business Intelligence.</p>	

<p>Required key skills and knowledge include:</p>	<ul style="list-style-type: none"> <li>• Document the as-is systems capturing the current mapping of information to business entities and logical data models, and the mapping of logical models to physical database models.</li> <li>• Develop standards and governance that is compatible with standard industry frameworks, CMS, DSHS and OCIO policies, advisories and standards.</li> <li>• Capture and analyze business requirements and rules. Define structures, integrate, govern, describe, model and maintain data for accuracy and usage. Map information to entities that help define how information should flow and be consumed by various business and IT customers.</li> <li>• Translate business functional and non-functional requirements into logical data models, data dictionaries and data definitions. Define business rules and constraints, access and storage parameters,</li> <li>• Participate in the translation of the logical design artifacts into physical design artifacts.</li> <li>• Maintain knowledge and skills through experience, IBM provided training and other professional education in the use and support of data administration and design practices and tools. Apply best practices and provide guidance and advice to team members and the State Management team. Collaborate with the Enterprise Architect and other domain architects and the Solutions Architects to develop, document, socialize and sustain an ongoing architecture practice and discipline. (RACI - BIDDER: C,I   DSHS: R,A)</li> </ul>
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## SECTION B – HHS Coalition Vision for Integrated Eligibility Replacement

### 1. Health and Human Services (HHS) Coalition Vision for Integrated Eligibility and Enrollment (IE&E) System Replacement

The purpose of this Section is to describe the State of Washington's vision and approach to future modular replacement of the State's Integrated Eligibility & Enrollment (IE&E) System. While the development of new IE&E modules is outside the scope of this RFP, the ACES M&O vendor will play a critical role in successful modular transition activities. This section is included as information to bidders because Maintenance and Operations services as described in this RFP and the resulting contract will be impacted by the future IE&E System replacement. Identified products/modules will be carved out of the legacy ACES over a three-to-five-year period and corresponding functionality will be decommissioned. These modules will be operated by vendors selected via separate procurement to design and implement those modules. Therefore, DSHS is seeking a vendor to support the Maintenance & Operations of the existing ACES solution who can partner with WA to support the HHS Coalition's vision for an enterprise-wide IE&E Solution while ensuring that client benefits can continue to be issued by ACES. Please refer to Attachment 04: HHS IT Vision for more information on the HHS Coalitions vision for an enterprise-wide IE&E solution.

As WA moves forward with the future IE&E roadmap, the M&O vendor may receive enhancement requests that support integration with replacement modules. For example, the integration of the ACES System with new external modules could require M&O vendor development of new interfaces. Or modular replacement of a modern rules engine could require the extraction of business rules to make them available to the rules engine vendor. Please see Attachment 03: HHS Opportunities for more information on the future IE&E goals.

The information below provides the background and context for the IE&E System Replacement work in Washington, which is led by the Health and Human Services Coalition.

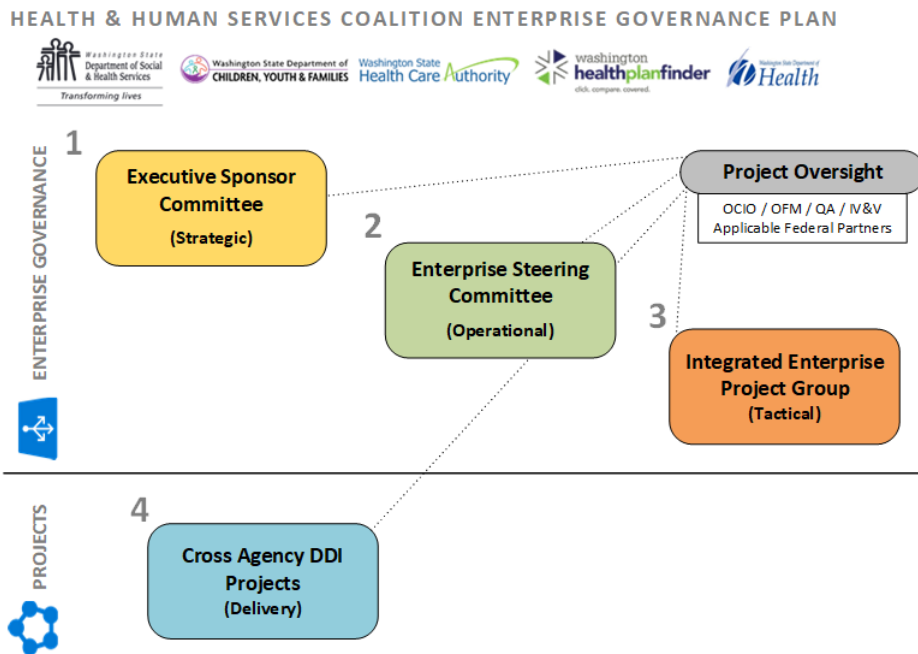
#### 1.1. HHS Coalition Background and Structure

The Health and Human Services (HHS) Coalition is a multi-organization collaborative formed in 2018 to provide leadership, strategic direction, and oversight in coordinating the planning and use of technology systems and processes across the state's health and human services organizations. The primary participating organizations are the Health Care Authority (HCA), Department of Social & Human Services (DSHS), Health Benefit Exchange (HBE), Department of Health (DOH), and Department of Children, Youth & Families (DCYF). The Washington State Office of Chief Information Officer (OCIO) and the Office of Financial Management (OFM) are ex-officio members of the Coalition. This collaboration on technology systems will result in improved service coordination that improves the health and well-being of the people, families and communities of Washington.

Governance in the HHS coalition has the following five primary purposes:

- Defining the IT vision & strategic objectives for the Enterprise
- Defining and implementing a decision-making framework for IT investments
- Providing a forum for addressing issues among stakeholders
- Monitoring project performance & addressing issues that impede progress
- Promoting communication about IT investments

A description of the HHS Coalition is attached as **Attachment 05 HHS Infographic**. The HHS Coalition has established an Enterprise Governance plan that defines four levels of governance activity and decision-making.



Level 1: The **Executive Sponsor Committee** (aka G1) provides strategic insight, cross-organizational project support and federal funding guidance across Washington’s health and human services enterprise. The members of this committee are the agency heads of the HHS Coalition organizations.

Level 2: The **Enterprise Steering Committee** (aka G2) ensures business alignment and provides operational direction for enterprise projects in support of the Executive Sponsor Committee. The members of this committee are executive leaders of the HHS Coalition organizations.

Level 3: The **Integrated Enterprise Project Group** (aka G3) provides tactical direction to the HHS Coalition projects and IT investments. The members of this committee are program, finance, and technology leaders from HHS Coalition organizations.

Level 4: Agency-sponsored **Project Delivery Teams** are responsible for oversight of specific projects.

1.2. Alignment of ACES Maintenance and Operations RFP with HHS Coalition Vision

The HHS Coalition has established the vision and supporting framework for Coalition projects. Following extensive visioning sessions, the Coalition launched the IE&E System Replacement Workgroup tasked with development of a strategy and roadmap for a phased, modular approach to replacing ACES with an IE&E solution in WA.

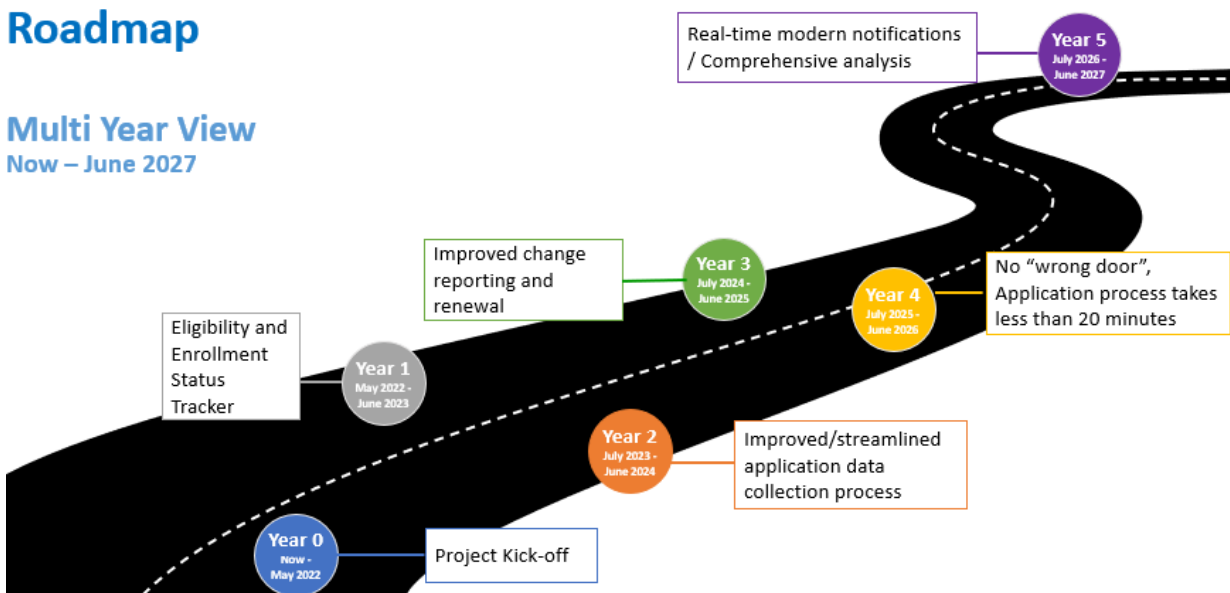
**Future Integrated Eligibility (IE&E) Solution:** The IE&E Solution is the system which determines eligibility for multiple health and human services programs including Medicaid programs, Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF). In addition to phased system replacement, the IE&E Solution strategy will include policy and business process alignment that simplifies administration and improves the client experience in accessing services.

The detailed IE&E roadmap we are proposing is a direct outcome of the alternatives we considered and our recommendation to incrementally modernize IE&E while unwinding off of ACES. The roadmap provides our vision for implementing a IE&E solution across the HHS Coalition organizations. This section provides an overview of how the roadmap was developed and a year-by-year review of what the roadmap will deliver and how it will be delivered. The delivery of the roadmap will be through the establishment of a common technology platform (i.e., applications, processes, and technologies) to support the modernized system and the development of a series of “products” or system components that provide value. Each product will provide a feature or service that supports IE&E.

Image 1: IE&E Modernization Roadmap

## IE&E Modernization Roadmap

Multi Year View  
Now – June 2027



Reliable projections beyond two years in IT are often educated guesses. Therefore, the roadmap we are proposing is hypothesis-driven and makes a series of assumptions that

will need to be revisited each year to maintain and update the roadmap over time. We have defined a highly probable path for the roadmap, but we expect it to evolve and change in response to learning along the way, new technology opportunities, and changes in our authorizing environment. The roadmap and its assumptions were developed with the following principles:

**Image 2: IE&E Roadmap Development Principles**



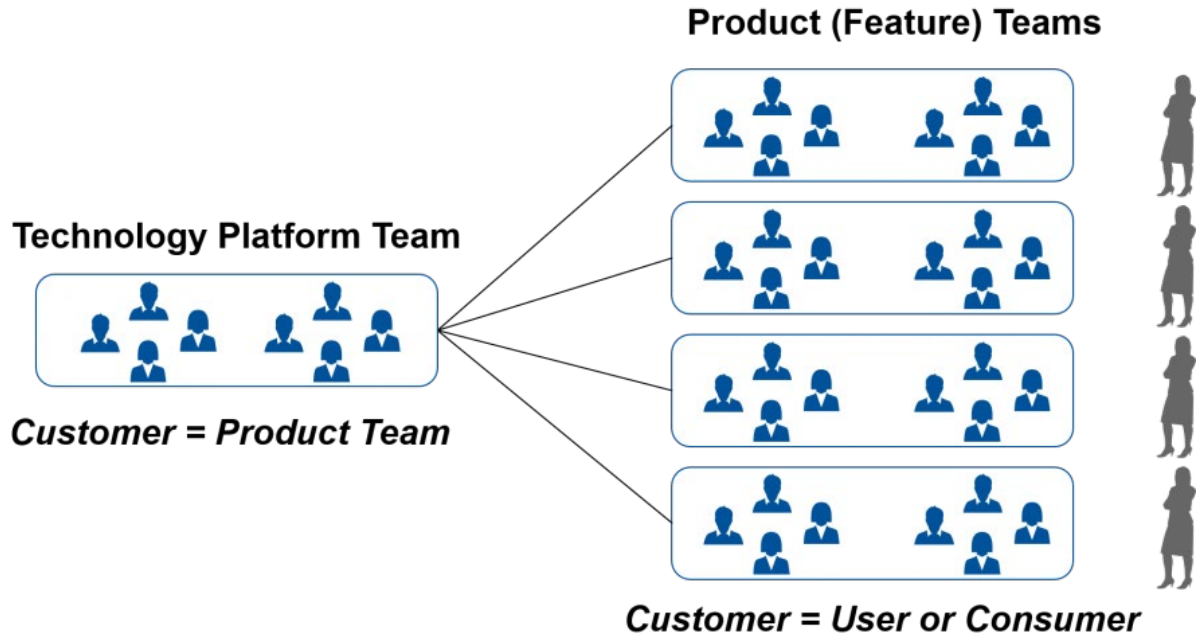
This work will be guided and supported by several teams working in concert.

- **Roadmap Governance Team:** At the center of this transformation will be a governance structure to ensure modernization projects and legacy system remediation activities are coordinated. This will include consistent refinement of this roadmap as well as our approach to human-centered design, organizational change management, programmatic engagement, and agile at scale (the ability to drive agile at the team level)..
- **Platform Team:** We will establish a single platform team responsible for building and operating an IE&E platform in the cloud.
- **Product Teams:** For the development of the different products on the roadmap, we will use a scaled agile model with different product teams working on building different products in parallel.
- **Legacy Remediation Team:** We will work closely with the ACES M&O contract vendor to stand up a team focused on legacy ACES integration and synchronization as well as remediation and sunset of legacy code, software, and hardware. **The ACES M&O vendor will receive enhancement requests that support integration with replacement modules.**

Our initial focus in 2022 is to create the roadmap governance team, the platform team, and an initial product team to develop the initial IE&E platform and the first product. The teams will extend and support multiple product teams working in parallel starting in July 2023. In addition, the M&O vendor will partner with DSHS during an initial twelve-month discovery period to develop a Decomposition Plan that details incremental modular activities and requirements, and associated ACES reductions.



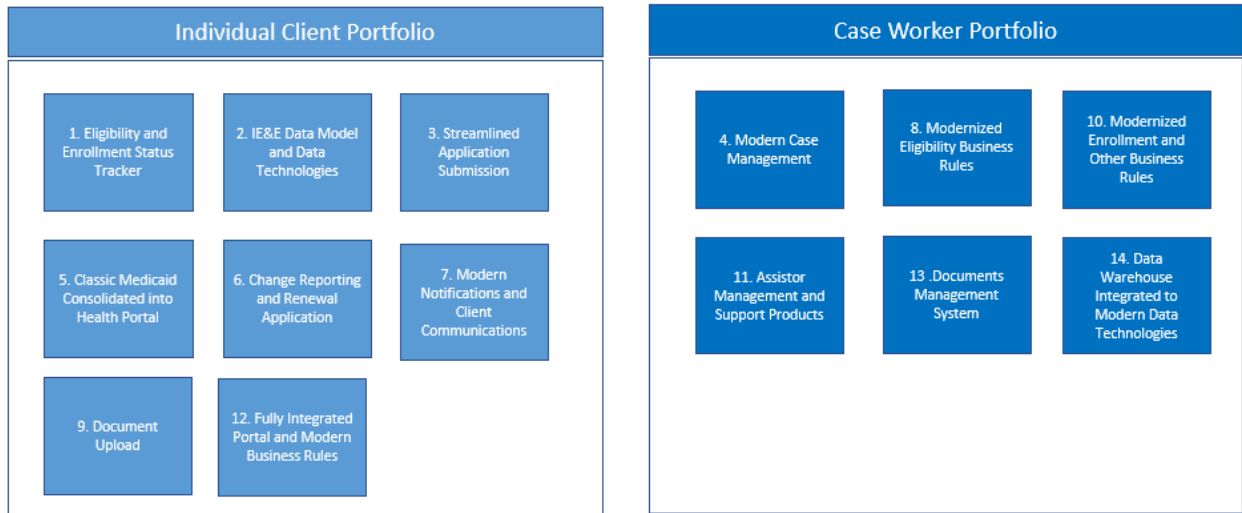
**Image 3: Integrated Platform and Product Teams**



Over the course of a five-year period, the HHS Coalition will incrementally deliver the following products on the modern platform. Each product will first be built as a Minimum Viable Product, as “an MVP is the most straightforward way to restrict scope when an existing system looms in the background.”<sup>1</sup> MVP is a version of the product that includes enough features to be usable and also support a feedback process for additional product features. This feedback will support extending the MVP through continued development and maintenance activities. The roadmap plan is dependent on multiple budget cycle approvals and is subject to change.

<sup>1</sup> Marianne Bellotti, *Kill It with Fire: Manage Aging Computer Systems (And Future Proof Modern Ones)* (San Francisco: No Starch Press, 2021), 76.

**Image 4: Product Portfolios**



**Individual Client Portfolio**

- Product #1 – Eligibility and Enrollment Status Tracker:** Provides Washingtonians with a single point of access for eligibility and enrollment status across multiple HHS Coalition programs, beginning with Food, Cash, and Classic Medicaid. Additionally, it offers an alignment for eligibility workers as they provide support to our clients and Washingtonians.
- Product #2 – IE&E Data Model and Data Technologies:** Develops a relational and modular data model to support data collection across the HHS Coalition programs and systems.
- Product #3 – Streamlined Application Submission:** Provides self-service and worker-based initial application entry that includes the facilitation of business discussions that supports streamlining of application data collection for Food, Cash, and Classic Medicaid.
- Product #5 – Classic Medicaid Consolidated into Health Portal:** Includes the modernization of case management systems and processes with the ability to take advantage of the streamlined application data process defined.
- Product #6 – Change Reporting and Renewal Application:** Extends the streamlined application data collection process to include change reporting and renewals.
- Product #7 – Modern Notifications and Client Communications:** Configuration of new correspondence engine and email notifications.
- Product #9 – Document Upload:** Develop a document upload component for use by our clients, eligibility workers, and Washingtonians with the ability to upload documents from online or through mobile device (e.g., tablet, phone).
- Product #12 – Fully Integrated Portal and Modern Business Rules:** Integrate application data collection, change reporting, and renewal with the new business rules engine.

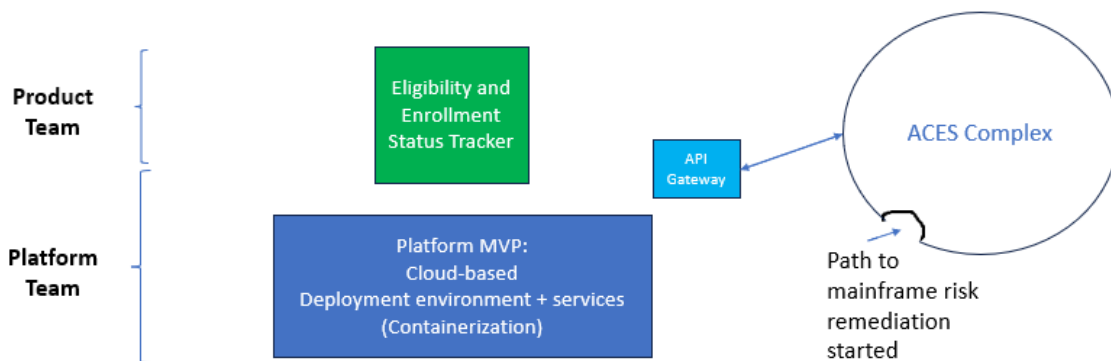
Case Worker Portfolio

- **Product #4 – Modern Case Management:** Includes the modernization of case management systems and processes with the ability to take advantage of the streamlined application data process defined. It will also include the implementation of legacy ACES integration for application data collection submissions.
- **Product #8 – Modernized Eligibility Business Rules:** Begin building eligibility rules in a modern business rules engine on the new IE&E platform, including MAGI and non-MAGI.
- **Product #10 – Modernized Enrollment and Other Business Rules:** Build additional business rules in a modern business rules engine on our new IE&E platform.
- **Product #11 – Assistor Management and Support Products:** Develop new assistor management and support products.
- **Product #13 – Documents Management System:** Configure a new documents management system.
- **Product #14 – Data Warehouse Integrated to Modern Data Technologies:** Repoint the data warehouse to the new IE&E platform and take advantage of new capabilities.

Modern IE&E Platform

The scope of the decision package (see Appendix F for a copy of the decision package and IT addendum) includes two teams establishing a modern IE&E platform and creating the first product, the Eligibility and Enrollment Status Tracker as part of Product 1.

Image 5: Establishment of Modern IE&E Platform



Beyond Product 1, we will extend the newly developed modern IE&E platform by adding additional product teams to build new modules/features which collectively will form the modern IE&E system. Over time, we'll reduce the use of the ACES mainframe and enable the sunsetting of features and functions, accelerating the mainframe risk remediation.

**1.3. Modular Breakout of ACES Fixed Price**

DSHS expects the bidder to develop a modular cost model by the end of Contract Year 1. The cost model will be developed in partnership with DSHS and will define ACES modules with a percent of the entire ACES Fixed Price total that is applied to those modules. Once new modules are implemented and all legacy integration support completed, the ACES Fixed Price will be reduced by the percent attributed to that module.

DSHS has developed a conceptual ACES Fixed Price Modular Cost Breakdown model to be used in the ACES Legacy Transition. Once a new model is fully implemented and the legacy transition activities complete, the ACES Fixed Price will be reduced by the percent attributed to that module.

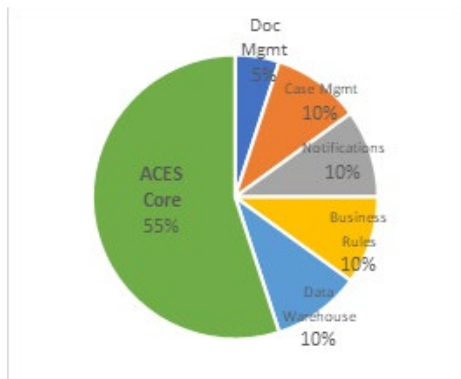


Image 6: Modular Cost Model Example

Image 6 represents a conceptual example of the ACES Fixed Price Modular Cost Model. It is included here for illustrative purposes only.

The vendor will work with DSHS over the first 12 months to define a modular cost model by that will be finalized as a contract amendment at the end of Contract Year 1. The cost model will define ACES modules and assign a percent of the entire ACES Fixed Price total that is applied to those modules. Once new modules are implemented and all legacy integration support completed, the ACES Fixed Price will be reduced by the percent attributed to that module.

## SECTION C - SOLICITATION PROCESS

### 1. Solicitation Schedule

The Solicitation Schedule set forth below outlines the tentative schedule for important events relating to this Solicitation. Except as modified in an Amendment issued by the Coordinator, the dates and times listed through the date of Response Submission are mandatory deadlines. The remaining dates are estimates and may change without the posting of an Amendment. Failure to meet the Response deadline will result in Bidder disqualification.

Item	Action	Due Date
1.	DSHS posts Competitive Solicitation.	7/11/22
2.	Prospective Bidders should register as a Vendor on WEBS using one of the commodities code on the cover page of this Solicitation as soon as possible to receive notifications.	7/11/22
3.	Bidders should RSVP for the Pre-Bid Conference by 3:00 p.m. Pacific Time.	7/21/22
4.	Optional Pre-Bid Conference at 1 p.m. Pacific Time.	7/25/22
5.	Bidder may submit written questions or requests for change in Contract Requirements until 3 p.m. Pacific Time.	8/1/22
6.	DSHS will post responses to written questions.	8/8/22
7.	Bidders may submit written Complaints by 3 p.m. Pacific Time	9/2/22
8.	Bidder must submit Proposal by 3 p.m. Pacific Time	9/12/22
9.	DSHS evaluation of written Responses	9/19/22 - 10/14/22
10.	Oral presentations, if requested by DSHS	On or around 11/1/22
11.	Announcement of Apparent Successful Bidder(s) on WEBS and beginning of contract negotiations	Approximately 11/23/22
12.	DSHS notifies unsuccessful Bidder(s)	Approximately 10/3/22
13.	Unsuccessful Bidders may request a debriefing conference until 5 p.m. Pacific Time	Request period open for 3 business days after ASB announcement
14.	DSHS holds debriefing conferences, if requested	Scheduled as quickly as

Item	Action	Due Date
		possible upon request
13.	Deadline for submission of Protests by unsuccessful Bidders who participated in a debriefing conference	Five business days after date of debriefing
14.	DSHS considers Protests, if any, and issues determination	12/21/22
15	Contract Execution	4/2/23
16	Contract Start date (No later than)	7/1/23

**2. Posting of Solicitation Documents**

DSHS shall post this Solicitation, and all amendments and announcements relating to this Solicitation, on WEBS. WEBS can be accessed at: <https://pr-webs-vendor.des.wa.gov/>. In order to inform the largest number of potential bidders about this opportunity, DSHS shall also post documents relating to this Solicitation on the Procurements page of the DSHS website, found at: <https://www.dshs.wa.gov/sesa/central-contract-services/procurements-and-contracting>

**3. Amendment, Cancellation/Rejection of Bids, Reissuance of Solicitation**

DSHS may amend or add to, retract from or cancel this Solicitation at any time, in whole or in part, and without penalty. DSHS may reject all bids and cancel or rebid this Solicitation. All amendments and notifications of cancellation shall be posted on WEBS. In the event of a conflict between amendments or between an amendment and this Solicitation Document, the document issued latest shall control.

**4. Communications regarding Solicitation**

Upon the posting of this Solicitation, all communications concerning this Solicitation must be directed to the Coordinator listed on the cover page of this Solicitation document. With the exception of the Response, which shall be submitted as provided in Section D, Instructions Regarding Content, Format and Submission of Written Responses, communications with the Coordinator should be sent via email. DSHS may disqualify any Bidder who communicates with anyone in DSHS other than the Coordinator regarding this Solicitation.

DSHS considers all oral communications unofficial and non-binding on DSHS. Bidders should rely only on written statements issued by the Coordinator. Email shall be considered an official method of communication unless otherwise specified in this document.

**5. Bidder Conference**

Bidders are invited to attend a Bidder Conference which shall be held via a Zoom

Meeting on the date and at the time set forth below. The Bidder Conference is an opportunity for Bidders to learn more about the conditions under which a Contract will be performed. At the Bidder Conference, Bidders will have an opportunity to ask questions and to hear presentations from knowledgeable DSHS personnel. DSHS shall summarize the information shared at the Bidder Conference and post that summary on the DSHS procurement web page and on WEBS as an Amendment to this Solicitation. Bidders may only rely upon information that is included in this Amendment in preparing their Responses.

**Bidder Conference Date and Time:** Monday July 25, 2022, 1:00-3:00 pm Pacific Time

**Zoom Meeting Log-in information:**

Join Zoom Meeting:

<https://dshs-wa.zoom.us/j/86993152724?pwd=djBzU3lDeHZweDQvVkREc2ltemx6QT09>

Meeting ID: 869 9315 2724

Passcode: 841092

One tap mobile

+12532158782,,86993152724#,,,,\*841092# US (Tacoma)

+16694449171,,86993152724#,,,,\*841092# US

Dial by your location

+1 253 215 8782 US (Tacoma)

+1 669 444 9171 US

+1 669 900 6833 US (San Jose)

+1 346 248 7799 US (Houston)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 646 931 3860 US

+1 929 205 6099 US (New York)

Meeting ID: 869 9315 2724

Passcode: 841092

Find your local number: <https://dshs-wa.zoom.us/j/86993152724>

**6. Questions and Answers**

Bidders may send written questions concerning this Solicitation to the Coordinator by the date and time set forth on the Solicitation Schedule in Section C.1. for submission of Questions. Questions should be sent via email and should include the number and title of this Solicitation in the subject line.

DSHS may consolidate Bidder questions and shall respond by posting one or more Amendments on WEBS and on the DSHS Procurement website on or around the date specified in the Solicitation Schedule. Only Bidders who have properly registered and downloaded the original Solicitation directly via the WEBS system: <https://pr-webs->

[vendor.des.wa.gov/](http://vendor.des.wa.gov/) will receive notification of Amendments and other correspondence pertaining to this Solicitation.

## **7. Request for Change in Solicitation Requirements**

If Bidder believes that this Solicitation contains requirements which would unreasonably prohibit or restrict Bidder's participation, or believes that different requirements would provide better value to the State, Bidder shall submit a written explanation of the issue together with proposed alternative requirements to the Coordinator no later than the deadline for Bidder Questions as stated in the Solicitation Schedule set forth in Section C.1. The Coordinator shall not be required to consider requests for changes after this date. If any changes are made to the Solicitation requirements, an Amendment setting forth those changes will be posted on WEBS.

## **8. Complaints**

In the event a Bidder believes that this Solicitation either: (a) unnecessarily restricts competition; (b) contains an unfair or flawed evaluation or scoring process; or (c) contains inadequate or insufficient information to permit preparation of a Response, the Bidder shall submit a written complaint via email to the Coordinator. The Coordinator will forward the complaint to the DSHS Chief of Central Contracts and Legal Services for review. The complaint shall include a proposed remedy and shall be submitted no later than five (5) business days prior to the date when Responses are due. DSHS shall post its response to the Complaint on WEBS and on the DSHS procurement web page.

Should a Bidder's complaint identify a change that would be in the best interest of DSHS to make, DSHS may issue an Amendment modifying this Solicitation. The DSHS decision regarding a complaint is final and no further administrative appeal is available. If no complaint is filed, a Bidder cannot later file a protest based on any of the above complaint criteria.

## **9. Minority / Women's (MWBE) / Veteran-Owned Enterprises**

In accordance with the legislative findings and policies set forth in RCW 39.19, 43.60A.200, 39.26.240 and 39.26.245, the State of Washington encourages participation by veteran-owned business enterprises and Minority-Owned and Women-Owned Business Enterprises (MWBE), either self-identified or certified by, respectively, the Department of Veterans Affairs or the Office of Minority and Women's Business Enterprises (OMWBE). While the State does not give preferential treatment, it does seek equitable representation from the veterans, minority and women's business communities.

Participation by veteran-owned and MWBE Bidders may be either on a direct basis in response to this Solicitation or as a subcontractor to a contractor. However, no preference will be given in the evaluation of Bids, no minimum level of MWBE or veteran-owned business participation shall be required, and Bids will not be evaluated, rejected, or considered non-responsive on that basis.

Bidders may contact the Office of Minority and Women's Business Enterprises (OMWBE) at <http://omwbe.wa.gov/> and/or the Department of Veterans Affairs at



<http://www.dva.wa.gov/program/veteran-owned-business-certification> to obtain information on certified firms for potential subcontracting arrangements or for information on how to become certified. Nothing in this section is intended to prevent or discourage participation from non-MWBE firms or non-veteran-owned businesses.

## **10. Auxiliary Aids and Limited English Proficient (LEP) Services**

DSHS will provide access to this Solicitation document to individuals with disabilities and Limited English Proficient individuals. Please contact the Coordinator to request auxiliary aids and services.

If an individual believes that the Department has discriminated against them on the basis of a protected status, please contact the DSHS Investigations Unit for the Nondiscrimination Policy Brochure and complaint process. The brochure can be found at <https://www.dshs.wa.gov/sites/default/files/SESA/publications/documents/22-171.pdf>

## **11. Cost to Prepare Response**

DSHS will not be liable for any costs incurred by the Bidder in preparing, conducting a site assessment, or submitting a Response to this Solicitation.

## **12. Acceptance of Solicitation Terms**

In submitting a Response, Bidder must include a signed Bid Submission Letter in the form set forth on **Attachment 07**, as well as signed Bidder Certifications in the form set forth on **Attachment 08**. Bidder must acknowledge that in submitting a Response, it accepts all terms of this Solicitation Document, including all of its Attachments, and that Bidder's Response constitutes a binding offer. Bidders may not alter or redline the terms or requirements in their response. Submitting altered or redlined Solicitation terms or requirements in the Bidder. Bidders may identify issues for negotiation of selected as ASB, by submitting an issues list along with their proposal. The contract issues list is provided as **Attachment 13 Contract Issues List**. These items will be subject to negotiation and discussion during contract negotiation. Response may result in bidder disqualification.

## **13. Joint Proposals**

If Bidders submit a joint Response with one or more other persons or entities, these persons or entities must designate a prime Bidder. The prime Bidder will be DSHS sole point of contact through the Procurement process. If selected as the Apparent Successful Bidder, the prime Bidder shall sign the contract and any amendments and will be liable and responsible to DSHS for all performance under the contract.

## **14. Withdrawal of Responses**

After a Response has been submitted, Bidders may withdraw their Response at any time up to the Response due date and time as specified in Section C.1, Solicitation Schedule. A written request to withdraw the Response must be submitted to the Coordinator. After withdrawing a Response, the Bidder may submit another Response at any time up to the Response submission date and time.

## **15. Ownership of Responses**

All materials submitted in response to this Solicitation become the property of DSHS, unless received after the deadline in which case the Response shall be returned to the sender. DSHS shall have the right to use any of the ideas presented as part of the process in any manner as it deems appropriate or beneficial, regardless of whether it is contained in a Response that results in selection for a Contract.

## **16. DSHS Award Options; Improvement of Bid Offers**

After Responses are received and written evaluations are completed, DSHS may (but shall not be required to) request best and final offers from one or more Responsible and Responsive Bidders. The written Responses of Bidders invited to provide a best and final offer may be re-evaluated and the point values may be adjusted based upon changes to pricing or proposed services, deliverables or methodologies that are included in a best and final offer, prior to DSHS' determination of the Apparent Successful Bidder. Alternatively, after reviewing all Responses, DSHS may enter into negotiations with the highest ranked Responsive and Responsible Bidder in order to determine if the Bid may be improved before identification of the Apparent Successful Bidder.

DSHS shall not be required to request best and final offers or to enter into negotiations and reserves the right to make a Contract award without further discussion of the Response. Therefore the Response should be submitted on the most favorable terms that Bidder intends to offer.

## **17. Announcement of Successful Bidder(s)**

DSHS shall announce the Apparent Successful Bidder(s) on WEBS on the date indicated in Section C.1., Solicitation Schedule. All announcements of Apparent Successful Bidders are subject to the negotiation of a Contract satisfactory to DSHS. Bidders who are not announced as an Apparent Successful Bidder may request a debriefing conference with the Coordinator concerning the evaluation of their bid and may, under certain circumstances, file a formal protest requesting that DSHS provide an identified remedy if Bidder believes certain types of errors occurred. A more detailed description of these processes is set forth in Section F, Debriefing and Protest Procedure.

## **18. Ethics, Policies and Law**

This Solicitation, the evaluation of Responses, and any resulting contract will be made in conformance with applicable Washington State laws and Policies.

Specific restrictions apply to contracting with current or former state employees pursuant to RCW 42.52. Bidders should familiarize themselves with the requirements prior to submitting a Response. Bidders must include, in their Letter of Submittal, information regarding any current or former state employees who are employed by, or subcontracted with, Bidder.

**SECTION D - SUBMISSION OF WRITTEN RESPONSES**

Bidders shall submit their Responses utilizing the forms set forth on **Attachments 06, 07, 08, 09, and 10** to this Solicitation. Each Attachment represents a separate section of the Response. **Failure to complete and submit all required Attachments, and to sign them, if applicable, will result in Bidder disqualification.** Responses should be neatly typed in 12 point font, using proper grammar, spelling and punctuation and should be submitted in the following order with each section of the Response clearly labeled.

**1. Attachment 06: Contractor Intake Form (Required, Not Scored)**

All Bidders must complete and sign the Contractor Intake Form (Form 27-043) attached to this competitive Solicitation as Attachment E. This form can be downloaded in Microsoft Word format for ease of completion at <https://www.dshs.wa.gov/office-of-the-secretary/forms>. Any copy of any business license is acceptable. However, unless Bidder is not required to have a business license, the successful Bidder will need to have a Washington Business License before the contract begins. Prior to performing any work, Bidder will need to obtain a business license, if one is required, through the Washington Department of Licensing. Their web address is: <http://www.dol.wa.gov/> Bidder can provide its Washington business license, if required, after award.

**2. Attachment 07: Bid Submission Letter (Required, Not Scored)**

All Bidders must submit a completed bid submission letter in the form and with the minimum contents set forth on **Attachment 07**, which must include all of the required acknowledgments and information. The Bid Submission Letter must be signed by an individual authorized to bind the Bidder contractually. Bidder's completed and signed **Attachments 07 and 08**, together with any documents that are required to be attached, and Bidder's answers to administrative questions set forth on **Attachment 08, Bidder Certifications and Assurances**, comprise the Administrative component of the Response.

**3. Attachment 08: Bidder Certifications and Assurances (Required, Not Scored)**

All Bidders must submit the Bidder certifications and assurances form set forth on **Attachment 08**, signed by an individual authorized to bind the Bidder contractually. Bidders may not alter or redline the Bidder Certifications and Assurances form in their response. Submitting altered or redlined Solicitation terms or requirements in the Bidder Response will result in Bidder disqualification.

**4. Attachment 09: Bidder Response Form (Required, Portions Scored)**

The Bidder Response Form is attached to this Solicitation document as **Attachment 09** in Microsoft Word format. Except for limits that are noted on the Bidder Response Form, Bidders may utilize as much space as is reasonably required to respond to each question, provided all questions are repeated and remain numbered and ordered as set forth in **Attachment 09**. If additional pages are needed, they must be attached to the

page containing the initial portion of the response to a question and should be marked clearly to indicate that they provide a continuation of Bidder's answer to a specific numbered question. Bidders may not submit product brochures, white papers, customer testimonials, cut sheets, or other pre-prepared materials in response to any of the questions.

Bidders must submit complete, well-organized explanatory answers that address all of the specific questions asked in the Bidder Response Form. Bidders should not assume that evaluators will be familiar with their businesses before conducting the evaluation.

Use of **Attachment 09** assures that Bidder responds to specific questions in space immediately below those questions and helps to avoid confusion among evaluators about the question that is being responded to. In awarding points, evaluators shall not be obligated to search through the Bidder's answers to questions other than the one being reviewed in order to locate text that is responsive to the question being reviewed. Failure to use the form set forth on Attachment 09 (with the applicable questions set forth immediately above Bidder's answers), failure to respond to all questions and/or failure to submit any documents requested in the Bidder Response Form shall result in Bidder disqualification.

If Bidder is awarded a Contract, DSHS may require that Bidder's Response to the Bidder Response Form be incorporated, in whole or in part, into the Contract.

Using **Attachment 09**, Bidders must provide answers to the questions set forth on the Bidder Response Form to demonstrate satisfaction of administrative requirements and, as applicable to this Solicitation, their qualifications, approach and proposed pricing to provide the services as outlined in this Solicitation, including the **Sample Contract** set forth on **Attachment 01**.

Bidder response form requires Bidders to address the following requirements:

#### 4.1 Executive Summary(Scored)

The executive summary should describe the Bidder's response at a high level in terms of Engagement approach, perspective, staffing, skill levels, and overall Work Description. It should demonstrate that the Bidder understands the scope and objectives of the Engagement

The Bidder shall provide a corporate description with sufficient information to substantiate proven expertise in the products and services being requested in this RFP.

The Bidder shall disclose any company restructurings, mergers, and acquisitions over the past five (5) years or during the course of this project.

The Bidder shall specify the location of the organization's principal office and the number of executive and professional personnel employed at this office.

The Bidder shall state the number of years the Bidder has been providing the products and services being proposed.

The Bidder shall provide the name and the state of incorporation, if incorporated.

The Bidder shall describe their standard project management methodology, the proposed project management approach for this project, and any tailoring of their standard methodology anticipated for this project.

#### 4.2 Bidder Performance Requirements(Scored)

The contract resulting from this Solicitation will require the bidder to perform a wide array of technical tasks utilizing various resources. DSHS has provided a list of technical performance requirements in section A 6 of the Solicitation.

The Bidder shall refer to the technical requirements listed in section A 6 and respond in narrative format. Bidders shall provide information showing their understanding and capability to satisfy the requirement, including examples of previous contracts with similar performance requirements the contractor has accomplished successfully under any previous contracts.

#### 4.3 Key Personnel (Scored)

The contract resulting from this Solicitation will require highly skilled resources with a high level of management. Bidders shall describe in detail their approach to sourcing and managing high level staffing contracts.

Bidders shall submit a one page resume for each of the key personnel listed in section A paragraph 7.3. Individual resumes shall clearly indicate which role each resource will be assigned.

The contract resulting from this Solicitation will require that any change in key staff (as identified in Bidder's response to this Work Request) will be subject to prior DSHS approval. The contract will also provide that DSHS may request that Vendor remove selected staff on three (3) days' notice and provide replacement staff without impacting the schedule.

#### 4.4 Bidder Engagements (Scored)

Bidders shall provide information on least three (3) successful Engagements accomplished by the bidders organization. At least one (1) of the Engagements should be similar or larger in scope and complexity to this RFP. Bidders must describe how their engagements are similar or larger in scope and complexity to this project.

Present a discussion of the Bidder's specific experience in the performance of similar Engagements to manage, plan, design, develop, and implement successful efforts that meet the criteria of this Work Request. Clearly describe the scope and scale of those Engagements. Describe why your experience positions your firm as the best candidate for this Engagement.

#### 4.5 Bidder References (Pass/Fail)

The Bidder will provide three (3) customer references. At least two (2) of these references must be from comparable or more complex Engagements. Bidder must describe how their references are from similar or larger engagements in scope and complexity as compared to this RFP.

The Bidder shall have conducted at least three (3) successful engagements of similar or larger scope and complexity as this Statement of Work and shall provide at least three (3) of these engagements as reference projects. The Bidder shall describe these reference projects in detail, including contact information.

DSHS reserves the right to contact all customer references, and that contact will be considered in evaluating the Bidders response.

References not able to be contacted by the Written Evaluation date will be assigned a score of zero.

#### 4.6 Bidder Questionnaire (Scored)

Section 4.6 of the Bidder Response Form contains general questions regarding the vendor's capability. DSHS is interested in knowing about the bidders experience and approach managing complex systems. Bidder responses should be in the narrative format and address the entire question. Answers will be scored, with the average score of all questions being used to determine overall points assigned to the category.

#### 4.7 Executive Order 18-03 (Scored)

Section 4.7 of the Bidder Response Form asks bidders to certify whether or not their employees are required to sign, as a condition of employment, mandatory individual arbitration clauses or class or collective action waivers.

### 5. Attachment 10: Bidder Pricing Workbook (Scored)

All Bidders must complete and sign the Bidder Pricing Workbook attached to this Solicitation as **Attachment 10**. Use of **Attachment 10** assures that Bidder responds to all required pricing data and avoid confusion among evaluators about the specific pricing being proposed. Failure to use the form set forth on Attachment 10, failure to provide pricing for any category and/or failure to submit shall result in Bidder disqualification.

This portion of the Proposal must include the completed "DSHS\_Pricing\_Workbook" as described below and defined in the Mandatory Template titled "DSHS\_Pricing\_Workbook". The Bidder must follow all of the instructions contained within the Template.

Yearly pricing for M&O services (excluding Enhancements) may not exceed \$25,000,000.

Pricing information shall not be contained in the Technical Proposal submission, unless explicitly requested. Only price information provided in the Pricing Proposal will be considered.

The Bidder must base its Pricing Proposal on the SOW described in section 5 and associated sections of this RFP and Response Templates. The Pricing Proposal must clearly state any business, economic, legal, programmatic, or practical assumptions that underlie the Pricing Proposal. DSHS reserves the right to accept or reject any assumptions. All assumptions not expressly identified and incorporated into the Contract resulting from this RFP are deemed rejected by DSHS.

The Bidder shall include pricing for all services outlined in this RFP. The Total Pricing Summary is required by DSHS for evaluation. Pricing must be based on the terms and conditions of the RFP, including DSHS' General and Mandatory Requirements of the RFP. The M&O price must include all tasks and deliverables required for ongoing M&O of the ACES Applications, as described in the RFP and attachments. Note that Vendor's work to complete the ACES Discovery and Decomposition Plan must be included in the proposed Year 1 pricing. The Bidder must state all other assumptions upon which its pricing is being determined in the Mandatory Template "DSHS\_Pricing\_Workbook". Pricing assumptions must not conflict with the RFP terms and conditions including DSHS' general conditions or mandatory requirements in this RFP.

The Bidder shall provide a fixed price for all ACES Applications M&O activities as specified in the SOW. At the end of Year 1, the successful vendor will be expected to apply a discount rate to each of the following years based on the modular cost model to be completed as part of the ACES Discovery and Decomposition Plan. We expect the Decomposition Plan to include potential reductions in workload based on reductions to ACES functionality that are tied to the phased implementation of the modern IE&E solution modules.

The Bidder must provide fixed Hourly Labor Rates to use for Enhancements. In addition, fixed Labor Rates must be available for DSHS to use for implementing enhancements and provisioning additional as-needed services if necessary. The Bidder must provide (in advance) costs for any Software, Hardware, or change to the service that are required in support of the SOW. For enhancements that qualify as Above the Baseline work, the Bidder shall provide detailed information on all staff to be engaged, roles and responsibility, hourly rates, etc.

The Bidder is responsible for entering pricing data in the format prescribed by the Response Template— Pricing Workbook. Formulas have been inserted in the appropriate cells of the Response Template to automatically calculate summary numbers, and shall not be altered. Further instructions for entering pricing data are included in the Response Template. It is the sole responsibility of the Bidder to ensure that all mathematical calculations are correct and that the total prices reflect the total Proposal price.

Completion of all portions of the Pricing Workbook worksheets is mandatory. Applicable purchase, delivery, tax, services, safety, license, travel, per diem, Bidder's staff training, facility, and any other expenses associated with the delivery and implementation of the proposed items must be included in the Bidder's pricing and fixed Hourly Rates.

## **6. Personnel Requirements (Pass/Fail)**

DSHS has created a list of the key positions required for successful accomplishment of the ACES M&O contract. This list is provided in **Section A, Paragraph 7 - Personnel Requirements**. The Bidder shall identify all key "Bidder Personnel" roles (e.g. System Architect, Database Administrator, Functional Lead, Test Lead, and Security Expert). DSHS has determined each of these positions vital to the ACES M&O contract.

The Bidder's Project Manager shall be required to work onsite for the duration of the project.

All proposed Bidder Personnel shall have performed significant roles in at least one (1) project of similar size and scope as required in the Key Personnel section.

The Bidder shall provide a resume for all key Bidder Personnel proposed for this project. Resumes shall reflect qualifications and recent experience relevant to the scope of the work indicated in this RFP. Resumes shall include at least three (3) references that can be directly contacted to verify the individual's qualifications and experience. Resumes shall include the home office location of each person.

The Bidder shall commit in writing, in their proposal, that each staff member assigned to this project has the ability to communicate clearly in the English language both verbally and in written form.

The Bidder shall commit in writing, in their proposal, that any Bidder initiated changes to Bidder Personnel (as identified in Bidder's response to this RFP) will be subject to prior DSHS approval and that DSHS may request that the Bidder, without impacting the schedule, remove selected staff on three (3) days' notice and provide replacement staff.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 RCW. Bidders should familiarize themselves with the requirements prior to submitting a Response.

## **7. Minimum Requirements**

A Minimum Requirement is an essential DSHS need that must be met by the Bidder. Minimum requirements are scored as pass or fail based on the presence of the required experience. Bidder/Staff not fulfilling ALL minimum requirements will be disqualified from the Solicitation process. The following is a list of minimum requirements:

The Bidder shall provide a corporate description with sufficient information to substantiate proven expertise in the products and services being requested in this RFP.

The Bidder shall disclose any company restructurings, mergers, and acquisitions over the past five (5) years or during the course of this project.

The Bidder shall specify the location of the organization's principal office and the number of executive and professional personnel employed at this office.

The Bidder shall state the number of years the Bidder has been providing the products and services being proposed.



The Bidder shall specify the organization's size in terms of the number of full-time employees, the number of contract personnel used at any one time, the number of offices and their locations, and structure (for example, state, national, or international organization).

The Bidder shall provide the name and the state of incorporation, if incorporated.

Bidders failing to demonstrate in their Bids that they meet these minimum qualifications will be considered non responsive and will therefore be disqualified from further consideration.

## **8. Fees**

As the sole and entire financial consideration for all the Services to be performed by the Bidder and any other obligations hereunder, DSHS will pay to the Bidder the amounts set forth in this Section.

Except as otherwise expressly stated in this Section, DSHS will not pay the Bidder any additional fees, reimbursements or expenses for labor and general business expenses (including travel, meals and overhead expenses) for the Services and other obligations of the Bidder hereunder.

## **9. Service Rates**

The Bidder will not increase the billing rate for a particular individual who is assigned to DSHS as a result of a promotion or change in job classification, or otherwise without DSHS' prior written consent, it being the understanding of the Parties that DSHS does not expect any rate changes during the course of a particular engagement.

In no event will the Bidder bill DSHS for travel time.

## **10. Annual Review**

During the annual SLR review conducted by the Parties, DSHS will have the right to: (i) discuss and adapt the penalties assigned to any SLR and/or critical milestone; (ii) adjust SLRs in accordance with the yearly review.

## **11. Statewide Payee Desk**

In order to receive payment, Bidders must be registered with the Statewide Payee Desk maintained by DES for processing payments. Purchasers who are Washington state agencies cannot make payments to Contractor until Contractor is registered.

Registration materials are available at

<http://www.des.wa.gov/services/ContractingPurchasing/Business/ContractorPay/Pages/default.aspx>

## **12. Holdback/Completion Guarantee**

Contract agrees that Purchaser will withhold ten percent (10%) from each monthly base M&O payment until final acceptance of Bidder's Services. Acceptance of Bidders services shall be based upon the monthly SLR report. Upon final acceptance, such withheld compensation shall be paid to Bidder.

Following receipt of any applicable deliverables, DSHS will have five business days to review, in good faith, the work product received. Following this review, DSHS may return the deliverable to the Contractor with the changes required or accept the deliverable as provided. Deliverables will be reviewed by DSHS using the SMART criteria. Deliverables must be: Specific, Measurable, Attainable (Achievable, Actionable, Appropriate), Realistic (Relevant), and Time-Bound (Timely). Payment for any deliverables shall not be due until after DSHS verification that deliverables meet the SMART criteria.

### **13. Proprietary Information/Public Disclosure**

Materials submitted in response to this Solicitation shall be deemed public records as defined by RCW 42.56. All Responses and accompanying documentation shall become the property of DSHS upon receipt, and will not be returned.

The Bidder's Response must include, on **Attachment 09**, a statement identifying the pages of its Response, if any, which contain information the Bidder considers proprietary (for the purposes of public disclosure). Each page claimed to be proprietary must be clearly marked by stating the word "Proprietary" on the lower right hand corner. Bidders must be reasonable in designating information as proprietary or confidential. **Bidders may not mark their entire Response proprietary. Doing so will not be honored and will disqualify your Response from further consideration.**

If DSHS receives a request to view or copy a Bidder's Response, DSHS will respond according to applicable law and DSHS's policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in a Response without giving the Bidder ten (10) days' notice to seek relief in superior court per RCW 42.56.540.

**Bidders may not include any DSHS client information in their Responses. Doing so will result in disqualification of the Response from further consideration.** If you wish to include examples of any forms or processes, use a blank form or ensure that all client information is completely redacted.

### **14. Submission of Responses**

Bid Responses must be stored in the requested electronic format. Bid Responses must be emailed directly to the Coordinator at the email address provided on the cover sheet of this Solicitation Document. Bid Responses must be received by the Coordinator in their entirety on or before the due date and time set forth in Section C.1., Solicitation Schedule, unless a posted Amendment to this Solicitation changes this due date and time. Bidder's completed version of each of the Attachments 06, 07, 08, 09, 08 and 10 to this Solicitation shall be included as a separate attachment to the Bidder's email(s).

Bidders assume all risks for the timely submission of the Response. Bidders are responsible for allowing sufficient time to ensure timely electronic receipt of their

Response by the Coordinator and, in Solicitations that also require that hard copies of the Response be submitted, to ensure timely receipt via other delivery methods. DSHS does not assume responsibility for problems with the Bidder's email, network or problems with the mail, parking, traffic or the services of any third party courier. However, if DSHS email is not working properly, appropriate allowances will be made.

DSHS will not accept late Responses, nor grant time extensions for individual Bidders. DSHS will disqualify any Response and withdraw it from consideration if it is received after the Response submission due date and time.

### **15. Acceptable Electronic Formats for Submission of Responses**

Attachment 09, Bidder Response Form, shall be submitted in Microsoft Word. Other Response documents must be formatted in Portable Document Format (Adobe Acrobat PDF) or Microsoft Word, Excel, or PowerPoint. Spreadsheet documents must be submitted in Microsoft Excel and in a live, unprotected file that includes all formulas, macros, and computations that are relied on or used to calculate any rates or values presented therein. When scanning documents to be submitted in PDF format, scanner resolution should be set to at least 200 dots per inch.

**NOTE: DSHS cannot receive emails that are larger than 30MB. To keep file sizes to a minimum, Bidders are cautioned not to use unnecessary graphics in their Responses. If your Response approaches or exceeds 30MB, you must break it up and send it by more than one email so that no single email exceeds 30MB.**

### **16. Alternative Submission Methods**

Bidders wishing to request an alternative method for submitting their Response must contact the Coordinator at least ten (10) days before the Response Submission Date. No alternative submission method will be accepted unless agreed to by the Coordinator in writing prior to the Response deadline.

## SECTION E - EVALUATION OF RESPONSES

### 1. Bid Responsiveness; Administrative Review

All Responses will be reviewed by the Coordinator to determine compliance with administrative and minimum qualification requirements and instructions specified in this Solicitation. DSHS may reject a Response as nonresponsive at any time for any of the following reasons:

- Incomplete Response
- Submission of a Response that proposes services that deviate from the scope and technical requirements set forth in this document and its attachments, except as permitted in an Amendment to this Solicitation
- Failure to meet the minimum Bidder qualifications or to comply with any requirement set forth in this Solicitation Document, including Attachments
- Submission of incorrect, misleading, or false information
- History of prior unsatisfactory contractual performance

The Coordinator may contact any Bidder for clarification of the Response. If a Response is deemed non-responsive, it shall be removed from further consideration. DSHS shall notify non-responsive Bidder(s) of this determination and the supporting reasons. Bidders whose Responses are found to be non-responsive shall be disqualified from further evaluation and shall be notified in writing.

If a Response meets all administrative and Bidder qualification requirements and submittal instructions, DSHS shall continue with the Written Evaluation and, if applicable, the Oral Evaluation.

### 2. Errors in Bidder Response

Bidders are responsible for all errors or omissions contained in their Responses. Bidders will not be allowed to alter Response documents after the deadline for Response submissions.

DSHS reserves the right to contact any Bidder for clarification of Response contents. In those cases where it is unclear to what extent a requirement has been addressed, the evaluation panel may, in their discretion and acting through the Coordinator, contact a Bidder to clarify specific matters in the submitted Response.

DSHS reserves the right to waive minor administrative irregularities contained in any Bidder Response.

### 3. Evaluation Criteria and Scoring of Responses

Following the administrative review, Responses shall be evaluated and points shall be awarded based upon the Bidder’s responses to the questions set forth in **Attachment 09, Bidder Response Form**. Additional evaluation points may be awarded for specific criteria not included in **Attachment 09, Bidder Response Form** only if set forth in this Section. Therefore points will only be given as described in this section.

The maximum number of points available for each Bidder is 1150. The maximum number of points that may be assigned with respect to specific questions is set forth on **Attachment 09, Bidder Response Form**. The overall breakdown for assignment of points in evaluating Responses to this Solicitation is as follows:

Executive Summary.....	75 maximum points
Bidder Performance Requirements.....	200 maximum points
Key Personnel.....	200 maximum points
Bidder Engagements.....	100 maximum points
Contract Questionnaire.....	100 maximum points
Executive Order 18-03.....	25 maximum points
Price.....	200 maximum points
Oral Interview.....	250 maximum points
<b>Total Possible Points</b> .....	<b>1,150 maximum points</b>

- 3.1 The Executive Summary, detailed in Section D paragraph 4.1, will be scored based on the level of understanding demonstrated by the bidder. Responses must include all information required by Section D.4.1 in order to receive maximum points.
- 3.2 The bidder performance requirements, detailed in Section D, paragraph 4.2, will be scored and evaluated individually on a scale of 0-5. Incomplete or missing responses will be scored a zero, while responses showing full understanding and capability to perform the requirements will be assigned a score of 5. The scores will then be averaged and used to determine the number of points assigned to the overall score for this section.
- 3.3 The Key personnel requirements, detailed in Section D, paragraph 4.3 will be scored based on the bidders response, attachment 09, along with validating the roles requirements with the individuals resume.
- 3.4 The Bidder Experience requirements, detailed in Section D, paragraph 4.4 will be assigned points based on the relevancy and completeness demonstrated by bidder answers.
- 3.5 The Bidder engagements requirements, detailed in Section D, paragraph 4.5 will be assigned points based on the relevancy and completeness demonstrated by bidder answers.
- 3.6 The Bidder references, detailed in Section D, paragraph 4.6 will not be assigned a score, but will be evaluated as Pass/Fail based on completeness.

3.7 The contract questionnaire, detailed in Section D, paragraph 4.7, will be scored and evaluated individually on a scale of 0-5. The scores will then be averaged and used to determine the number of points assigned to the overall score for this section. Incomplete or missing responses will be scored a zero, while responses showing an understanding and capability to perform the requirements will be assigned a score of 5.

3.8 Contractors are asked to certify their firm does not require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers. Contractors certifying this in Section D 4.8 will be assigned 25 points. Contractors who do not certify compliance will receive zero points for this section.

**4. Evaluation of Pricing Proposal/Quotations**

The Bidder who offers the lowest total price shall receive the maximum number of available Pricing Proposal points. The “total price” used to determine awarded points shall be calculated by combining Bidders’ total proposed pricing for *both* fixed price M&O services plus Enhancement services for all five years of the initial contract award assuming 30,000 per year of Enhancement Services will be used. Proposed pricing for M&O plus Enhancement services for *optional* contract years 6 and 7 shall not be included in calculating the total proposed contract price. Bidders offering higher prices will receive proportionately fewer Pricing Proposal points based on the lowest prices as follows:

$$\text{low bid / higher bid} = \% \text{ of avail. points awarded} * \text{avail. points} = \text{total pricing points}$$

Bidder	Low-Price Calculation <i>EXAMPLE</i>			Calculated Quotation Score
	Quotation Quest. #1	Low Price %	Points Available	Points Awarded (Max 20 Points)
Bidder A	\$40.00	1.00	100	100
Bidder B	\$50.00	0.80	100	80
Bidder C	\$80.00	0.50	100	50

**5. Written Bid Evaluation Process**

DSHS shall designate an evaluation team of at least three (3) evaluators to review, evaluate, and score the written question responses. These evaluators will be selected based on their qualifications, experience, capability and background. If oral interviews or presentations are conducted, additional evaluators may supplement or replace some or all of the individuals performing the written evaluation.

Evaluators shall assign scores up to the maximum points available. Individual evaluator points will be totaled and the average points for each Bidder will be calculated. The Bidder’s average points earned for each question will be added together to determine the Bidder’s total written evaluation points.

## 6. Evaluation for Executive Order 18-03 (Individual Arbitration for Employees)

Pursuant to RCW 39.26.160(3) (best value criteria) and consistent with [Executive Order 18-03 – Supporting Workers’ Rights to Effectively Address Workplace Violations](#) (dated June 12, 2018), DSHS will evaluate bids for best value and provide a bid preference in the amount set forth in **Attachment 09, Bidder Response Form**, to any bidder who certifies that their firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

Successful bidders who certify that their employees are NOT required to sign these clauses and waivers as a condition of employment will have an EO 18-03 section added to their contract incorporating this response and requiring notification to DSHS if they later require their employees to agree to these clauses or waivers during the term of the contract.

## 7. Bidder’s References

Once the written evaluations are completed, DSHS may contact the references provided by the top-ranked Bidder(s) in order to investigate past performance and validate information in Bidder Responses. In submitting a Response, Bidder agrees that it shall hold harmless DSHS and any individuals identified as references from and against liability resulting from the provision of information or the receipt and use of that information in evaluating Bidder’s Response.

While additional points may be awarded for superior performance and reliability as demonstrated through references (see Section E.3. above), references are generally evaluated on a pass/fail basis. DSHS may reject a bid if a reference provides negative information about a Bidder’s past performance.

DSHS may, at any time, require additional or substitute references to determine the Bidder’s experience and level of responsibility. If the reference check process reveals information that should properly be considered in evaluating Bidder’s responses, DSHS may, in its sole discretion, reconvene the evaluation panel to reconsider the evaluation scoring in light of the information obtained.

## 8. Oral Interview/Evaluation

In addition to evaluating the written response, DSHS will invite the three highest scoring bidders to make an oral presentation which shall be evaluated and added to the written evaluation point total.

Oral presentations will be worth a maximum of 250 points. Point values will be calculated based on the bidder’s response to oral interview questions.

## 9. Selection of Apparent Successful Bidder

The Bidder that receives the highest total number of possible points will be presented to DSHS management for consideration as a finalist for the Apparent Successful Bidder.

The selection process shall determine which Bidder provides the best value, as determined by the scoring, in meeting the needs of DSHS. Selection of the Apparent Successful Bidder(s) depends upon DSHS' assessment of multiple factors, including Bidders' qualifications, capabilities, efficiency, experience, reliability, responsibility, integrity, quality of proposed services and deliverables, timeliness, price and potential impact on DSHS' needs. DSHS may consider whether the Response encourages diverse Bidder participation; whether the Bid provides competitive pricing, economies and efficiencies; whether the Bidder considers human health and environmental impacts; whether the Response appropriately weighs price and non-price considerations; and life cycle cost, as applicable. DSHS may also consider a Bidder's performance on prior State or other contracts and may reject Responses of any Bidder who has failed to perform satisfactorily under any previous contract with the state or another party.

DSHS management, in collaboration with the HHS Coalition, shall make the final determination as to which Bidder(s), initially designated as finalist(s), shall be officially selected and announced on WEBS as the Apparent Successful Bidder(s) on or about the date and time set forth in Section C.1., Solicitation Schedule. DSHS may also notify the Apparent Successful Bidder(s) and the unsuccessful Bidder(s) of its determination via email on or about the date and time specified in Section C.1., Solicitation Schedule.

DSHS' decision will be subject to the execution of a Contract satisfactory to DSHS within a reasonable period of time following the announcement of the Apparent Successful Bidder on WEBS. In the event the parties are unable to reach agreement on the final details of a Contract, consistent with **Attachment 01, Sample Contract**, DSHS shall have the option of negotiating with the next highest ranked Bidder and of revising the announcement of the Apparent Successful Bidder.

## SECTION F - DEBRIEFING/PROTEST PROCEDURE

### 1. Debriefing Conferences

No later than 5:00 p.m. on the third business day following the posted announcement of Successful Bidder(s) on WEBS, Bidders who are not selected as a Successful Bidder may send an email to the Coordinator requesting a Debriefing Conference. Unless a different date is agreed upon by the Coordinator, the Debriefing Conference will be held on a date designated in Section C.1., Solicitation Schedule. Discussion at the debriefing conference will be limited to the following:

- Evaluation and scoring of the Bidder's Response
- Critique of the Response based on the evaluation
- Review of Bidder's final score in comparison with the other final scores

No comparisons between Bids will be allowed during the Debriefing Conference, which shall be conducted by telephone, unless the Coordinator agrees to an in-person meeting, and shall last for a maximum period of thirty (30) minutes. Since debriefing conferences pertain to the formal evaluation process, Bidders who were disqualified as



nonresponsive and therefore did not go through the formal evaluation process are not entitled to request a Debriefing Conference.

## **2. Grounds and Filing of Protests**

A Bidder who has participated in a Debriefing Conference may file a formal Protest if the Bidder asserts that there are facts that indicate error in the evaluation of Bids on one or more of the following grounds:

- Bias, discrimination or conflict of interest on the part of the evaluator or in the process
- Mathematical errors in computing the score
- Non-compliance with procedures described in the Solicitation document or in DES policy

Protests must be emailed to the Solicitation Coordinator and must be received no later than 5:00 p.m. (Pacific Time) on the fifth (5th) business day following the day of the Bidder's Debriefing Conference. The Protest must adhere to the requirements set forth in this Section or it will not be considered. This Protest procedure constitutes the sole administrative remedy available to Bidders from DSHS under this Solicitation.

Protests must include the protestor's mailing address and phone number and the name of the individual responsible for filing the Protest. The Protest must state the Solicitation number and title, the grounds for the Protest, specific facts to support these grounds, and a description of the relief or corrective action being requested.

Protests not based on one of the grounds set forth in this Section will be rejected. It is not grounds for a protest to question an evaluator's professional judgment on the quality of a Response or DSHS' assessment of its own needs or requirements.

## **3. DSHS Protest Review Process**

The Coordinator will immediately forward any Protest to the Chief of Central Contracts and Legal Services to assign to a Protest Coordinator for review. The Protest Coordinator, an individual who was not involved in the Solicitation, will consider the record and all available facts and will endeavor to issue a decision within ten (10) business days following receipt of the Protest. If additional time is required, the protesting party will be notified of the delay.

In the event a Protest may involve the conduct of or information submitted by another Bidder that also submitted a Response, such Bidder will be given an opportunity to submit its views and any relevant information on the issue(s) raised by the protest to the Solicitation Coordinator.

## **4. Determination of Protests**

The Protest Coordinator shall issue a written determination regarding the Protest. This written determination shall include one or more of the following determinations:

- Upholding DSHS determination of the Apparent Successful Bidder(s) on the basis that there are insufficient facts to establish the alleged error; or

- Upholding DSHS' determination of the Apparent Successful Bidder(s) on the basis that there are only technical or harmless errors in DSHS' evaluation process; or
- Finding errors and identifying actions which may be taken by DSHS, such as:
  - Correction of errors and reevaluation of all bids,
  - Cancellation and reissuance of the Solicitation (in which case all the Bidders will be notified), or
  - Other corrective actions as may be appropriate

There is no further administrative process or remedy available within DSHS to appeal the determination that resulted in a Protest. If the protesting party does not accept DSHS' determination, the protesting party can seek relief from Superior Court in Thurston County, WA.

**SECTION G - CONTRACTING PROCEDURES**

**1. Contract Execution**

The Apparent Successful Bidder(s) is expected to sign a contract with DSHS that is substantially the same as **Attachment 01, Sample Contract**, included with this Solicitation, and to enter into any subsequent Contract amendments that may be required to address specific work or services.

DSHS reserves the right to require that some or all of Bidder's Response be incorporated into the Contract, and to negotiate the specific wording of the Statement of Work, based on the requirements of this Solicitation and the terms of the Response submitted by the Apparent Successful Bidder. If changes are requested as part of the Bid Response, DSHS may consider, but shall be under no obligation to agree to, modifications to the General Terms and Conditions of **Attachment 01, Sample Contract**.

If the Apparent Successful Bidder fails or refuses to sign a Contract within ten (10) business days of delivery by DSHS, DSHS may elect to designate the next highest-ranked finalist as the Apparent Successful Bidder.

**2. Insurance**

The Apparent Successful Bidder shall provide evidence of its compliance with the insurance requirements included in **Attachment 01, Sample Contract**.

**3. Non-Endorsement**

The award of a Contract is not an endorsement by the State or DSHS of the Bidder or Bidder's Services and shall not be represented as such by Bidder in any advertising or other publicity materials.

By submitting a Response to this Solicitation, the Bidder agrees to make no reference to DSHS in any literature, promotional materials, brochures, sales presentations or the like without the prior written consent of DSHS.

#### **4. Background Checks**

Individuals who will be performing the Contract on behalf of the Apparent Successful Bidder may be required to undergo background checks. Individuals who have disqualifying results (showing crimes and/or negative actions) may not be permitted to provide Services under the Contract.

#### **5. Electronic Payment**

The State prefers to utilize electronic payment in its transactions. The successful Bidder will be required to register in the Statewide Vendor Payment system, <https://ofm.wa.gov/it-systems/statewide-vendorpayee-services>, prior to submitting a request for payment under their Contract. No payment shall be made until the registration is completed.

### **SECTION H - Insurance Requirements**

The Bidder shall provide insurance coverage as set forth in section 18 of the sample contract. The intent of the required insurance is to protect the state should there be any claims, suits, actions, costs, damages or expenses arising from acts or omissions of the Bidder or Subcontractor, or agents of either, while performing under the terms of this Contract. The Bidder shall provide insurance coverage which the Bidder shall maintain in full force and effect during the term of this Contract as detailed herein.

The Bidder shall at all times comply with the insurance requirements set forth in section 18 of the sample contract.

## SECTION I - ASSETS AND THIRD-PARTY CONTRACTS

### 1. DSHS-Owned/Leased Equipment

It is the intent of the Parties that DSHS will provide and retain ownership of the assets, inclusive of asset maintenance agreements which have been in ownership of, or in lease by, DSHS on the Effective Date.

DSHS will furnish to on-site Contractors, for use at no charge, DSHS-Owned/Leased Equipment listed in Section 05 – SOW.

When the lease expires or DSHS-Owned Equipment has reached the end of its useful life, the Contractor shall uninstall and return such item of equipment per DSHS' reasonable directions and at DSHS' expense. DSHS-Owned Equipment will remain the property of DSHS, however, to the extent set forth in Section 05 – SOW, whereby assets are listed as retained or purchased as defined in this Agreement.

The Contractor will provide DSHS with reasonable access to all DSHS-Owned/Leased Equipment located at a Contractor or other non-DSHS facility, and, notwithstanding any contrary terms that may be contained herein, will be responsible for all costs and expenses associated with repair or replacement of any DSHS-Owned/Leased Equipment or any part thereof damaged (reasonable wear and tear excepted) by the Contractor, its employees, Subcontractors, agents or invitees (excluding DSHS).

### 2. Installation of DSHS-Owned/Leased Equipment

Under the reasonable instruction of DSHS, the Contractor will arrange for installation of each item of DSHS-Owned/Leased Equipment used in connection with Services to such location(s) as may be mutually agreed to by the Parties. If DSHS relocates any DSHS facility in which DSHS-Owned/Leased Equipment may be installed, DSHS will be responsible for the relocation costs of such DSHS-Owned Equipment.

If the services provided under this contract require relocation of any DSHS-Owned/Leased Equipment and the Contractor requests the relocation of any DSHS-Owned/Leased Equipment, the Contractor shall be responsible for the associated relocation costs.

### 3. Maintenance of DSHS-Owned/Leased Equipment

Maintenance of DSHS-Owned/Leased Equipment.

As more specifically provided in the applicable Statements of Work, the Contractor shall serve as DSHS' agent in coordinating and executing against such maintenance and lease agreements that DSHS may enter into with equipment vendors. To the extent specifically so provided in the Statements of Work, the Contractor is responsible for the routine and preventative maintenance of all DSHS Equipment and DSHS will have financial responsibility for parts, equipment, repair and refresh costs for all DSHS-Owned or DSHS-Leased Equipment after installation at an DSHS location; provided, however, that the Contractor will be responsible for all costs and expenses of repair or replacement to correct any damage to such Equipment or any part thereof (reasonable

wear and tear excepted) caused by the Contractor, or one of the Contractor's employees, agents or invitees.

#### **4. Return of DSHS Equipment**

At the end of the Term, DSHS and the Contractor shall arrange for the return and/or acquisition of all DSHS Equipment, subject to the provisions of Section K of this Agreement. Unless a different return date is agreed by the Parties, immediately upon expiration or termination of this Agreement, the Contractor will return each item of DSHS-Owned Equipment and DSHS-Leased Equipment to DSHS the same condition it was in when initially provided to the Contractor, reasonable wear and tear excepted.

#### **5. DSHS-Owned Software**

It is the intent of the Parties that DSHS will provide and retain ownership of the assets, inclusive of asset maintenance agreements which have been in ownership of, or in lease by DSHS on the Effective Date.

All right, title and interest in and to DSHS-Owned Software shall remain with DSHS and/or its Affiliates, and the Contractor will have no ownership interests or other rights in DSHS-Owned Software, provided that DSHS grants to the Contractor the right to use and otherwise access DSHS-Owned Software solely as necessary to provide the Services.

DSHS-Owned Software will be made available to the Contractor in such form and on such media as the Contractor may reasonably request, together with existing documentation and other available materials.

Without DSHS' prior written permission, the Contractor will not access or use DSHS-Owned Software for any purpose other than the provision of Services hereunder. All matters associated with DSHS-Owned Software shall be subject to Section F - DSHS General Terms & Conditions, Section B: IT Professional Services and Section F: Additional General Terms and Conditions – IT Service Contracts.

For Medicaid technology investments funded through an approved APD, DSHS will have all ownership rights in software or modifications thereof and associated documentation designed, developed or installed with enhanced Federal financial participation (FFP).

#### **6. DSHS-Licensed Third-Party Software**

The applicable Appendices to the Statements of Work set forth the Third Party software licensed by DSHS that is expected to be contractually assigned to Contractor for use in providing the Services ("DSHS Third Party-Assigned Software").

DSHS shall attempt, but shall not be obligated, to effectuate assignments of all such licenses to the Contractor.

If the Parties agree that any item of software inadvertently was omitted from the Appendices to the Statements of Work, at DSHS' request, the Parties shall cooperate to effectuate the assignment of such item of software to the Contractor.

## **7. Bidder-Owned Software**

The Bidder will not use any Bidder-Owned Software to provide the Services without first notifying DSHS of such proposed use and obtaining DSHS' written consent to such use. Provided DSHS consents to such use, the Bidder shall grant to DSHS a non-exclusive, non-transferable, fully paid, royalty-free, worldwide license for DSHS and its Affiliates to use, or receive the benefit of the use by the Bidder of, such Bidder-Owned Software during the Term and the period of performance of Section K as necessary to receive the Services.

The cost of any required license, installation, maintenance, support and/or upgrade fees with respect to any Bidder-Owned Software shall be deemed to be included in the Services Fees. All right, title and interest in and to the Bidder-Owned Software (including Derivative Works that contain Work Product) shall remain with the Bidder.

For the avoidance of doubt, the Bidder's creation of a Derivative Work of Bidder-Owned Software that incorporates DSHS Data, DSHS Confidential Information, DSHS-Owned Software, or DSHS-Owned Work Product (collectively, "DSHS Content") will not by virtue of such incorporation create in the Bidder's favor any right or license to such DSHS Content. Further, the Bidder's use of Derivative Work containing DSHS Content shall be subject to the same restrictions and limitations that are otherwise applicable to DSHS Content under this Agreement until such DSHS Content has been removed from such Derivative Work.

## **8. Contractor-Licensed Third-Party Software**

The Bidder will not use any Contractor-Licensed Third-Party Software to provide the Services without notifying DSHS prior to such use and obtaining DSHS' written consent to such use.

Provided DSHS consents to such use, the Bidder shall ensure that DSHS and its Affiliates are properly licensed or otherwise authorized to use, or receive the benefit of the use by the Bidder of such Contractor-Licensed Third-Party Software.

The cost of any required license, installation, maintenance, support and/or upgrade fees with respect to any Contractor-Licensed Third-Party Software shall be deemed to be included in the Services Fees.

In connection therewith, the Bidder shall use commercially reasonable efforts to cause the applicable Third Party to grant to DSHS a non-exclusive, non-transferable, fully-paid, perpetual, irrevocable, royalty free, worldwide license for DSHS and its Affiliates to use, or receive the benefit of the use by the Bidder of, such Contractor-Licensed Third-Party Software. Subject to Section K, all right, title and interest in and to the Contractor-Licensed Third-Party Software (excluding Derivative Works that contain Work Product) shall remain with the applicable Third Party.

## **9. Further Assurances**

DSHS and Bidder agree to execute and deliver such other instruments and documents as either Party reasonably requests to evidence or effect the transactions contemplated by this Section.

## 10. Use of DSHS Facilities

DSHS will provide Bidder on-site resources a standard desk with chair and hardware (desktop PC, telephone, etc.), business productivity software, and normal supplies required to perform the functions in this Work Request. Special equipment, software, supplies required for the Bidder's resource accommodations must be provided by the Bidder.

Due to space and resource constraints, office space will only be provided for direct service staff. Bidder staff providing support and administrative functions will not be housed at the DSHS facilities and will be the exclusive responsibility of the Bidder. Additionally, the office space, furnishings, storage space, and assets that are installed or operated on DSHS' premises and any supplies allocated, are provided "AS IS, WHERE IS," and are to be used exclusively for the performance of Services for DSHS. DSHS shall provide the Bidder with reasonably unencumbered access to such facilities as is reasonably required for the Bidder to provide the Services. The Bidder shall be entitled to make improvements to any space where the Bidder's personnel are performing Services on-site at a Location, provided that:

- (i) Such improvements shall have been previously approved in writing by DSHS (which may be withheld at DSHS' sole discretion);
- (ii) Such improvements shall be made at no cost to DSHS;
- (iii) Any Subcontractors used by the Bidder to perform such improvements shall have been identified or otherwise approved in writing by DSHS;
- (iv) DSHS shall be granted, without further consideration, all rights of ownership in such improvements; and
- (v) The Bidder shall otherwise comply with the provisions of this Agreement.

Except as expressly provided in this Agreement, the Bidder shall use DSHS Facilities for the sole and exclusive purpose of providing the Services. Use of such facilities by the Bidder does not constitute a leasehold interest in favor of the Bidder. The Bidder shall use DSHS Facilities in a reasonably efficient manner.

The Bidder, and its Subcontractors, employees, and agents, shall keep DSHS Facilities in good order, shall not commit or permit waste or damage to such facilities, and shall not use such facilities for any unlawful purpose or act. The Bidder shall comply, and shall cause its Subcontractors and employees to comply, with all applicable laws and regulations, including all DSHS' safety training, standard policies and procedures that are provided to the Bidder in writing regarding access to and use of DSHS Facilities, including procedures for the physical security of DSHS Facilities. The Bidder shall not make any improvements or changes involving structural, mechanical, or electrical alterations to DSHS Facilities without DSHS' prior written approval.

When DSHS Facilities are no longer required for performance of the Services, the Bidder shall return such facilities to DSHS in substantially the same condition as when the Bidder began use of such facilities, subject to reasonable wear and tear. The Bidder shall not cause the breach of any lease agreements governing use of DSHS Facilities, and shall cease any activity that constitutes a breach of any lease agreement promptly upon written notification by DSHS.

**11. Third-Party Approvals**

The Bidder shall identify, and the Bidder, with DSHS’ reasonable assistance, will take all actions reasonably necessary to obtain any consents, approvals or authorizations from Third Parties as required for the Bidder to perform the Services hereunder. If any consents or approvals under this Agreement are required to be obtained but are not reasonably available, DSHS will not be required to obtain them, and DSHS and Bidder agree to negotiate in good faith as to the impact of the lack of consent and to produce a reasonable alternative.

**12. Specific Hardware and Carrier Charges**

DSHS shall provide telephone and modem lines, telephones and network access, as may be necessary for the Bidder and Bidder personnel in order to provide the Services. However, the Bidder shall be responsible for maintenance, management, and safekeeping (including repair and replacement outside of normal wear and tear) of such DSHS Equipment used by Bidder personnel.

**13. Access to Personnel and Information**

The Parties shall cooperate with each other in all matters relating to the Bidder's performance of the Services. With respect to DSHS, such cooperation shall be limited to providing, as reasonably required by the Bidder for the performance of the Services, access to DSHS’ administrative and technical personnel, other similar personnel, and network management records and information (subject to Washington State and DSHS Agency Security Policy)

**14. CMS Requirements**

Successful Bidder will be required to comply with Federal Provisions in Attachment 15.

**SECTION J - DEFINITIONS**

Additional definitions for Contract-specific terms are found in the **Sample Contract** set forth as **Attachment 01** to this Solicitation and shall apply to those terms as they are used in this Solicitation. The following terms have the meanings set forth below:

**ACES** – Automated Client Eligibility System, ACES is the eligibility determination system for client benefits and case maintenance system for the State of Washington

**ACES System** – The ACES System consists of all software used in the operation of the ACES system. Components listed in Attachment 11 – ACES Environment.

**ADM**- Application Development Management

**Agency** or **DSHS** – The Washington State Department of Social and Health Services.



**Amendment** – A unilateral change to the Solicitation that is issued by DSHS at its sole discretion and posted on WEBS.

**Apparent Successful Bidder (ASB)** – A Bidder submitting a Response to this Solicitation that is evaluated and is identified and announced by DSHS as providing the best value to the Agency. Upon execution of a Contract, the ASB is referred to as the successful bidder or the contractor.

**Authorized Representative** – An individual designated by the Bidder to act on its behalf who has the authority to legally bind the Bidder concerning the terms and conditions set forth in this Solicitation and related documents.

**Bid** - An offer, proposal or quote for goods or services and all related materials prepared and submitted by a Bidder in response to this Solicitation. The terms Bid, Quotation, Response and Proposal are all intended to mean the same thing.

**Bidder** – An individual, organization, public or private agency or other entity submitting a bid, quotation, response or proposal in response to this Solicitation.

**COBOL** - An acronym for "common business-oriented language") is a compiled English-like computer programming language designed for business use

**Cognos** - A business intelligence and performance management software suite. The software is designed to enable business users without technical knowledge to extract corporate data, analyze it and assemble reports.

**Contract** – A written agreement entered into between a successful Bidder and DSHS as a result of this Solicitation.

**Complaint** – A process that may be followed by a Bidder prior to the deadline for bid submission to alert DSHS of certain types of asserted deficiencies in the Solicitation.

**Coordinator** or **Solicitation Coordinator** – An individual or designee who is employed by DSHS within the DSHS Central Contracts and Legal Services Office and who is responsible for conducting this Solicitation.

**Debriefing** – a short meeting an Unsuccessful Bidder may request with the Coordinator following the announcement of the Apparent Successful Bidder for the purpose of receiving information regarding the review and evaluation of that Bidder's Response.

**EDW** – Enterprise Data Warehouse, used for reporting and data analysis, and is considered a core component of business intelligence.

**HBE** - Health Benefits Exchange, The Washington Health Benefit Exchange (was created in statute to meet a key provision of the Affordable Care Act that called for each state to establish a new marketplace that would offer health benefits to individuals, families, and small businesses.

**HCA** - HealthCare Authority, The Washington State Health Care Authority is a government agency that oversees the state's two top health care purchasers: Washington Apple Health (Medicaid) and the Public Employees Benefits Board (PEBB) Program, as well as other programs

**MAGI** - Modified Adjusted Gross Income

**Procurement** - The broad process of identifying goods and services for purchase or acquisition, of effecting the purchase or acquisition, and of managing the purchase or acquisition. This Solicitation is a part of an overall Procurement process. Despite the broader meaning attributed to "procurement", for purposes of this Solicitation, the terms Solicitation, RF\* and Procurement are interchangeable.

**Project** - The undertaking or work for which contracted Services are being requested pursuant to this Solicitation.

**Protest** – A process that may be followed by a Bidder after the announcement of the apparent Successful Bidder to alert DSHS to certain types of alleged errors in the evaluation of the Solicitation.

**RCW** – The Revised Code of Washington. All references to RCW chapters or sections shall include any successor, amended, or replacement statute.

**Responsible Bidder** – An individual, organization, public or private agency, or other entity that has demonstrated the capability to meet all the requirements of the Solicitation and to meet the elements of responsibility. (See [RCW 39.26.160 \(2\)](#))

**Responsive Bidder** – An individual, organization, public or private agency, or other entity who has submitted a Bid that fully conforms in all material respects to the Solicitation and all its requirements, in both form and substance.

**RF\*** – The request for proposals, qualifications, quotations, or qualifications and quotations set forth in this Solicitation document.

**Scope of Work** – The Project or work scope set forth in this Solicitation Document that identifies DSHS' contractual needs and requirements.

**SDLC** - Software Development Lifecycle.

**Services** – Labor, work, analysis, or similar activities provided by a contractor to accomplish a specific scope of work.

**Small Business** - An in-state business, including a sole proprietorship, corporation, partnership, or other legal entity, that: (a) certifies, under penalty of perjury, that it is owned and operated independently from all other businesses and has either: (i) fifty or fewer employees; or (ii) a gross revenue of less than seven million dollars annually as reported on its federal income tax return or its return filed with the department of revenue over the previous three consecutive years; or (b) Is certified with the office of women and minority business enterprises under chapter [39.19](#) RCW.

**Solicitation** or **Competitive Solicitation** – A formal process providing an equal and open opportunity for bidders culminating in a selection based upon predetermined criteria. A Competitive Solicitation requests the submission of bids, quotations or proposals for the consideration of DSHS in contracting to meet its needs. This RF\* is a Solicitation.

**Solicitation Document** – This RFP document, including all attachments and all amendments that are issued by the Coordinator.

**Statement of Work** – The detailed description of services to be performed by the Bidder and set forth in the Contract.

**Subcontractor** – An individual or other entity contracted by Bidder to perform part of the services or to provide goods under the Contract resulting from this Solicitation. Subcontractors, if allowed, are subject to the advance approval of DSHS.

**TANF** - Temporary Assistance for Needy Families.

**WaConn** – Washington Connection

**WEBS** – Washington’s Electronic Business Solution, the Bidder notification system found at <https://pr-webs-vendor.des.wa.gov/> and maintained by the Washington State Department of Enterprise Services.