

**Attachment G:
Design, Develop, and Implement (DDI) and Maintenance and Operations (M&O) Requirements**

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1. Scope of Work

1.1 Overview

BeWellnm is issuing this RFP for the purpose of procuring and implementing an Individual Exchange, as defined by ACA provisions for State Based Marketplaces. BeWellnm is seeking a technology solution that provides a competitive marketplace, increases access to health insurance, and provides valuable services and superior customer service to its population. Developing a fully functioning Individual Exchange by plan year 2021 will be the initial focus of beWellnm. The intent of this procurement is to acquire a fully functional Individual Exchange solution that includes the components and requirements outlined in this RFP and its appendices.

BeWellnm is seeking a Prime Contractor capable of providing a technology solution that meets all the requirements of an Individual Exchange marketplace. In order to operate the Individual Exchange marketplace, beWellnm intends to acquire the following products and services from the Contractor. Chiefly, the Contractor is expected to provide a functional software solution that includes but is not limited to a website portal and the ability to support back-office functions. The Contractor is expected to provide services that include software hosting, maintenance and enhancements. Additionally, the Contractor shall provide outsourced operational services inclusive of a customer engagement center, premium billing and financial management functions. The Contractor must also provide a solution that includes mailroom functionality, including integrated electronic document management. The solution must integrate with a print vendor that will be procured separately.

The Contractor is expected to work collaboratively with beWellnm, the State of New Mexico, OSI, Carriers, Agents/Brokers and other identified stakeholders in order to accomplish project objectives.

The Contractor shall provide beWellnm with a fully functional Individual Exchange solution and provide all hardware and software resources in order to support the completion of all tasks. The Contractor must demonstrate their ability to fulfill all requirements listed in this RFP and its appendices.

1.1.1. BeWellnm's Vision for Solution Functionality

The beWellnm vision and guiding principles reflected throughout this RFP strives to procure a solution for New Mexico that:

- Provides a seamless and streamlined consumer experience;
- Provides a user-friendly interface that is simple, easy to use, and efficient;
- Provides appropriate tools to assist consumer in the purchasing process;
- Provides privacy and security controls that meet or exceed federal and state standards to protect sensitive consumer data;
- Is modular, flexible, and scalable to meet constantly evolving business needs;
- Is highly reliable, available, and provides timely and accurate results;
- Flexibly meets the needs of a diverse set of users including but not limited to individuals, brokers, consumer assistors, and administrative users;
- Support efficient back-office operations for the marketplace;
- Produce timely and accurate data and reporting to support performance management and evaluation of the marketplace;

- Leverages the reuse of existing IT assets, software, and technologies to the greatest extent possible;
- Is designed to minimize the total cost of ownership of the IT assets; and,
- Complies with all applicable federal and state standards.

It is expected that individual consumers will access the Exchange from their homes and other locations; therefore, the web portal is expected to be available to consumers twenty-four hours a day, seven (7) days a week. However, exceptions will be made for scheduled maintenance.

It is a primary goal of beWellnm to leverage and reuse existing functionality, operational capacities or business rules from other States. The Contractor must propose and address specific opportunities to reuse these existing components.

The Contractor must propose a solution that provides the full suite of Individual Exchange marketplace functionality as identified by the ACA. Table 1-1: Selected Individual Exchange Core Business Processes highlights key details of these major functional business processes.

Table 1-1: Selected Individual Exchange Core Business Processes

Functional Area	Key Business Processes to be Supported
<p>Web Portal & User Interface</p>	<ul style="list-style-type: none"> • Provide a single-session experience for consumers to enter required information, verify their eligibility status, compare insurance plans, select plan options. • Provide a web portal for consumers and other stakeholders accessing beWellnm services. • Provide automated noticing to consumers, agents and brokers, and issuers. • Promotes self-service for consumers and/or their appointed agent or broker. • Provide a set of tools to allow for online transactions and interactions between consumers, agents/brokers and beWellnm.
<p>Eligibility & Enrollment</p>	<ul style="list-style-type: none"> • Accept individual applications and verify consumer information. • Process eligibility and subsidy determinations for individuals. • Offer anonymous shopping. • Guide consumers through the shopping process and available options. • Interface with Human Services Department programs. • Support “mixed eligibility” households in their application for multiple programs.

Functional Area	Key Business Processes to be Supported
	<ul style="list-style-type: none"> • Minimize hand-offs between programs.
Plan Management	<ul style="list-style-type: none"> • Interface with the System for Electronic Rate and Form Filing • (SERFF) to accept certified plan data. • Support QHP certification and decertification. • Coordinate with OSI to exchange plan management data.
Financial Management	<ul style="list-style-type: none"> • Provide premium billing functionality, including premium collection and aggregation as well as remittance to carriers. • Manage 820 file submissions to carriers to coincide with carrier remittances. • Provide 1095A functionality. • Provide monthly and annual financial data to beWellnm for financial reporting purposes as well as audit requirements. • Provide separate Accounts Receivable modules for posting invoices, payments, and carrier remittances, with ability to restrict access from unauthorized users.
Consumer Support Functions and Noticing	<ul style="list-style-type: none"> • Manage responses to information requests and requests for service, including providing functionality to support information exchange between the Individual Exchange and community partners. • Support efficient complaint and appeals processing, consumer interaction and requests. • Provide Customer Relationship Management (CRM) functionality • Electronic document management functionality to support eligibility and other Individual Exchange operations. • Provide functionality to Agents/Brokers/Certified Enrollment Counselors to submit applications on behalf of consumers. • Capability to track and report on Agent/Broker/Certified Enrollment Counselor activity in the system and for Agents/Brokers/Certified Enrollment Counselors to view their exchange book of business.
Consumer Engagement Center (CEC)	<ul style="list-style-type: none"> • Operate and manage a fully functioning CSC to handle all Individual Exchange based inquiries. • Support phone and web-based channels (i.e. portal, email, web

Functional Area	Key Business Processes to be Supported
	chat) with the ability to handle paper and face-to-face inquires as a backup contingency.
Administrative and Reporting Functions	<ul style="list-style-type: none"> • Provide audit and program integrity mechanisms and business analytics functionality. • Security systems to ensure privacy of data and all PHI/PII.

In addition to providing the system functionality discussed above and within this RFP, the Contractor must complete the migration of all Individual Exchange account and plan data from the FFM to New Mexico’s Individual Exchange by the dates outlined in the RFP. The Contractor will be expected to work closely and collaboratively with CMS/CCIIO to plan, design and execute the migration throughout the project.

1.1.2. Associated Services

The Contractor acknowledges and accepts that they will work with any and all related contractors in carrying out the activities relating to this RFP. Additional Contractors currently include:

- Independent Verification and Validation (IV&V) Vendor; and,
- Project Management Office (PMO) Vendor.

1.1.3. Future Integration and Expansion

The Contractor must implement and operate the Individual Exchange marketplace with the understanding that future integrations with the Human Services Department (HSD) may occur; furthermore, should a multi-state consortium be formed, the platform developed through this RFP may need to be expanded into a multi-tenant solution. In addition, beWellnm desires a solution that could be expanded to support multi contributor premium payment processes. As part of this response the Contractor will provide a list of the major risks associated with this future integration and provide suggestions on how to mitigate these risks.

1.1.4. Outsourced Operations

The Contractor must provide the following operations on behalf of beWellnm.

The Contractor must provide a solution that includes a fully functioning **Customer Engagement Center (CEC)** to handle Individual Exchange based inquiries for the duration of the contract. Once the Individual Exchange is established, the Contractor should have the capability to interface with the primary CEC that will handle all individual marketplace inquiries. Primarily, the CEC must be able to support web portal, telephone, email and web chat support. Additionally, the CSC will have the capability to support paper based and in person customer support, including as a backup and contingency option.

The contractor must provide a solution that includes mailroom functionality, including integrated electronic document management. The solution must integrate with a print vendor that will be procured separately.

1.2 Project Initiation Activities

The Contractor must coordinate with beWellnm’s PMO to plan and hold project Kick-Off activities that will focus on establishing the foundation for project management throughout the lifecycle of the contract. Kick-Off participants must review the project plan, schedule, project roles and responsibilities for both Contractor

and beWellnm staff, in addition to a review of initial project risks.

The Kick-Off meeting must occur within five (5) business days of contract execution and within two (2) business days following the meeting, the Contractor must provide a memorandum documenting meeting minutes, decisions and outcomes.

The Contractor must perform preliminary planning tasks to ensure that beWellnm is prepared to fully initiate project activities on the Contract start date without delays. Activities for this stage include outlining and initiating project communications, introducing respective project teams, detailing specific items negotiated in the contracted scope of work, and preparing all teams for full project initiation on the contract start date.

Additionally, the Contractor must provide an Organization and Staffing plan, including Account Manager, Project manager, DD&I Manager, maintenance and operations manager, Test/QA manager, and Privacy & Security manager. The proposal should describe their responsibilities, qualifications and experience, allocation to the project, and onsite presence expectation.

The Contractor must prepare the following deliverables in support of the organization and staffing activities discussed in this RFP:

- Staffing Plan for each phase of the project that includes:
 - Staffing requirements;
 - Resumes of key personnel;
 - Project roles;
 - Project responsibilities;
 - Resource allocation;
 - Staff development and training;
 - Staff reporting/organizational structure; and,
 - How changes in staff will be handled throughout all phases of the project.
- Identify subcontractors in key personnel positions (if applicable).

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Develop and deliver staffing plan as defined in this RFP, including providing resumes for key personnel identified in this RFP. 	<ul style="list-style-type: none"> • Review Staffing Plan and provide feedback; approve Staffing Plan prior to Contractor Project Kick-Off.
<ul style="list-style-type: none"> • Maintain and execute the Staffing Plan as defined in this RFP. 	<ul style="list-style-type: none"> • Review proposed changes to staffing plan and provide feedback.
<ul style="list-style-type: none"> • Provide beWellnm with proposed changes to key personnel and required staff with adequate time for review and approval. 	<ul style="list-style-type: none"> • Approve all proposed key personnel changes.

<ul style="list-style-type: none"> • Update and submit all applicable changes to the staffing plan on a regular basis as approved by beWellnm. 	<ul style="list-style-type: none"> • Review and approve all documentation updates.
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1.3 Project Management and Control Activities

The following section provides a description of the work, deliverables, Contractor responsibilities and beWellnm responsibilities required to plan and execute the activities described in this RFP as they relate to Project Management and Control. Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. The Project Management tasks consist of the Contractor’s approach to planning, reporting, and meeting resource requirements throughout the term of the contract. During the proposal process, beWellnm expects the Contractor to present a clear understanding of the methods and tools used to ensure that its resources are managed to complete required tasks and deliverables as outlined in this section. During the proposal process, the Contractor must outline their approach to completing the tasks as outlined in this section.

1.3.1 Project Management Approach

The Contractor must be responsible for managing all aspects of the Contractor activities identified in this RFP. Project Management activities consist of the Contractor’s approach to initiating, planning, monitoring, controlling, reporting, and meeting resource requirements throughout the life of the contract. The Contractor is expected to present a clear understanding of the methods and tools used to ensure that resources are managed and that the required tasks and deliverables are completed. The Contractor will be required to utilize a formalized approach to project management, which at a minimum, is compliant with the most recent version of the Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK). BeWellnm expects the Contractor to demonstrate a sound and proven project management methodology.

1.3.1.1. Approach to Working with PMO and IV&V

The Contractor is expected to provide complete support with PMO and IV&V activities.

Project Management Office (PMO)

BeWellnm has contracted Public Consulting Group, Inc. (PCG) to provide Project Management Office and other professional services for the Individual Exchange project. The Contractor is expected to work with beWellnm and the PMO vendor to reconcile their project management approach with the already established project management processes, templates and tools. The Contractor may be requested to provide project artifacts and updates to the PMO vendor, including, but not limited to: project schedule, risks, issues, action items, decisions, deliverables, change requests.

Independent Verification and Validation (IV&V)

BeWellnm has engaged Health Management Associates (HMA), a national health and human services consulting firm, to provide Independent Verification & Validation and Program Oversight (IV&V) services throughout the course of the Individual Marketplace Management Platform and Consumer Assistance Solution project. In its role, the IV&V contractor will perform the following functions:

- Review project deliverables which the Individual Marketplace Contractor will be obligated to produce. These deliverables will be reviewed for compliance with contract requirements,

completeness, clarity and consistency (across deliverables). Upon discussion of the IV&V contractor's review of these deliverables with beWellnm, the Individual Marketplace Contractor will revise said deliverables per beWellnm's instructions. Revised deliverables will also be subject to IV&V contractor review.

- Conduct readiness assessments of the Individual Marketplace Contractor, as well as an assessment of beWellnm's readiness to transition to a fully functioning State Based Marketplace, prior to go-live. Readiness assessments will include detailed reviews and demonstrations of system functionality against contract requirements and functional specifications; these demonstrations will employ scenarios developed and provided by the IV&V contractor. These assessments will occur at beWellnm headquarters and at various solution provider locations.
- Conduct project "health checks" throughout the course of the project; these health checks will be designed to ensure progress is being made as required to ensure an on-time, on-budget implementation of the Individual Marketplace and to proactively address emerging implementation risks.
- Provide reports related to both the management and technical aspects of the project.
- Evaluate operations and maintenance procedures.
- Participate in project activities including but not limited to project status and issue meetings and discussions with CMS and HSD.
- Advise beWellnm leadership as deemed applicable.
- By performing these functions, beWellnm expects the IV&V contractor to mitigate and potentially eliminate certain risks associated with the project. Moreover, the IV&V contractor's engagement in project activities is expected to ensure a high-quality, on-time and on-budget implementation of the Individual Exchange. Use of an IV&V contractor is an industry best practice for projects of this size and scope.
- BeWellnm requires that the Individual Exchange Contractor interacts extensively with the IV&V contractor throughout the course of the project. Following are contract requirements specific to solution provider interactions with the IV&V contractor and associated deliverables:
- Work with the IV&V contractor, in conjunction with the PMO contractor and beWellnm, during project initiation to develop a comprehensive plan for implementing the individual marketplace management platform and consumer assistance solutions. This plan will be incorporated into the Master Project Plan which will be developed and maintained by the PMO contractor and will include all activities led by the IV&V contractor – contract deliverable submission and review, project health checks, readiness assessments, etc. – in accordance with timelines and milestones set by the IV&V contractor and approved by beWellnm.
- Fulfill all IV&V contractor requests for contract deliverables, revisions to said deliverables, and other information within the timeline set by the IV&V contractor.
- Adhere to protocols established for submission of contract deliverables and other information.
- Provide IV&V contractor with the access to personnel, facilities and information systems required to complete project health checks and readiness assessments.
- Provide IV&V contractor with access to documentation of test executions and related results for independent review.

- After completion of IV&V contractor-led project health checks and readiness assessments, discuss observations and findings and develop corrective action plans in response to said observations and findings.
- All deliverables outline in the sections that follow can be subject to IV&V reviews.

1.3.1.2. Deliverable Management

The Contractor is responsible for producing all project deliverables as outlined in this RFP. The deliverable management and approval process will be defined with beWellnm and the PMO vendor and may include development and submittal of Deliverable Expectation Documents (DED's). The Contractor will be expected to include all agreed upon deliverables in their schedule as milestones.

1.3.1.3. Milestone / Gate Reviews

While no federal gate reviews are expected for the Individual Exchange project at this point, the Contractor will be expected to work with the IV&V and PMO vendors to perform the activities and provide work products necessary to support and participate in such reviews, if requested.

The Contractor must describe their experience with federally mandated reviews, such as the Exchange Life Cycle (ELC), eXpedited Life Cycle (XLC), or Medicaid Eligibility and Enrollment Toolkit (MEET).

1.3.1.4. Project Management Plan

The Contractor must provide a detailed project management plan (PMP) that addresses planning, executing, managing, controlling and closing project work through the life of project. The Contractor will be required to continually update the PMP throughout the course of the contract, to account for all changes in the project plan. At a minimum, the Contractor's PMP must be updated and submitted to beWellnm for their review on a quarterly basis. The PMP, at a minimum, must address the following areas:

- Project Integration Management
- Scope Management (incl. WBS and Change Management Plan)
- Schedule Management
- Cost Management
- Quality Management
- Human Resource Management
- Communications Management
- Risk and Issue Management

In addition, the Contractor must submit their proposed detailed work plan to beWellnm as defined by beWellnm. The work plan should be delivered in a form of a project schedule in MS Project format. The Contractor is expected to work with the PMO vendor to ensure that the Contractor's schedule meets all schedule construction and quality criteria to be included in the Integrated Master Schedule maintained by the PMO contractor.

1.3.1.5. Meetings and Status Reports

The Contractor must attend project status meetings or conference calls on a weekly basis, or more frequently for working meetings, at the discretion of beWellnm. Status meetings will provide updates on project progress as outlined in the weekly status reports. At a minimum, the Contractor must provide weekly status

updates with regard to:

- Summary of work completed during the previous status reporting period and any results achieved (by relevant WBS elements);
- Project schedule;
- Summary of project budget status (if applicable), including project costs, hours and estimates;
- Summary of the proposed tasks and deliverables to be performed during the upcoming status reporting period;
- Analysis of critical issues, including any schedule slippage;
- Risk tracking, assessment, and mitigation strategies;
- Documentation of issue management and change management with recommended Corrective Action Plans;
- Dashboard summaries, as requested
- beWellnm Board reporting, as requested by beWellnm CEO or designated agent.

The status meetings must take place with the appropriate beWellnm staff and other beWellnm vendors as necessary.

1.3.2. Project Management Deliverables

The Contractor must prepare the following deliverables in support of Project Management Activities:

- Project Management Plan;
- Project Schedule
- Deliverable Expectation Documents (DED), as requested;
- Weekly and Ad-Hoc Status Reports;
- Project Status meeting agendas and minutes (for meetings owned by the Contractor);
- Reporting documents to beWellnm Board, as requested.

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Produce, maintain and execute all project management deliverables as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables and updates.
<ul style="list-style-type: none"> • Submit electronic version of all deliverables and documentation in conformance with the most current version of beWellnm software standards. • Provider version control for all documentation to maintain historical 	<ul style="list-style-type: none"> • Keep the Contractor apprised of beWellnm software standards and preferences for document storage.

Contractor Responsibilities	BeWellnm Responsibilities
document archives.	
<ul style="list-style-type: none"> • Turnover all materials submitted as a part of the Individual Exchange project to beWellnm (all materials shall become property of beWellnm) to be stored in a central location as determined by beWellnm for shared viewing. 	
<ul style="list-style-type: none"> • Update and submit all applicable changes to applicable project management documentation on a regular basis. 	<ul style="list-style-type: none"> • Review and approve all documentation updates.
<ul style="list-style-type: none"> • Provide deliverables to support Milestone / Gate Reviews, if applicable. 	<ul style="list-style-type: none"> • Make available appropriate beWellnm staff to support review activities and facilitate reviews, if applicable.
<ul style="list-style-type: none"> • Use plans and processes identified in the beWellnm-approved PMP to manage the Contractor project activities. • Produce Corrective Action Plans (CAPs) throughout the life of the contract to resolve digression from the PMP, including: <ul style="list-style-type: none"> ○ Description of the problem to correct Owner accountable for results ○ Actions to be taken for correction ○ Deadlines/milestones ○ Specific outcomes and how it will be measured ○ Impact to time, cost, quality and resources. 	<ul style="list-style-type: none"> • Review, provide feedback and approve the plans and processes identified in the PMP, including updates as needed.
<ul style="list-style-type: none"> • Attend regular status meetings and provide project updates. • Attend beWellnm Board meetings, as requested by beWellnm CEO. 	<ul style="list-style-type: none"> • Finalize schedule and location for project status meetings and notify the Contractor. • Notify the Contractor of beWellnm Board meetings that require Contractor attendance.

1.4 Design Activities

The following section provides a description of the work, deliverables, and associated responsibilities required to plan and execute the activities described in this RFP, relating to Design. Design activities consist of the steps required to design the system and operation of New Mexico's Individual Exchange and its supporting programs as associated with this RFP. This includes the technical design of the enterprise architecture. This will require that the Contractor have a solid understanding of New Mexico's Individual Exchange vision as described in this RFP.

1.4.1. Design Description

The Contractor must ensure that their Individual Exchange design meets the requirements outlined in this RFP and the requirements, to be gathered by the Contractor, that comprise the migration from the FFM technology platform to the Individual Exchange platform, procured as a result of this RFP. BeWellnm has a strong preference for a technology solution that requires limited customization in the initial development.

The Contractor is responsible for leading and performing all design activities, including any walkthrough sessions requested by beWellnm. BeWellnm may request a walkthrough of any documents or processes related to design activities at any time.

BeWellnm shall support design activities as necessary, but these activities are a core function of the Contractor's role as the Individual Exchange solution vendor. Specifically, design activities and tasks include the following areas.

1.4.1.1. Requirements Definition

The Contractor must work with beWellnm and PMO personnel to transform the defined requirements into a set of desired system technical requirements that will guide Individual Exchange design/configuration. Successful requirements definition activities should result in:

- A defined set of functional and nonfunctional requirements describing the system to be developed and/or configured, including requirements for migrating from the FFM technology platform to the SBM Individual Exchange platform;
- Appropriate techniques to optimize Individual Exchange;
- System requirements that can be analyzed for correctness and testability;
- An understanding of the system requirement's impact on the operating environment;
- A set of requirements that are prioritized, approved and updated as needed;
- A set of requirements that are traceable to both the design specifications, beWellnm's original requirements baseline and reuse; and,
- A method to evaluate changes to the baseline for cost, schedule and technical impact.

At a minimum, specific tasks around requirements definition shall include:

Requirements Definition and Validation Plan

The Contractor must develop, deliver, maintain and execute a requirements definition and validation plan. At a minimum, this plan must address the following topics and activities:

- Description of proposed requirements management tools;
- Use and scheduling of resources for requirement validation;

- Approach to issue and comment tracking;
- Proposed means to measure requirements fulfillment. Measurement shall be used to generate test cases for system testing and User Acceptance Test (UAT);
- A thorough review and validation of all requirements specified in this RFP; and,
- Identification of potential training considerations.

Joint Application Requirements Sessions

The Contractor must plan and facilitate all joint application requirements (JAR) sessions that include Contractor and beWellnm subject matter experts and cover all Individual Exchange requirements in detail. The Contractor must develop meeting minutes of all JAR sessions including decisions, justifications for changes (including new, modified, or deleted requirements), outstanding issues that require follow-up, related business processes and their requirements and impacts to future detailed design sessions. During all JAR sessions, the Contractor must designate a scribe dedicated to record detailed minutes.

Requirements Traceability Matrix (RTM)

The Contractor must develop, deliver, maintain, and update a requirements traceability matrix (RTM). The Contractor must use the requirements, as identified in this RFP, to ensure forward and backward traceability. Requirements tracking must assure that all requirements specified in the RFP and associated deliverables are developed, configured, tested and approved by beWellnm. The Contractor must specify testable versus non-testable requirements. For all testable requirements, detailed test cases must be developed to test all functionalities of the requirements (i.e. both technical and business processes). The RTM must be updated after each major activity and submitted to beWellnm for review and approval.

Requirements Specification Document (RSD)

The Contractor must provide a requirements specification document (RSD) using a structure and format approved by beWellnm. The RSD must include system functional and non-functional requirements (e.g. quality attributes, legal and regulatory requirements, standards, performance requirements and design constraints). These detailed requirements must be traceable back to the requirements specified in this RFP and associated deliverables. At a minimum, the Contractor must:

- Identify how and where the requirements are met in the proposed Individual Exchange;
- Define whether the requirement can be met through standard, configurable functionality of the proposed Individual Exchange, a customization or a development activity;
- Identify and verify of all internal and external interfaces; and,
- Define a means of requirement satisfaction measurement.

Business Rules Document

The Contractor must provide a document outlining all business rules developed or configured for the Individual Exchange. The document must outline how the business rule aligns to the specific requirement or module/component.

Architectural Diagrams

The Contractor must develop architectural diagrams that provide the framework to identify the conceptual integration of the underlying business functionality, data, and infrastructure of the intended Individual Exchange. The initial conceptual design is required in the Technical Proposal, based on the Contractor's

understanding of this RFP, and the Contractor must update the diagrams throughout project phases.

1.4.1.2. Detailed System Design Plan

The Contractor must develop, maintain, and execute a detailed system design plan that includes:

- A description of the content and structure of the joint application requirements sessions (JARs);
- A description of tools to be used;
- A description of the use and scheduling of resources;
- An approach to issue and comment tracking; and,
- Potential training considerations identified during the Joint Application Design session.

1.4.1.3. Joint Application Design (JAD) Sessions

The Contractor must plan and facilitate joint application design (JAD) sessions that include Contractor and beWellnm subject matter experts to review the proposed Individual Exchange design. The Contractor must also maintain meeting minutes of all JADs, including decisions and outstanding issues requiring follow-up.

1.4.1.4. Detailed System Design (DSD) Document

The Contractor must develop a detailed system design (DSD) document that describes the Individual Exchange, including all systems and components. The DSD must reflect the detailed design specifications as defined in the JADs and may be delivered incrementally, as they are developed for each functional area or module. Final approval of the DSD will occur when all JADs have been completed and the incremental detailed design specifications have been approved in their entirety. At a minimum, the DSD should include the following:

- A flow diagram of all functions identifying all major inputs, processes, and outputs;
- A listing/description of all software modules/functionalities that compose the complete Individual Exchange;
- Describe any middleware that is used to connect software modules or if any dependencies exist between the modules;
- Detailed screen and report layouts by function;
- Detailed screen and report narrative descriptions by function;
- Screen layouts for online, context-sensitive help screens for all Web-based components; and,
- Site maps for all Web-based components.

1.4.1.5. Interface Control Document (ICD)

The Contractor must develop, deliver, maintain and execute an interface control document (ICD) that provides the following sections, at a minimum: General Interface Requirements; Detailed Interface Requirements; and Qualification Methods. The interface control document must provide a description of the following:

- Inputs and outputs of a single system/services;
- The interface between two systems/services; and,

- The interface protocol between physical components.

1.4.1.6. Database Design Document (DDD)

The Contractor must develop, deliver, maintain and execute a database design document (DDD) that provides a description of the system context and the basic database design approach, including dependencies and interfaces with other databases and/or systems. The DDD must include the following sections, at a minimum: Design Decisions; Detailed Database Design; and Database Administration and Monitoring.

1.4.1.7. Data Management Plan

The Contractor must develop, deliver, maintain and execute a data management plan that describes the strategy for managing data during and after project execution. The data management plan must identify data archiving/data retention plans and provide the definition for the master data. The data management plan must provide the conceptual, logical, and physical models and associated modeling tools for the Individual Exchange, including an end-to-end data model for all business processes and operational specifications. The data management plan must outline how the Contractor plans to ensure the data management procedures meet all federal and State of New Mexico data protection and security policies. It should also ensure the Individual Exchange contains only data used for and by the State of New Mexico, does not mix with any other consumer data and is not used by the vendor for any purpose. The data management plan must specifically address the data migration required for transfer of data and services from the FFM Individual Exchange to the SBM Individual Exchange, as specifically described as the data migration plan in the Migration Activities section below.

1.4.1.8. Disaster Recovery/Business Continuity Plan (DRP/BCP)

The Contractor must develop, deliver, maintain and execute a disaster recovery plan (DRP) and business continuity plan (BCP) that addresses recovery of business functions, business units, business processes, human resources and the technology infrastructure of the Individual Exchange, including the migration activities required for migration from the FFM technology platform. The DRP/BCP must include recovery from any significant interruption in service and must comply with all federal mandates. The DRP/BCP must address system availability, which is of the utmost importance, and must include contingency planning, regardless of the type of disaster (i.e. natural disaster, infrastructure failure, etc.). The DRP/BCP must include, at a minimum:

- Back-up and protection procedures to include files, software, hardware and network connectivity;
- Description of any proposed alternate site(s), including a detailed schedule for back-up operations and any proposed clustering methodology for high availability;
- Proposed recovery time and point objectives;
- Risk analysis and risk mitigation for each business process; and,
- Processes and procedures for testing and reporting the DRP/BCP to include failover/fallback functionality, back-up/recovery functionality, business continuity, and plan updates.

The Contractor must test the DRP/BCP annually and report findings to beWellnm.

1.4.2. Design Deliverables

The Contractor must prepare the following deliverables in support of design activities:

- DEDs, if applicable;
- Requirements Definition and Validation Plan;
- JAR session minutes;
- Requirements traceability matrix (RTM);
- Requirements specification document (RSD);
- Business rules document;
- Architectural diagrams;
- Detailed system design plan;
- JAD session minutes;
- Detailed system design document (DSD);
- Interface control document;
- Database design document;
- Data management plan; and,
- Disaster recovery/business continuity plan.

Contractor Responsibilities	beWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, maintain and execute all design deliverables as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables and updates
<ul style="list-style-type: none"> • Update and maintain the RTM. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Use plans and processes identified in the beWellnm approved Requirements Definition and Validation Plan throughout the life of the contract. 	<ul style="list-style-type: none"> • Review, provide feedback, and approve the plans and processes.
<ul style="list-style-type: none"> • Develop and submit a JAR schedule for review by beWellnm. 	<ul style="list-style-type: none"> • Work with the Contractor to establish a schedule and location for JARs. • Review and approve JAR schedule
<ul style="list-style-type: none"> • Develop and distribute JAR agendas prior to each session. 	<ul style="list-style-type: none"> • Review and provide feedback on JARs agendas.
<ul style="list-style-type: none"> • Facilitate JARs, prepare and submit for review and approval the requirements session meeting notes as described in this RFP. 	<ul style="list-style-type: none"> • Provide appropriate staff and stakeholders to attend JARs. • Provide the Contractor with information regarding interfaces and system processes,

Contractor Responsibilities	beWellnm Responsibilities
	beWellnm policy, regulations, and procedures <ul style="list-style-type: none"> • Work with the Contractor to resolve issues during the requirements definitions activities.
<ul style="list-style-type: none"> • Use project control tools as described in the PMP to formally track requirement sessions results so beWellnm can manage requirements decisions by module or functional area, including completed and incomplete requirements sessions. 	<ul style="list-style-type: none"> • Review provide feedback and approve.
<ul style="list-style-type: none"> • Develop and execute the RSD as described in this RFP. 	<ul style="list-style-type: none"> • Review provide feedback and approve
<ul style="list-style-type: none"> • Work with beWellnm to identify all business rules for the business rules engine 	<ul style="list-style-type: none"> • Work the with Contractor to identify all business rules for the business rules engine.
<ul style="list-style-type: none"> • Designing/configuring windows, screens, reports or other layouts, perform prototyping where appropriate. 	<ul style="list-style-type: none"> • Review provide feedback and approve
<ul style="list-style-type: none"> • Develop the detailed system design plan and incorporate any comments submitted by beWellnm. 	<ul style="list-style-type: none"> • Review and provide feedback • Provide written acceptance of the final detailed system design plan
<ul style="list-style-type: none"> • Develop and submit a JAD schedule for review by beWellnm. • Develop and distribute JAD agendas prior to each session 	<ul style="list-style-type: none"> • Work with Contractor to establish schedule and location for JADs • Review and approve JAD schedule • Review and provide feedback on JAD agendas
<ul style="list-style-type: none"> • Facilitate JADs, and prepare and submit for review and approval the design session meeting minutes, including decisions, justification for changes, outstanding issues requiring follow-up, and impact to future JADs and session participants • Conduct technical reviews of the detail system design plan with beWellnm during the JADs to verify the design and identify 	<ul style="list-style-type: none"> • Provide appropriate staff and stakeholders to attend JADs. • Provide Contractor with information and clarification regarding interfaces and system processes, as well as policy, regulations, and procedures. • Track policy-related changes and training impacts identified during the JADs

Contractor Responsibilities	beWellnm Responsibilities
and resolve any design issues or questions.	<ul style="list-style-type: none"> • Work with the Contractor to resolve issues during the design activity
<ul style="list-style-type: none"> • Demonstrate web page / module functionality through models / prototypes, as appropriate. 	<ul style="list-style-type: none"> • Provide staff to attend web page / module walkthroughs as necessary
<ul style="list-style-type: none"> • Use project control tools to formally track detailed design session results so that beWellnm can manage the design decisions by module or functional area. This should include design components not yet completed, as well as decisions from completed design sessions. 	<ul style="list-style-type: none"> • Review and provide feedback
<ul style="list-style-type: none"> • Develop the detailed design specification document and incorporate any comments submitted by beWellnm. 	<ul style="list-style-type: none"> • Review and respond to all DSD requirements change documents.
<ul style="list-style-type: none"> • Develop final detailed design specification document based on beWellnm review findings regarding content and format. 	<ul style="list-style-type: none"> • Provide written acceptance on the final detailed design specification document.
<ul style="list-style-type: none"> • Develop and deliver an interface control document as outlined in this RFP. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Develop and deliver a database design document as outlined in this RFP. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Develop and deliver a data management plan as outlined in this RFP, including a data migration plan. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Perform routine monitoring using software tools to measure the efficiency of online storage access and take corrective action, as needed (including performance adjustments to equipment and software or file placement as required) to maximize availability, efficiency, and other attributes of service. 	<ul style="list-style-type: none"> • Review and approve results.
<ul style="list-style-type: none"> • Manage online storage thresholds and data archives, including supporting non-disruptive rules-based data archival and 	<ul style="list-style-type: none"> • Review and approve

Contractor Responsibilities	beWellnm Responsibilities
retrieval (with little to no Individual Exchange processing impacts) during the archival process.	
<ul style="list-style-type: none"> • Provide an annual review and update of the DRP and BCP though the life of the contract. • Assist in the recovery of lost/damaged information that results from security violations through the life of the contract at no cost. • Complete qualitative and quantitative analyses and risk mitigation strategies for each risk item identified for recovery. 	<ul style="list-style-type: none"> • Review and approve

1.5 Development Activities

The following section provides a description of the work, deliverables, and the Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP as they relate to development. Development activities are those required to develop and/or configure the system, including Individual Exchange module and architecture builds, using tools and established methodologies for maintaining control of the development process. These processes should also ensure the Individual Exchange components and architecture conform to the requirements and design specifications documented during design activities described in this RFP. During the proposal process, the Contractor must outline their approach to completing the tasks as outlined in this section.

1.5.1. Development Description

The Contractor will be responsible for developing/configuring and testing all Individual Exchange applications as a part of this contract to ensure that the implemented Individual Exchange product meets the requirements documented during design activities and as outlined in this RFP. The Contractor must coordinate the test plan as described in this RFP (with testing activities required during the development process) to ensure the flow of testing from unit testing to UAT is cohesive. Unit testing must be utilized to verify that each basic component of the system architecture is constructed correctly in accordance with design specifications.

The Contractor is responsible for leading and performing all development activities, including any walkthrough sessions requested by beWellnm. BeWellnm may request a walkthrough of any documents or processes related to development activities at any time.

BeWellnm shall support development activities as necessary, but these activities are a core function of the Contractor’s role as the beWellnm Individual Exchange solution vendor. Successful Development activities should result in:

- Ensuring that the developed Individual Exchange meets design criteria and satisfies the intended purpose;

- Installing, enhancing or modifying components of the proposed system according to the Design specifications approved by beWellnm;
- Demonstrating that all hardware, software, and linkages are functional and will support beWellnm’s requirements; and,
- Demonstrating functionality of all interfaces.

Specifically, development activities and tasks shall include the following areas.

1.5.1.1. Individual Exchange Environments

The Contractor must provide the following types of environments throughout the duration of this contract:

- Development – environment(s) used to develop and unit test all software contained within the Individual Exchange;
- System Test / System Integration Test – environment(s) used to perform full-scale system integration testing and regression testing for the Individual Exchange solution. This environment must meet production capability and capacity standards, not affect production data, and mirror the UAT and Production environments;
- UAT – environments used by beWellnm to test the application and data provided within the Individual Exchange. This type of environment must be sized the same as production and capable of performing complete end-to-end testing. It must also mirror the system testing and production environments; beWellnm expects the Contractor to establish separate UAT environments for Time Travel and Conversion testing;
- Production - environment used by the Contractor to manage client data and all Individual Exchange processing. It must mirror the system testing and UAT environments; and
- SQL Read-only access to a non-production environment hosted by the technology vendor for use by beWellnm for business analytics.

The Contractor must be responsible for continually refreshing each environment to ensure that environment contents remain current according to the beWellnm-approved Individual Exchange environments plan. Each environment must use industry-standard hardware, software and database management products.

1.5.1.2. Individual Exchange Environments Plan

The Contractor must provide development, conversion, system testing, training and production environments housed and hosted at the Contractor site and to be accessed by beWellnm at the appropriate project phase, as described above in this RFP. The Contractor must develop an approach for building, supporting, and maintaining all environments associated with the Individual Exchange, to be included as part of the Individual Exchange environment plan. The Individual Exchange environment plan must also contain a list of assumptions regarding all hosted environments. Finally, the plan must discuss managing environments in a multi-tenant setting.

1.5.1.3. Equipment/Hardware/Software

The Contractor must acquire any such computer hardware or software required by the Individual Exchange, including licensed software, in such a manner that it may be legally used in the Individual Exchange. The Contractor must acquire any such computer hardware and software required for the Individual Exchange following all procurement control processes outlined in the Contractor’s procurement management plan, which may be requested by beWellnm at any time for informational purposes. The Contractor must ensure

that both the hardware and software is upgradable and expandable with regular maintenance to ensure optimum performance and is able to accommodate future changes, as defined by beWellnm, State of New Mexico and federal standards. These should be included in the offeror’s price proposal.

Infrastructure build and related milestones shall be included in the Contractor schedule.

1.5.1.4. Execute Unit Testing

The Contractor must begin executing the test plan, as approved by beWellnm, identified in the Testing Activities section below. The Contractor must produce and deliver unit test results incrementally, for each identified unit; Additionally, unit test results must also be made available to beWellnm and the IV&V vendor for review, if requested.

1.5.2. Development Deliverables

The Contractor must prepare the following deliverables in support of development activities:

- DEDs;
- Individual Exchange environments;
- Individual Exchange environment plan;
- Unit test results; and,
- Updated RTM.

Contractor Responsibilities	beWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, maintain and execute all development deliverables as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables and updates.
<ul style="list-style-type: none"> • Update and maintain the RTM. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Develop an Individual Exchange environment plan that provides details of the required environmental components. 	<ul style="list-style-type: none"> • Review, provide feedback, and approve.
<ul style="list-style-type: none"> • Provide hardware and software to support the Individual Exchange. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Perform unit tests on every component developed and/or configured. • Create and test databases. • Prepare test files. • Conduct technical review and audits of completed system components throughout the build process, and record problems 	<ul style="list-style-type: none"> • Review and approve, if applicable.

Contractor Responsibilities	beWellnm Responsibilities
using the project control and issue reporting. <ul style="list-style-type: none"> • Provide weekly updates and performance metrics on unit testing and build/configuration progress to beWellnm. 	
<ul style="list-style-type: none"> • Submit results of unit testing to beWellnm on an incremental basis as modules or functional system units are complete. • Resubmit unit test results, as necessary. 	<ul style="list-style-type: none"> • Review test results, • Work with the Contractor to resolve issues during Development activities, if applicable.
<ul style="list-style-type: none"> • Provide a document library where all test data is stored and beWellnm is allowed to access 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Perform walkthroughs, as appropriate to demonstrate to beWellnm that all system functions have been completely and accurately constructed/configured and unit-tested. 	<ul style="list-style-type: none"> • Attend configuration walkthroughs as • Necessary.
<ul style="list-style-type: none"> • Develop and provide Individual Exchange user manuals as needed 	<ul style="list-style-type: none"> • Review and approve

1.6 Testing Activities

The following section provides a description of the work, deliverables, Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP as they relate to testing. During the proposal process the Contractor must outline their approach to completing the tasks outlined in this section.

1.6.1. Testing Description

The Contractor shall be responsible for testing the Individual Exchange marketplace to ensure that all requirements are fully satisfied. The Contractor will test the software and hardware of the architecture and application to evaluate the system’s compliance with defined requirements as outlined in this RFP. The Contractor will be responsible for facilitating and executing all testing in each phase of the project, including:

- Unit testing
- System testing
- Integration testing
- Volume and performance testing

- Full Regression testing, including end-to-end testing
- User Acceptance Testing
- Operational readiness testing

The Contractor is responsible for providing testing environments in which testing activities will occur. The Contractor will also be responsible for providing resources and support for conducting User Acceptance Testing, Operational readiness testing, as well as working with other vendors and partners, if required. This includes, but is not limited to, state and federal partners (HSD, OSI, CMS, IRS, etc.) carriers, beWellnm technology, financial services, outsourced services, and other vendors. Testing includes all integrated parties.

Specifically, testing activities and tasks shall include the following areas.

1.6.1.1. Test Plan

The Contractor must develop and execute the approved test plan. The Contractor will be responsible for scheduling and coordinating all testing activities to ensure that each of the tests are prepared for and performed in accordance with the test plan. The Contractor will appropriately train beWellnm personnel and appointed stakeholders, as appropriate to participate in the testing effort. Unless specified otherwise within the test plan, the Contractor will be required to provide all tools, testing materials, and resources necessary to effectively perform the required tests. At a minimum, the test plan must include:

- A description of how the testing environments will be managed including methods, workflow, and training required;
- An organization plan showing the number and types of Contractor personnel responsible for testing. This will also include beWellnm personnel, subcontractors, issuers, brokers, and agents;
- A contingency plan for mitigating testing risks across the SDLC;
- Procedures for the beWellnm-approved defect management tracking tool. To be utilized for tracking and correcting deficiencies/defects discovered during testing This will include the type, severity, and location of errors, as well as error tracking and resolution procedures; beWellnm and its designees shall have access to the tool and need to be able to utilize it for UAT
- Procedures for notifying beWellnm of problems discovered in testing, testing progress, and adherence to the test schedule; defect resolution process
- Procedures for tracking status of test scenarios and individual test cases via the beWellnm approved tracking tool;
- Process for updating the RTM based on test results;
- Process for updating the RSD based on test results;
- General description of the steps in the testing process;
- Software tools used during testing;
- Template of progress report;
- A plan for organizing test results for beWellnm review;
- A plan for system performance measuring and tuning;

- UAT conducted for design, code, and test cases; and,
- Types of procedures and checklists utilized.

1.6.1.2. Test Environments

The Contractor must develop and provide testing environments that conform to the approved Individual Exchange environments plan. All related milestones must be included in the Contractor’s schedule.

1.6.1.3. System Test Cases

The Contractor must develop and deliver system test cases which beWellnm will review prior to testing to ensure all requirements are being thoroughly tested. The Contractor must ensure that all test cases are completed following IEEE standards for software and system test documentation as appropriate. System test cases must be completed for each functional area described in this RFP, with final approval by beWellnm.

1.6.1.4. Final System Integration Test Report

The Contractor must produce and deliver a final test report, which outlines the results of all system testing incrementally, as they are completed for each defined area. This includes unit testing, system integration testing, user acceptance testing. Final approval must be received from beWellnm. The Contractor must deliver a single, consolidated final test report deliverable. The deliverable must include test results for each test case showing positive results or itemization and schedule for resolving each negative result.

The Contractor must include in its final testing report the complete testing cycle and incremental testing cascade. The Contractor must discuss and demonstrate the expectation and outputs for each of the unique testing areas including system integration testing, unit testing, user acceptance testing, performance testing, regression testing, and the operational readiness test.

1.6.1.5. Test Defect Reports

As a part of the final test report, the Contractor must produce and deliver test defect reports generated from either a commercial defect-tracking tool to which beWellnm has access or a Contractor-developed defect log and progress report, for all testing activities. At a minimum, the test defect report must include the following items:

- Issue description;
- Severity;
- Status;
- Owner;
- Implementation schedule; and,
- Past defects and their resolution

1.6.1.6. UAT Entrance and Exit Criteria

Entrance and exit criteria will need to be met by the Contractor to proceed from System Integration testing (SIT) to UAT, and to obtain approval to exit UAT. The criteria will be agreed upon by the Contractor and beWellnm for other SDLC stages, if appropriate. Exit criteria for SIT/entrance criteria for UAT and exit criteria for UAT shall be defined in the Test Plan and before SIT testing begins.

Baseline UAT entrance criteria for the Contractor to consider include:

- 1) Release Plan signed off by both beWellnm and Contractor
- 2) UAT artifacts ready for execution and walked through with beWellnm test leads
 - a) Test Scripts
 - b) Test Scenarios
 - c) Release Notes
 - d) RTMs
 - e) Defined list of platforms/browsers supported
- 3) Internal Testing (SIT, QA, & Regression Testing) completed by Contractor's testing team
 - a) 100% of test cases attempted
 - b) 90% of attempted test cases achieved pass status
 - c) No open Catastrophic or Critical defects (severity levels and detail description to be agreed upon at contract start)
- 4) Internal Testing (SIT, QA, & Regression Testing) Report delivered to beWellnm
- 5) Internal Testing (SIT, QA, & Regression Testing) results and known defects documented and reviewed with beWellnm
- 6) UAT (and Higher) Environment Readiness Sign Off Form delivered by the Contractor to beWellnm
- 7) UAT Results, Status, and Defects Trackers formats and cadence agreed upon

Baseline UAT exit criteria for the Contractor to consider include:

- 1) UAT activity successfully completed
 - a) 100% of test cases attempted
 - b) 95% of attempted test cases passed
- 2) Catastrophic and Critical defects closed
- 3) For any outstanding high priority defects:
 - a) Acceptable technical or procedural workarounds identified
 - b) Resolution timeline approved by beWellnm
- 4) Unresolved defects reviewed and approved for future release resolution by beWellnm
- 5) Requested modifications or enhancements streamlined through change control process
- 6) Sign-off to promote the code by beWellnm

1.6.1.7. UAT Training Plan

The Contractor will support beWellnm in conducting user acceptance testing (UAT). UAT testing must be designed to demonstrate that the Individual Exchange meets beWellnm specifications, performs all processes according to the program business rules, passes acceptance criteria identified by beWellnm,

and works in an integrated fashion with the shared service components. UAT is to be conducted primarily by beWellnm users and will allow the opportunity for users to test the proper application of business rules, the accuracy of application, determination and enrollment, and the format and content of all interface outputs, including the reporting functions. UAT must be conducted in controlled and stable environments that will be provided by the Contractor. The Contractor will be responsible for user provisioning and support in UAT environments.

The Contractor must develop, deliver, maintain and execute a UAT training plan. The UAT training plan must include how the Contractor plans to train users on how to use the Individual Exchange solution, as well as on test artifacts and processes: test case development, test execution, defect tracking tools. The plan must include a schedule for training prior to UAT execution, that will be incorporated into the Contractor’s project schedule. The Contractor must execute the UAT training plan, and train the beWellnm team on preparing input data, using web screens, understanding the business rules engine and shared services infrastructure, and reviewing system outputs.

1.6.1.8. UAT Artifacts

The Contractor must work with beWellnm and designated subject matter experts to produce and deliver UAT test cases and scripts that provide step by step guidance and expected results for executing a given test case. In addition, the Contractor must develop and manage test data that will be used in UAT.

UAT test cases must test that the system meets the user requirements and business needs of beWellnm. In developing UAT artifacts, the Contractor must emphasize end-to-end testing and mimicking end user usage of the Individual Exchange. Final acceptance and approval of use cases will be conducted by beWellnm before the UAT phase is considered complete.

As part of their response to this RFP, the Contractor must propose their approach to working with beWellnm to develop UAT artifacts as well as their experience with testing with real unmasked data to mimic actual system use.

1.6.2. Testing Deliverables

The Contractor must prepare the following deliverables in support of Testing activities:

- Test plan;
- Test environments;
- System test cases;
- Final test report;
- UAT training plan;
- UAT cases and data; and,
- Updated RTM.

Contractor Responsibilities	beWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, deliver, maintain and execute all deliverables as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback.

Contractor Responsibilities	beWellnm Responsibilities
	<ul style="list-style-type: none"> • Approve all deliverables prior to development. • Attend test activity deliverable walkthroughs, as appropriate, to enhance beWellnm understanding and facilitate the approval process.
<ul style="list-style-type: none"> • Work collaboratively with the Interfacing agencies during the testing activities. • Work collaboratively with the IV&V vendor during the testing activities. 	<ul style="list-style-type: none"> • Designate a beWellnm test lead to answer questions, assist with prioritization activities and work with the Contractor to resolve issues related to testing. • Provide required information to federal agencies. • Monitor Contractor progress to milestones. • Work with the Contractor to resolve issues during the testing activity.
<ul style="list-style-type: none"> • Establish and maintain permanent test environments for beWellnm-only use with current testing data and information. • Establish the software and network environment, including connection to the beWellnm network that will be used during testing. • Provide a library of all test documentation including test scenarios and results. • Make minor modifications to screens, reports, interfaces, and processes, as directed by beWellnm during the testing activity. 	<ul style="list-style-type: none"> • Review and approve, if applicable, written recommendations for improvement by the Contractor.
<ul style="list-style-type: none"> • Update the RTM after each testing activity to demonstrate that all requirements are traceable forward and backward. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Provide testing staff that are different from development staff to perform testing activities • Develop and implement system and integrated system test progress 	<ul style="list-style-type: none"> • Review and approve.

Contractor Responsibilities	beWellnm Responsibilities
<p>measurement metrics for the purpose of monitoring testing status. Metrics must include a dashboard displaying test scenarios as well as those identified with problems and requiring retesting, those that do not require a retest, and the total population of test scenarios remaining throughout the test period.</p> <ul style="list-style-type: none"> • Perform system testing of all functionality and submit documented results to beWellnm for review and approval. • Plan, develop, and test all incoming and outgoing interfaces during integrated system testing. 	
<ul style="list-style-type: none"> • Develop and deliver system test cases. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Resolve all test scenarios associated with errors and retest system components as necessary until the error is corrected. • Deliver interim system test results within agreed time frames. • Deliver the draft and final test report deliverable. 	<ul style="list-style-type: none"> • Approve interim test results within the agreed time frame or provide written documentation to the Contractor stating why the test results are not acceptable. • Direct the retesting activities after correction of any problems. • Approve the final system test results deliverable.
<ul style="list-style-type: none"> • Use project control tools to formally track testing results so beWellnm can manage the testing progress, problems, and resolutions by module or functional area. 	<ul style="list-style-type: none"> • Use the Contractor’s issue/defect tracking system to monitor the Contractor’s test progress or define necessary test reports and desired frequency of reports.
<ul style="list-style-type: none"> • Provide training to beWellnm’s UAT team on preparing input data, using Web screens, understanding the business rules engine and shared services infrastructure, and reviewing system outputs. 	<ul style="list-style-type: none"> • Provide Contractor access to SMEs for development of UAT test cases.
<ul style="list-style-type: none"> • Assist beWellnm in UAT activities with respect to generation of test scenarios, transactions, data, and files as well as analysis of reasons for unanticipated processing results. • Provide separate operations staff to 	<ul style="list-style-type: none"> • Prepare UAT test scenarios and data, and conduct UAT testing. • Provide resources (acceptable percentage of work time) for development of UAT test cases and UAT test execution.

Contractor Responsibilities	beWellnm Responsibilities
support UAT activities.	<ul style="list-style-type: none"> Coordinate resources needed for testing interfaces and web portals, including non-beWellnm resources Provide resources to work with the Contractor during system and UAT test execution to prioritize and resolve issues.
<ul style="list-style-type: none"> Work with beWellnm to develop and deliver UAT cases. 	<ul style="list-style-type: none"> Provide the UAT results to the Contractor. Document UAT results, and retest as necessary. Ensure requirements map to system and UAT test cases by reviewing the updated RTM. Final approval of UAT completion.
<ul style="list-style-type: none"> Track the status of problems identified by beWellnm during the UAT. 	<ul style="list-style-type: none"> Review, provide input, approve resolution.
<ul style="list-style-type: none"> Make available all UAT documentation including files and reports necessary to validate test results. 	<ul style="list-style-type: none"> Review and Approve.

1.7 Implementation Activities

The following section provides a description of the work, deliverables, Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP, as they relate to Implementation. During the proposal process, the Contractor must outline their approach to completing the tasks as outlined in this section.

1.7.1. Implementation Description

The Contractor must be responsible for deploying the Individual Exchange after successfully completing all testing activities and confirming that all system components, data, and infrastructure of the Individual Exchange fulfill beWellnm requirements.

As part of the Implementation process, the Contractor will implement the Exchange into a production environment, which must conform to all Performance Guarantee (PG) requirements specified in this RFP. The Contractor must convert and migrate all data and services necessary to operate the Individual Exchange and meet all requirements as outlined in this RFP. The Contractor must plan to phase in operations on a schedule that will minimize risk and provide full contingency planning, as necessary. Implementation activities will commence once beWellnm has completed final acceptance of the Individual Exchange design. At a minimum, implementation activities and tasks shall include the following areas.

1.7.1.1. Production Environment

The Contractor must develop a production environment that conforms to the approved Individual Exchange environments plan, as outlined in this RFP.

1.7.1.2. Authority to Operate (ATO)

If requested, the Contractor must assist beWellnm in obtaining its authorization to operate (ATO) from CMS/CCIIO prior to the Individual Exchange moving into the production environment.

1.7.1.3. Implementation Plan

The Contractor must be responsible for developing, producing and delivering an implementation plan to beWellnm for review and approval. The implementation plan will be reviewed and approved in accordance with beWellnm's standard deliverable submission and review procedure. The implementation plan must include a schedule and approach for all activities needed for implementation, including:

- Implementation overview;
- Implementation requirements/procedures by site implementation checklist;
- Final data conversion and service migration activities (FFM platform to Individual Exchange SBM) with reference to the tasks completed according to the migration plan;
- Technical preparation and system changeover activities;
- Development of an implementation activities check list;
- The process for developing a contingency plan for identifying, communicating, resolving risks, and maintaining the current production capability if the implementation is delayed;
- Activities required to effectively implement, operate, and maintain the Individual Exchange;
- Document resolution of identified issues and associated dates;
- Specifying the methodology for handling adjustments to historical Individual Exchange participant records;
- Identifying the process to accommodate issuer updates, consumer data changes, reference changes, and enrollments after final conversion but before implementation; and
- A plan for managing future modifications and enhancements of the system.

Additionally, as a part of the implementation plan, the Contractor must be responsible for providing all technical and functional documentation that will be required to assist beWellnm in using and supporting the implemented solution.

1.7.1.4. Training

The contractor is responsible for training beWellnm staff, Agents and Brokers, key stakeholders and other users as directed by beWellnm on the Individual Exchange. Training must include managing training resource assignments, training logistics, and the monitoring and reporting of training progress. The Contractor must provide a training environment in which the training activities will occur, as well as a training plan and training materials.

Training Plan

The Contractor must develop, deliver, and maintain a training plan. The training plan must address how the Contractor intends to train beWellnm staff and other users as identified by beWellnm.

The Contractor must have the capability to train beWellnm designated individuals through computer-based formats and a train-the-trainer approach. Training for end users must coincide with the schedule in the project work plan for system implementation. If the contractor proposes a phased rollout, training must be provided prior to each launch.

Training Materials

The Contractor must be responsible for developing and updating all training materials. Training materials shall be provided electronically, and in hardcopy form, as requested by beWellnm.

Training materials may include job aids, instructor’s manual(s), student manual(s), and desk reference manual(s).

At a minimum, the Contractor must:

- Provide training materials – The Contractor must provide beWellnm all required copies for classroom and on-site training sessions.
- Submit materials for beWellnm approval – The Contractor must submit all training materials to beWellnm for approval one (1) month prior to delivery of a training session.
- Modify and update training materials as needed– The Contractor must maintain and modify training materials as needed to reflect the latest version of the Individual Exchange. Updated versions of training materials must be submitted to beWellnm within five (5) calendar days of receipt of the identified change(s) or sooner, if there is a scheduled training session that shall be impacted.
- Transfer training material ownership - All training materials shall be delivered to and become the property of beWellnm under this contract. Contractors must provide beWellnm with copy and distribution rights to all training materials created for the Individual Exchange.
- Create Master Copies – The Contractor must create and supply master copies of all class materials, including course books, exercise books, tests, evaluations, and quick reference guides for each training module.

Training Hardware and Software

The Contractor must coordinate obtaining the appropriate hardware, software, and telecommunications to support the development, maintenance, and presentation of training program(s) and materials.

Training Reports

The Contractor must collect and report information on training activities on an agreed upon cadence during active training sessions. At a minimum, these reports must include:

- Classes scheduled versus classes actually held;
- Total planned to be trained versus the number of staff actually trained;
- Number and category of staff trained;
- Number and category of staff missing training; and,
- Materials covered.

1.7.1.5. Maintenance and Operations (M&O) Manual

The Contractor must develop, deliver, and maintain a Maintenance and Operations (M&O) manual. The M&O manual must provide a description of the business product operating in the production environment and information necessary to effectively handle routine production processing, ongoing maintenance, performance monitoring, and identification of problems, issues, and/or change requirements. The M&O manual must include operating procedures for Individual Exchange participant management, the generation of reports and letters, enrollment and billing notices, queries, billing statements, and navigation through the Web pages, according to the templates developed during the design phase. The M&O manual must be made available electronically, but provided to beWellnm in hard-copy, upon request.

At a minimum, the M&O manual must include the following:

Corrective Action Plan Methodology

The M&O manual must identify the Contractor's corrective action plan (CAP) methodology. The CAP methodology must address a practical strategy to resolve any impediments to efficient and effective Individual Exchange operations; such as, the actions to be taken, and how they will be carried out. The methodology must provide a template of how the items in need of correction will be documented. At a minimum, a corrective action plan must include the following:

- Description of the problem to correct;
- Owner accountable for the results;
- Actions to be taken;
- Deadlines; and,
- Specific outcome and how it will be measured.

Plan of Action and Milestones (POA&M)

The M&O manual must also include an approach to developing plans of action and milestones (POA&M) that includes specific action steps for mitigating system security weaknesses identified by security assessments.

Quality Assurance (QA) Plan

The Contractor must develop a quality assurance (QA) plan that is specific to maintenance and operations and establishes quality assurance procedures.

M&O Staffing Plan

The Contractor must develop and update annually, a staffing plan for all M&O activities. If the System Maintenance and Operational Support staff is found to be deficient by beWellnm, the Contractor must revise the staffing plan within (15) business days of notice and employ the required staff.

M&O Communication Plan

The Contractor must be responsible for ensuring that effective and efficient communication protocols and lines of communication are established and maintained. The Contractor must take no action that has the appearance or effect of reducing open communication and association between beWellnm and Contractor staff. As a part of the communication plan, the Contractor must address how they will communicate staff schedules to ensure that they are approved by beWellnm (to meet the needs of the Individual Exchange). The Contractor must respond to beWellnm requests for information and other requests for assistance within

the timeframe that beWellnm specifies. When system issues or problems occur, the Contractor must notify beWellnm within specified timeframes, as defined in the PGs.

1.7.1.6. Federal Final Data Use/Data Exchange/Interconnection Security Agreements

If requested, the Contractor must develop data usage, data Exchange and/or interconnection security agreements as a part of the Individual Exchange implementation and submit to CMS/CCIIO. These documents must be agreements between the Contractor and third parties for use of personal health information (PHI) and personally identifiable information (PII) data and to ensure secure data exchange in accordance to, at a minimum, the following: the Affordable Care Act, Section 1561, HIPAA, and the IRS Office of Safeguards (which outlines the IRS' expectations for safeguarding federal tax information (FTI) in any instance where that agency intends to receive, store, process, or transmit FTI). On an annual basis, the Contractor is required to update and resubmit federal data use, data Exchange and interconnection security agreements to CMS/CCIIO.

1.7.1.7. beWellnm Final Data Use/Data Exchange/Interconnection Security Agreements

The Contractor must develop data use, data Exchange and/or interconnection security agreements as a part of the implementation of the Individual Exchange and submit to beWellnm. These documents must be agreements between the Contractor and third parties (as defined by beWellnm) for use of personal health information (PHI), personally identifiable information (PII) data and to ensure secure data exchange between the Contractor and beWellnm stakeholders, including issuers, OSI, agents, brokers, and enrollment counselors, etc. On an annual basis, the Contractor is required to update and resubmit beWellnm data use, data Exchange and interconnection security agreements to beWellnm.

1.7.1.8. Plan of Action and Milestones (POA&M)

The Contractor must provide a plan of action and milestones (POA&M) using the format defined by CMS/CCIIO and/or approved by beWellnm. A POA&M must include specific action steps for mitigating Individual Exchange system security weaknesses identified by a security assessment.

1.7.1.9. Final System of Record Notice (SORN)

If requested, the Contractor must assist beWellnm in developing a system of record notice (SORN) consisting of: (1) a narrative statement that is submitted to the Office of Management and Budget (OMB), (2) a preamble submitted to Congress, and (3) a statement of records notice provided to Congress. A system of record is a group of any records under the control of a federal agency from which information is retrieved by the name of the individual or by some identifying number assigned to the individual. This information must be provided in order for the federal government to inform the public of any collection of information about its citizens from which data is retrieved by a unique identifier.

1.7.1.10. Performance Guarantees (PGs)

The Contractor must agree to PG requirements that establish clear relationships between beWellnm and the Contractor, set service goals, and provide a framework for continuous analysis and improvement. The PGs also establish key performance indicators (KPIs) that will be used to demonstrate the effectiveness of a service. By tying performance to measurable metrics, beWellnm and the Contractor will find it easier to identify service performance problems. See Attachment F Sample Contract.

1.7.1.11. Security and Privacy

Detailed Security and Privacy requirements and standards are included in the Privacy and Security section of the RFP.

At a minimum, the Contractor will be required to develop the following deliverables:

Privacy Impact Assessment

The Contractor must prepare an assessment that determines if personally identifiable information (PII) is contained within the Individual Exchange. If so, the privacy impact assessment will require the Contractor to identify what kind of PII is contained in the Individual Exchange, what is done with that information, and the steps taken to ensure that information is protected.

System Security and Privacy Plan

The Contractor must develop, deliver, maintain and execute a system security and privacy plan. The system security and privacy plan must be reviewed and updated annually based on an annual risk assessment. The Contractor must fully describe how the Individual Exchange will prevent unauthorized physical and network access.

Information Security Risk Assessments

The Contractor must provide an Information Security Risk Assessment that conforms to CMS/CCIIO standards. The Information Security Risk Assessment must identify risks and possible mitigation strategies associated with information security components and supporting infrastructure.

Security and Privacy Reports

The Contractor must identify methods for ensuring only authorized personnel access data. The Contractor shall provide a process for reviewing and updating access rights on a regular basis. The Contractor shall provide audit reports for tracking users, associated security groups, roles, settings, passwords and duplicate IDs. The frequency and content of security audit reports will be determined by beWellnm.

The Contractor must provide beWellnm a report of any incidents of intrusion and hacking regardless of outcome. The Contractor must ensure a timely and reliable process for security breach notification to the appropriate entity. The Contractor must alert appropriate staff authorities of potential violations of privacy safeguards, such as inappropriate access to confidential information.

In the event of an incident of intrusion, the Contractor must initiate corrective actions to ensure breach will not occur again if it is within the selected Contractor's scope of responsibility. Preparing and retaining documentation of breach investigations and providing copies to beWellnm within twenty-four (24) hours of detection of the breach.

1.7.1.12. Final Acceptance

The Contractor must ensure that the system is ready to be implemented and beWellnm approvals have been obtained to begin operations of the Exchange. This is known as final acceptance. To achieve final acceptance by beWellnm, the Exchange solution must satisfy all functional and technical requirements specified in this RFP and documented during the requirements definition and design activities. BeWellnm staff must be given sufficient time to review all system, user, and security documentation for completeness prior to implementation. The system response time and all user and automated interfaces must be clearly assessed and operational. The Contractor must provide beWellnm with a final acceptance document during this phase of implementation. The final acceptance document should detail specific units of the Exchange to be reviewed and accepted by beWellnm staff and upon request, include reference documents, data maps, testing instructions, etc. to assist beWellnm in review. During the final acceptance process, the Contractor must be responsible for conducting walkthroughs or meetings, as requested by beWellnm. In the event that final acceptance is not achieved during the first review, the Contractor agrees to work with beWellnm to promptly cure the defect or deficiency, replace the deliverables and repeat final

acceptance.

Final acceptance of the solution shall occur following final system testing and the Contractor’s demonstration that: 1) the system successfully provides all the functionality required by beWellnm 2) the system meets or exceeds the performance standards in the contract 3) the system meets all privacy and security requirements and 4) the system meets or exceeds all criteria required by CMS/CCIIO.

1.7.2. Implementation Deliverables

The Contractor must prepare the following deliverables in support of implementation activities:

- Production environment;
- Authority to operate (ATO), if requested;
- Implementation plan, including contingency plans;
- Training plan, materials and report;
- M&O manual;
- Final data use/data exchange/interconnection security agreement;
- Plan of action & milestones (POA&M);
- Final system of record notice (SORN);
- Performance Guarantees (PGs);
- Privacy impact statement;
- System security privacy plan;
- Information security risk assessments; and,
- Final acceptance.

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, deliver, maintain and execute all deliverables and activities as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables prior to implementation.
<ul style="list-style-type: none"> • Establish and maintain a production environment. 	<ul style="list-style-type: none"> • Review and approve readiness.
<ul style="list-style-type: none"> • Work collaboratively with beWellnm and project stakeholders during implementation. • Provide weekly reporting of response times, problems encountered, and solutions. 	<ul style="list-style-type: none"> • Provide IV&V/QA vendor/function. • Involve and provide required information to Federal funding agencies. • Monitor Contractor progress to milestones.

Contractor Responsibilities	BeWellnm Responsibilities
	<ul style="list-style-type: none"> Review status reports.
<ul style="list-style-type: none"> Provide beWellnm-authorized entities access to source code, libraries, and other project artifacts. Provide beWellnm-authorized entities read access to all databases. 	<ul style="list-style-type: none"> Review and approve.
<ul style="list-style-type: none"> Develop and submit implementation schedule. Obtain beWellnm approval for the implementation of Individual Exchange programs and the enterprise architecture. Record and track identified user problems. Use converted data and provide for necessary temporary conversion of data, using cross walks if applicable. 	<ul style="list-style-type: none"> Review and approve implementation schedule.
<ul style="list-style-type: none"> Perform final conversion and review conversion reports to demonstrate successful conversion. Identify and report any implementation issues to beWellnm. Work with other system Contractors and beWellnm to establish and ensure appropriate system and business interfaces to successfully meet the implementation requirements. 	<ul style="list-style-type: none"> Review final conversion results and parallel test results, as appropriate.
<ul style="list-style-type: none"> Develop and submit training plan. Develop and submit training materials. Provide hardware and software for training purposes. Develop and submit periodic and final training reports. 	<ul style="list-style-type: none"> Review and approve plans, materials and training methods.
<ul style="list-style-type: none"> Conduct orientation and training for beWellnm personnel on Contractor organization, functional responsibilities for software maintenance, and operational 	<ul style="list-style-type: none"> Make beWellnm program and contracted staff available for final training / orientation.

Contractor Responsibilities	BeWellnm Responsibilities
<p>procedures.</p>	
<ul style="list-style-type: none"> • Monitor performance against KPIs in accordance with the agreed upon PGs. • Provide reporting data to determine PG compliance and KPI dashboard. • Develop CAPs for all missed KPIs. • Implement the plan identified in the CAP, once approved by beWellnm. • Provide documentation to beWellnm demonstrating the corrective action is complete. • Recommended changes to KPIs, as needed. • Size hardware to handle beWellnm’s transaction traffic and volume, at beWellnm-accepted performance levels. • Inform beWellnm when a system deficiency is identified according to the priorities defined by this RFP (or proposed by the Contractor and approved by beWellnm). • Perform all activities relative to correction of deficiencies within the timeframes stated in this RFP, PGs and KPIs. • Correct all errors and discrepancies found in the operational system at no additional charge for computer or human resources needed to maintain or correct the system. 	<ul style="list-style-type: none"> • Review and approve CAPs. • Request follow-up meetings to discuss the issues and corrective actions. • Review and approve Contractor-proposed changes to KPIs. • Review Contractor compliance with KPIs and PGs.
<p>Ensure the security of all documents and data require the complete segregation of the Exchange data and files from other selected Contractor’s customers.</p> <ul style="list-style-type: none"> • Accommodate all current HIPAA revisions / updates including those that may occur during the life of the project. • Provide HIPAA training and information to each Contractor project staff member annually, meeting HIPAA training 	<ul style="list-style-type: none"> • Review and approve.

Contractor Responsibilities	BeWellnm Responsibilities
<p>requirements for health and financial information and securing acknowledgement of these obligations from Contractor personnel involved in the contract.</p> <ul style="list-style-type: none"> • Develop, maintain and execute procedures for accessing necessary electronic protected health information (ePHI) in the event of an emergency and continue protection of ePHI in emergency. • Perform data mapping to identify the e-PHI contained in the system. 	
<ul style="list-style-type: none"> • Support appropriate confidentiality rules for requests for confidential communications (45 CFR 164.522(b)); within the confine of State/ Federal laws. 	
<ul style="list-style-type: none"> • Provide an information security risk assessment to identify risks and possible mitigation strategies associated with information security components and supporting infrastructure. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Provide security administrative rights to beWellnm security administrator(s) for the purpose of adding, updating, and deleting security access. • Track disclosures of ePHI; provide authorized users access to, and reports on the disclosures. 	<ul style="list-style-type: none"> • Review and provide feedback.
<ul style="list-style-type: none"> • Ensure all required approvals are in place prior to initiating final acceptance tasks. • Provide walkthroughs for beWellnm and appointees, as requested. • Provide sufficient time periods within the Project Schedule for beWellnm to review and approve all final acceptance deliverables. • Provide readiness for measuring KPIs and reporting on PGs. 	<ul style="list-style-type: none"> • Review and approve • Agree to final acceptance of the Individual Exchange into production

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Draft final acceptance document for review and approval by beWellnm. • Correct all defects and deficiencies prior to proposing final acceptance document for approval by beWellnm. 	

1.8 Migration Activities

The following section provides the description of the work, deliverables, Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP as they relate to Migration. Migration encompasses all tasks required to convert and migrate all Individual Exchange-related activities (data and services) from the FFM technology platform to the Contractor’s Individual Exchange solution, procured as a result of this RFP.

1.8.1. Migration Description

The Contractor will be responsible for planning, developing, testing, and managing the migration from the FFM platform, including the data conversion process. The Contractor must be responsible for converting all New Mexico-specific data maintained in the FFM since October 1, 2013, from the FFM to the Contractor’s Individual Exchange solution. This data conversion includes the logical and physical data architecture. The Contractor is expected to use automated conversion and minimize manual intervention to the greatest extent possible for the sake of efficiency.

The Contractor must be responsible for assisting beWellnm in defining the requirements for successful completion of the migration phase and will be required to work closely with beWellnm’s stakeholders and federal partners during this process. During the proposal process, the Contractor must outline their relevant experience and approach to completing the tasks as outlined in this section, specifically identifying their recommendations for designing, developing and implementing the migration from the FFM technology platform to their proposed solution.

The Contractor must ensure that all data and services required to support the Individual Exchange are available and accurate. The data conversion process will have its own life cycle and may be performed through the implementation period. The Contractor must provide a conversion environment, as described in this RFP, in which all conversion activities will occur.

Specifically, migration activities and tasks shall include:

1.8.1.1. Migration Requirements Matrix

The Contractor must develop, deliver, maintain, and execute conversion requirements that at a minimum identify the tasks necessary to complete migration activities from the FFM to the Contractor’s Individual Exchange solution including data conversion and migration. The migration phase includes defining data sources, types, months of history for specified data, destination, and changes. The Contractor must develop and produce a migration requirements matrix that outlines the requirements for conversion from the FFM platform to the Contractor’s Individual Exchange solution. This plan must provide the totality of required data and services outlined in this RFP. The Contractor must hold migration-specific JAR sessions, as necessary, to complete this activity and must involve all appropriate beWellnm stakeholders and partners, specifically CMS/CCIO.

1.8.1.2. Migration Plan

The Contractor must develop, deliver, maintain, and execute a migration plan that provides the overall description of how the Contractor plans to conduct conversion and migration activities for the project. The migration plan must include, at a minimum, the following sections: Overall Migration Strategy; Approach to Working with Federal Partners; Data conversion/migration work plan outline; Data migration preparation; and, Data migration specifications.

The migration plan must include at a minimum, scope, approach, issue tracking, schedule, communication, resources and environments. The migration plan must address the conversion of both data and services from the FFM platform and, at a minimum, include:

Migration Detailed Specifications

The Contractor must develop, deliver, maintain, and execute migration detailed specifications that reflect the design and approach for the conversion and migration activities, and addresses how the migration requirements will be demonstrated successfully. The data conversion and migration specifications will follow IEEE library standards for data element conversion.

Data Cleanup

The Contractor will be responsible for performing data cleanup. Data cleanup will include executing modifications to the conversion and migration programs and all manual conversion of data as necessary. This will include reconciling data that is converted and migrated from the FFM with the Individual Exchange.

Migration Test Plan

The Contractor must develop, deliver, maintain, and execute a migration test plan which includes the detailed description for how the Contractor will conduct conversion and migration testing for all data sets required. The migration test plan may require several iterations and must be updated by the Contractor as each data set is identified. The migration test plan will follow the current version of IEEE Standard for software and system test documentation, as appropriate.

1.8.1.3. Migration Test Results

The Contractor must produce and deliver conversion test results that present the results of data conversion and migration testing. Conversion and migration testing shall be an iterative process and may require several attempts, which shall each incorporate “lessons learned”. The test results should include both the expected and actual values of data being converted and migrated.

The Contractor must produce and deliver migration test defect log/reports. Test defect logs/reports must be generated from a defect tracking tool, provided by the Contractor and included as a part of the Final Test Report deliverable, outlined in this RFP.

1.8.1.4. Migration Quality Assurance Plan

The Contractor must produce and deliver a detailed migration quality assurance plan, which shall be specific to the migration activities outlined in this section. This plan can be included as part of the Quality Management component of the PMP. The migration quality assurance plan must include a summary of metrics to gauge the relative success of each conversion and/or migration attempt. The Contractor must ensure that all required data and services are properly converted and migrated. The Contractor must ensure that there is no undue risk to the integrity of the converted data or the eligibility/enrollment of the Individual Exchange participant.

1.8.2. Migration Deliverables

The Contractor must prepare the following deliverables in support of Migration activities:

- Migration requirements matrix;
- Migration plan;
- Migration test results;
- Migration quality assurance plan; and,
- Updated RTM (Requirement Traceability Matrix).

Contractor Responsibilities	beWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, maintain and execute all migration deliverables as defined in this RFP, in particular a Migration plan. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables and updates.
<ul style="list-style-type: none"> • Update and maintain the migration RTM. 	<ul style="list-style-type: none"> • Review and approve.
<ul style="list-style-type: none"> • Schedule and conduct Joint application requirements (JAR) sessions, as required to complete migration activities. • Schedule and conduct migration requirements walkthrough(s) for beWellnm staff and federal partners. 	<ul style="list-style-type: none"> • Participate in migration requirements JARs. • Review migration requirements and approve.
<ul style="list-style-type: none"> • Convert data from the FFM system according to approved conversion requirements and migration plan. • Provide migration timeframes after consultation with CMS/CCIIO and beWellnm. • Conduct testing of conversion processes prior to full conversion and migration and submit results to beWellnm for review. • Provide beWellnm access to conversion/migration testing logs. • Correct deficiencies identified during conversion testing, preliminary conversion and final conversion, including any necessary Corrective Action Plans. • Provide minimum interruption of day-to- 	<ul style="list-style-type: none"> • Review and provide feedback. • Request technical assistance, as required.

Contractor Responsibilities	beWellnm Responsibilities
<p>day business processes during migration activities.</p> <ul style="list-style-type: none"> • Provide technical assistance to beWellnm. • Execute modifications to the conversion/migration programs and perform all manual data conversions and migrations, as necessary. 	
<ul style="list-style-type: none"> • Provide reporting, record reconciliation, and test results from functional/system /load/ operations readiness/parallel testing and any other testing as requested and required by beWellnm to ensure data was converted and loaded correctly • Provide ongoing analysis and reporting of conversion and migration results, including field-by-field mapping. • Confirm converted case data meets the requirements for continued issuance, maintenance, and that individual and Individual Exchange participant status continuity are maintained with no immediate intervention. • Provide defaults when necessary during data conversion and migration. 	<ul style="list-style-type: none"> • Review migration test results and results of preliminary conversion/migration and provide feedback. • Review documented migration results and provide feedback.
<ul style="list-style-type: none"> • Ensure data in the FFM and the Individual Exchange remain synchronized and in-tact until all migration tasks are complete. • Provide and retain copies of all conversion reports. 	<ul style="list-style-type: none"> • Review, provide feedback and approve.

1.9 Maintenance & Operations (M&O)

The following section provides a description of the work, deliverables, Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP as they relate to M&Os. During the proposal process, the Contractor must outline their approach to completing the tasks as outlined in this section.

1.9.1. Maintenance & Operations Definitions

The Contractor must be responsible for all maintenance and operations activities for the Individual

Exchange which will begin immediately after beWellnm's final acceptance of the Individual Exchange solution. The Contractor must be responsible for providing qualified personnel, resources, facilities and supplies to support the maintenance and operations activities of the system and to meet the PGs described in this RFP. Maintenance and operations activities will be included in the terms of the contract and use a PG model in which the Contractor must agree to maintenance, operations and modification hours using Key Performance Indicators. Specifically, maintenance & operations consists of the following three major activities:

Operations

Operations shall include the operation of the Individual Exchange. The Contractor must provide qualified personnel, resources, facilities, and supplies to support the operation of the Individual Exchange to meet the PGs described in this RFP. Upon the approved start of operations, the Contractor will begin processing Individual Exchange transactions.

Maintenance

Maintenance shall include supporting the Individual Exchange system, once implemented in the production environment statewide, for the duration of the contract. This support shall include the following activities:

- Activities necessary to provide for continuous effective and efficient operation of the system to ensure the platform is always ready to perform at the standard and condition for which it was approved, including ongoing load testing;
- Activities necessary to ensure that all data and programs are current and errors are corrected;
- Addition of new values and changes to existing system tables, reference tables and conversion of prior records, as necessary;
- Activities related to file growth and partitioning;
- File maintenance activities for updates to all files;
- Scheduled ongoing tasks to ensure system tuning, performance, response time, database stability and processing;
- Changes to the scripts or system parameters concerning the frequency, number and media of reports;
- Updates to software, operating systems or other system components requiring version updates, manufacturer "patches," and other routine manufacturers' updates to software;
- Maintenance of security for user accounts;
- Responses to production problems and emergency situations according to beWellnm-approved guidelines;
- Investigate and correct batch job failures and defects;
- Repair of jobs scheduled or run incorrectly, problems due to system hardware or software failures, problems due to operator/scheduler error, problems due to program or control language errors, security problems, corrupted files/databases, documentation and/or problems due to jobs run with incorrect data; and,
- Response to "emergency requests" which are problems preventing benefit issuance or those having a

significant impact on the end user's ability to perform their job.

Modifications

The Individual Exchange is subject to ongoing modification due to beWellnm's long-term vision for expanding the Individual Exchange platform procured through this RFP, as well as federal and State regulatory and policy changes, Medical Assistance program initiatives, and technological innovations in the industry. The Contractor must provide the appropriate engineering and analysis expertise to remain responsive to changing system requirements. This must include the following activities:

- The Contractor must perform software modifications for all components of the Individual Exchange following completion of implementation activities and approved Start of Operations, as requested by and agreed upon with beWellnm; and,
- It should be noted that system and software upgrades available to all users/owners of the Individual Exchange must not be considered as modifications and must be available to beWellnm at no additional cost. Software and system upgrades are considered part of maintenance and operations.

At a minimum, specific M&O tasks shall include the following areas:

1.9.1.1. M&O Status Report

The Contractor must produce a monthly M&O status report. The Contractor will negotiate the content, format, and frequency of these reports with beWellnm. The intent of the M&O reports is to provide beWellnm and the Contractor better information for management of the Contractor's activities and the Individual Exchange operations. At a minimum, M&O reporting will include the following:

Operations Performance

Operations performance includes information that demonstrates the Contractor's compliance with applicable and agreed upon key performance indicators (KPIs) and performance guarantees (PGs). The Contractor must report on operations performance.

Modification Hours

Modification Hours include reporting on modification hours expended by week, work request, staff member, subtotals and totals.

Operations Problems

Problems are defined as any problems identified, the proposed repair or remedy, impact of the repair or remedy, and the mitigation strategy implementation date. The Contractor must report on operations problems as described in this RFP.

1.9.1.2. Operations Performance Reporting

The Contractor must monitor and report performance against the beWellnm-specified key performance indicators (KPIs). BeWellnm's anticipated PGs, associated KPIs, and related penalties can be found in Attachment F of the RFP.

The Contractor must develop reports to demonstrate compliance with beWellnm-determined KPIs. The Contractor is expected to develop a weekly dashboard of the KPI's and on a monthly basis as determined by beWellnm, review the performance report detailing KPI's from the previous month. If a KPI is not met, the Contractor must provide beWellnm a written CAP, as determined, which describes:

- The missed KPI;

- A full description of the issue;
- The cause of the problem;
- Risks related to the issue;
- All possible resolutions; and,
- The proposed corrective action to avoid missing the KPI in the future.

The performance report and subsequent CAPs (if necessary) shall be discussed at monthly M&O status meetings as determined by beWellnm. The Contractor must implement a CAP once the proposed corrective action is approved by beWellnm.

1.9.1.3. Operational Problem Management

The Contractor must provide operational problem management to manage beWellnm problems as they occur during maintenance and operations. The Contractor must provide software tools to enable the tracking of a specific defect from identification through correction, including all testing performed to ensure the correct fix is in place. The Contractor must categorize and resolve errors as outlined in the PGs found in the Attachment F of the RFP.

1.9.1.4. M&O Status Meetings

The Contractor must attend meetings as requested by beWellnm which may be combined with other regular status meetings. The Contractor will negotiate the schedule, format, and frequency of these meetings with beWellnm. The M&O status meetings will include the Contractor providing:

- An overview of Individual Exchange performance and issue resolutions; and,
- The status of all work requests, maintenance, and modification activities will also be reviewed at the M&O status meeting. This will include reporting of progress against schedules, any proposed schedule revisions, discussion of specific details on work requests, maintenance and modifications and review of deliverables.

1.9.1.5. Post-Implementation Evaluation Report

The Contractor must develop and deliver a post-implementation evaluation report. The reports must include that status of all functionality required to meet the requirements described in this RFP. For any functionality not working, the report must provide a Corrective Action Plan and timeline for correction. BeWellnm shall review and approve the Post-Implementation Evaluation Report prior to payment for the deliverable.

1.9.1.6. M&O Manual Updates

The Contractor must update the M&O manual to reflect the results of the approved post-implementation evaluation report prior to payment for the deliverable. The Contractor must provide these updates within ten (10) business days of the approved post-implementation evaluation report.

1.9.1.7. M&O Release Management Plan

As a part of maintenance, the Contractor will provide beWellnm with an M&O release management plan that outlines the major releases that are planned, including the critical activities required to ensure proper development and testing has occurred. The release management plan should identify critical activities required for release implementation to ensure all releases are conducted systematically. Version upgrades should be applied in a controlled manner to prevent disruption to user. The release management plan will be evaluated and reviewed routinely by beWellnm and, at a minimum, shall include:

- All software and hardware releases planned;
- Documentation of the on-time delivery of application releases per due dates outlined in the most recently approved work plan;
- Approach to informing beWellnm when emergency security patches are made available. The Contractor shall develop a plan to apply those patches as soon as possible following plan review and approval by beWellnm. In the case of true emergency security patches, provide beWellnm with notice prior to system shutdown. After patching, provide beWellnm with a listing of the patches/updates applied reasoning, and impacts, if any; and,
- Provide the capability to roll back data and software releases/programs as requested by beWellnm during testing cycles.

1.9.1.8. Technical Help Desk

As part of maintenance, the Contractor will address all questions and reported problems related to the technical and functional operation of the system. The Contractor must provide tiered, toll-free telephone support twenty-four (24) hours, seven (7) days a week. A qualified technician will respond via phone to address all calls in accordance with the importance and criticality of the question being asked and/or the problem being reported. The Contractor will agree to provide onsite technical support within one business day for problems that cannot be resolved via telephone, or as stipulated in the PG, depending on severity.

1.9.1.9. Regulatory Compliance

The Contractor must ensure that all System M&O support components acquired through this procurement are to be fully compliant with State and federal requirements (including applicable privacy & security standards) in effect as of the date of the RFP release and with any changes that subsequently occur, unless otherwise noted.

1.9.1.10. Audit Support

The Contractor must support and provide assistance with any State and federal audits and certifications as beWellnm requests.

1.9.1.11. Application Support

The Contractor must perform application support for Individual Exchange to keep it operating as expected including but not limited to the following services:

- System performance monitoring and reporting;
- Investigation into unprocessed data;
- Computer resource usage monitoring and reporting;
- Application/system problem review meetings;
- Preparation of special holiday, year-end, and production calendar schedules;
- Preliminary investigation of problems not identified by beWellnm or consumers;
- Environments support;
- Ad hoc schedule changes;
- Data resource management;

- Yearly/Quarterly/Semi-annual changes;
- Mass changes; and,
- Business rules changes.

All other application support services must be performed on a daily (and/or as needed) basis.

1.9.1.12. Contractor Workspace and Hosting Environment / Facility

The Contractor, at the request of beWellnm may provide office space for its staff during implementation, maintenance, and operations associated with this RFP. The Contractor must lease or otherwise provide a facility for hosting the Individual Exchange during implementation, maintenance and operations and any extension of the contract, including the following:

- The Contractor must ensure control of physical access to the office space/hosted facility and that only authorized persons are admitted into the facility;
- The Contractor must ensure control of electronic security, including providing adequate virus and spam control security suites, intrusion detection, threat analysis, and routine security testing;
- Visitors' and messengers' entry and exit into the workspace/facility must be logged by visitor name, agency represented, date, time of arrival and departure, name of individual to whom the visit is made;
- All workspace/facilities are protected against intrusion during non-working hours with appropriate surveillance alarm/system;
- The Contractor must ensure that beWellnm's third-party auditors will have security access at the selected Contractor's work space/facility as authorized in writing by beWellnm;
- The facility entry and control points are locked or guarded at all times;
- Facilities are equipped with adequate measures and means to ensure prompt detection of any disaster. The Contractor must maintain appropriate processes for reporting disasters to appropriate authorities and the emergency handling of fire, water intrusion, explosion, terrorist attack, or other disasters, natural or man-made;
- Facilities are equipped with proper safeguards for fire prevention, fire detection, and fire suppression;
- Facilities are equipped with fire detection and alarm systems with uninterruptable power supply and diesel generators with three (3) to four (4) day battery back-up capabilities;
- Processes are in place to ensure that any communication switches and network components outside the central computer room must receive the level of physical and/or electronic security necessary to prevent unauthorized access and are equipped with appropriate back-up power supplies;
- Processes are in place that ensure all Contractor staff abides by all federal, State and local security policies and procedures in force at each site such as connecting equipment or other devices to the beWellnm's data network without prior approval of beWellnm; and,
- Processes are in place to provide access to all authorized Individual Exchange users (including selected Contractor and selected Contractor staff) within one (1) work day of employment/notification, following all required security checks and protocols.

1.9.1.13. Work Requests

The Contractor or beWellnm may submit work requests for changes to the Individual Exchange and related components, in accordance with the beWellnm-approved change management plan. Work requests must be classified as a modification effort (not including enhancements), as described in this section of the RFP.

Examples of modification activities include:

- Implementation of capabilities specified in this RFP and agreed to be implemented post-implementation (i.e. releases, phased capabilities, etc.);
- Implementation of edits and audits not defined in the current Individual Exchange, but required for federal or State requirements;
- Activities necessary to meet new or revised CMS, other federal, State of New Mexico or beWellnm requirements;
- Changes to established report, screen, or database formats, such as sort sequence, new data elements, or report items; and,
- Patches, upgrades, and/or major software releases falling under software maintenance and required to maintain the Individual Exchange at final acceptance quality.

Work requests must be reviewed by the Contractor on, at least, a weekly basis at designated meetings with beWellnm staff. The Contractor must provide an online application, accessible by beWellnm staff, for work requests to be submitted, logged, tracked and reported on. The online tracking application must provide a detailed description of the effort as well as the status from submittal through implementation and documentation. The Contractor must maintain a summary log, updated weekly, of all work requests, including information specified by beWellnm. The report must be available online for access by both beWellnm and the Contractor staff. Work requests not falling under maintenance or modifications, as defined in this RFP and during contract negotiations, must be categorized as enhancements.

The Contractor must provide an impact assessment of each work request within three (3) business days after submittal. The impact assessment must include:

- A description of the scope of work involved;
- The priority/tier level of the work request;
- A breakdown of the work effort by deliverable;
- A breakdown of the work effort by hours within each job classification;
- An implementation schedule, and, if appropriate, revised schedules for all other concurrently approved projects or work requests impacted; and,
- The proposed categorization of the effort as either a maintenance or modification activity.

Upon receipt of the impact assessment, beWellnm must approve, require revisions or request additional information.

1.9.1.14. Contractor's Preventative Maintenance

The Contractor must perform preventative maintenance activities that improve the performance of the Individual Exchange, as well as investigate and fix potential problems that have not yet occurred. Preventative maintenance includes, but is not limited to the following services:

- Improving the performance, maintainability, or other attributes of an application system;
- Preventative maintenance;
- Data table restructuring & re-indexing;
- Data purges to reduce/improve data storage;
- Run time improvements;
- Replace utilities to reduce run time;
- Potential problem correction; and,
- Data set expansions to avoid space problems.

It is beWellnm’s intent to perform (i.e., release) preventive maintenance changes periodically. For major changes requiring a more significant time to develop, test, and implement, the changes should be completed as part of a larger development release.

Activities that can typically be completed independent of a production release (e.g., data set expansions, data purges) may be completed on a more frequent basis (e.g., daily or weekly).

1.9.2. M&O Deliverables

The Contractor must prepare the following deliverables in support of M&O activities:

- M&O status reports;
- M&O status meeting schedule;
- Post-implementation evaluation report;
- Updated M&O manual;
- Operations performance reports;
- CAPs, as required;
- Release management plan;
- Audit reports, as required;
- Contractor workspace and hosting environment/facility; and,
- Completed work request, as required.

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, deliver, maintain and execute all deliverables as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables prior to development.
<ul style="list-style-type: none"> • Maintenance responsibilities include: 	<ul style="list-style-type: none"> • Determine the priority for Contractor completion of system maintenance and

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> ○ Repair defects ○ Perform routine maintenance on reference files ○ Complete or repair system functionality as required ○ Make rules engine additions and modifications ○ Add users to access security levels. 	<p>modification activities.</p> <ul style="list-style-type: none"> ● Monitor Contractor staff operations and system operations on an ongoing basis Require development of maintenance test plans as appropriate for major maintenance efforts. ● Perform UAT, if desired. ● Provide signoff that maintenance is approved.
<ul style="list-style-type: none"> ● Notify beWellnm immediately of any unscheduled downtime. ● Formally request approval for scheduled maintenance periods. Scheduled maintenance periods must be mutually agreed upon and approved by beWellnm and the Contractor. ● Identify changes to business processes required as a result of fixes or other maintenance. 	<ul style="list-style-type: none"> ● Facilitate coordination of activities involving multiple beWellnm staff, related agencies or programs.
<ul style="list-style-type: none"> ● Provide qualified systems staff to perform (in a timely manner and according to priorities) enhancements and modifications. 	<ul style="list-style-type: none"> ● Review Contractor staffing levels.
<ul style="list-style-type: none"> ● Recommend the format for M&O status meetings. ● Produce weekly status reports that provide information on Operations performance, modification hours, incidents, risks, and problems. 	<ul style="list-style-type: none"> ● Review and approve the format for status reports. ● Review and approve status reports.
<ul style="list-style-type: none"> ● Recommend the schedule, format and frequency for status meetings. ● Attend regular meetings with the beWellnm. 	<ul style="list-style-type: none"> ● Review and approve schedule, format and frequency for status meetings. ● Attend regular meetings with the Contractor and provide feedback.
<ul style="list-style-type: none"> ● Update the M&O manual to reflect the results of the approved post-implementation evaluation report. ● Update systems documentation, user 	<ul style="list-style-type: none"> ● Review and approve updates to systems documentation, user manuals and operating procedures.

Contractor Responsibilities	BeWellnm Responsibilities
<p>manuals and operating procedures, as required by beWellnm, within thirty (30) business days of implementation of a fix or other maintenance or as specified by beWellnm. Changes to reports resulting from systems changes must accompany the first production of the report.</p> <ul style="list-style-type: none"> • Provide data model documentation for accommodating new fields as part of upgrade strategy throughout the life of the contract. 	
<ul style="list-style-type: none"> • Monitor performance against KPIs in the PG documented in this RFP. • Provide beWellnm with data to determine PG compliance and calculation of KPI metrics. • Develop CAPs for all missed KPIs. • Implement the plan identified in the CAP once approved by beWellnm. • Provide documentation to beWellnm demonstrating that the corrective action is complete and meets beWellnm requirements • Recommend changes to KPIs if revisions are needed. 	<ul style="list-style-type: none"> • Review and approve CAPs. • Request follow-up meetings to discuss the issues and corrective actions. • Review and approve changes to KPIs. • Request supporting reports and data; identify performance KPIs. • Review Contractor compliance with performance KPIs and PGs. • Identify missed performance KPIs and notify Contractor.
<ul style="list-style-type: none"> • Appropriately size hardware to handle the State of New Mexico’ transaction traffic and volume at the beWellnm-accepted performance levels. • Inform beWellnm when a system deficiency is identified according to the priorities defined in the PGs included in this RFP. • Perform all activities relative to the correction of deficiencies within the timeframes stated in this section and the PGs and KPIs in this RFP. • Correct all errors and discrepancies found in the operational system at no additional charge. 	

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> Use automated application and network performance measuring tools for proactive system monitoring, tuning mechanisms, reporting, and trend analysis; ensure performance monitoring alerts are configurable and allow for user notification using multiple communication methods. 	
<ul style="list-style-type: none"> Submit service requests when operational problems occur within the timeframes specified in the PGs and KPIs in this RFP. 	<ul style="list-style-type: none"> Review and determine approval for the Contractor work requests addressing system deficiency, when identified. Designate each work request as a maintenance or modification activity.
<ul style="list-style-type: none"> Develop and deliver CAP for problems, deficiencies or all outstanding operational activities. Implement a beWellnm-approved CAP within the timeframe negotiated with beWellnm. 	<ul style="list-style-type: none"> Review all CAPs and provide feedback. Approve all CAPs prior to the Contractor executing the CAP.
<ul style="list-style-type: none"> Monitor the Federal Information Security Management Act (FISMA) and Federal Risk and Authorization Management Program (FedRAMP) for emerging security standards to ensure applicable controls are incorporated in the proposed Individual Exchange solution. Review system and network access logs on a daily basis. 	
<ul style="list-style-type: none"> Plan all software and hardware releases as approved by beWellnm. Be responsible for on-time delivery of application releases per the due dates shown in the most recently approved work plan. 	<ul style="list-style-type: none"> Approve software and hardware releases.
<ul style="list-style-type: none"> Support onsite visits to field locations to ensure appropriate end-to-end transaction monitoring, as needed and other observation activities at the request of beWellnm. 	

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Prepare and submit work request and suggestions for system changes. • Categorize each work request as a defect, modification or enhancement and indicate the severity of the defect. • Update documentation to reflect changes. • Image and include all attachments pertinent to each work request. 	
<ul style="list-style-type: none"> • Provide an online tracking tool for beWellnm and Contractor to use to track and generate reports on the progress of all work requests. • Provide flexible online reporting and status inquiry into the work request system. 	
<ul style="list-style-type: none"> • Maintain an online system for tracking and reporting of maintenance and modification projects. 	
<ul style="list-style-type: none"> • Train beWellnm staff on systems changes resulting from maintenance efforts. 	<ul style="list-style-type: none"> • Attend work request training, as necessary.
<ul style="list-style-type: none"> • Provide recommendations for performance improvements, system enhancements to gain overall efficiencies (based on trend analysis), and other recommendations based upon industry standards and best practices. 	
<ul style="list-style-type: none"> • Track and report on remediation and rework efforts to correct defects, bugs, and issues identified and resolved, in conjunction with beWellnm. If rework hours appear to jeopardize on-time release delivery, the Contractor must present a written mitigation plan to beWellnm, including the provision of additional resources at no additional cost to beWellnm. 	

1.10 Enhancement Activities

The following section provides a description of the work, deliverables, Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP as they relate to enhancements.

1.10.1. Enhancements Definitions

The Contractor must provide all materials and labor associated with enhancing the Individual Exchange. Enhancements are defined to include any work requests that fall outside of regular maintenance and modifications, as described in this RFP, and that improve the technical and functional operation of the system beyond that which was delivered and accepted. Furthermore, enhancements will require a separate scope of work, to be reviewed and approved by beWellnm, prior to the Contractor initiating the following processes.

The Contractor must follow all processes for enhancement activities set forth in this RFP, including:

- Project management;
- Design;
- Development;
- Testing;
- Training;
- Implementation; and,
- M&O.

The Contractor must work with beWellnm to set the schedule of key dates for submittal of major deliverables for during enhancement activities, using standard project management processes. All deliverable dates, key milestones, and budgets must be submitted to beWellnm for approval prior to start of any enhancement activities. At a minimum, enhancement activities and tasks shall include:

1.10.1.1. Enhancements Project Control

An updated, detailed project work plan is required from the Contractor early in the enhancement activities lifecycle. The purpose of the project work plan is to reaffirm delivery, detail work activities, and facilitate beWellnm's monitoring of progress based on deliverables and key dates, as specified in the project work plan. The project work plan must be updated on a weekly basis for delivery to beWellnm.

1.10.1.2. Enhancements Design

Updated Requirements Specification Document

An updated detailed requirements specification document outlining enhancements to the Individual Exchange must be provided to beWellnm for review and approval.

Updated Requirements Traceability Matrix

An updated, detailed requirements traceability matrix (RTM) outlining enhancements to the Individual Exchange must be provided to beWellnm for review and approval. Requirements tracking must assure that all requirements are developed, configured, tested and approved by beWellnm.

Updated Detailed System Design Document

The Contractor must update the detailed system design document with each of the major areas of enhancement, for review and approval by beWellnm. The Contractor must conduct walkthroughs of all enhancement designs with beWellnm. This will also involve demonstrations during the development of the design specification, enhancing beWellnm's understanding of the enhancement as well as facilitating the approval process.

Updated Disaster Recovery Plan and Business Continuity Plan

The Contractor must revise the disaster recovery plan and business continuity plan to reflect changes identified during the development and testing process of all enhancements. It must provide updated documentation reflecting any new system components and procedures required to effectively recover from a disaster.

1.10.1.3. Equipment/Hardware/Software

The Contractor must acquire any such computer hardware or software required for enhancement development by the Individual Exchange as described in this RFP.

1.10.1.4. Enhancements Testing

The objectives of enhancement testing activities are to:

- Conduct system development and perform unit, business function, and system integration testing to ensure the functionality identified in the requirements function as defined; and,
- Demonstrate, through integrated testing, that all enhancement functions will not adversely impact other business functions within the Individual Exchange.

Enhancement testing must be designed to demonstrate that the new system functionality meets beWellnm specifications and performs all processes as designed. All related Individual Exchange business functions and modules will be tested, including possible changes to the disaster recovery plan and business continuity plan. Components of the test will require that the Contractor demonstrate readiness to perform all Individual Exchange functions and contractual requirements, including manual processes. BeWellnm will identify the schedule for test cycles and delivery of output. Testing will be conducted in controlled and stable environments. The Contractor must be responsible for preparing the test environment, including data, and conducting the tests.

Minimum requirements are:

- A test plan and schedule for each system module and business function, as well as for the integrated system; and,
- Test results reporting.

1.10.1.5. Enhancements Training

The Contractor must provide training, as deemed necessary by beWellnm, in accordance with the training requirements outlined in this RFP.

1.10.1.6. Enhancements Implementation

Release Management Plan

The Contractor will provide beWellnm with an updated release management plan, including release

activities required during and after enhancements, that outlines the major releases that are planned. This must include the critical activities required to ensure proper development and testing has occurred during the enhancement phase. The updated release management plan should also identify critical activities required for release implementation to ensure that all releases are conducted systematically. The updated release management plan must be reviewed and approved by beWellnm on, at least, a quarterly basis.

M&O Manual Update

The Contractor must prepare updates to the Individual Exchange M&O manual for each business area affected by enhancement activities. Updates to the M&O manual must be completed on all changes, corrections, or enhancements to the system prior to beWellnm approval of the system change. The Contractor shall be responsible for the production and distribution of all M&O manual updates in a timely manner.

Final Acceptance

The Contractor must ensure that enhancements are ready to be implemented and beWellnm approvals have been obtained in order to move enhancements into the production environment. This is known as final acceptance.

1.10.2. Enhancements Deliverables

The Contractor must prepare the following deliverables in support of enhancement activities:

- Enhancement project work plan;
- Updated requirements specification document;
- Updated requirements traceability matrix;
- Updated disaster recovery plan and business continuity plan;
- Test plan;
- Test results;
- Updated release management plan;
- M&O manual update; and,
- Final acceptance.

Contractor Responsibilities	BeWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, deliver, maintain and execute all deliverables as defined in this RFP. 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback. • Approve all deliverables prior to development.

1.11 Turnover

The following section provides a description of the work, deliverables, Contractor and beWellnm responsibilities required to plan and execute the activities described in this RFP, as they relate to turnover.

1.11.1. Turnover Definitions

The continuing provision of Individual Exchange services requires that there be no disruption of services during a turnover from the Contractor to beWellnm or its appointed agent at the expiration or termination of the contract. Accordingly, the Contractor must cooperate fully in providing for an orderly and controlled transition to beWellnm or its appointed agent and will minimize any disruption in the services to be performed under this contract.

Notwithstanding any other provision in this contract, the Contractor must continue providing contract services until beWellnm determines themselves or its appointed agent is prepared to fully assume the Contractor's duties and obligations under this contract. All the terms and conditions of the contract shall apply during this period unless otherwise directed in writing by beWellnm. In order to assure adequate level of resources, the Contractor must dedicate additional qualified resources for turnover activities.

The goal of the turnover process is to identify, provide, and document all the processes, tools and software required so that the Individual Exchange, as well as its related services, can be operated by beWellnm or its appointed agent. The support activities and documentation defined in this subsection are to ensure that the complete system may be run by an entity other than the Contractor. The turnover activities and activities completed by the Contractor must take place well in advance of the end of the contract providing beWellnm with multiple documents and training to allow either beWellnm personnel, or an agent appointed by beWellnm, to independently operate the Individual Exchange and its related components. All deliverables produced for turnover must be approved and accepted by beWellnm prior to final payment. At a minimum, turnover activities include:

1.11.1.1. Pre-Turnover

Turnover Plan

Upon beWellnm's request, or no later than 180 days prior to the identified turnover date, the Contractor must provide a Turnover Plan to beWellnm. The plan must include:

- The Contractor's proposed approach to turnover;
- Turnover schedule;
- A current configuration of the Individual Exchange system;
- Any migration activities required of the Contractor;
- Individual Exchange software, files and operations documentation; and,
- An approach to providing execution of turnover services, as described in this RFP at no extra charge.

Individual Exchange and Related Services System Requirements Statement

Upon beWellnm's request, or no later than 180 days prior to the identified turnover date, the Contractor must furnish to beWellnm, at no extra charge, an Individual Exchange and related service system requirements statement outlining the resources that would be required by beWellnm or its appointed agent to fully take over the system, technical, and business functions of the Individual Exchange and related services outlined in the contract(s).

The Individual Exchange and related services system requirements statement must include an estimate of the number, type, salary of personnel required to operate the system and perform the other functions of the Individual Exchange and its related services. The statement must be separated by personnel activity

category.

The Individual Exchange and related services system requirements statement must include all facilities and any other resources required to operate the Individual Exchange and related services, including:

- Individual Exchange-related equipment;
- System and special software;
- Other equipment;
- Telecommunications networks;
- Office space; and,
- Other resources.

The Individual Exchange and related services system requirements statement of resources must be based on the Contractor's experience in the operation of the Individual Exchange, its related services and must include actual resources devoted to the operation of the system.

Training

As requested by beWellnm, but approximately five (5) months prior to the end of the contract or any extension thereof, the Contractor must begin training the beWellnm staff or the staff of its designated agent in the operation of the Individual Exchange. Such training must be completed at least three (3) months prior to the end of the contract or any extension thereof.

1.11.1.2. Execute Turnover

Provide Turnover Services

At the request of beWellnm, but approximately on the scheduled turnover date, the Contractor must transfer all technical and functional services to beWellnm or its appointed agent. The Contractor must transfer to beWellnm or its appointed agent, as needed, all program code listings and a copy of the Individual Exchange and related services required for beWellnm or its appointed agent to resume operations of the Individual Exchange, including:

- All necessary data and reference files on electronic media;
- All production computer programs on electronic media;
- Job scripts on electronic media;
- Data entry software;
- All other documentation, including user and operation manuals needed to operate and maintain the system on portable media using beWellnm approved software;
- Procedures for updating computer programs, job scripts, and other documentation;
- All operations logs, process summaries, and documents completed during the contract, in a medium and format specified by beWellnm at transition;
- Hardware configuration diagram showing the relationship between all data processing and communication equipment necessary to operate the Individual Exchange and related services, including local area networks, support networks, control units, remote entry devices, storage

devices, printers, control units, and data entry devices; and,

- All system macros used for data entry or system modification functions.

By approximately four (4) months prior to the end of the contract the Contractor must provide updates to replacements for all data and reference files, computer programs, and all other documentation required by beWellnm or its appointed agent to run acceptance tests.

The Contractor must agree to assist beWellnm or its appointed agent in understanding the intricacies of the functional and technical operations of the Individual Exchange to ensure that beWellnm or an appointed agent may resume operations seamlessly with no interruption in the event that turnover is required.

Turnover Results Report

Following turnover of operations, the Contractor must provide beWellnm with a turnover results report that details the completion and results of each step of the turnover plan. The turnover results report must also certify that the Contractor shall be responsible, must correct at no cost any malfunctions that were determined to have existed in the system prior to turnover or which were caused by a lack of support at turnover, as may be determined by beWellnm.

1.11.2. Turnover Deliverables

The Contractor must prepare the following deliverables in support of Turnover activities:

- Turnover plan;
- Individual Exchange and related service system requirements statement; and,
- Turnover results report.

Contractor Responsibilities	beWellnm Responsibilities
<ul style="list-style-type: none"> • Develop, deliver, maintain and execute all deliverables as defined in this RFP 	<ul style="list-style-type: none"> • Review all draft deliverables and provide feedback.
	<ul style="list-style-type: none"> • Approve all deliverables prior to development.