WRITTEN RESPONSE SCORING
September 19-October 14
RFP #2223-808
ACES M&O

Vendor Name: Deloitte

Evaluator Number: WE5

General Guidelines:

- Please score each vendor's response without reference to the scores for other vendors. Each score should reflect your score based on the criteria only.

- Please note all scores and comments in the allotted sections. If you change a score, initial the change.

- Please include comments that will assist the vendor in understanding why the response did not get full points. Positive comments are also welcome.

- We would prefer that you leave a comment for each question scored, briefly explaining why you assigned that particular score.

- You may discuss the proposals among the evaluation team, but each evaluator should score independently. **We do not use consensus scoring.**

- Do not downgrade a proposal because it did not address something that was not asked for in the Solicitation.

Scoring of Proposals

The following available points will be assigned to the proposal for evaluation purposes:

Section 4.1 Executive Summary	75 points
Section 4.2 Bidder Performance Requirements	200 points
Section 4.3 Key Personnel	200 points
Section 4.4 Bidder Engagements	100 points

Section 4.6 Contract Questionnaire   100 points

If you have questions, please direct them to Nicole Kahle, Solicitation Coordinator, phone 360-664-####. All evaluations must be returned and reviewed by the Solicitation Coordinator at the end of the evaluation.

Score	Description	Discussion
90-100% of available points	Exceptional	Clearly superior to that which is average.
70-80%	Above Average	Better than that which is average.
50-60%	Average	Baseline score for each item with adjustments based upon the evaluator's interpretation of the Bidder's response.
30-40%	Below Average	Substandard to that which is average.
10-20%	Failing	Non-responsive or clearly inadequate to that which is average.
0%	No Experience	Response shows no experience in this skill or capability.

Evaluator Scoresheet for RFP #2223-808			
You will be evaluating five parts of the bidder's submission: Section 4.1 Executive Summary, 4.2 Bidder Performance Requirements, 4.3 Key Personnel, 4.4 Bidder Engagements, and 4.5 Contract Questionnaire. If a question requires Bidders to submit additional documents, they will be included in an attached document.			
4.		**4.1 BIDDER Executive Summary (75 Points)**	**75 MAX POINTS**
	A	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 executive summary should describe the bidder's high level approach and plan for providing transition services that support the modular transition and legacy decomposition approach 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. The Bidder shall agree 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. The Bidder shall provide a narrative for their overall approach to delivering the services required by DSHS including their approach to defining the Decomposition Plan	TOTAL SCORE: __74_

	COMMENT:	In the second sentence, DSHS is referred to as incorrect name.		

4.2 Bidder Performance Requirements The contract resulting from this competitive 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 6 of the solicitation. Bidders shall refer to the technical requirements listed in section 6 and respond to each individual numbered requirement in a 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. Bidder shall provide any assumptions made in creating responses to the requirements in this section	**200 MAX POINTS** TOTAL SCORE: __198_

6.1	Collaborate to integrate the Bidder's operational activities into DSHS standard processes and continuously identify opportunities to improve the processes	
	COMMENT: Click here to enter text.	5

6.2	Develop service requests whenever the Bidder requires changes to the infrastructure	
	COMMENT: More how or detail.	5

CAPACITY MANAGEMENT	
6.3	Collaborate with DSHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast
	COMMENT: Click here to enter text. 5

6.4	Participate in and adhere to DSHS' capacity planning processes	5
	COMMENT: Click here to enter text.	
6.5	Advise Client of need to allocate additional processing resources or allocate additional storage resource based on predefined parameters and observed growth patterns	5
	COMMENT: Click here to enter text.	
	OPERATIONAL PROCESS	
6.6	Participate and adhere to DSHS ITIL service management process	5
	COMMENT: Click here to enter text.	
6.7	Deliver DevOps capability for continuous delivery following industry standards utilizing industry accepted automation tools	5
	COMMENT: Click here to enter text.	
	CHANGE/RELEASE MANAGEMENT	
6.8	Identify and submit any Application changes in compliance with DSHS' Change/ Release Management process	5
	COMMENT: Click here to enter text.	

6.9	Adhere to DSHS ITIL change/release processes		5
	COMMENT:	Click here to enter text.	
6.10	Provide required documentation regarding each Application change/release		5
	COMMENT:	Click here to enter text.	
	DevOps CAPABILITY		
6.11	Maintain Application software configuration in the DSHS source code management tool		5
	COMMENT:	Click here to enter text.	
6.12	Capture any Application software configuration changes included in any change request		5
	COMMENT:	Click here to enter text.	
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		5
	COMMENT:	Click here to enter text.	

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)		5
	COMMENT:	Click here to enter text.	
6.15	Manage source code in DSHS authorized source code management tool		5
	COMMENT:	Click here to enter text.	
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		5
	COMMENT:	Click here to enter text.	
6.17	Ensure master copies of new software versions in a secured software library and update configuration databases		5
	COMMENT:	Click here to enter text.	
6.18	Manage infrastructure as code (IaaC) for using DSHS virtualization tools (such as Puppet, Ansible, etc.) and technology for development, test and production environments.		5

	COMMENT:	Click here to enter text.	
6.19	Manage continuous delivery environments as needed by DSHS maintenance and operation and enhancement activities		5
	COMMENT:	Click here to enter text.	
DISASTER RECOVERY			
6.20	Participate in and complete all Application related disaster recovery activities outlined in the Disaster Recovery Plan		5
	COMMENT:	Click here to enter text.	
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)		5
	COMMENT:	Click here to enter text.	
6.22	The Bidder will be responsible for supporting the ACES Complex 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: • Plan and schedule disaster recovery testing		5

	• 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		
	COMMENT:	Click here to enter text.	
6.23	Identify appropriate resources to support DSHS' disaster recovery planning, testing and execution		5
	COMMENT:	Click here to enter text.	
6.24	Perform tasks outlined in the Disaster Recovery Plan in the event DSHS initiates a disaster		5
	COMMENT:	Click here to enter text.	
HELP DESK AND INCIDENT MANAGEMENT			

6. 2 5	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	5	
	COMMENT:	Click here to enter text.		
6. 2 6	Provide Application Solution expertise and involvement for resolution of service, incident, problem and change, following DSHS ITIL process	5	
	COMMENT:	Click here to enter text.		
6. 2 7	Log updates into the ticket tracking system in a timely manner in alignment with the DSHS' processes, policies and procedures	5	
	COMMENT:	Click here to enter text.		
6. 2 8	Review the status of open service, incident, problem, change and related problems and the progress being made in addressing problems related to the applications	5	
	COMMENT:	Click here to enter text.		

6.29	Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization	5	
	COMMENT: Click here to enter text.		
PROBLEM MANAGEMENT SERVICES AND ROOT CAUSE ANALYSIS			
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)	5	
	COMMENT: Click here to enter text.		
6.31	Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies	5	
	COMMENT: Click here to enter text.		
6.32	Conduct proactive trend analysis to identify and mitigate recurring incidents	5	

		COMMENT:	Click here to enter text.		
6.3.3		Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DSHS		5	
		COMMENT:	Click here to enter text.		
6.3.4		Recommend solutions to address recurring incidents or failures		5	
		COMMENT:	Click here to enter text.		
6.3.5		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		5	
		COMMENT:	Click here to enter text.		
SECURITY ADMINISTRATION					

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		5	
	COMMENT:	Click here to enter text.		
6.37	Adhere to Application security plan based on DSHS and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, Application vulnerability management		5	
	COMMENT:	Click here to enter text.		
6.38	Adhere to DSHS' security policies and industry standards of physical and logical security plans		5	
	COMMENT:	Click here to enter text.		
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		5	
	COMMENT:	Click here to enter text.		

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.	5	
	COMMENT: Click here to enter text.		
6.41	Maintain all documentation required for Application security audits and internal control and control testing	5	
	COMMENT: Click here to enter text.		
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.).	5	
	COMMENT: Click here to enter text.		
6.43	Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications	5	
	COMMENT: Click here to enter text.		

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	5	
	COMMENT: Click here to enter text.		
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)	5	
	COMMENT: Click here to enter text.		
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.	5	
	COMMENT: Click here to enter text.		
6.47	Report any security violations to DSHS per DSHS policies.	5	
	COMMENT: Click here to enter text.		

6.48	Will follow and support DSHS Security Design Review process for all required actions.		5	
	COMMENT:			
6.49	Support audit requirements, when applicable. Support resolution of audit findings.		5	
	COMMENT:	Click here to enter text.		
6.50	Support Forensic Investigations		5	
	COMMENT:	Click here to enter text.		
USER ACCOUNT MANAGEMENT				
6.51	Develop/document/manage and maintain Application user account maintenance procedures including, but not limited to: • Configuration of new users, roles and responsibilities, credentials, etc. • Users Refresh / Change / Updates • Deletion of Users		5	

	COMMENT:	Click here to enter text.		
6. 5 2	Provide assistance to DSHS, as required, in administering Application user accounts		5	
	COMMENT:	Click here to enter text.		
6. 5 3	Design, build and test application fixes		5	
	COMMENT:	Click here to enter text.		
6. 5 4	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)		4	
	COMMENT:	Click here to enter text.		
6. 5 5	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.		5	

		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		
	COMMENT:	Click here to enter text.		
6.56	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	5	
	COMMENT:	Click here to enter text.		

	TOOL USAGE			
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.		5	
	COMMENT:	Click here to enter text.		
	APPLICATION OPERATIONS SUPPORT			
6.58	Maintain/enhance procedures for performing Application specific administration.		4	
	COMMENT:	Click here to enter text.		
6.59	Develop new as-built system documentation and maintain existing as-built system logical design documentation and blueprints that reflect the organization and interrelationships of application system components, modules and objects		5	
	COMMENT:	Click here to enter text.		

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	4	
	COMMENT: Click here to enter text.		
6.61	Prepare pre-production release software for production and pre-production testing	5	
	COMMENT: Click here to enter text.		
6.62	Continually monitor data quality and identify opportunities for improvement	5	
	COMMENT: Click here to enter text.		
	SYSTEM PERFORMANCE/MONITORING		

6.6.3	Maintain/enhance monitoring policies, procedures and standards for the Applications including, but not limited to: • Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert • Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert • 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 • Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DSHS according to agreed procedure • Monitoring of end-to-end transaction response time to allow measurements against SLAs • Monitoring of interfaces and batch and job scheduling	5	
	COMMENT:	Click here to enter text.		
6.6.4	Perform Applications related database administration tasks	5	
		Click here to enter text.		
M&O IMPROVEMENTS				
6.6.5	Continually identify, and where appropriate and approved, implement M&O improvement opportunities such as: • Improving or automating support processes • Removing unused, orphaned or "dead code" • Identifying opportunities to retire legacy systems • Improving the quality and modularity of developed code • Proactive elimination of recurring problems	5	

		• Improve performance management • Improve capacity management		
		IMPLEMENT ENHANCEMENT REQUIREMENTS		
6. 6 6	Ensure all service and enhancement requests are logged in the DSHS defined ITSM tool.		5	
	COMMENT:	Click here to enter text.		
6. 6 7	Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades		5	
		Click here to enter text.		
6. 6 8	Produce cost and labor hour estimates based on DSHS' scope definition document		5	
		More detail on contents		

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		5	
	COMMENT:	Click here to enter text.		
6.70	Provide architectural design approach and cost estimation documentation and justification to DSHS and receive approval from DSHS prior to commencing DDI activities on any scoping document		5	
	COMMENT:	Click here to enter text.		
6.71	Provide estimates which capture the projects scope, schedule, budget (including DSHS resources), testing plan, staffing plan, infrastructure impact training plans and milestones/deliverables and a release check-list		5	
	COMMENT:	Click here to enter text.		
6.72	Create conceptual and functional specifications		5	
	COMMENT:	Click here to enter text.		

6.73	Create design documents including architecture, security and technical design		5	
	COMMENT:	Click here to enter text.		
6.74	Provide infrastructure requirements to DSHS in DSHS' required format		5	
	COMMENT:	Click here to enter text.		
6.75	Develop application changes including configuration changes/modifications and custom development		5	
	COMMENT:	Click here to enter text.		
6.76	Conduct walk-through review of configuration change/modification/development		5	
	COMMENT:	Click here to enter text.		

6.77	Program, compile and document configuration changes/modifications/new code developed		5	
	COMMENT:	Click here to enter text.		
6.78	Develop integration strategy (with external applications) and provide functional specifications for any development required on external system		5	
	COMMENT:	Click here to enter text.		
6.79	Perform testing outlined in the proposal (E.g. unit testing, integration testing, regression testing) on all changes		5	
	COMMENT:	Click here to enter text.		
6.80	Manage Application environments during test cycles		5	
	COMMENT:	Click here to enter text.		

6.81	Update all related technical architecture and design documentation		5	
	COMMENT:	Click here to enter text.		
6.82	Maintain overall accountability for management of technical/System documentation		5	
	COMMENT:	Click here to enter text.		
6.83	Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation		5	
	COMMENT:	Click here to enter text.		
6.84	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: • Include validations to ensure that code comments and in-line code documentation is properly implemented • Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools • Include the production of reports demonstrating code standards enforcement and coverage across code base • Include specific processes to ensure code reusability and enforcement of code reusability standards • Include support for the DSHS quality assurance team to perform periodic or random audits and code reviews		5	

	COMMENT:	Click here to enter text.		
6.85	Continually identify and implement software development process improvement opportunities such as: • Implementing automated regression testing, performance testing, etc. • Implementing tools • Enhancements to methodology		5	
	COMMENT:	Click here to enter text.		
ENTERPRISE DATA WAREHOUSE				
6.86	Analyze the business users' requests to gain a high level understanding of requirements and costs		5	
	COMMENT:	Click here to enter text.		
6.87	Work with requestor to fully understand their business need		5	
	COMMENT:	Click here to enter text.		

6.88	Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: • Developing mock-ups • Developing proof of concepts • Providing training/demos • Leveraging DSHS's approach to development		5	
		Click here to enter text.		
6.89	Support testing to ensure accurate data prior to migrating to production		5	
	COMMENT:	Click here to enter text.		
6.90	Follow meta data practices and policies to ensure business data is well defined and can be used by the business users		5	
	COMMENT:	Click here to enter text.		
6.91	Provide data user support after the data/report/tool goes into production		5	

		COMMENT:	Click here to enter text.		
6.92	Find opportunities to streamline reports provided including identifying opportunities to consolidate reports			5	
		COMMENT:	Click here to enter text.		
6.93	Develop and maintain programs and interfaces (ETL) for extracting data from systems of records			5	
		COMMENT:	Click here to enter text.		
6.94	Develop and maintain programs and interfaces (ETL) for transforming data in support of business intelligence tooling and services			5	
		COMMENT:	Click here to enter text.		
IT OPERATIONS SUPPORT REQUIREMENTS					

6.95	Develop, manage and maintain knowledge base to improve self-service and help desk's capabilities to address user questions	5	
	COMMENT:	Click here to enter text.		
6.96	Escalate tickets to Level 2/3 support when additional application knowledge is required; manage, track and report tickets through the process	5	
	COMMENT:	Click here to enter text.		
6.97	Participate in system incident management reporting, tracking, escalation and resolution activities	5	
	COMMENT:	Click here to enter text.		
**SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES** **→CAPACITY MANAGEMENT**
6.98	Develop/maintain and administer comprehensive DSHS Capacity Management process, including, but not limited to: • Developing capacity forecasts based on forecasted usage (e.g. adding users, adding functionality) • Monitoring IT resources (e.g. applications, OS, servers, database, network, disks) usage to enable proactive identification of capacity and performance issues and recommend changes	5	

	• Identify areas where capacity levels can be increased while decreasing operating costs by changing the architecture/design • Implement tools that allow for capacity monitoring/trending			
	COMMENT:	Click here to enter text.		
6.99	Provide capacity projections report for all DSHS infrastructure and applications supported by the vendor and as required by DSHS		5	
	COMMENT:	Click here to enter text.		
6.100	Provide utilization and capacity reporting		5	
	COMMENT:	Click here to enter text.		
SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **→CHANGE AND RELEASE MANAGEMENT**				
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		5	

	COMMENT:	Click here to enter text.		
6.1 0 2	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.		5	
	COMMENT:	Click here to enter text.		
6.1 0 3	Collaborate with DSHS to maintain and adhere to a schedule of planned changes and provide to DSHS for review as required.		5	
	COMMENT:	Click here to enter text.		
6.1 0 4	Manage and maintain the processes and procedures for production deployment (including roll-back planning)		5	
	COMMENT:	Click here to enter text.		
6.1 0 5	For each release, ensure the change request has developed a business contingency/back out plan		5	

	COMMENT:	Click here to enter text.		
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.		5	
	COMMENT:	Click here to enter text.		
6.107	Modify/update configuration database, asset management items, and service catalog (if applicable) to reflect any implemented changes		5	
	COMMENT:	Click here to enter text.		
SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **→CONFIGURATION MANAGEMENT**				
6.108	Develop/maintain/enhance configuration management processes, procedures and standards to support multiple vendors		5	
	COMMENT:	Click here to enter text.		

6.109	Develop/maintain configuration management processes, policies and procedures for tracking system change	5	
	COMMENT: Click here to enter text.		
6.110	Maintain configuration management tools to track and inventory the configuration of the appropriate environments	5	
	COMMENT: Click here to enter text.		
6.111	Ensure all ESA 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.	5	
	COMMENT: Click here to enter text.		
6.112	Establish process for verifying the accuracy of configuration items, adherence to configuration management process and identifying process deficiencies	5	
	COMMENT: Click here to enter text.		

6.113	Provide DSHS with configuration management reports as required and defined by DSHS		5	
	COMMENT:	Click here to enter text.		
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		5	
	COMMENT:	Click here to enter text.		
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)		5	
	COMMENT:	Click here to enter text.		
SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **→INCIDENT MANAGEMENT**				
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		5	

	COMMENT:	Click here to enter text.		
6.117	Continually review the status of open incidents and related problems, and the progress being made in addressing problems related to the Applications		5	
	COMMENT:	Click here to enter text.		
6.118	Lead incident management investigation and analysis, and provide status and incident impact categorization		5	
	COMMENT:	Click here to enter text.		
6.119	Lead process for diagnosis and resolution of critical incidents		5	
	COMMENT:	Click here to enter text.		
PROBLEM MANAGEMENT SERVICES AND ROOT CAUSE ANALYSIS				

6.120	Support the Problem Management role and associated responsibilities including, but not limited to: • Receive and log incidents and problems from Level 1/2 help desks • Categorize and log problems • Apply formal methods for problem assessment, troubleshooting, and diagnosis • Identify problem characteristics and root cause • Notify DSHS Staff and third party Service Provider(s) as required • Monitor problems until permanent resolution • Provide ongoing communication and reporting on the status of problem resolution • Communicate resolution status and provide closure notification • Provide analysis and trends of problems and report findings on a monthly basis	5	
	COMMENT: Click here to enter text.		
6.121	Track and report recurring incidents or failures and provide associated consequences of repeating incidents	5	
	COMMENT: Click here to enter text.		
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	5	
	COMMENT: Click here to enter text.		

		SECURITY ADMINISTRATION		
6.123	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: • Privacy Impact Assessment • System Security Plan and workbook • Information Security Risk Assessment • Information protection governance • Change management • Incident Response • NIST 8---53 R4 Compliance Matrix • NIST 800 Controls Mapping	5	
	COMMENT:	Click here to enter text.		
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	5	
	COMMENT:	Click here to enter text.		
6.125	Develop and maintain all documentation required for security audits and internal control and control testing	5	

	COMMENT:	Click here to enter text.		
6.1 2 6	Provide a documented set of controls that is used to ensure the separation of data and security information among customer applications		5	
	COMMENT:	Click here to enter text.		
6.1 2 7	Provide documented procedures to perform background checks on personnel with administrative or other privileged access to servers, applications or customer data		4	
	COMMENT:	Click here to enter text.		
6.1 2 8	Provide documented procedures and establish procedures for vulnerability management, intrusion prevention, incident response, and incident escalation and investigation		5	
	COMMENT:	Click here to enter text.		
6.1 2 9	Provide documented identity management and help desk procedures for authenticating callers and resetting access controls, as well as for establishing and deleting accounts		5	

		COMMENT:	Click here to enter text.		
6.130	Ensure all security controls required to meet DSHS' security policies are in place and followed			5	
		COMMENT:	Click here to enter text.		
6.131	Provide security and proactive monitoring on the dedicated and shared environment at the infrastructure level			5	
		COMMENT:	Click here to enter text.		
6.132	Monitor security to ensure compliance to Federal security regulations and approved Application plans, processes and procedures			5	
		COMMENT:	Click here to enter text.		
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			5	

		COMMENT:	Click here to enter text.	
	6. 1 3 4	Demonstrate that the security staff average more than four (4) years' experience in information security	4	
		COMMENT:	Click here to enter text.	
	6. 1 3 5	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.	3	
		COMMENT:	Is the example more than 75%	
	6. 1 3 6	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	
		COMMENT:	Click here to enter text.	
USER ACCOUNT MANAGEMENT				

6.137	Coordinate administration of security access to the DSHS ACES Complex of Applications and dedicated functionality	4	
	COMMENT:	Click here to enter text.		
6.138	Adhere to DSHS policies for adding, changing, enabling/disabling and deleting log-on access of DSHS employees, agents and subcontractors	5	
	COMMENT:	Click here to enter text.		
6.139	Perform log-on/security-level access changes at the OS and system software levels as detailed in profiles and policies	4	
	COMMENT:	Click here to enter text.		
6.140	Develop, document, manage and maintain user account maintenance procedures including, but not limited to: • Configuration of new users, roles and responsibilities, credentials, etc. • Users Refresh/Change/Updates • Deletion of Users	5	

		COMMENT:	Click here to enter text.		
		APPLICATION SYSTEM OPERATIONS SUPPORT			
6.141	Develop, document and manage the processes and procedures for Interfaces and Batch Operations Architecture			5	
	COMMENT:	Click here to enter text.			
6.142	Define job scheduling requirements, application software interdependencies, and rerun requirements for all production jobs			5	
	COMMENT:	Click here to enter text.			
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)			4	
	COMMENT:	Click here to enter text.			

6.144	Maintain master job schedule and execute all batch jobs		5	
	COMMENT:	Click here to enter text.		
6.145	Perform job monitoring and manage resolution of any failed jobs		5	
	COMMENT:	Click here to enter text.		
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: • Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert • Creation and monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert • 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 • Monitoring of middleware (e.g., workflows, in- and out-bound queues) and system services, and report to DSHS according to agreed procedure • Monitoring of end-to-end transaction response time to allow measurements against SLAs • Monitoring of interfaces, and batch and job scheduling		5	

		COMMENT:	Click here to enter text.		
		ACCOUNT MANAGEMENT AND QUALITY ASSURANCE REQUIREMENTS			
6.147		Propose Account Management structure, planning and procedures		5	
		COMMENT:	Click here to enter text.		
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		5	
		COMMENT:	Click here to enter text.		
6.149		Maintain and implement Account Management structure, planning and procedures accordingly.		5	
		COMMENT:	Click here to enter text.		

6.150	Develop a service process that clearly defines how to order, change or delete services		5	
	COMMENT:	Click here to enter text.		
6.151	Provide monthly status reports capturing all elements outlined in the contract, including but not limited to: • Performance against SLAs • Activities performed during reporting period • Activities planned in the next reporting period • Risks and Issues • Status of any active enhancement projects against agreed upon scope, schedule and budget • Status of any active Additional Services Work Efforts		5	
	COMMENT:	Click here to enter text.		
SLR PERFORMANCE MANAGEMENT (ATTACHMENT 02)				
6.152	Define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, response times, etc.		5	
	COMMENT:	Click here to enter text.		

6.153	Monitor and report performance against service level requirements to DSHS		5	
	COMMNET:	Click here to enter text.		
APPLICATION QUALITY MANAGEMENT				
6.154	Participate in and address any findings in the following areas • Operations and service management • Quality assurance and control program process		5	
	COMMENT:	Click here to enter text.		
6.155	Provide hours worked by employee broken down by task as defined by DSHS		5	
	COMMENT:	Click here to enter text.		
6.156	Provide application service level reporting based on agreed upon SLR Targets		5	

	COMMENT:	Click here to enter text.		

	DECOMPOSITION PLAN			

6.157	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&E Project(s) while ensuring no/low impact to Washingtonians who rely on ACES for critical services. The Decomposition Plan shall include the following:
	
	• Current ACES application landscape and data analysis
	   – Applications: List IT applications and systems to be sunset, as well as those that may be needed in the to-be architecture.
	   – Integrations between applications: Document upstream and downstream systems (according to the current state) that touch ACES and potential impacts as touchpoints are retired.
	   – Features: Capture the lowest level capabilities that ACES performs for current clients.
	   – Data flows: Capture data elements to and from the ACES system.
	• Transition into the target state architecture (IE&E Modernization Products)
	   – Applications: Identify components to be sunset, replacement candidates, and gaps.
	   – Integrations: Approach to minimize impacts to integrated services and current architecture.
	   – Features: Plan to retaining features or capabilities during the sunsetting of the associated ACES components.
	• Data Decommissioning:
	   – Identify and complete data backup requirements
	   – Identify and schedule on-premises servers for decommissioning
	   – Cancel maintenance and software contracts related to decommission services
	
	Additionally, the Decomposition Plan should include approach, timelines, risk assessment, KPIs, and monitoring for the areas noted above.
	
	Please attach a sample Decomposition Plan from a similar legacy replacement engagement.
		5	

	COMMENT:	Click here to enter text.		
M&O TURN OVER SERVICE REQUIREMENTS				
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.		5	
	COMMENT:	Click here to enter text.		
6.159	Complete inventory of all assets covered by the Contract and required to provide the services		5	
	COMMENT:	Click here to enter text.		
6.160	Ensure that the M&O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: • Customer and other records (including subcontractor agreements that are required to provision the services) • Configuration information • Databases • Documentation • Asset registers • Programs • Knowledge databases		5	

		• Fault databases • Asset maintenance history and status • Manuals • Process and procedure documentation • 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 • Source code • Development tools and procedures • Architecture and design documents to include logical system models, diagrams and blueprints		
		COMMENT: Click here to enter text.		
6.161		Hold briefings on the status and comprehensive nature of all items handed over	5	
		COMMENT: Click here to enter text.		
6.162		Complete knowledge transfer of the services to DSHS or alternate service provider(s)	5	
		COMMENT: Click here to enter text.		

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	4	
	COMMENT: Click here to enter text.		
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	5	
	COMMENT: Click here to enter text.		
6.165	Manage the implementation of the Turn-Over Plan and the Disentanglement Plan	5	
	COMMENT: Click here to enter text.		
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	5	
	COMMENT: Click here to enter text.		

6.167	Assist DSHS in developing the final handover and acceptance criteria	5	
	COMMENT:	Click here to enter text.		
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	5	
	COMMENT:	Click here to enter text.		
	PREVENTATIVE MAINTENANCE		
6.169	Examples of preventative maintenance 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.	5	

	COMMENT:	Click here to enter text.		
6.1170	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	5	
	COMMENT:	Click here to enter text.		
6.1171	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: • 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	5	

	COMMENT:	Click here to enter text.	

ADAPTIVE MAINTENANCE		

| 6.172 | 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.

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 **Section 5.4 - ACES System Software**
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 | |
| | COMMENT: Click here to enter text. | | |

PERFECTIVE MAINTENANCE		

6. 1 7 3	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	
	COMMENT: Click here to enter text.		
DESIGN DOCUMENTATION			
6. 1 7 4	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	
	COMMENT: Click here to enter text.		
SYSTEM DOCUMENTATION			

6.175	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	
	COMMENT:	Click here to enter text.		
BUSINESS RULES MAINTENANCE			
6.176	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	
	COMMENT:	Click here to enter text.		
SYSTEM AUDITS			

6. 1 7 7	The Bidder will be responsible for supporting system audits by providing requested reports, data and information.		5	
	COMMENT:	Click here to enter text.		
DATA DISCREPANCIES				
6. 1 7 8	Examples of data discrepancies 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	
	COMMENT:	Click here to enter text.		
4. 3 Key Personnel The contract resulting from this competitive 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.7.2. Individual resumes shall clearly indicate which roll each resource will be assigned.			**200 MAX POINTS**	TOTAL SCORE: __190_
	The contract resulting from this solicitation will require that any change in key staff will be subject to prior DSHS approval. The contract will also provide that DSHS may request the removal of selected staff on three (3) days'				

4.3.1	notice and provide replacement staff without impacting the schedule. Describe your firms approach to sourcing highly skilled resources on short timelines		
	COMMENT: Click here to enter text.		
4.3.2	The Bidder must commit that staff identified in its response will actually perform the assigned work. Any staff substitution must have the prior approval of DSHS. Please indicate your agreement to the statements above.		
	COMMENT: Click here to enter text.		
4.3.3	Discuss the Bidder's plans to avoid and minimize the impact of staff changes.		
	COMMENT: Click here to enter text.		
4.3.4	Provide a narrative describing the proposed team and their approach to working with DSHS.		
	COMMENT:		
4.3.5	Provide a proposed organizational structure.		
	COMMENT: Challenging to review figure 5. Any change management associated with waterfall to agile? Or do teams already know what to do? What about DSHS?		
	Describe the Bidder's policies, plans, and intentions regarding maintaining continuity of personnel assignments throughout the performance of any Work Order resulting from this Work Request.		

4.3.6	COMMENT:	Comments about lack of past flexibility			
4.3.7		Address how availability of any of the proposed staff for this Engagement could be impacted from existing contracts to which they are currently assigned or from other potential contracts for which they are proposed. Where such cases exist, identify the priority DSHS would have in cases of conflict			
	COMMENT:	Click here to enter text.			
4.38		Describe how your company will ensure continuity of service in the event your resource becomes unavailable during the term of this Work Order.			
	COMMENT:	Click here to enter text.			
4.4 Bidder Engagements. Bidders shall provide information on least three (3) successful Engagements with different clients. 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 RFP. Clearly describe the scope and scale of those Engagements. Describe why your experience positions your firm as the best candidate for this Engagement.			**100 MAX SCORE**	TOTAL SCORE: __100_	
4.41	Engagement 1				

		COMMENT:			
	4.42	Engagement 2			
		COMMENT:			
	4.43	Engagement 3			
		COMMENT:	Click here to enter text.		
		Other			
		COMMENT:	Click here to enter text.		

	4.6 Contract Questionnaire This Section of the Bidder Response Form contains questions regarding the vendor's capability. Responses shall utilize the space provided below. If the contractor requires additional space, additional pages may be added. DSHS is interested in knowing the following information about a vendor's experience and approach managing complex systems.	**100 MAX SCORE**	TOTAL SCORE: _96_
4.6.1	What is your company's and staff's specific experience with large, highly integrated ecosystems		
	COMMENT: Click here to enter text.		
4.6.2	What is your company's and staff's specific experience with in the public assistance domain?		
	COMMENT: Click here to enter text.		
4.6.3	What is your approach to working with multiple vendors and agencies in support of a single project? The ACES environment impacts millions of customers and many State agencies, please be specific in your approach and experience		
	COMMENT: Click here to enter text.		

4.6.4	What is your approach to managing development efforts in parallel with the legacy system undergoing continuous enhancements?			
	COMMENT:	Click here to enter text.		
4.6.5	What is your approach to developing and maintaining a Decomposition Plan and modular transition activities?			
	COMMENT:	Click here to enter text.		
4.6.6	What is your experience for implementing integrated business rules for multiple public assistance programs such as Medicaid, Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, etc.?			
	COMMENT:	Click here to enter text.		
4.6.7	What are the critical elements to assuming responsibility for ACES? What will you require from the incumbent contractor or the state in order to assume responsibility?			

	COMMENT:	Click here to enter text.		
4.6.8	Describe the approach to maintaining 24/7 support. How are after hours issues handled?			
	COMMENT:	More specific how.		
4.6.9	Describe the approach to monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, time to respond to requests etc.			
	COMMENT:	Click here to enter text.		
4.6.10	In Section B of the RFP the HHS Coalition describes a list of modular components being considered by the IE&E Workgroup. Describe, in detail, your approach to maintaining and operating a legacy environment, similar to that described in this RFP, while also supporting a major modernization effort of that environment.			
	COMMENT:	Click here to enter text.		

4.6.11	Describe your approach to developing a modular cost model that supports the incremental breakout of modules from the ACES Fixed Price.			
	COMMENT:	Click here to enter text.		
	Describe any experience migrating a HHS mainframe to a cloud environment.			
	COMMENT:	Click here to enter text.		
4.6.13	How does your company manage IT Service Level Requirements such as requiring system up time in excess of 99.9%? What is your approach to managing operations critical SLR's? What other critical SLR's has your organization dealt with in the past and what methods were used?			
	COMMENT:	Click here to enter text.		
4.6.14	Are there requirements which we did not include but that you as a vendor commit to providing during the course of this engagement?			

	COMMENT:	Click here to enter text.		
4.6.15	What risks and opportunities should DSHS be consider as we envision the next five years of this system? How can you help us mitigate these risks and take advantage of emerging opportunities?			
	COMMENT:	Click here to enter text.		

Vendor Name: Deloitte

Evaluator Number: WE-6

General Guidelines:

- Please score each vendor's response without reference to the scores for other vendors. Each score should reflect your score based on the criteria only.

- Please note all scores and comments in the allotted sections. If you change a score, initial the change.

- Please include comments that will assist the vendor in understanding why the response did not get full points. Positive comments are also welcome.

- We would prefer that you leave a comment for each question scored, briefly explaining why you assigned that particular score.

- You may discuss the proposals among the evaluation team, but each evaluator should score independently. **We do not use consensus scoring.**

- Do not downgrade a proposal because it did not address something that was not asked for in the Solicitation.

Scoring of Proposals

The following available points will be assigned to the proposal for evaluation purposes:

Section 4.1 Executive Summary	75 points
Section 4.2 Bidder Performance Requirements	200 points
Section 4.3 Key Personnel	200 points
Section 4.4 Bidder Engagements	100 points

Section 4.6 Contract Questionnaire   100 points

If you have questions, please direct them to Nicole Kahle, Solicitation Coordinator, phone 360-664-####. All evaluations must be returned and reviewed by the Solicitation Coordinator at the end of the evaluation.

Score	Description	Discussion
90-100% of available points	Exceptional	Clearly superior to that which is average.
70-80%	Above Average	Better than that which is average.
50-60%	Average	Baseline score for each item with adjustments based upon the evaluator's interpretation of the Bidder's response.
30-40%	Below Average	Substandard to that which is average.
10-20%	Failing	Non-responsive or clearly inadequate to that which is average.
0%	No Experience	Response shows no experience in this skill or capability.

Evaluator Scoresheet for RFP #2223-808			
You will be evaluating five parts of the bidder's submission: Section 4.1 Executive Summary, 4.2 Bidder Performance Requirements, 4.3 Key Personnel, 4.4 Bidder Engagements, and 4.5 Contract Questionnaire. If a question requires Bidders to submit additional documents, they will be included in an attached document.			
4.	**4.1 BIDDER Executive Summary (75 Points)**		**75 MAX POINTS**
	A	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 executive summary should describe the bidder's high level approach and plan for providing transition services that support the modular transition and legacy decomposition approach

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.

The Bidder shall agree 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.

The Bidder shall provide a narrative for their overall approach to delivering the services required by DSHS including their approach to defining the Decomposition Plan | | TOTAL SCORE: 71 |

	COMMENT:	(18/20) – I read that the partnership is Deloitte (prime) and Peraton (partner), although from an contract management/performance accountability perspective, in day to day M&O management, want to know more about who is the overarching (single point) person/party to oversee the account and holds the entire "team" (performance) accountable. (10/10) (3/3) (3/3) (2/2) (2/2) (23/25) – overall, sound comprehensive approach; requirements was highlighted and wanted to see more detail on approach around requirements gathering and management (3/3) (7/7)	

4.2 Bidder Performance Requirements The contract resulting from this competitive 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 6 of the solicitation. Bidders shall refer to the technical requirements listed in section 6 and respond to each individual numbered requirement in a 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. Bidder shall provide any assumptions made in creating responses to the requirements in this section	**200 MAX POINTS**	TOTAL SCORE: __198_

6.1	Collaborate to integrate the Bidder's operational activities into DSHS standard processes and continuously identify opportunities to improve the processes	
	COMMENT:	Bidder response satisfies the requirement	5 | 5

	Develop service requests whenever the Bidder requires changes to the infrastructure	5 | 5

6.2	COMMENT:	Bidder response satisfies the requirement	
CAPACITY MANAGEMENT			
6.3	Collaborate with DSHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast		5 | 5
	COMMENT:	Bidder response satisfies the requirement	
6.4	Participate in and adhere to DSHS' capacity planning processes		5 | 5
	COMMENT:	Bidder response satisfies the requirement	
6.5	Advise Client of need to allocate additional processing resources or allocate additional storage resource based on predefined parameters and observed growth patterns		5 | 5
	COMMENT:	Bidder response satisfies the requirement	
OPERATIONAL PROCESS			
6.6	Participate and adhere to DSHS ITIL service management process		5 | 5
	COMMENT:	Bidder response satisfies the requirement	
6.7	Deliver DevOps capability for continuous delivery following industry standards utilizing industry accepted automation tools		5 | 5

		COMMENT:	Bidder response satisfies the requirement	

	CHANGE/RELEASE MANAGEMENT			
6.8	Identify and submit any Application changes in compliance with DSHS' Change/ Release Management process			5 | 5
	COMMENT:	Bidder response satisfies the requirement		
6.9	Adhere to DSHS ITIL change/release processes			5 | 5
	COMMENT:	Bidder response satisfies the requirement		
6.10	Provide required documentation regarding each Application change/release			5 | 5
	COMMENT:	Bidder response satisfies the requirement		

	DevOps CAPABILITY			
6.11	Maintain Application software configuration in the DSHS source code management tool			5 | 5
	COMMENT:	Bidder response satisfies the requirement		
6.12	Capture any Application software configuration changes included in any change request			5 | 5
	COMMENT:	Bidder response satisfies the requirement. Note bidder did not mention specific state in for example experience.		

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	5 | 5
	COMMENT: Bidder response satisfies the requirement	

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)	5 | 5
	COMMENT: Bidder response satisfies the requirement	

6.15	Manage source code in DSHS authorized source code management tool	5 | 5
	COMMENT: Bidder response satisfies the requirement	

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	5 | 5
	COMMENT: Bidder response satisfies the requirement	

6.17	Ensure master copies of new software versions in a secured software library and update configuration databases	5 | 5

		COMMENT:	Bidder response satisfies the requirement	
6.18	Manage infrastructure as code (IaaC) for using DSHS virtualization tools (such as Puppet, Ansible, etc.) and technology for development, test and production environments.			5 | 5
		COMMENT:	Bidder response satisfies the requirement	
6.19	Manage continuous delivery environments as needed by DSHS maintenance and operation and enhancement activities			5 | 5
		COMMENT:	Bidder response satisfies the requirement	
DISASTER RECOVERY				
6.20	Participate in and complete all Application related disaster recovery activities outlined in the Disaster Recovery Plan			5 | 5
		COMMENT:	Bidder response satisfies the requirement	
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)			5 | 5

		COMMENT:	Bidder response satisfies the requirement	
6.2.2	The Bidder will be responsible for supporting the ACES Complex 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: • 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
		COMMENT:	Bidder response satisfies the requirement	
6.2.3	Identify appropriate resources to support DSHS' disaster recovery planning, testing and execution			5 | 5
		COMMENT:	Bidder response satisfies the requirement	

6. 2 4	Perform tasks outlined in the Disaster Recovery Plan in the event DSHS initiates a disaster	5 | 5	
	COMMENT: Bidder response satisfies the requirement		
	HELP DESK AND INCIDENT MANAGEMENT		
6. 2 5	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	5	5
	COMMENT: Bidder response satisfies the requirement		
6. 2 6	Provide Application Solution expertise and involvement for resolution of service, incident, problem and change, following DSHS ITIL process	5	5
	COMMENT: Bidder response satisfies the requirement		
6. 2 7	Log updates into the ticket tracking system in a timely manner in alignment with the DSHS' processes, policies and procedures	5	5

		COMMENT:	Bidder response satisfies the requirement		
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			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.29	Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization			5	5
		COMMENT:	Bidder response satisfies the requirement		
PROBLEM MANAGEMENT SERVICES AND ROOT CAUSE ANALYSIS					
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)			5	5
		COMMENT:	Bidder response satisfies the requirement		

6.31	Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.32	Conduct proactive trend analysis to identify and mitigate recurring incidents			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.33	Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DSHS			5	3
	COMMENT:	Describes application side, although not finding information on infrastructure side; more emphasis on resulting consequences of repeating incidents is needed			
6.34	Recommend solutions to address recurring incidents or failures			5	5
	COMMENT:	Bidder response satisfies the requirement			

6.3.5	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	5	3
	COMMENT: Response is more application centric and doesn't describe holistic view which also includes infrastructure		

SECURITY ADMINISTRATION

6.3.6	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	5	5
	COMMENT: Bidder response satisfies the requirement		
6.3.7	Adhere to Application security plan based on DSHS and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, Application vulnerability management	5	5
	COMMENT: Bidder response satisfies the requirement		
6.3.8	Adhere to DSHS' security policies and industry standards of physical and logical security plans	5	4

		COMMENT:	Majority of requirement is satisfied; limited description around adhering to industry standards		
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			5	5
		COMMENT:	Bidder response satisfies the requirement		
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.			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.41	Maintain all documentation required for Application security audits and internal control and control testing			5	5
		COMMENT:	Bidder response satisfies the requirement		
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.).			5	5

		COMMENT:	Bidder response satisfies the requirement		
6.4 3		Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications		5	5
		COMMENT:	Bidder response satisfies the requirement		
6.4 4		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		5	5
		COMMENT:	Bidder response satisfies the requirement		
6.4 5		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)		5	5
		COMMENT:	Bidder response satisfies the requirement		
6.4 6		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.		5	5

		COMMENT:	Bidder response satisfies the requirement		
6.47	Report any security violations to DSHS per DSHS policies.			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.48	Will follow and support DSHS Security Design Review process for all required actions.			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.49	Support audit requirements, when applicable. Support resolution of audit findings.			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.50	Support Forensic Investigations			5	5

		COMMENT:	Bidder response satisfies the requirement		

	USER ACCOUNT MANAGEMENT			
6.5.1	Develop/document/manage and maintain Application user account maintenance procedures including, but not limited to: • Configuration of new users, roles and responsibilities, credentials, etc. • Users Refresh / Change / Updates • Deletion of Users	5	5
		COMMENT:	Bidder response satisfies the requirement		
6.5.2	Provide assistance to DSHS, as required, in administering Application user accounts	5	5
		COMMENT:	Bidder response satisfies the requirement		
6.5.3	Design, build and test application fixes	5	5
		COMMENT:	Bidder response satisfies the requirement		

6.5.4	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)	5	5
	COMMENT: Bidder response satisfies the requirement		
6.5.5	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	5	5
	COMMENT: Bidder response satisfies the requirement		

	6.5.6	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	5	5
	COMMENT:	Bidder response satisfies the requirement		
	TOOL USAGE			
	6.5.7	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.	5	5
	COMMENT:	Bidder response satisfies the requirement		
	APPLICATION OPERATIONS SUPPORT			
	6.5.8	Maintain/enhance procedures for performing Application specific administration.	5	5

		COMMENT:	Bidder response satisfies the requirement		
6.59		Develop new as-built system documentation and maintain existing as-built system logical design documentation and blueprints that reflect the organization and interrelationships of application system components, modules and objects		5	5
		COMMENT:	Bidder response satisfies the requirement		
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		5	5
		COMMENT:	Bidder response satisfies the requirement		
6.61		Prepare pre-production release software for production and pre-production testing		5	5
		COMMENT:	Bidder response satisfies the requirement		

6. 6 2	Continually monitor data quality and identify opportunities for improvement		5	5
	COMMENT:	Bidder response satisfies the requirement		
SYSTEM PERFORMANCE/MONITORING				
6. 6 3	Maintain/enhance monitoring policies, procedures and standards for the Applications including, but not limited to: • Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert • Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert • 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 • Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DSHS according to agreed procedure • Monitoring of end-to-end transaction response time to allow measurements against SLAs • Monitoring of interfaces and batch and job scheduling		5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 6 4	Perform Applications related database administration tasks		5	5

		Bidder response satisfies the requirement		
		M&O IMPROVEMENTS		
6.65	Continually identify, and where appropriate and approved, implement M&O improvement opportunities such as: • Improving or automating support processes • Removing unused, orphaned or "dead code" • Identifying opportunities to retire legacy systems • Improving the quality and modularity of developed code • Proactive elimination of recurring problems • Improve performance management • Improve capacity management COMMENT: Bidder response satisfies the requirement		5	5
		IMPLEMENT ENHANCEMENT REQUIREMENTS		
6.66	Ensure all service and enhancement requests are logged in the DSHS defined ITSM tool.		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.67	Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades		5	4

		Bidder mostly satisfies the requirement.		
6.68		Produce cost and labor hour estimates based on DSHS' scope definition document	5	5
		Bidder response satisfies the requirement		
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	5	5
	COMMENT:	Bidder response satisfies the requirement		
6.70		Provide architectural design approach and cost estimation documentation and justification to DSHS and receive approval from DSHS prior to commencing DDI activities on any scoping document	5	5
	COMMENT:	Bidder response satisfies the requirement		
6.71		Provide estimates which capture the projects scope, schedule, budget (including DSHS resources), testing plan, staffing plan, infrastructure impact training plans and milestones/deliverables and a release check-list	5	5

		COMMENT:	Bidder response satisfies the requirement		
6. 7 2		Create conceptual and functional specifications		5	5
		COMMENT:	Bidder response satisfies the requirement		
6. 7 3		Create design documents including architecture, security and technical design		5	5
		COMMENT:	Bidder response satisfies the requirement		
6. 7 4		Provide infrastructure requirements to DSHS in DSHS' required format		5	5
		COMMENT:	Bidder response satisfies the requirement		
6. 7 5		Develop application changes including configuration changes/modifications and custom development		5	5

		COMMENT:	Bidder response satisfies the requirement		
6.76	Conduct walk-through review of configuration change/modification/development			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.77	Program, compile and document configuration changes/modifications/new code developed			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.78	Develop integration strategy (with external applications) and provide functional specifications for any development required on external system			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.79	Perform testing outlined in the proposal (E.g. unit testing, integration testing, regression testing) on all changes			5	5

		COMMENT:	Bidder response satisfies the requirement		
6.80	Manage Application environments during test cycles			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.81	Update all related technical architecture and design documentation			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.82	Maintain overall accountability for management of technical/System documentation			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.83	Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation			5	5

	COMMENT:	Bidder response satisfies the requirement		
6.84	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: • Include validations to ensure that code comments and in-line code documentation is properly implemented • Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools • Include the production of reports demonstrating code standards enforcement and coverage across code base • Include specific processes to ensure code reusability and enforcement of code reusability standards • Include support for the DSHS quality assurance team to perform periodic or random audits and code reviews	5	5
	COMMENT:	Bidder response satisfies the requirement		
6.85	Continually identify and implement software development process improvement opportunities such as: • Implementing automated regression testing, performance testing, etc. • Implementing tools • Enhancements to methodology	5	5
	COMMENT:	Bidder response satisfies the requirement		
ENTERPRISE DATA WAREHOUSE				
6.86	Analyze the business users' requests to gain a high level understanding of requirements and costs	5	5

		COMMENT:	Bidder response satisfies the requirement		
6.87	Work with requestor to fully understand their business need			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.88	Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: • Developing mock-ups • Developing proof of concepts • Providing training/demos • Leveraging DSHS's approach to development			5	5
			Bidder response satisfies the requirement		
6.89	Support testing to ensure accurate data prior to migrating to production			5	5
		COMMENT:	Bidder response satisfies the requirement		

6.90	Follow meta data practices and policies to ensure business data is well defined and can be used by the business users	5	5
	COMMENT: Bidder response satisfies the requirement		
6.91	Provide data user support after the data/report/tool goes into production	5	5
	COMMENT: Bidder response satisfies the requirement		
6.92	Find opportunities to streamline reports provided including identifying opportunities to consolidate reports	5	5
	COMMENT: Bidder response satisfies the requirement		
6.93	Develop and maintain programs and interfaces (ETL) for extracting data from systems of records	5	5
	COMMENT: Bidder response satisfies the requirement		

6.94	Develop and maintain programs and interfaces (ETL) for transforming data in support of business intelligence tooling and services		5	5
	COMMENT:	Bidder response satisfies the requirement		

IT OPERATIONS SUPPORT REQUIREMENTS		

6.95	Develop, manage and maintain knowledge base to improve self-service and help desk's capabilities to address user questions		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.96	Escalate tickets to Level 2/3 support when additional application knowledge is required; manage, track and report tickets through the process		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.97	Participate in system incident management reporting, tracking, escalation and resolution activities		5	5

	COMMENT:	Bidder response satisfies the requirement		

	SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES →CAPACITY MANAGEMENT			
6.98	Develop/maintain and administer comprehensive DSHS Capacity Management process, including, but not limited to: • Developing capacity forecasts based on forecasted usage (e.g. adding users, adding functionality) • Monitoring IT resources (e.g. applications, OS, servers, database, network, disks) usage to enable proactive identification of capacity and performance issues and recommend changes • Identify areas where capacity levels can be increased while decreasing operating costs by changing the architecture/design • Implement tools that allow for capacity monitoring/trending	5	5
	COMMENT:	Bidder response satisfies the requirement		
6.99	Provide capacity projections report for all DSHS infrastructure and applications supported by the vendor and as required by DSHS	5	5
	COMMENT:	Bidder response satisfies the requirement		
6.100	Provide utilization and capacity reporting	5	5

		COMMENT:	Bidder response satisfies the requirement		
		SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **→CHANGE AND RELEASE MANAGEMENT**			
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			5	5
	COMMENT:	Bidder response satisfies the requirement			
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.			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.103	Collaborate with DSHS to maintain and adhere to a schedule of planned changes and provide to DSHS for review as required.			5	5
	COMMENT:	Bidder response satisfies the requirement			

6.104	Manage and maintain the processes and procedures for production deployment (including roll-back planning)	5	5
	COMMENT: Bidder response satisfies the requirement		
6.105	For each release, ensure the change request has developed a business contingency/back out plan	5	5
	COMMENT: Bidder response satisfies the requirement		
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.	5	5
	COMMENT: Bidder response satisfies the requirement		
6.107	Modify/update configuration database, asset management items, and service catalog (if applicable) to reflect any implemented changes	5	5
	COMMENT: Bidder response satisfies the requirement		

		SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES →CONFIGURATION MANAGEMENT		
6. 1 0 8	Develop/maintain/enhance configuration management processes, procedures and standards to support multiple vendors		5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 0 9	Develop/maintain configuration management processes, policies and procedures for tracking system change		5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 1 0	Maintain configuration management tools to track and inventory the configuration of the appropriate environments		5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 1 1	Ensure all ESA 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.		5	5

		COMMENT:	Bidder response satisfies the requirement		
6.1.1.2	Establish process for verifying the accuracy of configuration items, adherence to configuration management process and identifying process deficiencies			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.1.1.3	Provide DSHS with configuration management reports as required and defined by DSHS			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.1.1.4	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			5	5
		COMMENT:	Bidder response satisfies the requirement		
6.1.1.5	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)			5	5

		COMMENT:	Bidder response satisfies the requirement		

		SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES →INCIDENT MANAGEMENT			
6. 1 1 6	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			5	5
	COMMENT:	Bidder response satisfies the requirement			
6. 1 1 7	Continually review the status of open incidents and related problems, and the progress being made in addressing problems related to the Applications			5	5
	COMMENT:	Bidder response satisfies the requirement			
6. 1 1 8	Lead incident management investigation and analysis, and provide status and incident impact categorization			5	5
	COMMENT:	Bidder response satisfies the requirement			

6.119	Lead process for diagnosis and resolution of critical incidents	5	5
	COMMENT: Bidder response satisfies the requirement		
PROBLEM MANAGEMENT SERVICES AND ROOT CAUSE ANALYSIS			
6.120	Support the Problem Management role and associated responsibilities including, but not limited to: • Receive and log incidents and problems from Level 1/2 help desks • Categorize and log problems • Apply formal methods for problem assessment, troubleshooting, and diagnosis • Identify problem characteristics and root cause • Notify DSHS Staff and third party Service Provider(s) as required • Monitor problems until permanent resolution • Provide ongoing communication and reporting on the status of problem resolution • Communicate resolution status and provide closure notification • Provide analysis and trends of problems and report findings on a monthly basis	5	5
	COMMENT: Bidder response satisfies the requirement		
6.121	Track and report recurring incidents or failures and provide associated consequences of repeating incidents	5	5

		COMMENT:	Bidder response satisfies the requirement		
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			5	5
	COMMENT:		Bidder response satisfies the requirement		
SECURITY ADMINISTRATION					
6.123	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: • Privacy Impact Assessment • System Security Plan and workbook • Information Security Risk Assessment • Information protection governance • Change management • Incident Response • NIST 8---53 R4 Compliance Matrix • NIST 800 Controls Mapping			5	5
	COMMENT:	Bidder response satisfies the requirement			

6. 1 2 4	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	5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 2 5	Develop and maintain all documentation required for security audits and internal control and control testing	5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 2 6	Provide a documented set of controls that is used to ensure the separation of data and security information among customer applications	5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 2 7	Provide documented procedures to perform background checks on personnel with administrative or other privileged access to servers, applications or customer data	5	5
	COMMENT:	Bidder response satisfies the requirement		

6.128	Provide documented procedures and establish procedures for vulnerability management, intrusion prevention, incident response, and incident escalation and investigation		5	5
	COMMENT:	Bidder response satisfies the requirement		
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		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.130	Ensure all security controls required to meet DSHS' security policies are in place and followed		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.131	Provide security and proactive monitoring on the dedicated and shared environment at the infrastructure level		5	5
	COMMENT:	Bidder response satisfies the requirement		

6.1 3 2	Monitor security to ensure compliance to Federal security regulations and approved Application plans, processes and procedures		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.1 3 3	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		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.1 3 4	Demonstrate that the security staff average more than four (4) years' experience in information security		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.1 3 5	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.		5	5
	COMMENT:	Bidder response satisfies the requirement		

6.136	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
	COMMENT: Bidder response satisfies the requirement		
USER ACCOUNT MANAGEMENT			
6.137	Coordinate administration of security access to the DSHS ACES Complex of Applications and dedicated functionality	5	5
	COMMENT: Bidder response satisfies the requirement		
6.138	Adhere to DSHS policies for adding, changing, enabling/disabling and deleting log-on access of DSHS employees, agents and subcontractors	5	5
	COMMENT: Bidder response satisfies the requirement		
6.139	Perform log-on/security-level access changes at the OS and system software levels as detailed in profiles and policies	5	5

		COMMENT:	Bidder response satisfies the requirement		
	6.140	Develop, document, manage and maintain user account maintenance procedures including, but not limited to: • Configuration of new users, roles and responsibilities, credentials, etc. • Users Refresh/Change/Updates • Deletion of Users		5	5
		COMMENT:	Bidder response satisfies the requirement		
	APPLICATION SYSTEM OPERATIONS SUPPORT				
	6.141	Develop, document and manage the processes and procedures for Interfaces and Batch Operations Architecture		5	5
		COMMENT:	Bidder response satisfies the requirement		
	6.142	Define job scheduling requirements, application software interdependencies, and rerun requirements for all production jobs		5	5
		COMMENT:	Bidder response satisfies the requirement		

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)		5	4
	COMMENT:	What tool recommendation(s) and how are they leveraged?		
6.144	Maintain master job schedule and execute all batch jobs		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.145	Perform job monitoring and manage resolution of any failed jobs		5	5
	COMMENT:	Bidder response satisfies the requirement		
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: • Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert • Creation and monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert		5	5

		• 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 • Monitoring of middleware (e.g., workflows, in- and out-bound queues) and system services, and report to DSHS according to agreed procedure • Monitoring of end-to-end transaction response time to allow measurements against SLAs • Monitoring of interfaces, and batch and job scheduling		
	COMMENT:	Bidder response satisfies the requirement		
ACCOUNT MANAGEMENT AND QUALITY ASSURANCE REQUIREMENTS				
6. 1 4 7	Propose Account Management structure, planning and procedures		5	4
	COMMENT:	Bidder response is satisfactory; wanted to see more about senior leadership visibility/sponsorship/executive level support who has a pulse on what is happening in WA to ensure quality of service and support; all contract deliverables are successful met		
6. 1 4 8	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		5	5
	COMMENT:	Bidder response satisfies the requirement		
6. 1 4 9	Maintain and implement Account Management structure, planning and procedures accordingly.		5	5

		COMMENT:	Bidder response satisfies the requirement		
6.1500	Develop a service process that clearly defines how to order, change or delete services			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.1511	Provide monthly status reports capturing all elements outlined in the contract, including but not limited to: • Performance against SLAs • Activities performed during reporting period • Activities planned in the next reporting period • Risks and Issues • Status of any active enhancement projects against agreed upon scope, schedule and budget • Status of any active Additional Services Work Efforts			5	5
	COMMENT:	Bidder response satisfies the requirement			
SLR PERFORMANCE MANAGEMENT (ATTACHMENT 02)					
6.1522	Define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, response times, etc.			5	5

	COMMENT:	Bidder response satisfies the requirement		
6.1 5 3	Monitor and report performance against service level requirements to DSHS		5	5
	COMMNET:	Bidder response satisfies the requirement		
	APPLICATION QUALITY MANAGEMENT			
6.1 5 4	Participate in and address any findings in the following areas • Operations and service management • Quality assurance and control program process		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.1 5 5	Provide hours worked by employee broken down by task as defined by DSHS		5	5
	COMMENT:	Bidder response satisfies the requirement		

6.156	Provide application service level reporting based on agreed upon SLR Targets	5	5
	COMMENT: Bidder response satisfies the requirement. Note, bidders description in their "lessons learned" section is missing information and incomplete.		

	DECOMPOSITION PLAN		

6.157	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&E Project(s) while ensuring no/low impact to Washingtonians who rely on ACES for critical services. The Decomposition Plan shall include the following:
	
	• Current ACES application landscape and data analysis
	  – Applications: List IT applications and systems to be sunset, as well as those that may be needed in the to-be architecture.
	  – Integrations between applications: Document upstream and downstream systems (according to the current state) that touch ACES and potential impacts as touchpoints are retired.
	  – Features: Capture the lowest level capabilities that ACES performs for current clients.
	  – Data flows: Capture data elements to and from the ACES system.
	• Transition into the target state architecture (IE&E Modernization Products)
	  – Applications: Identify components to be sunset, replacement candidates, and gaps.
	  – Integrations: Approach to minimize impacts to integrated services and current architecture.
	  – Features: Plan to retaining features or capabilities during the sunsetting of the associated ACES components.
	• Data Decommissioning:
	  – Identify and complete data backup requirements
	  – Identify and schedule on-premises servers for decommissioning
	  – Cancel maintenance and software contracts related to decommission services
	
	Additionally, the Decomposition Plan should include approach, timelines, risk assessment, KPIs, and monitoring for the areas noted above.
		5	5

	Please attach a sample Decomposition Plan from a similar legacy replacement engagement.			
	COMMENT:	Bidder response satisfies the requirement (inclusive of review of attached supporting documents)		
M&O TURN OVER SERVICE REQUIREMENTS				
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.		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.159	Complete inventory of all assets covered by the Contract and required to provide the services		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.160	Ensure that the M&O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: • Customer and other records (including subcontractor agreements that are required to provision the services) • Configuration information • Databases		5	5

		• Documentation • Asset registers • Programs • Knowledge databases • Fault databases • Asset maintenance history and status • Manuals • Process and procedure documentation • 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 • Source code • Development tools and procedures • Architecture and design documents to include logical system models, diagrams and blueprints		
		COMMENT:	Bidder response satisfies the requirement	
6.161	Hold briefings on the status and comprehensive nature of all items handed over		5	5
	COMMENT:	Bidder response satisfies the requirement		
6.162	Complete knowledge transfer of the services to DSHS or alternate service provider(s)		5	5

		COMMENT:	Bidder response satisfies the requirement		
6.1 6 3	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			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.1 6 4	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			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.1 6 5	Manage the implementation of the Turn-Over Plan and the Disentanglement Plan			5	5
	COMMENT:	Bidder response satisfies the requirement			
6.1 6 6	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			5	5

		COMMENT:	Bidder response satisfies the requirement		
6. 1 6 7	Assist DSHS in developing the final handover and acceptance criteria			5	5
		COMMENT:	Bidder response satisfies the requirement		
6. 1 6 8	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			5	5
		COMMENT:	Bidder response satisfies the requirement		
	PREVENTATIVE MAINTENANCE				
6. 1 6 9	Examples of preventative maintenance 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.			5	5

		• Making JCL changes to include table backups/reorganizations.		
	COMMENT:	Bidder response satisfies the requirement		
6.170	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	5	5
	COMMENT:	Bidder response satisfies the requirement		
6.171	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: • Application of release upgrades • Application of system patches	5	5

	• Archiving or purging as appropriate to free up storage for expected data volume increase			
	• Pre-production execution simulation			
	• Testing for special events			
	COMMENT:	Bidder response satisfies the requirement		

ADAPTIVE MAINTENANCE			
6.172	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. 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 **Section 5.4 - ACES System Software** • 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

	COMMENT:	Bidder response satisfies the requirement		
PERFECTIVE MAINTENANCE				
6. 1 7 3	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
	COMMENT:	Bidder response satisfies the requirement		
DESIGN DOCUMENTATION				
6. 1 7 4	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

		COMMENT:	Bidder response satisfies the requirement		

	SYSTEM DOCUMENTATION		

6.175	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
	COMMENT: Bidder response satisfies the requirement		

	BUSINESS RULES MAINTENANCE		

6.176	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
	COMMENT: Bidder response satisfies the requirement. ODM		

	SYSTEM AUDITS		
6.177	The Bidder will be responsible for supporting system audits by providing requested reports, data and information.	5	5
	COMMENT: Bidder response satisfies the requirement		
	DATA DISCREPANCIES		
6.178	Examples of data discrepancies 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
	COMMENT: Bidder response satisfies the requirement		
4. 3 Key Personnel The contract resulting from this competitive 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.		**200 MAX POINTS**	TOTAL SCORE: 200

	Bidders shall submit a one page resume for each of the key personnel listed in Section A.7.2. Individual resumes shall clearly indicate which roll each resource will be assigned.				
4.3.1	The contract resulting from this solicitation will require that any change in key staff will be subject to prior DSHS approval. The contract will also provide that DSHS may request the removal of selected staff on three (3) days' notice and provide replacement staff without impacting the schedule. Describe your firms approach to sourcing highly skilled resources on short timelines			20	20
	COMMENT:	Response is satisfactory			
4.3.2	The Bidder must commit that staff identified in its response will actually perform the assigned work. Any staff substitution must have the prior approval of DSHS. Please indicate your agreement to the statements above.			20	20
	COMMENT:	Response is satisfactory			
4.3.3	Discuss the Bidder's plans to avoid and minimize the impact of staff changes.			30	30
	COMMENT:	Response is satisfactory			
4.3.4	Provide a narrative describing the proposed team and their approach to working with DSHS.			70	70
	COMMENT:	Response is satisfactory			
	Provide a proposed organizational structure.			1	1

4. 3. 5	COMMENT:	Response is satisfactory			
4. 3. 6	Describe the Bidder's policies, plans, and intentions regarding maintaining continuity of personnel assignments throughout the performance of any Work Order resulting from this Work Request.			19	19
	COMMENT:	Response is satisfactory			
4. 3. 7	Address how availability of any of the proposed staff for this Engagement could be impacted from existing contracts to which they are currently assigned or from other potential contracts for which they are proposed. Where such cases exist, identify the priority DSHS would have in cases of conflict			20	20
	COMMENT:	Response is satisfactory			
4. 3 8	Describe how your company will ensure continuity of service in the event your resource becomes unavailable during the term of this Work Order.			20	20
	COMMENT:	Response is satisfactory			
4.4 Bidder Engagements. Bidders shall provide information on least three (3) successful Engagements with different clients. 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.				**100 MAX SCORE**	TOTAL SCORE: 100

	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 RFP. Clearly describe the scope and scale of those Engagements. Describe why your experience positions your firm as the best candidate for this Engagement.			
4.4.1	Engagement 1		17	17
	COMMENT:	AK (IE) – Bidders response is satisfactory.		
4.4.2	Engagement 2		17	17
	COMMENT:	CA OSI (HEERS) - Bidders response is satisfactory.		
4.4.3	Engagement 3		17	17
	COMMENT:	WY DOH (IE) - Bidders response is satisfactory.		

				17	17
4.4 4	Engagement 4				
	COMMENT:	MI HHS (IE&E)- Bidders response is satisfactory.			
4.4 5	Engagement 5			16	16
		Comment: IN (FSSA) - Bidders response is satisfactory.			
4.4 6	Engagement 6			16	16
		Comment: AL DHR (Peraton example) - Bidders response is satisfactory.			

			100 MAX SCORE	TOTAL SCORE: __97_
	4.6 Contract Questionnaire This Section of the Bidder Response Form contains questions regarding the vendor's capability. Responses shall utilize the space provided below. If the contractor requires additional space, additional pages may be added. DSHS is interested in knowing the following information about a vendor's experience and approach managing complex systems.			
4.6.1	What is your company's and staff's specific experience with large, highly integrated ecosystems		5	5
	COMMENT:	Bidders response is satisfactory		
4.6.2	What is your company's and staff's specific experience with in the public assistance domain?		5	5
	COMMENT:	Bidders response is satisfactory		
4.6.3	What is your approach to working with multiple vendors and agencies in support of a single project? The ACES environment impacts millions of customers and many State agencies, please be specific in your approach and experience			

		COMMENT:	Bidders response is satisfactory.	5	5
4.6.4	What is your approach to managing development efforts in parallel with the legacy system undergoing continuous enhancements?			5	3
		COMMENT:	Bidders response is mostly satisfactory. Applying DevSecOps is an important aspect of our operation. There appears to be very limited information on how that is leveraged in their approach.		
4.6.5	What is your approach to developing and maintaining a Decomposition Plan and modular transition activities?			5	5
		COMMENT:	Bidders response is satisfactory. In decomp plan (attached PDF), there is sound emphasis on areas identified for comprehensive requirements management.		
4.6.6	What is your experience for implementing integrated business rules for multiple public assistance programs such as Medicaid, Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, etc.?			5	5
		COMMENT:	Bidders response is satisfactory		

4.6.7	What are the critical elements to assuming responsibility for ACES? What will you require from the incumbent contractor or the state in order to assume responsibility?		5	5
	COMMENT:	Bidders response is satisfactory		
4.6.8	Describe the approach to maintaining 24/7 support. How are after hours issues handled?		5	5
	COMMENT:	Bidders response is satisfactory		
4.6.9	Describe the approach to monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, time to respond to requests etc.		5	5
	COMMENT:	Bidders response is satisfactory		
4.6.10	In Section B of the RFP the HHS Coalition describes a list of modular components being considered by the IE&E Workgroup. Describe, in detail, your approach to maintaining and operating a legacy environment, similar to that described in this RFP, while also supporting a major modernization effort of that environment.			

				5	5
	COMMENT:	Bidders response is satisfactory			
4. 6. 11	Describe your approach to developing a modular cost model that supports the incremental breakout of modules from the ACES Fixed Price.			5	5
	COMMENT:	Bidders response is satisfactory			
	Describe any experience migrating a HHS mainframe to a cloud environment.			5	5
	COMMENT:	Bidders response is satisfactory			
4. 6. 13	How does your company manage IT Service Level Requirements such as requiring system up time in excess of 99.9%? What is your approach to managing operations critical SLR's? What other critical SLR's has your organization dealt with in the past and what methods were used?			5	5
	COMMENT:	Click here to enter text.			

4.6.14	Are there requirements which we did not include but that you as a vendor commit to providing during the course of this engagement?	5	5
	COMMENT: Bidders response is satisfactory		
4.6.15	What risks and opportunities should DSHS be consider as we envision the next five years of this system? How can you help us mitigate these risks and take advantage of emerging opportunities?	5	5
	COMMENT: Bidders response is satisfactory		

Vendor Name: Deloitte

Evaluator Number: 7

General Guidelines:

- Please score each vendor's response without reference to the scores for other vendors. Each score should reflect your score based on the criteria only.

- Please note all scores and comments in the allotted sections. If you change a score, initial the change.

- Please include comments that will assist the vendor in understanding why the response did not get full points. Positive comments are also welcome.

- We would prefer that you leave a comment for each question scored, briefly explaining why you assigned that particular score.

- You may discuss the proposals among the evaluation team, but each evaluator should score independently. **We do not use consensus scoring.**

- Do not downgrade a proposal because it did not address something that was not asked for in the Solicitation.

Scoring of Proposals

The following available points will be assigned to the proposal for evaluation purposes:

Section 4.1 Executive Summary	75 points
Section 4.2 Bidder Performance Requirements	200 points
Section 4.3 Key Personnel	200 points
Section 4.4 Bidder Engagements	100 points

1

Section 4.6 Contract Questionnaire   100 points

If you have questions, please direct them to Nicole Kahle, Solicitation Coordinator, phone 360-664-####. All evaluations must be returned and reviewed by the Solicitation Coordinator at the end of the evaluation.

Score	Description	Discussion
90-100% of available points	Exceptional	Clearly superior to that which is average.
70-80%	Above Average	Better than that which is average.
50-60%	Average	Baseline score for each item with adjustments based upon the evaluator's interpretation of the Bidder's response.
30-40%	Below Average	Substandard to that which is average.
10-20%	Failing	Non-responsive or clearly inadequate to that which is average.
0%	No Experience	Response shows no experience in this skill or capability.

Evaluator Scoresheet for RFP #2223-808			
You will be evaluating five parts of the bidder's submission: Section 4.1 Executive Summary, 4.2 Bidder Performance Requirements, 4.3 Key Personnel, 4.4 Bidder Engagements, and 4.5 Contract Questionnaire. If a question requires Bidders to submit additional documents, they will be included in an attached document.			
4.		**4.1 BIDDER Executive Summary (75 Points)**	**75 MAX POINTS**
	A	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 executive summary should describe the bidder's high level approach and plan for providing transition services that support the modular transition and legacy decomposition approach 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. The Bidder shall agree 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. The Bidder shall provide a narrative for their overall approach to delivering the services required by DSHS including their approach to defining the Decomposition Plan	TOTAL SCORE: 75

| | | COMMENT: | Makes case that ACES has not been able to keep up with the needs in the state with the current vendor. Support coalition's plan, but also would support ACES is the IE&E solution requires ACES to be primary integrated solution for a longer period. For IE&E, need a vendor that understands decomposing legacy systems while building temporary data bridges to modern platform.   Will replatform ACES from ZOS13 to ZOS14 by the end of 2023. Bring fresh thinking. Provide IE services (either implementation and/or M&O) in 27 states throughout the country.   Have 5 staff that were former consultants to DSHS. 2 staff were business lead and scrum master at HBE.   Peraton brings experience upgrading IBM end of life mainframes. Have worked on multiple high-profile projects within Washington state with 18 state agencies.
Expertise in Services Requested: largest provider of IE systems in US. 26 systesm currently provide M&O for.

Provided great detail on their company, many offerings, and how those offerings may relate to HHS and IE. State that they provide M&O to 26 systems. Have this experience in many states, with different governmental entities. National leader in HHS and IE system and solution delivery. Have transitioned into the role of M&O vendor for 18 large, complex, enterprise-level federal, state, local, and commercial systems. Provided example of an M&O takeover in the State of Arkansas. Methodology uses CMMI, ITIL, IEEE, and PMBOK.   Peraton brings relevant experience – upgrading IBM end-of-life mainframe technologies. Deloitte to manage Peraton. Peraton currently provides mainframe services to 10 Public Sector clients. Vendor agnostic in supporting mainframe hardware. Have completed over 1000 successful transitions. Have experience decommissioning legacy systems and transitioning to modern IE&E systems. Key is to make the changes incrementally.

Provided information on mergers and detailed list of acquisitions over the last 5 years.

Provided information on principal office for services being provided on this RFP, including number of executives and professional personnel.

Have been providing HHS services for 45 years across 49 states.

Incorporated in Delaware, Deloitte Consulting LLP.

Use Enterprise Value Delivery for Transition and Operations. Based on concepts embodied in PMBOK. EVD threads are listed out, they are critical for successfully managing ongoing operation and | |

		supporting incremental modernization to IE&E. Will create a PMP within 30 days of contract start date, and listed items that will be tailored to Washington's needs. Agree to cooperate in good faith with DSHS to support the key areas listed. With M&O, will implement enhancements to improve efficiency of workers and system. Will address end of life of IBM technology. Decomposition plan will be to partner with DSHS, modernization vendors, and stakeholders to develop a road map and create a plan for decomposition. Will bring right team to decompose each module. Listed out decommissioning activities which reflect knowledge of this type of work (for example, the FNS data review).		
	**4.2 Bidder Performance Requirements** The contract resulting from this competitive 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 6 of the solicitation. Bidders shall refer to the technical requirements listed in section 6 and respond to each individual numbered requirement in a 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. Bidder shall provide any assumptions made in creating responses to the requirements in this section	**200 MAX POINTS**	TOTAL SCORE: 181.56
6.1		Collaborate to integrate the Bidder's operational activities into DSHS standard processes and continuously identify opportunities to improve the processes		
	COMMENT:	Acknowledge need to understand and integrate standard processes, while also identifying areas to improve. Transition in and operate by introducing opportunities to increase automation and adhere to DevOps best practices. During transition, take over, stabilize, made sure operations continue. Once complete, focus on process improvements and efficiencies. Three step approach – First, Start with what already works. Evaluate what is working, what is not, then plan for improvements. Second, Adapt to DSHS Process. Adapt ITIL principles-based operations procedures. Third, Monitor and improve processes. Focus seems to be on the prod control type operations. Not as much on the regular, ongoing changes we need to make.	3.5	
		Develop service requests whenever the Bidder requires changes to the infrastructure		

6.2	COMMENT:	Understand that change is inevitable part of infrastructure services. Also understand our mainframe is coming to end of life. For the transition in process, will review and understand infrastructure service request types and approval flows. Follow ITIL-aligned processes. User Service Request/Change Management approach. Document change needed in service request. Will collaborate with DSHS to review approval processes for major and minor enhancements – different changes have different needs. Use Jira for Service Request Management. Have used this approach with other states.		5

<table>
<tr><td colspan="5" align="center">CAPACITY MANAGEMENT</td></tr>
<tr><td>6.3</td><td colspan="3">Collaborate with DSHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast</td><td rowspan="2">5</td></tr>
<tr><td></td><td>COMMENT:</td><td colspan="2">Critical for keeping ACES available to workers. Estimate infrastructure and hardware resources required as usage and volume patterns evolve. Important in decomposition of ADCES Capacity planning.   Use the information to determine infrastructure and hardware needs to support ACES transaction volume and meet SLRs. Expertise in capacity estimates and usage forecast changes. Look at policy changes and see how that may cause a decrease in capacity. Example – PHE and PEBT – expanded capacity.   Provided detailed information on capacity planning activities. Provided example where they helped Connecticut's Insurance Exchange optimize performance and reduce database maintenance with purging/archiving of data.</td></tr>
<tr><td>6.4</td><td colspan="3">Participate in and adhere to DSHS' capacity planning processes</td><td rowspan="2">5</td></tr>
<tr><td></td><td>COMMENT:</td><td colspan="2">Capacity planning requires working across multiple stakeholder groups – DSHS teams, external vendor groups, server admins, app teams. Requires understanding of system to understand bandwidth and utilization thresholds. Will perform quarterly system capacity plans and reviews, coordinate with stakeholders to collect metrics and prepare for changes. Ability to deliver draws on experience in HHS and other IE system implementations. If they find improvements to DSHS processes, would bring up for discussion prior to implementing. Example – consistently manage capacity of the HBE.</td></tr>
<tr><td>6.5</td><td colspan="3">Advise Client of need to allocate additional processing resources or allocate additional storage resource based on predefined parameters and observed growth patterns</td><td rowspan="2">5</td></tr>
<tr><td></td><td>COMMENT:</td><td colspan="2">Capacity plans identify system needs, and infrastructure requirements. Use capacity planning to estimate actual work, including transaction growth during normal and peak usage. Must account for changes in underlying or support loads, such as turning on additional audit logs. Will use capacity planning and capacity model to forecast future needs for ACES based on experience with similar systems and standard best practices. Will work with DSHS to evaluate potential impacts and develop recommendations for updates to existing plans. Provided examples – Wisconsin implemented P-EBT, needed additional processing and storage resources. Have a HHS Nerve Center – DSHS will benefit</td></tr>
</table>

	from access to the Nerve Center, leveraging insights on public assistance trends, lessons learned and best practices.	
**OPERATIONAL PROCESS**	
6.6	Participate and adhere to DSHS ITIL service management process	5
	COMMENT: Understand the need to adhere to DSHS ITIL service management process. Continuous Service Improvement (CSI) is a key tenant of ITIL framework, and area of focus. No intent to disrupt service delivery – but look for areas of incremental improvement to streamline and make operational processes more efficient. HHS experience includes developing procedures for systems administration. Procedures will clearly provide guidance to project team throughout project lifecycle. In delivering services, focus on five key areas: Predictability and Stability, Efficiency, Transparency, Accountabilit6y, and Experience. Well equipped to adhere to ITIL Service processes of DSHS because of years experience with IE systems.	
6.7	Deliver DevOps capability for continuous delivery following industry standards utilizing industry accepted automation tools	4
	COMMENT: Using industry standard tools in continuous delivery process reduces DevOps risks and improves process efficiency. Systems like ACES require strong process to integrate codebase, development processes and tested in parallel. Will develop and maintain continuous deliver following industry standards using industry accepted automation tools. Recommend CI/DC. Recommend GitHub and source control. Will use Jenkins to implement CI and CD. Allows more frequent deployment of code. Use GitHub and Jenkins in Arkansas for DevOps.	
**CHANGE/RELEASE MANAGEMENT**	
6.8	Identify and submit any Application changes in compliance with DSHS' Change/ Release Management process	4
	COMMENT: Will meet the requirement. During transition-in, will work with DSHS to understand and adopt processes. Leverage team experience to recommend enhancements. Have experience with Government and Public Sector projects, bring experience to this project. Start by understanding processes. Perform analysis for changes to improve business decision-making. Clear/frequent communication is central to philosophy - transparency. Goal is continuous improvement.	
	Adhere to DSHS ITIL change/release processes	

6.9	COMMENT:	Will meet the requirement. Services should be stable and predictable. Services should be able to change rapidly to meet changing business requirements. Leverage existing process with theirs to streamline workflow. Assess differences between processes, enables to sync with expecations from the get-go. Will implement checks and balances. Provide M&O and enhancements in 26 states in E&E business domain. Have a variety of production-proven processes, lessons learned and solutiosn to leverage. Can incorporate into existing processes. Process starts with Change Request ticket. Goes through prioritization/approval. Identify areas impacted, case volume, client volume impact. Moves to creation of a Change Request document. Once that is approved, define project scope, schedule, and budget. Then carry change through SDLC.		5
6.10	Provide required documentation regarding each Application change/release			
	COMMENT:	Will meet the requirement. During Transition process, perform deep=dive analysis of existing documentation. Helps to understand the system. Will work to define a formal standard for subsequent documentation. Will provide Change request document, updated functional and technical design, test scenarios and cases, smoke test plan, manifest, deployment plan, release notes, post-implementation plan, lessons learned, decision log.		4
DevOps CAPABILITY				
6.11	Maintain Application software configuration in the DSHS source code management tool			
	COMMENT:	Should manage in GitHub. Software configuration components to be assessed during vendor transition. No code to be stored locally (only) on developer or resource workstations. Know what to ask for during transition phase. Experienced in implementing enhancing and maintaining DevOps pipeline through many standard software. DSHS to have access to DevOps knowledge base and automation scripts. Collaborate with DSHS to identify deployment process flows, understand acceptance criteria and migration prereqs. Version control and change tracking done in GitHub. Source code analysis. Use trust but verify model with transition.		5
6.12	Capture any Application software configuration changes included in any change request			
	COMMENT:	Understand that with software changes, configuration changes may be needed. Document of the changes and tracking for promotion with the changes is important. Team will create a development/configuration work item to track the software and configuration changes. Robust controls are necessary, esp when different changes have different promote dates. Testing and migrating configuration changes across the app environments requires management control. Note that they left out part of what they were saying in their example from another state.		5
	Ensure up-to-date and accurate Application configurations are captured in the software configuration management tools; any errors should be reported to DSHS immediately			

6.13	COMMENT:	Accurate and up-to-date application configuration is critical to implementation of system like ACES. Incorrect information could impact later projects with delays or re-work. Need to integrate into change management process, and discrepancies need to be escalated to DSHS. Recommend review board approves design prior to implementation. Board includes Deloitte, DSHS, and other relevant stakeholders as SMEs. Also keep track of software licenses, number available, renewals, version support.	5
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)		4.5
	COMMENT:	Provided listing of their understanding of what systems are to be supported. Not entirely accurate, but close. Interesting that they call out PING as one of the features to be supported, as it was a process implemented to meet Deloitte needs for the eligibility service. It is one of the many interface processes to be supported. As part of transition, will develop complete inventory and related components. Will update with changes.	
6.15	Manage source code in DSHS authorized source code management tool		5
	COMMENT:	Will meet the requirement. Will manage source code through DSHS authorized source code management tool, GitHub. Tool should only be accessed by approved personnel and it should be audited periodically. Will work with DSHS during transition to identify tools. Have experience maintaining and enhancing DevOps with similar E&E solutions. Define processes/checks to put in place. Provided Branch and Deployment strategy information. Discuss checks and balances with DSHS.	
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		5
	COMMENT:	Automated deployments are fundamental to achieve CI/CD DevOps pipeline. Once development is complete, use tools to build, package, stage and deploy. Integrate with enterprise tools for WA's solutions. To automate, leverage CI tools. Thorough and detailed response with details of all processes.	
6.17	Ensure master copies of new software versions in a secured software library and update configuration databases		4

		COMMENT:	Understand the requirement. Maintaining in a secure software library is important practice when maintaining and enhancing complex solutions like ACES. Propose solutions for different pieces.	
6.18	Manage infrastructure as code (IaaC) for using DSHS virtualization tools (such as Puppet, Ansible, etc.) and technology for development, test and production environments.			4.5
		COMMENT:	Understand DSHS wants to use virtualization software to perform IaaC services. Tools should be used to automate processes across environments. Maintaining large-scale system requires high level of automation and developer self-sufficiency. Team brings in DevOps so they can build, test, and release software faster. Team has experience working with virtualization tools.	
6.19	Manage continuous delivery environments as needed by DSHS maintenance and operation and enhancement activities			4.5
		COMMENT:	Understand the requirement. Need a well thought-out and executed deployment/configuration management strategy to achieve seamless deployments of ACES components. Understand work included in periodic releases. Continuous improvement through innovation at core of project approach. Will continue to mature the DevOps approach. Provided list of E&E systems where they have proven they can build and deploy pipelines that can integrate multiple builds across multiple environments.	
DISASTER RECOVERY				
6.20	Participate in and complete all Application related disaster recovery activities outlined in the Disaster Recovery Plan			4
		COMMENT:	Will support DSHS by participating in and completing application related DR activities. Have successfully implemented and maintained DR services for multiple fed and state gov customers. Provide foundation of prevention, readiness, and recovery strategies and procedures. Approach based on NIST guidance. Will maintain DR Plan, participate/coordinate exercises, and provide live event response support.	

6.2.1	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)		3.5
	COMMENT:	Will work with state team and provide guidance for maintaining the components that support emergency preparedness and DR strategies in the DR Plan. Will coordinate with State in maintaining, testing, and updating plans. Will make ongoing periodic updates to the plan, or ad-hoc updates due to significant changes to the system.	
6.2.2	The Bidder will be responsible for supporting the ACES Complex 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: • 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
	COMMENT:	Will collaborate with state to confirm DR environment is fully functional. Recommend DR testing be planned and organized to include stakeholders. Continuously review, practice, and improve failover recovery of ACES to meet desired RPO and RTO. Document and provide report of activities, metrics, and lessons learned. Confident in ability to support RTO of 72 hrs and RPO of 24 hrs. Will dedicate a team to work with stakeholders to troubleshoot and remediate if challenges arise in recovery. Understand that recovery of connectivity to interfaces is as important as recovery of data. Confident they can support the secure connection between Colorado DR datacenter, interfaces, and state's WAN. Once disaster is remediated, will work to transition system back to state datacenter/on-prem. Will document activities and lessons learned. Have helped develop and execute DR tests for multiple clients. Thorough, detailed response.	

6.2.3	Identify appropriate resources to support DSHS' disaster recovery planning, testing and execution		3.5
	COMMENT: Will bring PMO staff, technical, and functional teams. Will share responsibilities with state toward DR activities in planning, testing, and execution. DR resources should include Project management team to coordinate activities, mainframe team members, rep from DR data center shall confirm appropriate resources are available, state data center team will coordinate with all teams, functional team.		
6.2.4	Perform tasks outlined in the Disaster Recovery Plan in the event DSHS initiates a disaster		3.5
	COMMENT: Will support DSHS in performing tasks outlined in DR Plan in event of a disaster. Will continuously monitor replication of data to confirm data integrity. In activation of DR Plan, bring on experienced professionals familiar with ACES and IBM.		
HELP DESK AND INCIDENT MANAGEMENT			
6.2.5	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		3.5
	COMMENT: Response doesn't capture correct Tier 1/2 duties, but this could have been incorrectly conveyed in the RFP. They understand that tickets will be escalated to them for root cause and resolution. They will provide analysis, communicate with Tier 1 and Tier 2 duties, then work with defect and release management for resolution.		
6.2.6	Provide Application Solution expertise and involvement for resolution of service, incident, problem and change, following DSHS ITIL process		

		COMMENT:	Addressing system issues is vital to successful operations. Will adhere to ITIL framework, follow proven incident and problem management process, will support DSHS in resolving issues and implementing new functionality. Team knows the integrated nature of ACES, analyze each change very carefully to assess impact on integrated functionality.	4
6.27	Log updates into the ticket tracking system in a timely manner in alignment with the DSHS' processes, policies and procedures			4
		COMMENT:	Clear, consistent, and transparent communication is key to diagnosing and resolving issues quickly. Will log updates into ticket tracking system. Will collaborate with DSHS central support and BAs to determine which issues should be prioritized. Team will monitor the ticket tracking system dashboards and inflow.	
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			4
		COMMENT:	Will continue to monitor open issues and provide consistent updates on the status. Generate reports with listing of outstanding incidents. Understand changes may be requested during app lifecycle.	
6.29	Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization			5
		COMMENT:	Prepared to conduct and/or participate in incident management review session with stakeholders and support review of issues. Will work with DSHS to define incident and problem management process. Principles: Analysis Transparency, Problem Impact Categorization, Clear Communication, Timely Response, Thoroughness in Impact Assessment.	
PROBLEM MANAGEMENT SERVICES AND ROOT CAUSE ANALYSIS				

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)		
	COMMENT:	Will work to resolve issues and provide application support. Will provide full support of functional and technical teams to identify, assess, and resolve critical issues that significantly impact the system. Understand "all hands on deck" need to resolve critical issues. Will develop robust process for addressing issues. Team will be prepared to troubleshoot issues with DSHS. Once resolved, will review root cause and steps taken to address it.	4
6.31	Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies		
	COMMENT:	Detailed, accurate, and well-defined RCA is important in resolving system issues. Follow standad process to determine root cause and communicate to wider team to lead to quick resolution and accurate issue prioritization. Will maintain and follow results-driven approach to determine root cause. Follow key principles and repeatable process to conduct key analysis: define the problem, collect relevant data, assess symptom of issue and possible root cause, test and confirm root cause. Once find root cause, validate appropriate fix to solve the issue. Will work with DSHS to prioritize RCA for key issues.	4
6.32	Conduct proactive trend analysis to identify and mitigate recurring incidents		
	COMMENT:	Identifying issues proactively and addressing before causing significant impact is critical. Will work with DSHS to develop proactive monitoring procedures and trend analysis. Starting, will focus on understanding system and metrics. Will develop list of key measures. Bring to the table experience with other E&E systems, can augment DSHS processes.	5
6.33	Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DSHS		

		COMMENT:	Will track and report recurring incidents to DSHS. Will include issue and resulting impact. Team will take steps to provide resolutions as quickly as possible. Follow robust and stringent code promotion, review and testing procedures in order to avoid and minimize repeat failures. Will develop centralized report, establish standard cadence/process for reporting to DSHS. Will categorize repeat failures for proactive monitoring.		5
	6.34	Recommend solutions to address recurring incidents or failures			
		COMMENT:	Will work closely with app support team to identify solutions, address recurring issues, and validate solutions. Focus on root of problem, understand impacts, prioritize for resolution, share solution with team for approval. Have ability to source solutions from nationwide network and vast E&E footprint.		4
	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			
		COMMENT:	Interim solutions are often necessary. Will communicate workarounds and interim resolutions while perm fix is developed and deployed. Document workarounds, identify communication needs. May recommend one of several interim solutions – workaround, data fix, monitoring/resolution.		5
	SECURITY ADMINISTRATION				
	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			

		COMMENT:	Incorrect access could result in compromised data. Will work with DSHS to understand existing access profiles and policies and will assist in managing and maintaining policies. Provided detailed list of activities to be completed for access controls.		5
6. 3 7		Adhere to Application security plan based on DSHS and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, Application vulnerability management			
		COMMENT:	Understand criticality of adhering to security plan and requirements. Leverage Security Information and Event Management (SIEM) capabilities. Will assist state in establishing SIEM tool. Alliance with SIEM tools allow them, to bring experience and knowledge gained from multiple engagements. SIEM team receives alerts as outage or threshold breaches occur. Perform first level triage of alerts and escalate potential security violations. Security requirements, always evolving with increasing sophistication of cyber-attacks. Leverage cybersecurity frameworks such as MARS-E, NIST, MITRE ATT&CK. Conduct functional security testing to complement vulnerability scanning.		5
6. 3 8		Adhere to DSHS' security policies and industry standards of physical and logical security plans			
		COMMENT:	Will comply with security plans. Have experience working with sensitive data. Areas of focus include people (identify where people are not following policies), Processes (verify processes in place and gaps), technology (review technology and configurations meet intent of policies and procedures).		4
6. 3 9		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			
		COMMENT:	Understand need for security patching to protect client data. Will monitor for security vulnerabilities. Complete upgrades through SDLC. Will conduct reviews of platform, hardware, software, etc and discuss needs for upgrades and patches with state. Logical steps/approach identified for upgrades/patches.		5

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.			
	COMMENT:	Will work with the state to meet this requirement – have this experience in working with 46 other states. Have templates and accelerators from cybersecurity practice and prepare the state for additions/revisions to regulatory landscape. Will maintain compliance with HIPAA requirements. Will work with the state to maintain the security posture and regulatory compliance. Response addresses compliance activities, but doesn't get in to any detail on CAPs.		3
6.41	Maintain all documentation required for Application security audits and internal control and control testing			
	COMMENT:	Proper documentation that reflects state of controls in place is essential for performing security audits and control testing. Will gather existing documentation, determine documentation needs, coordinate with DSHS and vendors to improve system and operational documentation. Importance of managing requirements and traceability to design.		4
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.).			
	COMMENT:	Will work with DSHS to make sure the right people are given access to sensitive data. Will work with state to identify rules around sensitivity levels, PII, PHI, data flow maps. Unauthorized access needs to be blocked. Address security controls, audit logging.		4
6.43	Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications			

		COMMENT:	Team will assist DSHS in maintaining and managing controls catalog to manage data and information security. Approach includes management, technical, and operational controls to protect data. Knowledge of federal standards and regulations for info security is built into proprietary controls catalog used to support range of projects.		5
6.4 4		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			
		COMMENT:	Understand need for data security, and risks of data loss. Bring best practices to create, store, secure, deliver, maintain, and archive data. Understand data growth. Understand data security procedures. Will enforce authentication and encryption. Will implement robust plan for data backup and recovery procedures. Use data obfuscation, 3 phases – discover, build and validate, deploy. Address data protection, but don't call out HIPAA, 1075, or the others listed.		3.5
6.4 5		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)			
		COMMENT:	Will meet background check requirements.		3.5
6.4 6		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.			
		COMMENT:	Will coordinate with State and adhere to documented procedures for super user privilege management and database monitoring. User Privileged Access Management approach to password vaulting, password management, session management, system integration, governance, and reporting. Have experience with database activity monitoring, such as IBM InfoSphere Guardium.		5

6.47	Report any security violations to DSHS per DSHS policies.			
	COMMENT:	Understand the need to report security violations within notification requirements. Will conduct monitoring of the databases. Investigate incidents from intake to closure proactively and transparently. Will graduate from corrective to preventive maintenance.		4
6.48	Will follow and support DSHS Security Design Review process for all required actions.			
	COMMENT:	Understand the need for a security design review, and will collaborate with the State and support DSHS in the SDR process. Use layered approach with security integrated in different tiers within the application. List security system dependencies. Only include components that are required for the solution to prevent undue maintenance.		4
6.49	Support audit requirements, when applicable. Support resolution of audit findings.			
	COMMENT:	Understand importance of audit requirements and will assist the state by providing technical expertise with respect to audit requirements and support resolutions where necessary. Will provide resources to support the audit and provide documentation.		4
6.50	Support Forensic Investigations			
	COMMENT:	Will work with the state to identify key incidents and support forensic investigations. Can assis state for post-incident review to identify areas for improvement. Have knowledge of and experience with various investigative and forensic tools to quickly respond to an incident. Response indicates experience with general forensic investigations. Investigations within ACES are usually based on a		3.5

			report of an individual user accessing/using data inappropriately. This usually requires looking into specific case data to see when/how the user accessed it, or nefarious patterns of data access by a user.		
		USER ACCOUNT MANAGEMENT			
6.5.1		Develop/document/manage and maintain Application user account maintenance procedures including, but not limited to: • Configuration of new users, roles and responsibilities, credentials, etc. • Users Refresh / Change / Updates • Deletion of Users			
	COMMENT:	Will coordinate with ACES, proactively develop, document, and manage account maintenance procedures. Will support DSHS as required with policies, processes, procedures, and accountabilities. Response indicates understanding of requirements, and experience providing services.			5
6.5.2		Provide assistance to DSHS, as required, in administering Application user accounts			
	COMMENT:	Will utilize role-based access control, attribute-based access control, and policy-based access control to manage user-entitlement relationships and enforce access policies across user-profiles. Have vast experience in managing and supporting large IAM projects for global orgs in federal and state agencies.			5
6.5.3		Design, build and test application fixes			
	COMMENT:	Understand application lifecycle around design, development and testing of application fixes and will provide these services for the state. Leverage refined processes from over 45 years of E&E experience and expertise from 31 IE&E projects. Provide resolution to defects. Develop temporary workaround if needed. Code to be deployed as part of release management process. Overview of break-fix lifecycle activities: analyze and prioritize the issue after identification, design (including RCA), develop (leverage			5

		DevOps, Test (SMOKE, and regression test, test with interface partners), release and production monitoring. Provide example of this working in State of Indiana for M&O service similar to ACES. Bring 45+ years managing break fixes service HHS clients across 48 states.	
6.5 4	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)		
	COMMENT:	Understand importance of addressing failures impacting business's ability to perform work. Leverage functional, technical, and operational experience from other E&E states. Focus on defining the incident, communication, proactive monitoring, responding, post release monitoring.	3.5
6.5 5	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 | | |

	COMMENT:	Team will work to analyze, prioritize, resolve, document, communicate, and implement fixes. Use DSHS's industry standard coding guidelines and processes. Break-fix is tailored to all fast tracking of issue resolution while maintaining high quality. Detailed response.		5
6.5 6	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		
	COMMENT:	Will develop a process with DSHS and follow it to initiate and fulfill a work request based on urgency of the issue. Analyze the issue and identify change needed. Provided detailed approach with benefits.		5
	TOOL USAGE			
6.5 7	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.		
	COMMENT:	Have reviewed list of tools in use. Understand the desire to use existing toolset. Have in depth experience and expertise in tolls used on ACES. Will learn how each tool is used and identify opportunities to further mature and expand the software use cases. Strongly positioned to leverage existing tools. Suggested changes will go to DSHS for approval.		5
	APPLICATION OPERATIONS SUPPORT			

	6.58	Maintain/enhance procedures for performing Application specific administration.		
		COMMENT: Will maintain and enhance application administration procedures. 4 rule strategies for administration – Processes driven maintenance, maintain system documentation, transparent communication, learn and improve.		5
	6.59	Develop new as-built system documentation and maintain existing as-built system logical design documentation and blueprints that reflect the organization and interrelationships of application system components, modules and objects		
		COMMENT: Will follow DSHS approved procedures for updating system documentation, work products and deliverables. Transition-in – inventory any deficiencies in existing documentation. Prioritize with DSHS new documentation required. Will store and maintain in document management tool/repository selected by DSHS, with security, check in/out. Provided approach details with benefits to DSHS.		5
	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		
		COMMENT: This documentation is critical for a system like ACES. Will validate existing documentation in transition-in phase. Data dictionary are fundamental component of system documentation. Will collaborate with DSHS staff to review and understand existing data dictionary. Provide procedures for documenting the data models.		5
	6.61	Prepare pre-production release software for production and pre-production testing		

		COMMENT:	Release management is critical due to dynamic nature of process. Will prepare and validate pre-production release in environment closely mimicking production. Plan release far in advance and package appropriately to avoid quality issues. Use lessons learned and best practices from experience in other states. Identify key activities with description.		5
6.62	Continually monitor data quality and identify opportunities for improvement				
		COMMENT:	Will continually monitor data and look for areas to improve. Will continuously monitor data to identify bad data and eliminate issues leading to bad data. Will define data quality rules, generate data quality reports, determine root cause, implement changes and repeat.		4
	SYSTEM PERFORMANCE/MONITORING				
6.63	Maintain/enhance monitoring policies, procedures and standards for the Applications including, but not limited to: • Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert • Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert • 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 • Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DSHS according to agreed procedure • Monitoring of end-to-end transaction response time to allow measurements against SLAs • Monitoring of interfaces and batch and job scheduling				
		COMMENT:	Understand importance of meeting performance standards for ACES – client and worker impacts. Will confirm during transition phase understanding of standards and performance requirements align with expectations. Do proactive monitoring, keep eye on system growth. During transition, will understand completeness of current monitoring, identify gaps or improvement options. Use "OperateEdge" tool for monitoring. Thorough response on monitoring, implementing enhancements, reporting.		5

6.6.4	Perform Applications related database administration tasks		
		Understand the importance. Perform these tasks. Have experience with managing this work. Review and enforce efficient SQL and code structures – control costs and response time. Support databases for high performance. Database administration includes tasks to manage, monitor, and maintain databases and data essential for business.		5
	M&O IMPROVEMENTS			
6.6.5	Continually identify, and where appropriate and approved, implement M&O improvement opportunities such as: • Improving or automating support processes • Removing unused, orphaned or "dead code" • Identifying opportunities to retire legacy systems • Improving the quality and modularity of developed code • Proactive elimination of recurring problems • Improve performance management • Improve capacity management Comment: Focus on preventive maintenance, improve performance and maintainability of ACES. Identify opportunities to optimize, log as incidents. Identify different improvement opportunities with their approach to fixing.		5
	IMPLEMENT ENHANCEMENT REQUIREMENTS			
6.6.6	Ensure all service and enhancement requests are logged in the DSHS defined ITSM tool.		

		COMMENT:	Will log ERs and SRs in DSHS tool. Understand need for transparency and traceability. Constantly focus on enhancements to improve overall application. Will review current process with DSHS in transition in phase. Will include in team's onboarding and training documents. Have used ITSM tools on other systems similar in size and scope.		4
6. 6 7	Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades				
			Will proactively identify upgrades, collaborate with DSHS to support planning for tech refresh to meet license requirements. Track dates for each software product used. Maintain a software updgrade calendar to capture important dates. Will conduct regular meetings to discuss end of life, upgrades, monitor patches, and confirm impacts. Have completed annual support plans with other states such as Pennsylvania.		4
6. 6 8	Produce cost and labor hour estimates based on DSHS' scope definition document				
			Have estimation methodologies. Will work with DSHS to align with processes to produce estimates. Two steps – high level estimates are pre-design, enable to schedule enhancement. Detailed estimates are post-design using estimation tool. Will work to customize their processes to DSHS needs.		5
6. 6 9	Collaborate with DSHS to clarify any ambiguous requirements and/or to collect more information required to produce a proposal for a specific scoping document				
		COMMENT:	Will work with DSHS to clarify ambiguous requirements. Use workshop approach to collect detailed information, and validate requirements. Work with stakeholders to understand the requirements. Use visual aids, such as wireframes, storyboards, screen mockups to validate understanding of requirements. Have best practices –document meeting notes and decisions in ITSM tool, ask questions – don't assume, be highly descriptive.		5

6.70	Provide architectural design approach and cost estimation documentation and justification to DSHS and receive approval from DSHS prior to commencing DDI activities on any scoping document			
	COMMENT:	Have detailed process they follow. Analysis includes technical architecture, security architecture, application architecture,		4
6.71	Provide estimates which capture the projects scope, schedule, budget (including DSHS resources), testing plan, staffing plan, infrastructure impact training plans and milestones/deliverables and a release check-list			
	COMMENT:	Will meet requirement for estimates. Response is holistic, capturing all identified elements. Provide thorough analysis of impacts across the system. Provide best practices to follow, applicable to ACES changes.		5
6.72	Create conceptual and functional specifications			
	COMMENT:	Use a human centered design approach, meet the needs of business, people, and technology. Will create conceptual and functional specifications. Emphasizes on visual design techniques such as prototypes and process flows in conceptual specs. Function specs focus on business logic, screen flows, and business rules. Conduct workshops and design sessions with stakeholders. Collaborate with DSHS to partner in research and ideation activities – focus groups, interviews, co-creation sessions, evaluative testing. Have validation touchpoints. Team and product owner will work collaboratively to put together user stories.		5
6.73	Create design documents including architecture, security and technical design			

		COMMENT:	Proactive approach. Work with DSHS stakeholders to define detailed design that aligns with requirements. Produce architecture, security, and technical design documents.		4
6.74	Provide infrastructure requirements to DSHS in DSHS' required format				
		COMMENT:	Will identify changes to infrastructure required for enhancement requests and will share with DSHS in required format. Will use formalized capacity planning to determine impacts on infrastructure. Objective is to estimate infrastructure requirements based on estimate of actual work. Have used this on other projects with similar size/scope.		4
6.75	Develop application changes including configuration changes/modifications and custom development				
		COMMENT:	Acknowledge the requirement. Team is leader in delivering and maintaining large-scale custom solutions using Agile methodologies. Have 1700 certified Agilists and 12,000+ professionals with at least 5 years agile experience. SDLC process focuses on collapsing relevant phases of a release's life cycle into a condensed timeline. Define key activities for each phase of agile SDLC. Understand ACES is currently waterfall, moving to agile can look difficult. Have experience transitioning other states to agile – Louisiana, Texas, New Mexico.		5
6.76	Conduct walk-through review of configuration change/modification/development				
		COMMENT:	Will do walk throughs. During each agile sprint, modular components will be build and tested by scrum teams. Product Owner and DSHS will have opportunity to review product. Purpose of demos is to provide tangible solution. Experience has taught to implement multiple quality checks throughout SDLC. Quality management processes start prior to implementation through each SDLC phase.		4

6.77	Program, compile and document configuration changes/modifications/new code developed		
	COMMENT:	Commit to the requirement. Have used processes in 26 other states on similar E&E solutions. Follow test driven development. Changes are version maintained in GitHub. Rhroroughly document with function and technical design documents. Understand the need for effective development including documentation for configuration changes. Follow process for configuration changes.		5
6.78	Develop integration strategy (with external applications) and provide functional specifications for any development required on external system		
	COMMENT:	Need to coordinate changes with interface partners. Need to clearly capture the changes in functional specifications. Will complement ACES interface processes with their adaptable and extensible interagency coordination framework. Set up an Interagency Coordination Group. Establish ICG plan to document business processes. Define interagency communication matrix. Define change management protocol.		5
6.79	Perform testing outlined in the proposal (E.g. unit testing, integration testing, regression testing) on all changes		
	COMMENT:	Commit to perform testing as outlined in proposal. Will work to automate testing as much as possible. Provided summary of different testing phases.		5
6.80	Manage Application environments during test cycles		

		COMMENT:	Managing application environments during development and test cycles enables support of multiple releases planned across multiple work streams. Need to understand current architecture and infrastructure, identify gaps, and create prioritized build plan with DSHS. Need environments to support releases.		5
6.8.1	Update all related technical architecture and design documentation				
		COMMENT:	Accurate system documentation aids DSHS staff, stakeholders, also developers and architects. In design phase, focus on "how" requirements will be implemented. Use storyboards, business rule specification documents, notice specification documents, interface control docs, batch control docs, business process flow documents. Identify and update documents per the enhancement. Provide bi-directional end-to-end traceability from requirements to design and reverse. Focus on ease of use, technology independence, adaptability, interoperability, reduced cost of ownership, and reuse of existing technologies. Gave example of helping Connecticut set up documentation to help reduce infrastructure costs and cost of ownership.		5
6.8.2	Maintain overall accountability for management of technical/System documentation				
		COMMENT:	System documentation essential to support knowledge transfer and transition, but also support day-to-day maintenance. System documentation as deliverables will go through deliverable management process. Detailed steps provided.		5
6.8.3	Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation				
		COMMENT:	Commits to maintaining and enhancing/improving quality of documentation. Perform quality checks of documents after approval from SME and after UAT has signed off on the functionality. Validate smoke test and regression scenarios are modified to accommodate design changes. Process aligns with PMBOK standards. Have experience from 26 states.		5

6.84	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: • Include validations to ensure that code comments and in-line code documentation is properly implemented • Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools • Include the production of reports demonstrating code standards enforcement and coverage across code base • Include specific processes to ensure code reusability and enforcement of code reusability standards • Include support for the DSHS quality assurance team to perform periodic or random audits and code reviews		
	COMMENT: Will meet the requirements. Provided detailed coding standards practices. Identified tools to support the practices. Have structured reviews and audits. With state of Indiana, conducted quality management planning, assurance, and control. Resulted in lower number of UAT defects. Delivery Excellence Group conducts quarterly independent reviews of project health metrics, will bring that to Washington.		5
6.85	Continually identify and implement software development process improvement opportunities such as: • Implementing automated regression testing, performance testing, etc. • Implementing tools • Enhancements to methodology		
	COMMENT: Will work to identify and implement process improvements for ACES. Will bring innovations and lessons learned from other states. Day one – use of automated testing to improve efficiency and consistency – reduces manual testing and accelerates speed of delivery. Use Human Centered Design approach for development. Focus on worker experience. Increase efficiency for worker. SDLC methodology will need to be adjusted over time to continue the momentum of excellence. Transition to agile – restructure the work to produce better outcomes at regular intervals .		5
	ENTERPRISE DATA WAREHOUSE		
6.86	Analyze the business users' requests to gain a high level understanding of requirements and costs		

		COMMENT:	Discovery is first pahse in Enterprise Value Delivery methodology. Requirement scope document reflects understanding of objectives, user benefits, data reporting enhancement needs. Draft a work plan outlining tasks, timelines, deliverables, and dependencies. Work closely with business users to validate scope understanding through kickoff meeting, interviews, surveys, or review other feedback. Level of effort template includes new ETL processes. Have years experience delivering analytics to HHS agencies. Developed Health and Human Services Interactive (HHSi) – analytics asset implemented in 10+ state agencies to integrate and visualize data to improve decision making, as well as Enterprise Data Management Framework.		5
6.87	Work with requestor to fully understand their business need				
		COMMENT:	Have experience working with stakeholders to understand their business needs. Use user story discovery sessions to develop or enhance a report, as an example. Provided list of methods for gathering business understanding, with description and benefits.		5
6.88	Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: • Developing mock-ups • Developing proof of concepts • Providing training/demos • Leveraging DSHS's approach to development				
			Detailed, thorough response. Use user stories, wireframes, mock-ups, interactive demos to get to the final solution. Stakeholders are engaged, and they work to meet the business needs.		5
6.89	Support testing to ensure accurate data prior to migrating to production				

		COMMENT:	Understand the importance of data integrity. Understand reporting requirements with CMS and FNS. Use multiple testing approaches to confirm data accuracy. Bad data can be created by source system, ETL with incorrect transformation logic, report metrics are incorrectly configured. Provide EDW solutions in multiple other states.		5
6.90	Follow meta data practices and policies to ensure business data is well defined and can be used by the business users				
		COMMENT:	Will collect and maintain metadata. Will capture and maintain Business metadata, technical metadata, and operational metadata. Phased approach – discovery phase to define the business requirement around metadata needs, business analysis phase to analyze metadata and interface requirements, design and construction of metadata.		5
6.91	Provide data user support after the data/report/tool goes into production				
		COMMENT:	Will provide support to users after delivery to production. Will perform validation, provide documentation, walkthroughs for end users. Have experience with multiple states providing these services.		5
6.92	Find opportunities to streamline reports provided including identifying opportunities to consolidate reports				
		COMMENT:	Will review documentation, collaborate with DSHS during discovery phase through knowledge transition. Recommend creating a report inventory and classifying each report, analyze reports for candidates for consolidation, present consolidation findings to DSHS stakeholders.		5
6.93	Develop and maintain programs and interfaces (ETL) for extracting data from systems of records				

		COMMENT:	Understand importance of ETL processes. Will review existing documentation and collaborate with DSHS during knowledge transfer. Detailed response.		5
6.9 4		Develop and maintain programs and interfaces (ETL) for transforming data in support of business intelligence tooling and services			
		COMMENT:	Will review existing documentation, collaborate during knowledge transfer sessions. Will review existing DW model, review source to target table mapping and understand logic, will review slowly changing dimension tables in DQ, will review/understand data load type operations, and review existing reports. As part of M&O, will monitor bugs and will collaborate to enhance solutions. From other experience, understand need to monitor the data loads, use proper dimensional data model techniques, design/develop transformations to be reusable, design/develop aggregate tables to improve performance, review report performance, create indexes and add partitions to improve performance. Detailed reponse.		5
IT OPERATIONS SUPPORT REQUIREMENTS					
6.9 5		Develop, manage and maintain knowledge base to improve self-service and help desk's capabilities to address user questions			
		COMMENT:	States they will maintain knowledge base and will transition help desk responsibilities as part of the transition. Note that help desk should remain with DSHS. This response is more about providing help desk services. Not sure if they are just referring to tier 3.		3
6.9 6		Escalate tickets to Level 2/3 support when additional application knowledge is required; manage, track and report tickets through the process			

	COMMENT:	Response indicates they understand DSHS will provide first level support, vendor provides support on tier 2/3 tickets. Will follow tiered response process. Provided details on incident response processes.	4
6.97	Participate in system incident management reporting, tracking, escalation and resolution activities		
	COMMENT:	Will adopt our processes for incident management reporting, tracking and resolution. Will use ServiceNow as the service desk tool. Provided information on resolution processes.	4
	SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **➔CAPACITY MANAGEMENT**		
6.98	Develop/maintain and administer comprehensive DSHS Capacity Management process, including, but not limited to: • Developing capacity forecasts based on forecasted usage (e.g. adding users, adding functionality) • Monitoring IT resources (e.g. applications, OS, servers, database, network, disks) usage to enable proactive identification of capacity and performance issues and recommend changes • Identify areas where capacity levels can be increased while decreasing operating costs by changing the architecture/design • Implement tools that allow for capacity monitoring/trending		
	COMMENT:	Have experience in capacity management and forecasting. Assess technology to right size resources to provide stability and reduce costs. Evaluate requirements for impacts to capacity. Update performance, load, and stress testing plans. Use OperateEdge for monitoring systems. Provide complete monitoring, will review performance reports with DSHS. Provided example where real-time web services were moved to be hosted as a separate Java Virtual Machine.	5
6.99	Provide capacity projections report for all DSHS infrastructure and applications supported by the vendor and as required by DSHS		

		COMMENT:	Will provide capacity projection reports, assessing historical trends/performance and forecasting future requirements. Provided details as to how they do projections, using tools and modeling. Provided examples of projections used in another state.		5
6.100	Provide utilization and capacity reporting				
		COMMENT:	Will work with DSHS to identify regular cadence to review capacity management report. Proactive approach iessential to avoid issues such as servers crashing.		5
SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES →**CHANGE AND RELEASE MANAGEMENT**					
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				
		COMMENT:	Will meet the requirement. Key tenets – consistent communication and collaboration, maintain system predictability while able to react quickly to changes, conduct process training for new team members and process audits for existing team members. Provided thorough process of change/release management.		5
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.				
		COMMENT:	Will meet the requirement. Leverage collaborative approach. At onset of transition, work to identify and adopt standard procedures. Then discuss and enhance with lessons learned from other experiences. Work with 26 state partners and guide them through change and release management. Have learned what works, and how to mitigate strategies. Collaboration is key – what works for one client may not work for another. Processes need to be tailored to fit business needs – will collaborate		5

			to define processes for each type of change. Will complete checks and balances – audit team members.		
6.103		Collaborate with DSHS to maintain and adhere to a schedule of planned changes and provide to DSHS for review as required.			
		COMMENT:	Will work with DSHS on schedule of planned changes. Will review existing schedule. Track and provide updates on status of planned releases and individual items on schedule. Changes to releases go through steering committee. Perform M&O across 26 states. Start by analyzing backlog. Go through the list to determine what should be included in schedule. Work with DSHS to determine criteria that can necessitate a change to the release schedule.		5
6.104		Manage and maintain the processes and procedures for production deployment (including roll-back planning)			
		COMMENT:	Clear and detailed processes are crucial for project success and for system like ACES. Begin by learning current procedures. Define a playbook to be used, with contingencies and rollback planning. During transition-in, identify opportunities to implement DevOps and process automation. Have established release management processes, which reduce risk of missed artifacts or incorrect configurations during deployment.		5
6.105		For each release, ensure the change request has developed a business contingency/back out plan			
		COMMENT:	Will work with DSHS to define business contingency and back-out plans. Will develop plans, will work to implement rollback function in DevOps approach. Have experience with back-out plans in other states. Recently reverted a change in another state when a stakeholder had a problem in their system.		5

	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.		
		COMMENT:	Process has built-in checks to ensure vendors and partners are complying with change/release management policies and procedures. Will escalate when deviation is detected. Provided examples where they have multi-stakeholder projects and have had to escalate issues.	5
	6.107	Modify/update configuration database, asset management items, and service catalog (if applicable) to reflect any implemented changes		
		COMMENT:	First, work to understand existing landscape. Then modify and update in change and release management process to keep up to date. Will work to understand current configuration and tools,. Will formalize implementation of collaborative process.	4
	SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **→CONFIGURATION MANAGEMENT**			
	6.108	Develop/maintain/enhance configuration management processes, procedures and standards to support multiple vendors		
		COMMENT:	Challenging to work with multiple vendors. Having a single process keeps release integrity high. Will work to understand existing process and then recommend improvements. Provided detailed view of configuration management supporting multiple vendors/stakeholders. Provided detailed configuration management activities/processes.	5
	6.109	Develop/maintain configuration management processes, policies and procedures for tracking system change		

		COMMENT:	Will work to understand our approach. Will suggest streamlined and automated CI/CD processes. Understand need for well thought-out and executed Software Configuration Management strategy. Understand need for periodic releases. Need a team capable of delivering reliable and trackable system changes to ACES. SCM processes provide capability to track and report on changes through structured approach. Elements of CM approach – storage and version control, follow security check-in/check-out, backup and retrieval of CI items, follow access control.		5
	6.110	Maintain configuration management tools to track and inventory the configuration of the appropriate environments			
		COMMENT:	Will use tools and follow workflow in configuration management. Define toolsets for configuration management, starting with Jira in the project management, github, Jenkins, apache. Detailed response reflecting CM tools through full SDLC.		5
	6.111	Ensure all ESA 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.			
		COMMENT:	Will meet the requirement. Have history of successfully collaborating with external vendors and organizations. 45 years experience working with numerous state HHS agencies. Will work with DSHS and vendors to create a team culture that encourages transparency and communication.		5
	6.112	Establish process for verifying the accuracy of configuration items, adherence to configuration management process and identifying process deficiencies			
		COMMENT:	Will work to understand current process and establish ongoing process. Understand population we serve. To deliver rapid development changes need secure, reliable, structured deployment and configuration management procedures. Key elements of CM approach – store and version-control code, documentation, tools, etc. Implement secure check-in/check-out processes. Source code tree structre to facilitate iterative development. Have built-in standards and enforcement of documentation.		5

6. 1 1 3	Provide DSHS with configuration management reports as required and defined by DSHS			
	COMMENT:	Will work to understand existing reporting processes. Provided reporting model leveraging meetings and reports to review CM items. Can create report as required, or on regular schedule. OperateEdge has configuration management dashboard.		5
6. 1 1 4	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			
	COMMENT:	Will meet the requirement. Will follow change management processes and document configuration management. Will report any discrepancies.		5
6. 1 1 5	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)			
	COMMENT:	Will obtain current process during transition period. By managing change and configuration, team tracks and only implements authorized changes.		5
SUPPORT, MAINTAIN, AND OPERATE ENTERPRISE IT PROCESSES **➔INCIDENT MANAGEMENT**				
6. 1 1 6	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			

		COMMENT:	Will meet the requirement. Response hits on all the requirements.		5
5					
	6. 1 1 7	Continually review the status of open incidents and related problems, and the progress being made in addressing problems related to the Applications			
		COMMENT:	Will continually review. Will complete impact analysis of incidents, implementation/resolution timeline, and level of effort determination. DSHS can prioritization the work.		5
	6. 1 1 8	Lead incident management investigation and analysis, and provide status and incident impact categorization			
		COMMENT:	Prepared and able to lead operational support for incident management. Will assess new issues as reported. Team will categorize the issues by type, severity, and impacted areas.		4
	6. 1 1 9	Lead process for diagnosis and resolution of critical incidents			
		COMMENT:	Operations and support team is prepared and has experience to lead processes for diagnosis and resolution of critical incidents. Will work to find diagnosis/root cause. Experience eligibility system integrator – well equipped to lead diagnosis and resolution. When resolution is found, it will be shared with DSHS. DSHS to hold decision on whether a proposed solution should be implemented and how to prioritize. Vendor to provide insight on priority to help with decision making.		5

	PROBLEM MANAGEMENT SERVICES AND ROOT CAUSE ANALYSIS		
6.120	Support the Problem Management role and associated responsibilities including, but not limited to: • Receive and log incidents and problems from Level 1/2 help desks • Categorize and log problems • Apply formal methods for problem assessment, troubleshooting, and diagnosis • Identify problem characteristics and root cause • Notify DSHS Staff and third party Service Provider(s) as required • Monitor problems until permanent resolution • Provide ongoing communication and reporting on the status of problem resolution • Communicate resolution status and provide closure notification • Provide analysis and trends of problems and report findings on a monthly basis		
	COMMENT: Approach provided for each of the bullet point.		5
6.121	Track and report recurring incidents or failures and provide associated consequences of repeating incidents		
	COMMENT: Will track and report recurring incidents and failures. Recurring issues can signal more serious underlying problems (ITIL definition). Some issues need to be tracked to avoid larger system issues in future. Work closely with third-party providers to resolve issues. Build out impact assessments for application failures or other IT issues.		4
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		

		COMMENT:	Will track and analyze modifications and determine impacts. Will work closely with DSHS to gain approval and prioritization of activities, provide impact analysis. Assess impacts of different types of activities – system enhancements, software upgrades, server and database patching. Understand impacts of all of these to correctly prioritize.		5
		SECURITY ADMINISTRATION			
	6. 1 2 3	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: • Privacy Impact Assessment • System Security Plan and workbook • Information Security Risk Assessment • Information protection governance • Change management • Incident Response • NIST 8---53 R4 Compliance Matrix • NIST 800 Controls Mapping			
		COMMENT:	Experience meeting these requirements in Washington with the Health Benefit Exchange, assisting in federal compliance. Will collaborate with DSHS to incorporate requirements from State of Work, review security requirements, and adjust as required by DSHS. Will work with DSHS on System Security Plan to provide implementation details. Will review SSP annually to confirm system controls and review enhancements made to the system.		5
	6. 1 2 4	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			
		COMMENT:	Will work with DSHS to enhance and maintain security documentation. Have assisted 40+ states with security and cybersecurity related projects. Approach is based on deep understanding of regulatory requirements. Team to collaborate with DSHS security, application, and it operations teams to review/update documentation, assess control implementation to maintain continuous compliance, evaluate potential impacts.		5

6.125	Develop and maintain all documentation required for security audits and internal control and control testing		
	COMMENT:	Will work with DSHS and vendors to improve system and operational documentation. Will assist state to develop and maintain documentation. Will leverage expertise. Standard framework defines their process. Create Service Organization Controls report necessary to determine ACES has required internal controls.		5
6.126	Provide a documented set of controls that is used to ensure the separation of data and security information among customer applications		
	COMMENT:	Will work with DSHS to understand data stored, transmitted, and processed by ACES and needs for data separation. Will assist DSHS in maintaining and managing a controls catalog to verify data separation. Data security framework, based on MARS-E 2.0 framework, addresses PHI, PII, IRS, FTI data. Apply regulations and best practices. Response indicates de-identifying and masking prodocution data in lower regions. Not sure that we use those practices within ACES. May need to address as part of contract discussions.		4
6.127	Provide documented procedures to perform background checks on personnel with administrative or other privileged access to servers, applications or customer data		
	COMMENT:	Background check varies by level of employment. Not a very detailed response.		3
6.128	Provide documented procedures and establish procedures for vulnerability management, intrusion prevention, incident response, and incident escalation and investigation		

		COMMENT:	Understand the need for documented procedures. Will assist DSHS in developing procedures to avoid such situations. Perform weekly vulnerability scanning. Implement proactive system monitoring. Experience with Splunk – can configure Splunk alerts to inspect and escalate trends in incidents. Will work with ACES to implement Web Application Firewall. Will perform continuous improvements and enhancements for security. Will collaborate with DSHS to prevent security incidents/breaches. Will address incidents when they occur, define corrective actions.		5
6. 1 2 9		Provide documented identity management and help desk procedures for authenticating callers and resetting access controls, as well as for establishing and deleting accounts			
		COMMENT:	Will assist DSHS in developing documented procedures. Use documented procedures to identify and authenticate citizens. Use remote identity proofing services provided by Experian through CMS to reduce fraud and maintain system integrity.		4
6. 1 3 0		Ensure all security controls required to meet DSHS' security policies are in place and followed			
		COMMENT:	Will review existing security control catalog and monitory DSHS's security controls to assess effectiveness, identify gaps, identify risks, suggest recommendations, collaborate to remediate. Where documentation is lacking, will work with stakeholders to document the controls. Work with state to identify and implement cost effective security controls.		5
6. 1 3 1		Provide security and proactive monitoring on the dedicated and shared environment at the infrastructure level			
		COMMENT:	Will work with DSHS to confirm effective monitoring is in place. Leverage SIEM infrastructure and tools to perform security monitoring. Proactively monitory application logs to review anomalies and communicate it. Monitoring includes batch monitoring, interface monitoring (check for anomalies), and error logs.		4

6. 1 3 2	Monitor security to ensure compliance to Federal security regulations and approved Application plans, processes and procedures		
	COMMENT:	Will work with DSHS to confirm that compliance is maintained within the security requirements. Will identify logging and auditing requirements per IRS, CMS< and MARS-E guidance. Will work with DSHS to develop auditing, logging, and monitoring plan. Best practices – leverage security risk framework, follow NIST framework. Incorporate federal guidelines, IRS 1075 and HIPAA.	5
6. 1 3 3	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		
	COMMENT:	Have extensive network of partner relationships with many security vendors. Can advise DSHS on innovative approaches to monitoring using full range of tools in security stacks. Patch management is foundational element of IT security. Deploy software updates and patches timely to reduce risk of software being compromised. Team will coordinate activities between vendor DSHS and support team to facilitate timely resolution of issues. Will deliver services around upgrades and patching, governed by principles of backup and recovery procedures.	5
6. 1 3 4	Demonstrate that the security staff average more than four (4) years' experience in information security		
	COMMENT:	Deloitte recognized as a global leader in cybersecurity consulting. Eric Bowman is lead cybersecurity partner, brings over 20 years experience. Delvin Huffman, cybersecurity lead for WA, brings over 16 years industry experience. Staff will bring 2 to 10 years experience each. Note – need to watch how this is met.	4
6. 1 3 5	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.		

		COMMENT:	Eric Bowman – certified in CISA from ISACA Delvin Huffman – certifications in CISSP from ISC2 and Okat Certified Professional.		4
6.136		The Bidder will be responsible for providing access and authorization to systems. Examples Include: • Application specific access • Removing old IDs • Shutting off system authorizations			
		COMMENT:	Access will be maintained using RACF. Will monitory access privileges of users, enforcing principle of least privilege, disable old/inactive/redundant IDs. Will block unauthorized access.		4
			USER ACCOUNT MANAGEMENT		
6.137		Coordinate administration of security access to the DSHS ACES Complex of Applications and dedicated functionality			
		COMMENT:	Understand that ACES users RACF. Will coordinate with DSHS to administer security access. Understand complex environment of ACES and how they interact with external systems such as HCA, HBE. During transition, will review RACF profiles, access control lists, and access levels to understand current functionality and identify areas to be strengthened.		4
6.138		Adhere to DSHS policies for adding, changing, enabling/disabling and deleting log-on access of DSHS employees, agents and subcontractors			
		COMMENT:	Will adhere to DSHS security controls. Provide role-based security authorization for security access management.		4

6. 1 3 9	Perform log-on/security-level access changes at the OS and system software levels as detailed in profiles and policies			
	COMMENT:	Will meet the requirements.		3
6. 1 4 0	Develop, document, manage and maintain user account maintenance procedures including, but not limited to: • Configuration of new users, roles and responsibilities, credentials, etc. • Users Refresh/Change/Updates • Deletion of Users			
	COMMENT:	Will meet the requirements.		3.5
APPLICATION SYSTEM OPERATIONS SUPPORT				
6. 1 4 1	Develop, document and manage the processes and procedures for Interfaces and Batch Operations Architecture			
	COMMENT:	Will meet the requirement. Will review current state, existing documentation, and work with SMEs to better understand existing processes and procedures. Will look for areas of improvement.		4
6. 1 4 2	Define job scheduling requirements, application software interdependencies, and rerun requirements for all production jobs			

		COMMENT:	Understand the requirement and will meet it. Have experience in batch operations with 31 E&E systems. Understand critical path jobs and making system available to the user on time.		4
6.1 4 3	Utilize and manage scheduling tools for automating job execution (e.g., job workflow processes interdependencies, rerun requirements, file exchange functions, and print management)				
		COMMENT:	Understand the requirement. Have extensive experience managing and fully utilizing batch scheduling tools.		4
6.1 4 4	Maintain master job schedule and execute all batch jobs				
		COMMENT:	Master job schedule gives comprehensive picture of required jobs (daily, weekly, monthly, etc) and should be easy to consume. Will work with DSHS to formulate master schedule. Will maintain the critical document and workflows associated. Bring knowledge and expertise of batch management processes for similar projects.		5
6.1 4 5	Perform job monitoring and manage resolution of any failed jobs				
		COMMENT:	While daily batch jobs are automated, it is imperative to monitor execution and take actions when there is an issue. Use tools, including dashboards, to monitor. Follow processes for issue escalation, and resolution. Provided thorough escalation process.		5
6.1 4 6	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:				

		• Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert		
		• Creation and monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert		
		• 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		
		• Monitoring of middleware (e.g., workflows, in- and out-bound queues) and system services, and report to DSHS according to agreed procedure		
		• Monitoring of end-to-end transaction response time to allow measurements against SLAs		
		• Monitoring of interfaces, and batch and job scheduling		
	COMMENT:	Agree to meet the requirements. During transition phase, will confirm our understanding of the requirements are in alignment. Bring experience monitoring E&E systems. EVD for transition and operation provide proactive approach. Will complete application usage monitoring. Recommend OperateEdge – AI automation platform for Application Monitoring. Provided success story from NY using OperateEdge.		5
**ACCOUNT MANAGEMENT AND QUALITY ASSURANCE REQUIREMENTS**
6.147	Propose Account Management structure, planning and procedures			
	COMMENT:	Propose "flat organizational structure" to enable agility and quick decision making. Have team on the ground delivering for WA, while National HHS practice remains plugged in via advisory board. Will have a Quality Reviewer dedicated to the project – primary focus is quality. Will have multiple teams, with specific teams responsible for each area of the project. Manager and Lead to oversee each sub team, single point of contact when there are issues.		5
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			

		COMMENT:	Provide M&O for similar HHS E&E systems in 26 states. Have large network of people to draw from. Committed to maintaining continuity of proposed team through duration of the project and actively manage turnover. Will seek DSHS approval on replacements.		4.5
	6.149	Maintain and implement Account Management structure, planning and procedures accordingly.			
		COMMENT:	Bring highly qualified Engagement Manager to lead team from the front, Jay Waller. 20 year in technical roles (software developer, DBA, system admin). Experience transitioning large systems from different incumbent vendors over time. Team has focus on HHS expertise, innovation, security, quality, and compliance. Promote a collaborative approach, facilitate meetings to review status and resolve issues. Work through issues outside of meetings. Remain in close contact to maintain transparency. Provided list of meetings with purpose/description.		5
	6.150	Develop a service process that clearly defines how to order, change or delete services			
		COMMENT:	Change is inevitable part of software development to meet evolving needs. Effective change control is critical. Will collaborate with DSHS on change control process. Have successful established change control process. Will identify potential opportunities to improve the system during transition phase. Could be additional services or removal of services. Identified CCB approach. Detailed response. NOTE: In contract discussions, there needs to be clear understanding of what would be included in the contract and what would need a change order. Historically, only large projects requiring outside services (such as Rehosting and IMS2DB2) have needed a separate contract.		5
	6.151	Provide monthly status reports capturing all elements outlined in the contract, including but not limited to: • Performance against SLAs • Activities performed during reporting period • Activities planned in the next reporting period • Risks and Issues • Status of any active enhancement projects against agreed upon scope, schedule and budget			

• Status of any active Additional Services Work Efforts		
COMMENT:	Provide status reports on a regular basis. Monthly status report to include project schedule and deliverables. Identifies schedule variance. Project Management Center tool to play major role in creation of status reports. Present status reports to leadership and steering committees during meeting, or distributed per agreed upon delivery method.	5

<table>
<tr><td colspan="3" align="center">SLR PERFORMANCE MANAGEMENT (ATTACHMENT 02)</td></tr>
<tr><td>6.
1
5
2</td><td colspan="2">Define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, response times, etc.</td></tr>
<tr><td></td><td>COMMENT: Will define means to measure SLRs during contract negotiations. Have reviewed the SLRs in the RFP and look forward to working with state to finalize during contract negotiations. NOTE: Do they have concerns? Have proven track record of meeting/exceeding SLRs. Service Level Management methodology (SLM) is consistent with ITIL service management. Will use SLR summary dashboard to provide monthly trend for key SLR metrics.</td><td>5</td></tr>
<tr><td>6.
1
5
3</td><td colspan="2">Monitor and report performance against service level requirements to DSHS</td></tr>
<tr><td></td><td>COMMNET: Will work with state to understand current processes and implement a plan to leverage them to monitor and report on performance. Will evaluate if OperateEdge can be used for monitoring. Will leverage combination of existing tools with OperateEdge platform. Monitoring has three aspects – real-time infrastructure monitoring, application performance and security monitoring, batch monitoring. Implement monitoring dashboards.</td><td>5</td></tr>
<tr><td colspan="3" align="center">APPLICATION QUALITY MANAGEMENT</td></tr>
</table>

6.154	Participate in and address any findings in the following areas • Operations and service management • Quality assurance and control program process		
	COMMENT:	Effective issue management is mechanism for issues to be identified, documented, assessed, escalated, resolved, and communicated. Follow ITIL incident management process. Incident management team is familiar with the business, has experience in delivering similar scope of work. Years experience managing IE systems in 26 states, understand how different systems integrate and work together.	5
6.155	Provide hours worked by employee broken down by task as defined by DSHS		
	COMMENT:	Will report hours by employee and by tasks. Use JIRA for tracking and reporting project health, including managing time and efforts. JIRA can be used to track staff time, as well as total amount of time worked by individual and for a whole project. Have used this in Illinois, which the state appreciates as it gives total visibility into what each person is working on.	5
6.156	Provide application service level reporting based on agreed upon SLR Targets		
	COMMENT:	Will be able to provide SLR reports based upon DSHS requirements and frequency. Provide monthly status meetings including performance to SLRs. Use Splunh and ALM tools to collect appropriate real time batch data. Will collaborate with state on calculating the data.	4
DECOMPOSITION PLAN			
6.157	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&E Project(s) while ensuring no/low impact to Washingtonians who rely on ACES for critical services. The Decomposition Plan shall include the following: • Current ACES application landscape and data analysis		

	– Applications: List IT applications and systems to be sunset, as well as those that may be needed in the to-be architecture. – Integrations between applications: Document upstream and downstream systems (according to the current state) that touch ACES and potential impacts as touchpoints are retired. – Features: Capture the lowest level capabilities that ACES performs for current clients. – Data flows: Capture data elements to and from the ACES system. • Transition into the target state architecture (IE&E Modernization Products) – Applications: Identify components to be sunset, replacement candidates, and gaps. – Integrations: Approach to minimize impacts to integrated services and current architecture. – Features: Plan to retaining features or capabilities during the sunsetting of the associated ACES components. • Data Decommissioning: – Identify and complete data backup requirements – Identify and schedule on-premises servers for decommissioning – Cancel maintenance and software contracts related to decommission services Additionally, the Decomposition Plan should include approach, timelines, risk assessment, KPIs, and monitoring for the areas noted above. Please attach a sample Decomposition Plan from a similar legacy replacement engagement.		
	COMMENT:	Response indicates a clear understanding of what will be needed as ACES is decommissioned. Have done this work in other states. Built new IE system in Arkansas. In Indiana, completed a data archiving project, extracting 10 years of legacy SNAP/TANF data. Plan matches the 12 month plan requested in RFP, but recommend aligning with the 5 year IE&E roadmap plan. Need to use strategic planning. Need to have the right participants in the conversations. Overall, response is easy to follow and understand, and seems very comprehensive.		5
M&O TURN OVER SERVICE REQUIREMENTS			
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.		

		COMMENT:	Plan is in three phases. Turnover planning – determine roles and responsibilities of the parties, establish expectations. Collaborate with state and/or new vendor for clear communication. Turnover execution – conduct activities to turnover to a new vendor. Provide function, technical and operational knowledge transfer to state and new vendor for holistic understand of requirements of M&O. Post Turnover activities – provide state with understanding of any gaps identified in turnover results report. Have experience in takeover which they can bring to the activity of turning over to a new vendor.		5
6.159	Complete inventory of all assets covered by the Contract and required to provide the services				
		COMMENT:	Have a defined set of artifacts they would expect to be made available to facilitate a successful transition-in.		4
6.160	Ensure that the M&O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: • Customer and other records (including subcontractor agreements that are required to provision the services) • Configuration information • Databases • Documentation • Asset registers • Programs • Knowledge databases • Fault databases • Asset maintenance history and status • Manuals • Process and procedure documentation • 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 • Source code				

		• Development tools and procedures • Architecture and design documents to include logical system models, diagrams and blueprints	
	COMMENT:	Will use three-phase approach to handover key assets in agreed-to format. Will verify in post-turnover phase that all items in inventory have been handed over successfully.	4
6.161	Hold briefings on the status and comprehensive nature of all items handed over		
	COMMENT:	Will facilitate briefings, including kickoff meeting, periodic turn-over status briefings, close-out meetings. Status briefings will provide status updates to the state on adherence to timeline, will raise any risks or issues identified.	4
6.162	Complete knowledge transfer of the services to DSHS or alternate service provider(s)		
	COMMENT:	Approach is to provide documentation on functional, technical, and operational processes to successfully maintain and operate the ACES system. Will collaborate with DSHS or the vendor for KT services. Will establish clear expectations. Will deliver documentation to state and new vendor. Will attend KT sessions, shadowing sessions, and reverse shadowing sessions. Will provide assessment of KT activities.	4
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		

		COMMENT:	Will develop a turnover plan with set dates of when team will officially handover responsibility. Will establish baseline standards, responsibilities of operations, job shadowing, and reverse job-shadowing.		3.5
6. 1 6 4		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			
		COMMENT:	Will arrange for a physical data room for documentation. Will also use the state's sharepoint to share documents electronically.		4
6. 1 6 5		Manage the implementation of the Turn-Over Plan and the Disentanglement Plan			
		COMMENT:	Will manage turnover plan in timeline provided. Successful turnover relies on proper planning, agreement of all partiers, and ongoing communication with state and new vendor. Key activities to be assigned. Will complete regular status reporting. Status reporting will include progress of activities documented in the turn-over plan.		4
6. 1 6 6		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			
		COMMENT:	Committed to facilitating regularly scheduled and adhoc meetings throughout the turnover phase as well as other means of communications. Will hold turn-over kickoff meeting, knowledge transfer assessment meetings, periodic turn-over status briefings and reporting, turn-over closeout meetings.		4
6. 1 6 7		Assist DSHS in developing the final handover and acceptance criteria			

		COMMENT:	Will work with the state to define a DED to outline acceptance criteriar, series of activities, owners, timelines and how to measure completion of each activity.		4
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			
		COMMENT:	Will introduce new provider to relevant information and training as required. Goal is for a successful turn-over. Will create a list of functional, technical, and operations items to be shared with new vendor.		4
		PREVENTATIVE MAINTENANCE			
6.169		Examples of preventative maintenance 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.			
		COMMENT:	Will track, analyze, prioritize, and resolve opportunities for improvement following DSHS defined process. Don't wait for things to break. Emphasize preventative maintenance to focus on improving performance and maintainability, proactively address latent defects. Through M&O, identify and implement when appropriate M&O improvements. Approach to include documentation updates, product or code optimization, and code restructuring. Will work with DSHS staff to improve internal support-related processes, identify pain points, or workarounds that impact staff.		5

6.170	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			
	COMMENT:	Use a proactive approach that focuses on improving performance and maintainability. Use a dry-run process to validate the results of mass-changes before executing in production. Put emphasis on being preventive rather than corrective. Identify steps to take for patch management process. Provide approach to preventative, functional, and technical M&O services.		5
6.171	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: • 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			
	COMMENT:	Will analyze the situation and impact for any special event, and recommend changes that may be required. Will follow DSHS process for work requests. Provided steps to identify upgrade needs, analyze, plan/prioritize, create implementation/roll-back plan, test, promote and monitor. Provided activities for application file management.		5

		ADAPTIVE MAINTENANCE		
6.1.7.2	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. 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 **Section 5.4 - ACES System Software** • 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.		
	COMMENT:	Follow Adaptive Maintenance approach using software/patch management, config management, release mngmnt, and performance management. Provided details on patching and standardized work requests. For maintenance, propose using OperateEdge tool to manage licenses and certificates.		5
		PERFECTIVE MAINTENANCE		
6.1.7.3	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

COMMENT:	Understand the requirement. Have fine-tuned in collaboration with other states. Processes are in alignment with ITIL and emphasize need to be preventative rather than corrective. Perfective Maintenance activities include performance monitoring/tuning, incident management, archive/file management, database performance tuning. Proactively conduct performance analysis to identify performance issues. Incident management – team members are responsive/quick to analyze and review tickets. Transparent – upload details in JIRA. Follow organized process to triage tickets. For Archive/File Management, provided list of activities to include management batch data files, archiving/purging data. Provided activities for database performance activities. I don't see where response touches on increasing automation to shorten change request implementations.	4.5

DESIGN DOCUMENTATION		
6.1 7 4	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.	
	COMMENT: Team will work with DSHS to conduct system analysis and produce complete design documentation. Team will maintain existing documentation to reflect system changes. Documents to be stored and maintained at document management tool selected by DSHS. Include check-in/check-out, versioning, and search functionality. Will provide documentation to DSHS for review/approval. Once approved,	5

		maintained in master repository. Implemented document review, revise, and approval strategy in Delaware.		
		SYSTEM DOCUMENTATION		
6.175		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.		
	COMMENT:	During transition, team will request full access to available documentation. Inventory will be included in transition report. Documentation that is missing or incomplete will be documented. Will maintain existing documentation. Will analyze the accuracy of existing documentation and work with DSHS to update if needed. Will store in agreed upon repository such as SharePoint. Will maintain technical documentation. Provide plan for keeping different types of documentation up to date.		5
		BUSINESS RULES MAINTENANCE		
6.176		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		
	COMMENT:	Response indicates they will use ODM to maintain business rules and will modify code to support changes in business rules. NOTE: Need to be sure they understand that the only business rules in ODM are for ESERV. All other business rules are in COBOL and other code.		3.5

		SYSTEM AUDITS		
6.177	The Bidder will be responsible for supporting system audits by providing requested reports, data and information.			
	COMMENT:	Will work with DSHS to provide risk assessments, third-party system reviews, and on-site audit reports on ACES and applications. Response refers to using Splunk data. Auditing goes beyond data reporting from tools like splunk. System data needs to be provided, logs, etc. Not sure that this requirement is fully understood.		3
		DATA DISCREPANCIES		
6.178	Examples of data discrepancies 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			
	COMMENT:	Understand the need to perform datafixes. Will follow structured data fix process. Will address underlying issues when needed. Will follow process to run database script to correct the data. This will be the process if IMS2DB2 is complete, but currently, scripts are not regular part of datafix. Will use Jira to document discrepancy, root cause, etc. NOTE: Need to ensure during transition they understand actual datafix processes.		3.5

4. 3 Key Personnel		200 MAX POINTS	TOTAL SCORE: 185
The contract resulting from this competitive 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.7.2. Individual resumes shall clearly indicate which roll each resource will be assigned.			
4. 3. 1	The contract resulting from this solicitation will require that any change in key staff will be subject to prior DSHS approval. The contract will also provide that DSHS may request the removal of selected staff on three (3) days' notice and provide replacement staff without impacting the schedule. Describe your firms approach to sourcing highly skilled resources on short timelines	25	20
	COMMENT: Have over 4000 experienced E&E practitioners and large subcontractor network. Have backups to step-in to minimize impacts. Have documentation for people to refer to.		
4. 3. 2	The Bidder must commit that staff identified in its response will actually perform the assigned work. Any staff substitution must have the prior approval of DSHS. Please indicate your agreement to the statements above.	25	20
	COMMENT: Commit that the staff identified in response will perform the assigned work.		
4. 3. 3	Discuss the Bidder's plans to avoid and minimize the impact of staff changes.	25	25
	COMMENT: Monitor unplanned absences, vacations, attrition by proactively engaging with team through bi-weekly check-ins. Assess and foster performance across team. Identify pool of potential candidates to quickly bring on new staff. Have plans for short term backups. Do best to minimize staff turnover. Will provide written notification to DSHS if staff transition arises. Will provide within 3 calendar days of knowledge of unplanned transition, 30 days for planned. Will provide resume for recommended replacements and 3 references for review. Will provide a transition plan for handoff and knowledge transfer to minimize risk and impact.		
	Provide a narrative describing the proposed team and their approach to working with DSHS.	25	25

4.3.4	COMMENT:	Team has 40+ years experience in large M&O systems and IE experience. Have hired key practitioners with ACES knowledge. Will use effective communication and transparency with DSHS and stakeholders. Team reflects best and brightest in their practice with IE experience and healthcare exchange experience. Will recommend innovative ideas to enhance program accuracy, modernize technology, and streamline processes. Team has commitment to continuous improvement. They are here to work for DSHS, not the other way around. DSHS and Deloitte should complement each other with skills and strengths.			
4.3.5	Provide a proposed organizational structure.			25	25
	COMMENT:	Provided detailed organizational structure proposal with key staff identified for many positions. Have staff with former ACES experience, which is beneficial to the overall plan.			
4.3.6	Describe the Bidder's policies, plans, and intentions regarding maintaining continuity of personnel assignments throughout the performance of any Work Order resulting from this Work Request.			25	25
	COMMENT:	Three central points – deliver right staff to ACES (staff have E&E experience), maintain deep pool of talent to handle changing workloads, continuously attract and retain high-performing E&E practice. Deloitte is a Fortune 100 best company to work for – minimizes turnover. Build in ramp-up/ramp-down into plan for staff turnover.			
4.3.7	Address how availability of any of the proposed staff for this Engagement could be impacted from existing contracts to which they are currently assigned or from other potential contracts for which they are proposed. Where such cases exist, identify the priority DSHS would have in cases of conflict			25	20
	COMMENT:	Fully staffed. Maintain a healthy bench. Have identified staff who are available to commence the project execution per contractual timeline. May have need to alter staffing throughout course of contract, but are capable of providing replacements. Will "rightfully prioritize DSHS staffing needs".			
4.3.8	Describe how your company will ensure continuity of service in the event your resource becomes unavailable during the term of this Work Order.			25	25

			100 MAX SCORE	TOTAL SCORE: 100
	COMMENT:	Proposed staffing strategy ensures DSHS receives uninterrupted support and benefits from having blend of experienced and knowledgeable staff. Will provide replacement candidates with comparable skills and work with DSHS for approval on replacements. Will have backups for each key personnel role, can step in during absences. Staff are able to retool their skillsets – cross train staff to mitigate unplanned absences. Have access to strong resource pool. Have network of subcontractors. Can bring in SMEs/experts from other IE projects on need-by-need basis in niche area of skills.		
4.4 Bidder Engagements. Bidders shall provide information on least three (3) successful Engagements with different clients. 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 RFP. Clearly describe the scope and scale of those Engagements. Describe why your experience positions your firm as the best candidate for this Engagement.			**100 MAX SCORE**	TOTAL SCORE: 100
4.4.1	Engagement 1			
	COMMENT:	Arkansas, Integrated Eligibility Systems (ARIES) Project – Deloitte Assumed M&O in 2017. Transitioned ownership from incumbent within 3 months. After transition, developed retirement approach for legacy system. They were primary integrator to plan, design, develop, test, and implement the system on cloud-based platform. Continue M&O for ARIES. Jay and Kim involved on this project.		
4.4.2	Engagement 2			
	COMMENT:	State of California, Healthcare Eligibility Enrollment and Retention System (CalHEERS) – CalHEERS is largest state-based health insurance exchange, available to over 40 million Californians. Has 140 interface services. Deloitte provides M&O since September 2019. Have shifted to a Human Centered Design approach. Key personnel, Nikhil, involved on this project.		

			100 MAX SCORE	TOTAL SCORE:
4.4 3	Engagement 3			
	COMMENT:	State of Wyoming, Dept of Health – Wyoming Eligibility System (WES) – MAGI, Non-MAGI, CHIP. Transitioned from one vendor to Deloitte. Transition period was 2 month transition phase, six-month stabilization, 12 month optimization. Dildar was involved in this project.		
	Other			
	COMMENT:	State of Michigan, M&O since 2009. Similar in scope and size to ACES. State of Indiana, design, development, implementation and M&O. Similar in scope to ACES (SNAP, TANF, Medical). Implemented no touch application processing and automated scheduling. Alabama Location Enforcement Collection System M&O – Peraton has been providing hosting infrastructure support, technical and database services since 1997.		
4.6 Contract Questionnaire This Section of the Bidder Response Form contains questions regarding the vendor's capability. Responses shall utilize the space provided below. If the contractor requires additional space, additional pages may be added. DSHS is interested in knowing the following information about a vendor's experience and approach managing complex systems.			**100 MAX SCORE**	TOTAL SCORE: 97.3
4.6. 1	What is your company's and staff's specific experience with large, highly integrated ecosystems			
	COMMENT:	50 years serving commercial, state, and federal clients. Have largest national footprint and investment in HHS, Medicaid, SNAP, and TANF E&E. Experience delivering mainframe management in many states and Federal agencies. Thorough answer detailing experience across the HHS/E&E landscape across nearly all states.		5

4.6.2	What is your company's and staff's specific experience with in the public assistance domain?			
	COMMENT:	Market leader in implementing E&E systems like ACES. Have 22,000 staff providing government and public service. 50 years in HHS and E&E markets. Currently provide M&O in 26 states. Have staff with many years experience. This response and response to 4.6.1 reflect high level of experience in this domain.		5
4.6.3	What is your approach to working with multiple vendors and agencies in support of a single project? The ACES environment impacts millions of customers and many State agencies, please be specific in your approach and experience			
	COMMENT:	Collaboration – work to understand the change requested, identify stakeholders, develop integrated work plan. Have an interagency coordinator who acts as a liaison between data exchange partners and agencies. Transparency – maintain status dashboard highlighting status of the project for stakeholders. Have status update meetings. Inclusiveness – cross-vendor ceremonies including spring planning, demos, ets. Ensure common understand of requirements and design. Consistency – DSHS and vendors work together toward successful outcomes. Provided two examples from Kentucky and Colorado where they have had to work with multiple vendors and agencies.		5
4.6.4	What is your approach to managing development efforts in parallel with the legacy system undergoing continuous enhancements?			
	COMMENT:	Have proven release management process enabling solutions to move through build and test environments to prod environment. Approach is around release management and following agile methods. Would have anticipated some inclusion of DevOps practices, multiple paths to production, CI/CD.		4
4.6.5	What is your approach to developing and maintaining a Decomposition Plan and modular transition activities?			

		COMMENT:	I like the considerations listed at the start of this response. They have done this work in other states. Understand that converting the eligibility rules is complex, has impacts and dependencies to other processes. Recommend working through the decomposition plan with the IE&E project, not in a 12 month timeline. Have broken the work into sprints. Would work to understand how ACES aligns with each of the new IE&E products being built. Need to start with strategic planning. Need write participants with well-planned activities. Have activities broken out, with sub-activities, goals for each sub-activity, and participants identified. For each decomposition sprint, review the scope, assess the impacts to ACES< the design the decomposition. For impacts to ACES, list of impacted areas to be considered is well defined.		5
4.6.6	What is your experience for implementing integrated business rules for multiple public assistance programs such as Medicaid, Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, etc.?				
		COMMENT:	Currently operate and enhance 26 E&E systems. In most, they configured the business rules with the clients. Provided information on rules they support in 6 other states for comparable systems.		5
4.6.7	What are the critical elements to assuming responsibility for ACES? What will you require from the incumbent contractor or the state in order to assume responsibility?				
		COMMENT:	Requires know-how, aggressive schedule management, tight coordination, and early validation. Need incumbent to be available. Need a thorough and professionally conducted transition from incumbent. Provided thorough lists of information needed. Are very experienced with transitions.	5	
4.6.8	Describe the approach to maintaining 24/7 support. How are after hours issues handled?				

		COMMENT:	Publish and after-hours coverage plan for primary and back-up functional and technologies SMEs. Use the plan for escalation of issues. Log issues in Jira.		5
	4.6.9	Describe the approach to monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, time to respond to requests etc.			
		COMMENT:	Currently manage and meet SLAs for 26 E&E systems maintained nationally. Provided activities and approach for working with service providers and vendors on SLAs.		5
	4.6.10	In Section B of the RFP the HHS Coalition describes a list of modular components being considered by the IE&E Workgroup. Describe, in detail, your approach to maintaining and operating a legacy environment, similar to that described in this RFP, while also supporting a major modernization effort of that environment.			
		COMMENT:	Follow ITIL processes, and the Enterprise Value Delivery (EVD) methodology. After stabilization of M&O activities, start working on optimize innovate and enhance. Provided different aspects to consider through the process. Develop a work plan. Clear communication. Work closely on a joint cutover/implementation. Prioritize change requests – determine what will move forward in legacy and what will be done in IE&E. Work closely on determining modifications to infrastructure and data management. Will work with the release manager to automate manual activities.		5
	4.6.11	Describe your approach to developing a modular cost model that supports the incremental breakout of modules from the ACES Fixed Price.			
		COMMENT:	Estimate the actual work and incremental release of modules from ACES fixed price. As pieces of ACES are decommissioned, transactions will decrease, and costs will go down. Costs will also decrease for DSHS staffing needs. Response is not very detailed.		4

		Describe any experience migrating a HHS mainframe to a cloud environment.		
	COMMENT:	Team is a leader in delivery of cloud strategies. More than 12,000 professionals trained across multiple cloud service environments. Have implemented cloud-based E&E systems in 10 states. Most were running on retired mainframe hardware. Example, Virginia, migrated mainframe to MFaaS hosted out of mid-Atlantic data center. Used Transition and Transformation Methodology. Ensured connectivity was not disrupted. Second example, migrated CMS mainframe to the cloud. That contract has many of the same elements as ACES. Have successfully transitioned many services to the cloud. Made data used by multiple systems available in the cloud, then more accessible to all systems that needed it.		5
4. 6. 13	How does your company manage IT Service Level Requirements such as requiring system up time in excess of 99.9%? What is your approach to managing operations critical SLR's? What other critical SLR's has your organization dealt with in the past and what methods were used?			
	COMMENT:	Understand the need to meet high availability SLRs. During transition, will evaluate existing measures and learn how incumbent meets the SLRs currently. Methodology – monitor, measure and report, manage, resolve, review and feedback. Use predictive analysis. Use continuous monitoring of systems software and production activities. Identified various tools for monitoring. Have early warning alerts.		5
4. 6. 14	Are there requirements which we did not include but that you as a vendor commit to providing during the course of this engagement?			
	COMMENT:	Identified value added services included in the M&O contract. Includes Greenhouse Lab for working on legacy transition phase, innovation advisor, training sessions include Agile Software Development. Agile training will be critical for DSHS staff with this contract.		5
4. 6. 15	What risks and opportunities should DSHS be consider as we envision the next five years of this system? How can you help us mitigate these risks and take advantage of emerging opportunities?			

		COMMENT:	Identified various risks with mitigations. Key opportunity is access to Deloitte's HHS Never Center. Mission for Nerve Center is to bring innovative and emerging solutions to clients to solve their most complex challenges, transform deliver of services and benefits, elevate the human experience to strengthen communities. This is all in alignment with goals if IE&E and modernization.		5