Workers' Compensation Regulatory Software System for the Nevada Division of Industrial Relations, Workers' Compensation Section

Part I A – Technical Proposal

Solicitation No.: 3212
Bid Opening: November 18, 2015 2:00PM

Submitted by:
Consilience Software
400 5th Avenue, Suite 340
Waltham, MA 02451

Bidder Contact:
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2. VENDOR INFORMATION SHEET FOR RFP 3212

Vendor Must:

A) Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;

B) Type or print responses; and

C) Include this Vendor Information Sheet in Tab III of the Technical Proposal.

V1	Company Name	Consilience Software, Inc.

V2	Street Address	400 5th Avenue, Suite 340

V3	City, State, ZIP	Waltham, MA 02451

V4	Telephone Number		
	Area Code: 562	Number: 293-6525	Extension:

V5	Facsimile Number		
	Area Code: 775	Number: 251 0139	Extension:

V6	Toll Free Number		
	Area Code: 617	Number: 923-1060	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: Scott Weir
	Title: Vice President, Maven Solutions Sales
	Address: 400 5th Avenue, Suite 340 Waltham, MA 02451
	Email Address: Scott.Weir@Xerox.com

V8	Telephone Number for Contact Person		
	Area Code: 562	Number: 293-6525	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: 775	Number: 251 0139	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: Joy Alamgir	Title: Vice President and Chief Strategy Officer

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature:	Date: 11/13/2015

3. STATE DOCUMENTS

We have provided the following State Documents:

- Attachment A – Confidentiality and Certification of Indemnification
- Attachment C – Vendor Certifications
- Maven License Agreement

ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION

Submitted proposals, which are marked "confidential" in their entirety, or those in which a significant portion of the submitted proposal is marked "confidential" **will not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a "trade secret" as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors' technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFP, vendors are requested to submit confidential information in separate binders marked "**Part I B Confidential Technical**" and "**Part III Confidential Financial**".

The State will not be responsible for any information contained within the proposal. Should vendors not comply with the labeling and packing requirements, proposals will be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that will be in an open meeting format, the proposals will remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act will constitute a complete waiver and all submitted information will become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information as defined in ***Section 2 "ACRONYMS/DEFINITIONS.***"

Please initial the appropriate response in the boxes below and provide the justification for confidential status.

Part I B – Confidential Technical Information			
YES	X	NO	
Justification for Confidential Status			
Information related to the Functionalities and features of our software system, Maven			

A Public Records CD has been included for the Technical and Cost Proposal			
YES	X	NO (See note below)	
Note: By marking "NO" for Public Record CD included, you are authorizing the State to use the "Master CD" for Public Records requests.			

Part III – Confidential Financial Information			
YES		NO	X
Justification for Confidential Status			

Consilience Software, Inc.

Company Name

Signature

Joy Alamgir

Print Name

11/13/2015

Date

This document must be submitted in Tab IV of vendor's technical proposal

ATTACHMENT C – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.

(2) All proposed capabilities can be demonstrated by the vendor.

(3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.

(4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.

(5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.

(6) All conditions and provisions of this RFP are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion must be in writing and included in the proposal at the time of submission.

(7) Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFP, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.

(8) All employees assigned to the project are authorized to work in this country.

(9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.

(10) The company has a written policy regarding compliance for maintaining a drug-free workplace.

(11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.

(12) Vendor must certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

(13) The proposal must be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

Consilience Software, Inc.

Vendor Company Name

Vendor Signature

Joy Alamgir — 11/13/2015

Print Name — Date

This document must be submitted in Tab IV of vendor's technical proposal

Maven License Agreement

This Software License Agreement ("Agreement") is entered into as of the November 1, 2014 (the "Effective Date") by and between Consilience Software, Inc. incorporated under the laws of State of Delaware with an address for the purposes of this Agreement at Bldg. 1, Suite 150, 11305 Four Points Drive, Austin, TX 78726 ("Consilience Software") and Nevada Workers' Compensation, Division of Industrial Relations ("Licensee") with an address for the purposes of this Agreement at 1301 North Green Valley Parkway, Suite 200, Henderson, Nevada 89074.

WHEREAS, CONSILIENCE SOFTWARE developed certain code and related documentation as specified in Section 1.1 and 2.1 ("Licensed Code" and "Documentation", respectively);

WHEREAS, Licensee desires to license the compiled Licensed Code for electronic application and decision support activities; and

WHEREAS, CONSILIENCE SOFTWARE is willing to license the Licensed Code to Licensee subject to the following terms and conditions and once agreed upon license fee is paid in full.

NOW THEREFORE, the parties hereby agree as follows:

1.0 GRANT OF LICENSES

1.1 The Licensed Code and Documentation are subject to copyright and other intellectual property rights. No ownership interest in the Licensed Code or documentation is transferred to Licensee hereunder, it being agreed that the Licensed Code and Documentation are being licensed and not sold to Licensee.

CONSILIENCE SOFTWARE hereby grants to Licensee, and Licensee hereby accepts, a worldwide, non-exclusive, non-transferable, and limited copyright license to use, execute, display, copy, merge, compile and internally distribute the Licensed Code (Maven 5.0), for use only for Licensee's Workers' Compensation Regulatory System purpose ("Purpose") on at most 1 production instance (clustered or unclustered), 1 test instance, 1 staging instance and 1 development instance within Division of Industrial Relations ("Jurisdiction"). Please note that this system's users of must be based in the Jurisdiction and there can only be a total of 150 named users.

1.2 CONSILIENCE SOFTWARE further grants to Licensee a worldwide, non-exclusive, non-transferable and limited license to access, use, display and copy the Documentation for Licensee's users only (and only users within the state specified in licensee's address above) in order to utilize the Licensed Code consistent with the licenses granted herein.

1.3 Licensee acknowledges that, except for the express copyright license granted herein to the Licensed Code and Documentation no other rights, immunity or license of any kind whether expressed or by implication, estoppels or otherwise, are hereby granted with respect to any patent, trademark, copyright, mask work, trade secret or other intellectual property rights of CONSILIENCE SOFTWARE.

2.0 LICENSEE RESPONSIBILITIES

2.1 Licensee may make only as many machine-readable and/or printed copies of the Licensed Documentation as are reasonably necessary to support Licensee's exercise of its rights under Section 2.0. Licensee may use the Licensed Code on only one instance (clustered or un-clustered) for Purpose only. Licensee will not remove any CONSILIENCE SOFTWARE copyright notices and/or other notice of proprietary rights appearing in the Licensed Code or Documentation in any copies.

2.2 Licensee may not reverse assemble, reverse compile, or otherwise translate the Licensed Code except as specifically permitted by law without the possibility of contractual waiver.

2.3 Licensee agrees to make its best efforts to ensure that reference is made to the CONSILIENCE SOFTWARE in any communication or publication related to the use of the Licensed Code or Documentation.

3.0 WARRANTY

3.1 LICENSOR IS LICENSING THE LICEENSED CODE AND THE DOCUMENTATION ON AN "AS IS" BASIS AND WITHOUT WARRANTY OF ANY KIND, EITHER EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO ANY WARRANTY OF NON-INFRINGEMENT OR ANY IMPLIED WARRANTY OF

MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. LICENSOR DOES NOT WARRANT THAT THE LICENSED CODE WILL OPERATE IN COMBINATION WITH ANY LICENSEE CODE, OR THAT ITS OPERATION WILL BE UNINTERRUPTED OR ERROR FREE, OR THAT THE LICENSED CODE OR DOCUMENTATION WILL MEET LICENSEE'S, OR ITS LICENSEE'S REQUIREMENTS.

4.0 TERM OF LICENSE

4.1 This Agreement shall become effective as of the "Effective Date" set forth above.

4.2 Licensee may terminate this Agreement on sixty (60) days prior written notice to CONSILIENCE SOFTWARE. No refunds of any licensing fees will be made by Consilience to Licensee unless otherwise agreed upon in writing in a formalized Letter of Agreement or contract pursuant to a Request for Proposal or Request for Quote or Request for Offer.

4.3 If Licensee materially breaches a term of this Agreement, CONSILIENCE SOFTWARE may, at its option, terminate this Agreement provided the Licensee is given written notice and fails to cure such breach within thirty (30) days. Notwithstanding the foregoing, CONSILIENCE SOFTWARE may terminate this Agreement immediately if it has a reasonable basis to believe any of the Licensed Code or Documentation licensed under this Agreement infringes an intellectual property right of any third party.

5.0 LIMITATION OF REMEDIES

5.1 CONSILIENCE SOFTWARE's entire liability and Licensee's exclusive remedy are set forth in this Section 5.0.

5.2 CONSILIENCE SOFTWARE's liability for damages to Licensee for any cause(s) whatsoever and regardless of the form of action shall be limited in the aggregate to 100% percent of the amount of license fee paid to CONSILIENCE SOFTWARE by Licensee.

5.3 Under no circumstances will CONSILIENCE SOFTWARE be liable for any damages caused by Licensee's failure to perform its obligations under this Agreement, or for any third party claims, special, incidental, punitive or indirect damages, or for any consequential damages, including lost opportunities, profits and savings, even if informed of their possibility.

5.4 Licensee shall be solely liable for any claims based on its use of and/or modifications of the Licensed Code in violation of the terms of this Agreement, including any damages caused by the Licensee's failure to perform its responsibilities under this Agreement. Licensee shall indemnify and hold CONSILIENCE SOFTWARE harmless from any cause of action brought by any party against CONSILIENCE SOFTWARE resulting from the Licensee's use of Licensed Code contrary to the terms of this Agreement.

6.0 GENERAL PROVISIONS

6.1 The validity, construction and performance of this Agreement will be governed by the substantive laws of the State of Delaware, United States, as though this Agreement were executed in and fully performed within the State of Delaware and without regard to any conflict of laws provisions. Neither party will bring a legal action against the other more than one (1) year after the cause of action arose. Both parties waive the right to a jury trial in any dispute arising out of this Agreement. Both parties agree that any action concerning this Agreement shall be brought in a court of competent jurisdiction in the State of Delaware and hereby consent to the jurisdiction of any such court and to service of process in the manner provided for the giving of notices pursuant to this Agreement.

6.2 If any part, term or provision of this Agreement is declared unlawful or unenforceable by a court of competent jurisdiction, the remainder of this Agreement shall remain in full force and effect. The headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement.

6.3 Except with the prior written consent of CONSILIENCE SOFTWARE Licensee may not (a) assign or transfer (whether by merger, consolidation, acquisition, change of control, operation of law, or otherwise) this Agreement or any of its rights under this Agreement or (b) delegate or subcontract any of its duties or obligations under this Agreement.

6.4 Nothing in this Agreement grants either party any rights to use the other party's trademarks or trade names, directly or indirectly, in conjunction with any product, service, promotion, publication or publicity without prior written approval of the other party or trademark or trade name owner.

6.5 Each party agrees to comply, at its own expense, with all applicable federal, state, and local laws, rules, regulations, orders, and ordinances relating to the export of technical data, insofar as they relate to activities allowed or to be performed under this Agreement.

THE PARTIES ACKNOWLEDGE THAT EACH HAS READ THIS AGREEMENT AND ITS ATTACHMENTS, UNDERSTANDS THEM, AND AGREES TO BE BOUND BY THEIR TERMS AND CONDITIONS. FURTHER, THE PARTIES AGREE THAT THIS AGREEMENT IS THE COMPLETE AND EXCLUSIVE STATEMENT OF THE AGREEMENT BETWEEN THE PARTIES WHICH SUPERSEDES ALL PROPOSALS AND ALL PRIOR AGREEMENTS, ORAL OR WRITTEN, AND ALL OTHER COMMUNICATIONS BETWEEN THE PARTIES RELATING TO THE SUBJECT MATTER HEREOF.

ATTACHMENT B – TECHNICAL PROPOSAL CERTIFICATION OF COMPLIANCE WITH TERMS AND CONDITIONS OF RFP

I have read, understand and agree to comply with ***all*** the terms and conditions specified in this Request for Proposal.

YES _____ I agree to comply with the terms and conditions specified in this RFP.

NO X I do not agree to comply with the terms and conditions specified in this RFP.

If the exception and/or assumption require a change in the terms in any section of the RFP, the contract, or any incorporated documents, vendors ***must*** provide the specific language that is being proposed in the tables below. If vendors do not specify in detail any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Consilience Software, Inc.
Company Name

Signature

Joy Alamgir
Print Name

11/13/2015
Date

EXCEPTION SUMMARY FORM

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
1	New RFP Section 5.2.1.5	RFP page 36 of 108	Acceptance shall not apply to any recurring services provided under the Contract, which shall be invoiced on a monthly basis.
2	New RFP Section 5.2.3.1 G	RFP 37 of 108	Acceptance shall be deemed given for any deliverable that has not been explicitly accepted or rejected in writing with a list of deficiencies by the deadline or that has been used for its intended purpose in a production environment for more than five (5) business days.
3	New RFP Section 5.2.3.1 H	RFP 37 of 108	Insofar as acceptance criteria are general and not specific, any of several possible specific forms of compliance shall be deemed to meet the criteria;
4	New RFP Section 5.2.3.1 I	RFP 37 of 108	Acceptance shall be irrevocable.
5	RFP 6.1.8	RFP Page 52 of 108	Vendors must review the insurance requirements specified in Attachment E . . .

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			Upon contract award, the successful vendor must provide ~~the~~ a standard ACORD form type Certificate of Insurance identifying the coverages as specified and revised by successful vendor in Attachment E, Insurance Schedule for RFP 3212. Such insurance shall be subject to negotiations with successful vendor.
6	RFP Section 8.1.1	RFP page 66 of 108	3.1.1 ~~Upon review and acceptance by the State, payments for~~ The State shall pay all invoices ~~are normally made within 45 – 60~~ within thirty (30) days of receipt, providing all required information, documents and/or attachments have been received.
7	RFP 13.3.11.12	RFP page 90 of 108	Title to all portions of the system must be transferred to the State including portions (e.g., documentation) as they are created, changed and/or modified. For the avoidance of doubt, and notwithstanding any other clause in this agreement, all intellectual property, whether owned by Xerox or by third parties, produced prior to or independently of this contract shall continue to belong to its creator or its successor in interest, regardless of whether or not such intellectual property has been included in any work for hire developed under this contract or has been used to provide services under this contract. The state shall have no residual rights to Xerox's hardware or software tools beyond the term of the agreement.
8	New RFP Section 13.3.11.15	RFP page 90 of 108	The State grants to Xerox a world-wide, perpetual, non-exclusive, non-transferable right to use any intellectual property developed under this contract.
9	Attachment D, Section 8	RFP page 100 of 108; Attachment D page 2 of 10	**BILLING SUBMISSION: TIMELINESS**. The parties agree that timeliness of billing is of the essence to the Contract and recognize that the State is on a fiscal year. "Time is of the essence" shall be understood mean that Xerox shall be under a duty to comply with all reasonable scheduling, not that any delay, no matter how *de minimis*, is a material breach of the contract.
10	Attachment D, Section 9 B	RFP page 100 of 108; Attachment D page 3 of 10	Inspection & Audit. Contractor agrees that the relevant books, records (written, electronic, computer related or otherwise), including, without limitation, relevant accounting procedures and practices of Contractor or its subcontractors, financial statements and supporting documentation, and documentation directly and solely related to the work product shall be subject, at any reasonable time, and not more than once per year, to inspection, examination, review, audit, and copying . .
11	Attachment D, Section 10 D	RFP page 100 of 108; Attachment D page 4 of 10	Termination upon declared default or breach may be exercised only after service of formal written notice as specified in *Section 4, Notice*, and the subsequent failure of the defaulting party within fifteen (15)

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			~~calendar~~ business days of receipt of that notice to provide evidence, satisfactory to the aggrieved party, showing that the declared default or breach has been corrected.
12	Attachment D, Section 10 E	RFP page 100 of 108; Attachment D page 4 of 10	Please add the following new section 5: In the event of a complete termination for convenience, Vendor shall be entitled to payment for work done or in progress up to and including the date of termination, as well as any unamortized and reasonable wind-down costs.
13	Attachment D, Section 10 E	RFP page 100 of 108; Attachment D page 4 of 10	Please add the following new section 6: In the event that this contract is terminated for a lack of funding, such termination shall be treated as a termination for convenience and shall become effective on the last day of the fiscal period for which appropriations were received.
14	Attachment D, Section 12	RFP page 100 of 108; Attachment D page 4 out of 10	. . . time of the breach. Damages for any Contractor breach shall not exceed ~~one hundred and fifty percent (150%) of the Contract maximum "not to exceed" value.~~ the amount invoiced by Xerox for services rendered during the twelve (12) calendar months immediately preceding the calendar month in which such losses occurred. Nor shall either party be liable for indirect, incidental, consequential, special, or punitive damages. ~~Contractor's tort liability shall not be limited.~~
15	Attachment D, Section 13	RFP page 100 of 108; Attachment D page 4 of 10	Neither party shall be deemed to be in violation of this Contract if it is prevented from performing any of its obligations hereunder due to strikes, failure of public transportation, civil or military authority, act of public enemy, accidents, fires, explosions, ~~or~~ acts of God, or other acts beyond its reasonable control, including without limitation, earthquakes, floods, winds, ~~or~~ storms, or the acts or omissions of the State, its agents, or third parties under its direction.
16	Attachment D; Section 16	Page 5 of 10 – 7 of 10	INSURANCE SCHEDULE. Unless expressly waived in writing by the State, Contractor, as an independent contractor and not an employee of the State, must carry policies of insurance and pay all taxes and fees incident hereunto. Policies shall meet the terms and conditions as specified within this Contract along with the additional limits and provisions as described in Attachment ~~BB~~ E, incorporated hereto by attachment. The State shall have no liability except as specifically provided in the Contract. 1. Contractor has provided the required evidence of insurance, in the form of standard ACORD form type Certificates of Insurance, to the Contracting Agency of the State, and 2. The State has approved the standard ACORD form type certificates of insurance ~~policies~~ provided by the Contractor.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			Prior to approval of the certificates of insurance ~~policies~~ by the State shall be a condition precedent to any payment of consideration under this Contract and the State's approval of any changes to insurance coverage during the course of performance shall constitute an ongoing condition subsequent to this Contract. Any failure of the State to timely approve shall not constitute a waiver of the condition. A. Insurance Coverage. The Contractor shall, at the Contractor's sole expense, procure, maintain and keep in force for the duration of the Contract insurance conforming to the minimum limits as specified in Attachment ~~BB~~ E, incorporated hereto by attachment. Unless specifically stated herein or otherwise agreed to by the State, the required insurance shall be in effect prior to the commencement of work by the Contractor and shall continue in force as appropriate ~~until:~~ throughout the contract period. ~~1. Final acceptance by the State of the completion of this Contract; or~~ ~~2. Such time as the insurance is no longer required by the State under the terms of this Contract; whichever occurs later.~~ Any insurance or self-insurance available to the State shall be in excess of and non-contributing with, any insurance required from Contractor. Contractor's commercial general liability and business automobile liability insurance policies shall apply on a primary basis. Until such time as the insurance is no longer required by the State, Contractor shall provide the State with renewal or replacement evidence of insurance ~~no less than thirty (30) days~~ , in the form of standard certificates of insurance, before or upon the expiration or replacement of the required insurance. If at any time during the period when insurance is required by the Contract, an insurer ~~or surety~~ shall fail to comply with the requirements of this Contract, as soon as Contractor has knowledge of any such failure, Contractor shall immediately notify the State and immediately replace such insurance ~~or bond~~ with an insurer meeting the requirements. B. General Requirements. 1. Additional Insured: By blanket type endorsement to the commercial general liability insurance policy, the State of Nevada, its officers, and employees ~~and immune contractors as defined in NRS 41.0307~~ shall be named as additional insureds for all liability arising from the Contract. This requirement may be met through a blanket additional insured basis for commercial general liability.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			2. Waiver of Subrogation: ~~Each~~ The workers' compensation insurance policy shall provide for a waiver of subrogation against the State of Nevada, its officers, and employees ~~and immune contractors as defined in NRS 41.0307~~ for losses arising from work/materials/equipment performed or provided by or on behalf of the Contractor. 3. Cross Liability: ~~All required~~ The commercial general liability ~~policies~~ policy shall provide cross-liability coverage as would be achieved under the standard ISO separation of insureds clause or its equivalent. 4. Deductibles and Self-Insured Retentions: ~~Insurance maintained by Contractor shall apply on a first dollar basis without application of a deductible or self-insured retention unless otherwise specifically agreed to by the State. Such approval shall not relieve Contractor from the obligation to pay any deductible or self-insured retention. Any deductible or self-insured retention shall not exceed fifty thousand dollars ($50,000.00) per occurrence, unless otherwise approved by the Risk Management Division~~ Contractor shall be responsible for any deductible or self-insured retention that it carries on its insurance policies. 5. Policy Cancellation: Except for ten (10) days notice for non-payment of premiums, ~~each insurance policy shall be endorsed to state that without~~ Contractor shall provide at least thirty (30) days prior written notice to the State of Nevada, c/o Contracting Agency~~, the policy shall not be canceled, non-renewed or coverage and/or limits reduced or materially altered~~ in the event of insurance cancellation or nonrenewal, ~~and shall provide that notices required by this Section shall be sent~~ by ~~certified~~ mail to the address shown on page one (1) of this contract. 6. Approved Insurer: Each insurance policy shall be: a) Issued by insurance companies authorized to do business in the State of Nevada or eligible surplus lines insurers acceptable to the State and having agents in Nevada upon whom service of process may be made; and b) Currently rated by A.M. Best as "A-VII" or better. C. Evidence of Insurance.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			Prior to the start of any work, Contractor must provide the following documents to the contracting State agency: 1. Certificate of Insurance: The Acord 25 Certificate of Insurance form or a form substantially similar must be submitted to the State to evidence the insurance policies and coverages required of Contractor. The certificate must name the State of Nevada~~, its officers, employees and immune contractors as defined in NRS 41.0307~~ as the certificate holder. The certificate should be signed by a person authorized by the insurer to bind coverage on its behalf. The State project/Contract number; description and Contract effective dates shall be noted on the certificate, and upon renewal of the policies listed, Contractor shall furnish the State with replacement *or renewal* certificates as described within Section 16A, Insurance Coverage. Mail all required insurance documents to the State Contracting Agency identified on Page one of the Contract. 2. Additional Insured Endorsement: ~~An~~ A copy of the blanket Additional Insured Endorsement ~~(CG 20 10 11 85 or CG 20 26 11 85)~~ for commercial general liability, signed by an authorized insurance company representative, must be submitted to the State to evidence the endorsement of the State as an additional insured per Section 16 B, General Requirements. Such additional insured requirement may be met through a blanket additional insured basis. 3. Schedule of Underlying Insurance Policies: If Umbrella or Excess policy is evidenced to comply with minimum limits, a copy of the ~~underlying Schedule from the~~ certificate of insurance evidencing Umbrella or Excess insurance policy may be required. Review and Approval: ~~Documents specified above~~ The standard certificates of insurance and copy of the applicable blanket additional insured endorsement must be submitted ~~for review and approval by~~ to the State prior to the commencement of work by Contractor. Neither approval by the State nor failure to disapprove the insurance furnished by Contractor shall relieve Contractor of Contractor's full responsibility to provide the insurance required by this Contract. Compliance with the insurance requirements of this Contract shall not limit

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			the liability of Contractor ~~or its subcontractors,~~ employees ~~or agents~~ to the State ~~or others~~, and shall be in addition to and not in lieu of any other remedy available to the State under this Contract or otherwise. ~~The State reserves the right to request and review a copy of any required insurance policy or endorsement to assure compliance with these requirements.~~ Contractor shall require its subcontractors and agents to also comply and carry insurance as required by this agreement at subcontractors' and agents' expense."
17	Attachment D, Section 17	RFP page 100 of 108; Attachment D page 7 of 10	To this section please add the following text In the event of any change in law that results in additional costs related to the scope of work performed under this contract, the parties agree to share such costs 50/50.
18	Attachment D, Section 26	RFP page 100 of 108; Attachment D page 8 of 10	To this section please add the following text: C. All warranties associated with this contract shall be limited to three (3) months from the date of purchase.
19	Attachment E/BB	RFP page 101 of 108; Attached E/BB, pages 1-3	INDEMNIFICATION CLAUSE: Contractor shall indemnify, hold harmless and, not excluding the State's right to participate, defend the State, its officers, officials, agents, and employees (hereinafter referred to as "Indemnitee") from and against all liabilities, claims, actions, damages, losses, and expenses including without limitation reasonable attorneys' fees and costs, (hereinafter referred to collectively as "claims") for bodily injury or personal injury including death, or loss or damage to tangible or intangible property directly caused~~, or alleged to be caused, in whole or in part,~~ by the negligent or willful acts or omissions of Contractor or any of its owners, officers, directors, agents, employees or subcontractors . . . INSURANCE REQUIREMENTS: Contractor ~~and subcontractors~~ shall procure and maintain ~~until all of their obligations have been discharged, including any warranty periods under this Contract are satisfied~~ throughout the contract period, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Contractor~~, his agents, representatives,~~ or employees ~~or subcontractors~~ of Contractor. Contractor shall require its agents and subcontractors to also carry and comply with these insurance requirements at agents' and subcontractors' expense.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			The insurance requirements herein are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract. The State in no way warrants that the minimum limits contained herein are sufficient to protect the Contractor from liabilities that might arise out of the performance of the work under this contract by the Contractor~~, his agents, representatives,~~ or employees ~~or subcontractors~~ of Contractor and Contractor is free to purchase additional insurance as may be determined necessary. A. MINIMUM SCOPE AND LIMITS OF INSURANCE: Contractor shall provide coverage with limits of liability not less than those stated below. An excess liability policy or umbrella liability policy may be used to meet the minimum liability requirements provided that the coverage is written on a "following form" basis. 1. Commercial General Liability – Occurrence Form Policy shall include bodily injury, property damage and broad form contractual liability coverage. • General Aggregate $2,000,000 • Products – Completed Operations Aggregate $1,000,000 • Personal and Advertising Injury $1,000,000 • Each Occurrence $1,000,000 a. The policy shall include a provision or be endorsed to include the following additional insured language: "The State of Nevada shall be named as an additional insured with respect to liability arising out of the activities performed by, or on behalf of the Contractor". This requirement may also be met through a blanket additional insured basis. 2. Business Automobile Liability - can be waived if contract does not involves use of motor vehicle. Bodily Injury and Property Damage for any owned, hired, and non-owned vehicles used in the performance of this Contract by Contractor. Combined Single Limit (CSL) $1,000,000 per accident basis. a. The policy shall include a provision or be endorsed to include the following additional insured language: "The State of Nevada shall be named as an additional insured with respect to liability arising out of the activities performed by, or on behalf of the Contractor, including automobiles owned, leased, hired or borrowed by the Contractor". This requirement may also be met through a blanket additional insured basis.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			3. Worker's Compensation and Employers' Liability Workers' Compensation Statutory Employers' Liability Each Accident $100,000 Disease – Each Employee $100,000 Disease – Policy Limit $500,000 a. Policy shall contain a waiver of subrogation against the State of Nevada, which may be met through a blanket waiver basis. b. This requirement shall not apply when a contractor or subcontractor is exempt under N.R.S., AND when such contractor or subcontractor executes the appropriate sole proprietor waiver form. 4. Professional Liability (Errors and Omissions Liability) – service contracts over $500 thousand and above. The policy shall cover ~~professional misconduct or lack of ordinary skill~~ Contractor's negligent acts, errors, or omissions for those positions defined in the Scope of Services of this contract. Each Claim $1,000,000 Annual Aggregate $2,000,000 a. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, Contractor warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed. 5. Fidelity Bond or Crime Insurance (XBS Response: The client is referencing "limits of 50% of the contract value". What is this amount? This seems excessive. This needs to be limited. I am going to suggest an amount as a starting point. Please let me know if this amount works.) Bond or Policy Limit $_____ $500,000. a. The fidelity bond ~~or~~ insurance policy shall be issued with ~~limits of 50% of the contract value or $50,000 - whichever amount is greater~~ a $500,000 per loss limit. b. The fidelity bond ~~or~~ insurance policy shall include coverage for all directors, officers, ~~agents~~ and employees of the Contractor. c. The fidelity bond ~~or~~ insurance policy shall include ~~coverage for third party fidelity and name~~ the State of Nevada as a joint loss payee as their interests may appear, which may be met through a blanket basis.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			d. The fidelity bond ~~or~~ insurance policy shall include coverage for extended theft and mysterious disappearance. e. The fidelity bond ~~or~~ insurance policy shall not contain a condition requiring an arrest and conviction. f. ~~Policies~~ The fidelity bond insurance policy shall be endorsed to provide coverage for computer crime/fraud. B. ADDITIONAL INSURANCE REQUIREMENTS: The policies shall include, or be endorsed to include, the following provisions: 1. On the commercial general liability insurance ~~policies~~ policy where the State of Nevada is named as an additional insured, the State of Nevada shall be an additional insured ~~to the full limits of liability purchased by the Contractor even if those limits of~~ on the commercial general liability ~~are in excess of those required by this Contract insurance~~ , which may be met through a blanket additional insured basis. 2. The Contractor's commercial general liability and business automobile liability (if applicable) insurance coverage shall be primary insurance and non-contributory with respect to all other available sources. C. NOTICE OF CANCELLATION: ~~Each insurance policy required by the insurance provisions of this Contract shall provide the required coverage and shall not be suspended, voided or canceled except after~~ Contractor shall provide at least thirty (30) days prior written notice ~~has been given~~ to the State in the event of insurance cancellation, except when cancellation is for non-payment of premium, then ten (10) days prior notice may be given. Such notice shall be sent directly to Business and Industry, Division of Industrial Relations/Workers' Compensation Section, 1301 N. Green Valley Pkwy, Ste 200, Henderson, NV 89074 . . . . E. VERIFICATION OF COVERAGE: Contractor shall furnish the State with certificates of insurance (ACORD form or equivalent approved by the State) as required by this Contract. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates ~~and any required endorsements~~ are to be received ~~and approved~~ by the State before work commences. Each insurance policy required by this Contract must be in effect at or prior to commencement of work under this Contract and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Contract or to provide evidence of renewal is a material breach of contract.

EXCEPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	EXCEPTION (Complete detail regarding exceptions must be identified)
			All certificates required by this Contract shall be sent directly to Business and Industry, Division of Industrial Relations/Workers' Compensation Section, 1301 N. Green Valley Pkwy, Ste 200, Henderson, NV 89074. The State project/contract number and project description shall be noted on the certificate of insurance. ~~The State reserves the right to require complete, certified copies of all insurance policies required by this Contract at any time.~~ DO NOT SEND CERTIFICATES OF INSURANCE TO THE STATES RISK MANAGEMENT DIVISION. F. SUBCONTRACTORS: ~~Contractors' certificate(s) shall include all subcontractors as additional insureds under its policies or~~ Contractor shall furnish to the State separate certificates ~~and endorsements for~~ from each subcontractor. All coverages for subcontractors shall be subject to the minimum requirements identified above. G. APPROVAL: Any modification or variation from the insurance requirements in this Contract shall be made by the Attorney General's Office or the Risk Manager~~, whose decision shall be final~~. Such action will not require a formal Contract amendment, but may be made by administrative action . . .

ASSUMPTION SUMMARY FORM

ASSUMPTION #	RFP SECTION NUMBER	RFP PAGE NUMBER	ASSUMPTION (Complete detail regarding assumptions must be identified)
1			Consilience Software shall not provide any operational users
2			The Maven source code and all related intellectual property remains and will remain the exclusive property of Consilience Software.
3			If DIR does not provide written feedback on a deliverable provided by Consilience Software within 10 business days, that deliverable will be deemed accepted.
4			Consilience Software's Maven license agreement is the highest in order of precedence of contract documents
5			DIR will provide Consilience Software staff engaged in the deployment and implementation of Maven at the department adequate on-site facilities in order to properly conduct business during the life of this contract. Such facilities include telephone access, Internet access, desk, site access and VPN access as needed.
6			During deployment of the project, DIR will provide Consilience Software remote access to its network and IT assets.

4. SYSTEM REQUIREMENTS

4.1 VENDOR RESPONSE TO SYSTEM REQUIREMENTS

Vendors must explain in sufficient detail how the vendor will satisfy the Division of Industrial Relations/Workers' Compensation Sections project requirements described below and in ***Attachment L, Requirements Matrix***. If subcontractors will be used for any of the tasks, vendors must indicate what tasks and the percentage of time subcontractor(s) will spend on those tasks.

Consilience Software will provide all resources for all tasks. Subcontractors will not be used for any of the tasks. Please see Attachment L, Requirements Matrix for the Consilience Software's completed responses to requirements outlined for the Workers' Compensation System. Additionally, further information on the functionalities and features of Maven in Part I B- Confidential Technical Proposal.

4.2 COMPUTING PLATFORM

The server and desktop environments at the Department of Business & Industry and DIR is Windows. For virtual environments VMWare is used. DIR uses Acronis software for performing image backups.

In terms of hosting applications, DIR is open both a State hosted or vendor hosted solutions. DIR will evaluate the merits of each. The state hosting options include:

4.2.1 DIR hosting on one of their existing servers (or purchase new server); or

4.2.2 EITSD hosting on a virtual server in the state server farm facility.

Systems hosted on State servers should run on a Windows Server environment. However, DIR is open to other platforms.

Maven can be hosted on either DIR existing serves or EITSD hosting on a virtual server in the state server farm facility.

4.3 TECHNICAL REQUIREMENTS

The following are some, but not all technical requirements:

4.3.1 The proposed vendor solution should be web-based and support standard commercial browsers.

Maven is a web-based system and completely operable from the user's browser of choice. No client side installations are required for standard Maven use. Maven allows cross-platform client interaction using all common browsers, including Internet Explorer, Mozilla Firefox, Google Chrome, Opera, and Apple Safari.

4.3.2 The system must have robust security features that meet all state and industry security standards. This includes the encryption of sensitive data such as Personal Identifiable

Information (e.g. SSNs). The system must support complex passwords and enforce periodic resetting of passwords.

Maven uses various security measures in order to protect vital information. Maven will encrypt sensitive data, support complex passwords, and enforce periodic resetting of passwords. Password change frequency policy is configurable via related system settings on the Maven administrator site. Password rules can be configured to specify the number of characters, numbers and symbols in the password, the minimum and maximum length, and the password expiration policy. When passwords are set to expire, Maven automatically prevents previously used passwords from being reused.

All users are authenticated before they are allowed to access application functionality. By default authentication happens against hashed password information stored in the Maven database, but the authentication can also be customized to work against an external system such as an LDAP directory server. The password authentication mechanism is customizable, and supports out-of-the-box integration with external authentication mechanisms such as LDAP or Active Directory in addition to Single Sign On (SSO) capabilities. Two-factor authentication is supported both through digital certificates, RSA SecurID token cards and Sestus virtual tokens, and authentication policy can be configured both at user and user group level.

Data is protected in transit using TLS/SSL for HTTPS. The proposed system will use Secure Sockets Layer (SSL) 3.0/Transport Layer Security (TLS) 1.0 encryption with a 128 bit certificate, or better. Certificate management, configuration and the actual encryption may be handled by the chosen Application Server. All SSL/TLS configuration may be performed through the application server's management and deployment console. SLL encryption can be specified between all Maven application tiers, and also used for secure web services based integration. Database encryption can be used to protect data at rest based on the selected database platform (e.g. MS SQL Server or Oracle). By default all application data is only stored in the database. For encrypted case data extracts Maven can use standard AES algorithm to protect the data.

4.3.3 The system must have user friendly reporting tools that allow knowledgeable users to extract the information they need from the system.

This is supported through Maven's robust Reporting module. Maven's visually configurable design extends through all functionalities of Maven, including reporting, making it easy for users to navigate. Maven's powerful yet configurable reporting module that supports ad-hoc reports, and de-normalized reporting tables. Especially Maven's ad-hoc reports support line-lists, percentage distributions, bi-variate/tri-variate tables, data trending, field trending, record count trending capabilities. Maven reports are parameter driven so that users can quickly filter the report to the subset of data they are interested in. Reports can either be run against operational or reporting DB (latter is a time delayed replica of operational DB and also has configurable de-normalized tables). As a result intensive reports do not impact operational performance as the report is executed on a separate DB server. Authorized users can define ad-hoc reports visually without SQL or programming knowledge. These reports are also permission driven so that only those reports relevant to appropriate business area show-up. Maven comes out-of-the-box with standard metadata management reports, security reports, audit reports, error reports and system performance reports. Maven reports can be exported as HTML and Excel/CSV files. In addition Maven supports running reports against a separate reporting database, and Maven's de-normalized reporting module can be used to create de-normalized business intelligence tables directly in the reporting database (e.g. data warehouse) or to create de-normalized business intelligence tables as CSV file exports ready for export and import to external systems (e.g. data warehouse, SAS, etc.)

4.3.4 The system must have full backup and recovery capabilities.

Maven supports multiple levels of disaster recovery and business continuity, including: a) Application server and database clustering to ensure no downtime if a single hardware component fails b) System rebuild and restore from offsite backups in case of a data centre disaster c) Fail-over to backup site in case the primary data centre becomes inoperable. This requires the configuration of database replication/mirroring from primary data centre to disaster recovery site.

4.3.5 The system must provide efficient and secure methods of exchanging information between external stakeholders (e.g. insurers, TPAs, medical providers, injured workers, etc.).

Maven is a multi-platform solution supporting deployment to heterogeneous environments with regards to operating systems, application servers and database platforms. Maven provides Web Services interface for SOA architecture to exchange data with external systems. Maven uses standard protocols for service access (TCP/IP, HTTP(S), JDBC, LDAP etc.) allowing information exchange between external stakeholders (insurers, TPAs, medical providers, and injured workers.

4.4 FUNCTIONAL REQUIREMENTS

The requirements matrix, referenced in ***Section 4.6***, ***Requirements Matrix*** contains a list of requirements across the various business unit as well as industry stakeholders.

In the first major task of the project the state and the vendor will work together to identify opportunities to streamline business processes and refine requirements.

Consilience Software recommends holding a one day implementation assessment onsite at the Nevada Workers' Compensation Section. Key Subject Matter Experts (SME) from WCS along with Consilience Software's Project Manager and executives attend this session to go through each high level requirement and validate our understanding of the requirement and document agreement on approach to fulfill the requirement. This session also results in creation of a detailed project plan and a requirements traceability matrix that directly serves as the foundation of phase 1 of the potential project.

Please refer our responses in the Requirements Matrix which gives a better understanding of Maven's functionalities that will satisfy the WCS requirements.

4.4.1 General Enterprise Requirements – These are system features and functionality that supports all business processes within WCS. This category of requirements includes, but not limited to the following:

4.4.1.1 The system shall include worker compensation industry standard data elements, edits, and data collection/distribution methods. (Note: the state understands that the standards may need to be implemented in phases. The vendor should be knowledgably about IAIABC EDI-standards).

Maven is designed to be a modular, flexible and extensible system with an extensive number of customization hooks for deployment specific needs. Maven will include all worker compensation industry standard data elements, edits, and data collection/distribution methods as requested by WCS.

4.4.1.2 The system shall make maximum use of various industry standards for transmitting and receiving data electronically. The system shall have the appropriate electronic interfaces for "customer" data submission.

This is supported through Maven's Integration Interfaces. The proposed Maven solution exposes a customizable web-services/XML/CSV interface to interchange data with other systems. Such web-services/XML/CSV can come over direct HTTPS or through messaging/ESB/folder shares/SFTP. Consilience Software's professional services team has extensive experience integrating many information systems and data feeds with Maven.

4.4.1.3 The system shall be compliant with all State of Nevada security policies, statutes and standards.

Maven is compliant will all State of Nevada security policies, statues, and standards.

4.4.1.4 The system shall provide for the secure transmission and reception of data. This includes encrypting data when appropriate.

Data is protected in transit using TLS/SSL for HTTPS. The proposed system will use Secure Sockets Layer (SSL) 3.0/Transport Layer Security (TLS) 1.0 encryption with a 128 bit certificate, or better. Certificate management, configuration and the actual encryption may be handled by the chosen Application Server. All SSL/TLS configuration may be performed through the application server's management and deployment console. SLL encryption can be specified between all Maven application tiers, and also used for secure web services based integration. Database encryption can be used to protect data at rest based on the selected database platform (e.g. MS SQL Server or Oracle). By default all application data is only stored in the database. For encrypted case data extracts Maven can use standard AES algorithm to protect the data.

4.4.1.5 The system shall significantly reduce the amount of manual data entry (from the operation as it is today) required to capture data by effectively utilizing currently available enabling technology.

This is a key feature of Maven, since we configure the data capture functionalities of Maven to be an exact replica of the paper forms used, information entered electronically will be automatically inputted into the corresponding data field of the case record. This unique electronic data capture helps reduce the amount of manual data entry from state resources. Maven provides configurable data validation for validating all input, whether entered manually or imported electronically. Integrity checks are enforced by the Maven data model and database schema. Deduplication process alerts users to any duplicate persons or records.

4.4.1.6 The system shall provide the capability to automate correspondence. This can include, but not limited to: Allow users to create/modify/setup letter templates; Automatic generation of form letters (populated from the database); Mail merge, automatic generation of mail labels; and Automatic generation of letters and emails (based on WCS business rules).

The ability to automate correspondence and create letter templates is supported through Maven's Print Templates. Maven's print template capability allows forms/letters to be pre-populated with information in Maven and printed in a bulk or unit manner. In addition to printing, it is possible through Maven's bulk-action API to email such generated documents. Maven also comes out of the box with SMTP based integration with email servers.

4.4.1.7 The system shall provide all necessary standard reports required to manage day-to-day operations across all WCS business functions, meet statutory reporting requirements, and ad hoc inquiries. These reports shall be easy for end users to run. The system shall allow a trained staff member, familiar with WCS's data, to make modifications to the reports as requirement may change over time.

Such reports are a function of Maven Reports. Maven's ad hoc reporting module allows users to easily create reports using Maven's web based Administrator interface. Access to create ad hoc reports is a separate permission and can be given to non-administrators. The ad hoc reporting module allows authorized system users to create their own reports including line list, statistical, case volume and crosstab reports Maven reports can be scheduled to be executed automatically at a specified interval (daily, weekly, monthly). Authorized users can access the generated reports based on the role and group level permissions defined for each report. Additionally, due to Maven's configurable nature, any future report requirements can be satisfied by modifications by WCS staff.

4.4.1.8 The system shall provide reporting/query tools that allow end users to create and run reports (users can define data, selection, filter, sort criteria, and basic mathematical formulas). Capabilities shall include, but not limited to: Ad hoc report generation; Complex data searches; Generation of statistical reports; Trend analysis reports; Ability to download results into documents and spreadsheets (including transferring queries to Microsoft Office products); and Printing reports.

This is supported through Maven Reports.

4.4.1.9 The system shall allow authorized users to search by any data field. (All data entered into the system should be searchable).

This is enabled through Maven's search function. Maven includes both structured search and unstructured search capabilities to search for underlying records and parties (persons, organizations, facilities, animals). The structured search screen allows searches using configurable set of fields as matching criteria and allows wildcards as well. The configurable set of fields includes personally identifiable information as default (name, address, date of birth, etc.), but may be configured to include keyword, status, case identifier, and so on, according to FRTIB needs.

The search results are filtered according to the user's access rights. The displayed result set is also configurable through system settings. The unstructured search screen is similar to searches users might do on web search engines.

4.4.1.10 The system shall have an intuitive user interface.

Maven enables increased process efficiency and effectiveness and streamlines information exchange and reporting through the use of intuitive visually configurable screens, data fields, rules, and workflows.

Maven has an intuitive, logical, efficient user interface used for multiple purposes, including but not limited to, Workers Compensation Claims System. Consilience Software has invested significant resources over the years to make Maven intuitive – so that users can not only easily navigate securely through standard web-browsers, but also be easily trained in simple training classes to use Maven. The system can be navigated by mouse, or by keyboard or through a combination of both. For touch sensitive devices the system can be navigated by touch. Maven supports most standard browsers (IE, Firefox, Safari, Chrome, Opera).

To assess the usability, only after a 5-minute overview, we have let case managers access Maven to see if they can intuitively navigate Maven. And they were able to successfully navigate and interact with the application. While it may seem incredible, we would like an opportunity to demonstrate this ease of use in a live session.

4.4.1.11 The system shall have streamlined navigation, where there is a minimal amount of screens and clicks to accomplish a task.

Maven's navigation is streamlined to aid in efficiency and Maven's navigation can be configured based on preference or role.

4.4.1.12 The system shall provide document management capabilities where documents are integrated into tasks that are performed by WCS staff.

Maven supports any number of binary file attachments on the electronic case record. Maven attachments capability allows any electronic documents such as scanned correspondence to be attached to the electronic case record. The uploaded attachments can also be tagged by keywords, description, category and status. Attachment access and upload capability is controlled by security permissions.

4.4.1.13 The system shall have the capability of referencing hard-copy paper files that are stored off-site. The system shall allow the capture of reference numbers assigned to the off-site records.

This is supported through Maven Question Packages that will capture and reference hard-copy paper files that are stored off-site. The system will capture the reference numbers assigned to the off-site records.

4.4.1.14 The system shall, where feasible, eliminate or reduce paper forms (Potential exceptions in cases where "wet" signatures or notary is required).

This is supported through Maven Question Packages which will collect data electronically to reduce the need for paper forms. Additionally, Maven Print Templates allow for allows forms/letters to be pre-populated with information in Maven and printed in a bulk or unit manner. To further reduce the use of paper forms Maven Print Templates support bulk-action API to also email such generated documents.

4.4.1.15 The system shall provide the ability for a trained system administrator (with minimal technical background) to modify system lookup values.

The visually configurable nature of Maven allows users with little to no technical background to make changes to most Maven modules including modifying system lookup values.

4.4.1.16 The system shall provide the ability for a trained system administrator (with minimal technical background) to setup and modify letter templates.

Authorized users can easily and quickly setup and modify letter templates through Maven's Model Manager. Maven Print Templates are visually configurable allowing administrators will minimal technical background to add, edit, or delete letter templates.

4.4.1.17 The system shall provide streamlined workflow type functionality.

Business process routing/workflow is configured through Maven's configurable workflow and tasks module. Workflows allow flexible automatic routing/listing of data and documents through appropriate sets of users for further follow-up activity. These workflows pro-actively assess the need for such follow-up activity based on configurable criteria. Maven allows both regular process workflows and escalation workflows in case handling of certain records falls outside temporal or other business defined parameters. Workflows can route records sequentially through steps, or in parallel where multiple groups/users need to be part of disposition/decision of the record. Just like most other modules of Maven, Maven Workflows are configurable without source code changes right from Maven's administrative console. Maven also allows definition and visualization of workflow process maps and keeps track of detailed workflow metrics.

4.4.1.18 The system shall allow authorized users to configure "alerts" based on dates, timeframes, task dependencies, etc.

Authorized users can configure alerts through Maven's Model Manager by making changes to Maven Workflows. Users can configure alerts visually based on dates, timeframes, and/or task dependencies.

4.4.1.19 The system shall be developed using an architecture that is scalable and flexible, and can adapt to future requirements.

Due to the configurable nature of Maven, Maven can adapt to future requirements because changes can be made so quickly, reducing the need to go through Consilience Software developers for future requirement changes. Maven is designed to meet the scalability requirements of large states and has been performance tested accordingly. Detailed performance testing results are available upon request. Maven deployments typically serve 96% of all requests (except for search, workflow, and report pages) within 1 to 3 seconds and 98% of all requests (except for searches, workflows, and reports) within 5 seconds.

4.4.1.20 The system shall have reasonable response-time/performance for both "Back office" users (state staff) and external customers (accessing services over the Internet). Note: The state understands the vendor is not responsible for those items outside its control, such as the State's network or the Internet.

This requirement is to ensure the vendor's solution is properly designed for performance and efficiency.

Maven deployments typically serve 96% of all requests (except for search, workflow, and report pages) within 1 to 3 seconds and 98% of all requests (except for searches, workflows, and reports) within 5 seconds. It should be noted that response times are dependent on providing the Maven application with recommended server resources. Multiple statewide Maven deployments are on fault tolerant infrastructure for 24/7-access with minimal maintenance downtime. Maven supports cold, warm and hot fault-tolerance/backup mechanisms for prevent data-loss (e.g. via transactional replication, log-shipping). The data-loss in case of disaster is determined by mutually agreed upon Recovery Point Objective (RPO) that can be from a few seconds to a few hours depending on agreed upon hosting infrastructure. Similarly Recovery Time Objective (RTO) depends on agreed upon hosting infrastructure. Maven core product has been performance tested in Consilience Software's internal performance assurance environment to up to 18 million case records with 2,000 logged-in system users while maintaining acceptable response times. Each test record consisted of 100-300 fields in the test setup. System capacity can be increased by using clustered deployment architecture for high availability and scalability and by scaling the server hardware (please see recommended hardware guideline referred above). Detailed performance testing results are available upon request including details on test setup, hardware infrastructure and database sizing

4.4.1.21 The system shall have a comprehensive, reliable backup and recovery capability along with a recovery plan and instructions.

Maven supports multiple levels of disaster recovery and business continuity, including:

- ***a) Application server and database clustering to ensure no downtime if a single hardware component fails***
- ***b) System rebuild and restore from offsite backups in case of a data centre disaster***
- ***c) Fail-over to backup site in case the primary data centre becomes inoperable. This requires the configuration of database replication/mirroring from primary data centre to disaster recovery site.***

If awarded, Consilience Software will develop a detailed recovery plan specific to the DIR Workers Compensation System.

4.4.1.22 The system shall allow users to easily download query results into Microsoft Office products (e.g. Excel).

Information in Maven can be exported in all common files including Microsoft office products. More specific to exporting Maven reports: Reports can be exported as HTML and Excel/CSV files. In addition, Maven supports running reports against a separate reporting database. Maven's denormalized reporting module can be used to create denormalized business intelligence tables directly in the reporting database (e.g. data warehouse) or to create denormalized business intelligence tables as CSV file exports ready for export and import to external systems (e.g. data warehouse, SAS, etc.)

4.4.1.23 The system shall provide role based security and access controls.

Maven uses role based security, where users are associated with one or more roles, and each role has a set of permissions that enable or disable particular parts of the application for that specific role. Roles, therefore determines what permissions the user has to the cases that they can see and access.

Permissions control the ability to perform activities such as case data entry, changing the status of the case, managing case document attachment etc. Administrators can assign roles and groups to individual user accounts using Maven's web based Administrator interface.

4.4.1.24 The system shall provide the capability to effectively manage and retrieve contact records (people, organizations, etc.).

Users can effectively manage and retrieve contact records by accessing the records in Maven. All information for that record will be stored in the corresponding data field of the Question Packages.

4.4.2 Case Management

The system must support integrated case management functionality used across the WCS organization which involves, claims, complaints, investigations, audits, issuing of fines/penalties/corrective actions. Case management intersects across the various business units, e.g. Employer Compliance, Insurer-TPA Compliance, etc.

Maven will collect and track information across all program areas including but not limited to: claims, complaints, investigations, audits, issuing of fines/penalties/corrective actions. Information for these cases will be captured and stored in Maven Question Packages.

4.4.3 Employer Compliance Unit Requirements

The system must support the Unit's needs. The unit enforces workers compensation laws in relation to employer compliance. The unit takes measures to ensure that employers carry appropriate worker comp insurance for their employees. The unit will conduct investigations/audits if it appears an employer does not maintain proper coverage. Various methods are used to identify possible violators, including: (1) review of NCCI insurance cancelation listings - to determine coverage; (2) complaints; (3) referrals; (4) uninsured claims; or (5) other methods.

Note: WCS is open to consideration of other methods/information sources to determine insurance coverage.

Maven will collect all information needed for the Employer Compliance Unit, route applicable records for follow-up activity and provide assessments on such records based on pre-defined criteria provided by DIR.

4.4.4 The unit will investigate uninsured workers compensation claims (C-4 from Medical Unit) to determine if there was an employer-employee relationship at the time of the injury. The claimant can be referred to receive treatment paid through the Uninsured Employers' Claim Account (managed by the Uninsured Employers Claims Coordinator). The claimant's case would be forwarded to the WCS contract TPA who will make the determination and schedule treatment as appropriate.

The unit issues fines and premium penalties against employers that fail to maintain proper workers compensation insurance for their employees. They also have the authority to investigate potentially uninsured employers and order cessation of business for non-compliance. The unit can refer cases to the State Attorney General.

The unit also registers and regulates Professional Employer Organizations (PEOs) aka employee leasing companies. On an annual basis, the PEOs must complete and submit the application package (includes proof of NV workers comp insurance) and pay a registration fee. If requirements are met the unit issues an Employee Leasing Certificate.

The unit issues "extra territorial" certificates to companies that are insured by state worker compensation funds from other states, and have employees working temporarily in NV. The certificates are typically valid for 180 days.

4.4.5 Insurer/TPA Compliance Unit Requirements

The system must support the Unit's needs, including:

4.4.5.1 The unit audits workers comp insurers & TPAs at least every five (5) years. The audits are to ensure that insurers, TPAs, employers, and healthcare providers are in compliance with NV statutes & regulations which govern workers compensation. In preparation for audits, the auditors need to gather information on previous violations, fines, penalties, etc. Auditors will also, request that that insurers provide worker comp claim information for the last period, typically one year of data.

Authorized users can gather information on previous violations, fines, and penalties by accessing the claim record. Historical information will be kept in the case record for as long as DIR specifies including but not limited to up to one year of data. Due to Maven's scalability there is no need to archive data which means it will be all accessible in the case record. Additionally, Maven reports can be run to gather this data in one cohesive report.

4.4.5.2 The unit also investigates complaints brought by injured workers or their representatives and renders determinations on the complaints.

This information is captured and stored in the case record supported through Maven Question Packages.

4.4.5.3 The unit can issue notices of correction, order plans of corrective action, levy administrative fines & issue benefit penalties (related to complaints & audit cases).

This is supported through Maven's Print Templates that allow the unit to create templates for notices of corrections, order plans of corrective action, levy administrative fines & issue benefit penalties.

4.4.5.4 A claimant who wants to contest some aspect of their claim (e.g. compensability, award, stipulations, etc.) can appeal to the Department of

Administration, Hearings Division. DIR Legal Counsel handles WCS cases presented at the Hearing Division. This unit also reviews worker comp related Orders & Stipulations that come out of the Hearings Division and follow up to verify that insurers and TPAs comply.

Maven will support data collection of claim information and appeal information through Maven Question Packages.

4.4.6 Medical Unit Requirements

4.4.6.1 The system must support the needs of this unit, including:

A. The Medical Unit oversees the Panel of Rating Physicians and Panel of Treating Physicians.

B. The Medical Unit assigns Rating Physicians using an unbiased "rotation" methodology based on various parameters, including specialty, geographic, location, etc.

This is supported through Maven's Rule Engine and Maven Workflows.

C. The Medical Unit performs investigations related to C-4s from healthcare providers (cannot find insurance for claim), billing/payment determinations, compliance with laws and Regulations.

Maven will support the Medial Units need to perform investigations through a variety of Maven functionalities, including but not limited to Maven Question Packages, Maven Workflows, Maven's Rule Engine and Maven Reports.

D. The Medical Unit issues fines & penalties, disciplinary actions, corrective measures, etc. The Unit also does outreach and training.

Maven Rules, Maven Workflows and Maven Question Packages will provide the ability to assess fines, penalties and corrective actions to parties affiliated with a case. The system will provide the ability to track compliance dates and trigger follow-up actions as needed. This will be enabled through Maven Workflows that will route records throughout the system and will provide notifications to users if records need further follow-up activity.

4.4.6.2 Education, Research & Analysis Unit – The system must support the needs of this unit, including:

A. The unit consists of two sections:

(1) Education Section - performs education and training of insurers, TPAs, employers, employees, healthcare providers, and others; and

(2) Research & Analysis Section (R&A) - conducts research, special projects, collects data from external stakeholders and collects data on WCS operations.

B. The Education Section, in addition to developing courses and conducting training, they also perform outreach to stakeholders. One method of outreach is through email notifications. Stakeholders can subscribe to through WCS's website and select the categories they are interested in.

C. R&A collects & compiles internal data related to WCS's overall operation, performs analysis, and generates reports related to that data. Key reports include: Monthly WCS Activities & Achievements (operational metrics, including fines & penalties), Performance Measures, and various reports required by statute.

D. R&A collects & compiles data from external entities, primarily insurers and TPAs. Insurer and TPA contact and relationship information is used to support investigations and audits (across all units), and to perform data calls (requests for specific reporting requirements).

E. R&A manages the fines and penalty records, including the generation and mailing of determination/fine/penalty letters. Posting of payments is performed by the Business & Industry Fiscal unit (separation of duties). R&A is also responsible for management reporting related to fines/penalties and accounts receivable. Uncollectable accounts are referred to the State Controller for collections.

Maven will support the needs of the Education, Research & Analysis Unit through multiple Maven modules including but not limited to: Maven Question Packages, Maven Workflows, Maven's Rule Engine, Maven Reports, and Maven Print Templates.

- ***<u>For data collection and validation requirements:</u> Maven Question Packages provide visually configurable data collection, where each record type has its own data fields (based on type record). Maven Question Packages allow configuration through the visual Maven Model Manager to adapt to specific data collection needs of the customer. Key features of these question packages are that these are (i) visually configurable (ii) only prompt data fields that are necessary for the type of record in context, (iii) highlights required versus option fields and (iv) intuitive, user friendly and logical. Question packages not only allow capture of both structured (number, date, reference codes, etc.) and unstructured data (freetext entry, string, etc.) but also allow configurable syntactic and semantic validation along with configurable visual aids to the user.***
- ***<u>For assessment, classification and decision support requirements:</u> Maven Rule Engine provides visually configurable assessment and decision support rules. The Maven Rule Engine supports arbitrarily complex Boolean derivations, mathematical derivations and tabular lookups.***

- ***<u>For routing, notification and reminder requirements:</u> Maven uses three modules depending on business context. Firstly there are configurable Maven Workflows to route data and model business process online in the system – either through sequential or parallel steps. Secondly, Maven Print Templates are used for hard-copy based communication that is pre-filled with information in Maven. Finally Maven's Message Template Framework for sending email/text message based notification to applicable parties.***
- ***<u>For reporting and analysis requirements:</u> Maven's Reporting Module is a powerful yet configurable reporting capability that supports ad-hoc reports, and de-normalized reporting tables. Especially Maven's ad-hoc reports support line-lists, percentage distributions, bi-variate/tri-variate tables, data trending and count trending capabilities. Maven reports are parameter driven so that users can quickly filter the report to the subset of data they are interested in. Reports can either be run against operational or reporting DB (latter is a time delayed replica of operational DB and also has configurable de-normalized tables). As a result intensive reports do not impact operational performance as the report is executed on a separate DB server. Authorized users can define ad-hoc reports visually without SQL or programming knowledge. These reports are also permission driven so that only those reports relevant to appropriate business area show-up.***
- ***<u>Integration interface and legacy data conversion</u> needs are supported through Maven's XML, CSV, Web-Services, Direct API based mechanisms. Consilience Software has extensive professional services experience in both integrating Maven with other health information systems/sources and perform legacy data conversion into Maven for millions of records.***

4.4.7 Subsequent Injury Coordinator

4.4.7.1 The system must support the needs of this unit, including:

A. The Subsequent Injury Unit provides a financial incentive for employers to hire workers with a permanent physical impairment. The costs of subsequent injuries are paid from the subsequent injury accounts (there are 3 accounts), and reimbursements are made to insurers - private carriers, self-insurers, and associations. The unit ensures the following:

(1) Validity of claims;

(2) Monies are not improperly released in cases of errors;

(3) Payments are in accordance with the approved medical fee schedule; and

(4) Safeguard against fraud.

Maven will support the Subsequent Injury Unit through the use of multiple Maven modules including but not limited to Maven Question Packages, Maven Workflows, Maven's Rule Engine and Maven's Financial Module.

B. Claims are submitted to WCS, using the Form D-37 (with associated case documentation), by an insurer, association, TPA, or insurer's designated agent. The subsequent Injury Coordinator reviews the case:

(1) Verifies the D-37 is properly completed;

(2) Verifies medical bills;

(3) Verify claim calculations;

(4) Verify all appropriate documents are in the claim file; and

(5) Complete the Itemized Subsequent Injury Checklist. In some situations the case is referred to the Medical Unit for review. The Subsequent Claims Coordinator provides recommendations of approval or denial to the Subsequent Injury Boards and DIR Administrator.

This is supported through Maven Question Packages, Maven Workflows and Maven's Rule Engine.

C. The Self Insured Employers Account and the Associations of Self-insured Public or Private Employers Account has their own review boards. The Division of Industrial Relations Administrator administers the account for private carriers. Determinations are processed as follow:

(1) For self-insured employer or associations of self-insured employers the DIR Administrator will submit to the appropriate board his acceptance or denial recommendation (within 45 days), and the boards will render a determination (within 120 days total); and

(2) For a private carrier, the DIR Administrator will render a determination (within 120 days).

This is supported through Maven's Rule Engine.

D. There is an appeals process in the event that there is a disagreement with the determination (e.g. denial of claim or related expenses). Self-insured employer or associations of self-insured employer's cases can request an appeal hearing with their respective boards. Private carriers can request an appeals hearing with the Appeal Officer at the Department of Administration. If the claimant disagrees with the decision from the appeals process, the next step is to file an appeal with the District Court.

Information about the appeals will be captured and tracked in Maven through Maven Question Packages.

E. For approved reimbursements for claims, the Subsequent Injury Coordinator will submit a request to the Department of Business & Industry Fiscal Unit, who in turn requests the State Controller to make the payment to the claimant.

This is supported through Maven Workflows and Maven's Rule Engine that will send request for actions.

4.4.8 Uninsured Employers Claims Coordinator

4.4.8.1 The system must support the needs of this unit, including:

A. The Uninsured Employer's Claims Coordinator (UECC) oversees the claims administration to ensure appropriate benefits are provided and gives prior authorization. Uninsured claims are typically referred to the UECC by the Employer Compliance Unit (Form C-4 process). The DIR legal counsel also reviews the claim.

B. WCS contracts with a TPA to administer claims. The TPA makes the determination on claims. WCS staff has access to the contract TPAs system and can lookup information related to claims. The TPA sends WCS monthly bills, and reports containing: list of claims, counts, and expenditures per claim and total amounts ($). The TPA has 30 days to accept or deny a claim.

C. The appeals process involves the Department of Administration Hearings Division.

D. The contract TPA invoices are forwarded to the Dept. of Business & Industry Fiscal Unit, which requests payment from the State Controller's Office.

Maven will support the needs of Uninsured Employers Claims Unit through the use of multiple Maven functionalities including but not limited to: Maven Workflows, Maven Question Packages, Maven Rules Engine, Maven Reports and Maven Print Templates.

4.4.9 Benefit Penalty Investigations Unit

4.4.9.1 The system must support the needs of this unit, including:

A. Benefit penalty investigations are investigations of insurers, TPAs, employers, and medical providers, which may result in a benefit penalty payment to the injured worker. If a violation is found, a penalty is awarded to the injured employee - $3,000 to $50,000 - and an administrative fine - $1500 for the initial violation or $15,000 for a second or subsequent violation - is imposed against the offending party (e.g. insurer, TPA, etc.). There is another type of penalty - the "Three-Times Penalty", where an Insurer or TPA has unreasonably refused to pay a claim within 30 days of receipt of the C-4 Form. The

WCS can award the injured employee an amount equal to three-times the amount that was refused or unreasonable delayed.

B. Complaint forms are received by WCS (majority are filed by the injured employee's attorney). The unit investigates the complaint. Based on the results they prepare the "Findings of Fact Draft Determination". The determination is reviewed by - the District Manager, DIR legal counsel, and WCS Chief Administrative Officer.

C. Appeals go to the Department of Administration, Appeals Division. The Appeals Division can affirm, deny or order an adjustment to the case.

D. If approved the unit will issue a "Determination Award Penalty". A letter will be sent to all parties involved. The respondent has 10 days to pay or 30 days to appeal. If not payment is made then it goes into collections.

Maven will support the needs of the Benefit Penalty Investigation Unit through the use of Maven Workflows, Maven's Rule Engine, Maven Question Packages, Maven's Audit Trail, and Maven's Financial Module.

4.4.10 Financial Management

4.4.10.1 The primary financial functions that WCS performs involve accounts receivables and payment processing related to the collection of fines and penalties. The system must support fiscal business functions within WCS, including:

A. The system shall provide a secure online payment portal for fines and penalties, with the ability to accept credit cards, debit cards and eChecks.

B. The online payment portal shall integrate with the States merchant services and payment processing platform (Wells Fargo is the current contractor and provides industry standard integration methods).

C. The system shall provide the capability to effectively manage accounts receivables, primarily related to fines and penalties. The system shall include, but not limited to the following:

- Generate aging accounts receivable reports;
- Show account details;
- Show summary record counts;

- Automatic generation of reminders and delinquency notices;
- Track adjustments to balances (tracking all history), e.g.;
- Reductions in amounts (include reduction reason and date);
- Write-offs;
- Support payment plans;
- Support posting partial payments"; and
- The system shall, when a payment is made on a receivable, automatically update the related "case record" to show that the fine or penalty was paid.

4.4.10.2 Allow users (authorized) in various units to lookup records for an insurer/TPA or employers to see payment history. (To avoid the situation where one unit needs to call another unit to get information).

4.4.10.3 The system shall capture financial related transactions in the system in a manner consistent with the State's general ledger accounting code structure. The system shall allow users to "roll-up" transactions into totals for reconciliation purposes and for posting the state financial system (Advantage).

4.4.10.4 The system shall provide the capability to properly implement separation of duties.

(Note: The scope of the new system does not include an automated interface to Advantage. However, the system should have flexibility to accommodate an interface in the future.)

Maven will support Financial Management of the WCS through the use of Maven's Financial Module, Portal customizations, Maven's External User Interface, Maven Reports, Maven's Search functionality, and Maven's Role based security permissions.

4.4.11 Reporting & Business Intelligence

4.4.11.1 The system must support reporting and data analytics needs within WCS, including:

A. Standard management & operational reports;

B. Reports mandated by statute (e.g. reports to the Legislature);

C. Special requests, such as requests by attorneys, stakeholders, etc;

D. Request from WCS investigators in relationship to a case/claim; and

E. Research and special projects.

4.4.11.2 The system shall provide comprehensive reporting capabilities that include:

A. Standard reports (that are executed on a routine basis);

B. Ad-hoc reports that users can build using an intuitive user-interface and specify selection, sort, criteria; and

C. Users can build reports without requiring knowledge of complex database structures (i.e. data elements are presented in terms understandable by a WCS user).

4.4.11.3 The system shall allow users to link together and report data from various tables in the database, for example:

A. Workers comp claims;
B. Complaints;
C. Cases (investigations/audits);
D. Employers;
E. Insurers;
F. TPAs;
G. Medical providers; and
H. Violations/fines/penalties/actions.

4.4.11.4 The system shall allow generating statistical data from the system, e.g. record counts, summations, averages, etc.

4.4.11.5 The system shall provide the ability to report on historical trends based on user defined criteria.

4.4.11.6 The system shall provide the ability to publish reports so that other individuals can view them.

These are supported through Maven Reports. Maven's powerful yet configurable reporting module supports ad-hoc reports, and de-normalized reporting tables. Maven's ad-hoc reports support line-lists, percentage distributions, bi-variate/tri-variate tables, data trending, field trending, record count trending capabilities. Maven reports are parameter driven so that users can quickly filter the report to the subset of data they are interested in. Reports can either be run against operational or reporting DB (latter is a time delayed replica of operational DB and also has configurable de-normalized tables). As a result intensive reports do not impact operational performance as the report is executed on a separate DB server. Authorized users can define ad-hoc reports visually without SQL or programming knowledge. These reports are also permission driven so that only those reports relevant to appropriate business area show-up. Maven comes out-of-the-box with standard metadata management reports, security reports, audit reports, error reports and system performance reports.

4.4.12 Claims Data Collection

4.4.12.1 WCS currently collects claims data in the Claims Indexing System. Entities that send in data – Only Nevada private insurance carriers are required to submit information.

4.4.12.2 Self-Insured & Self Insured Associations are exempt. Some of them do submit but it is voluntary. Information is submitted on a D-38 Form (some send copies of the forms and

4.4.12.3 Some upload batch files to a secure FTP site). The D-38 is a form which uses elements (including SSNs) from requirements put forth in NRS 616B.018 element.

4.4.12.4 WCS has been collecting Indexing information for approximately 12 years, however, the database includes the entire database of SIIS/Employers efforts before WCS took over the program.

NOTE: As part of this project, WCS working with the industry, is looking to re-define what data is to be collected and how. This may require a phased effort to minimize risk and impact to the WCS and industry stakeholders. The following will be the primary drivers for defining claim data requirements:

A. Statutory requirements (e.g. NRS 616B - Indexing Claims);

B. WCS internal requirements (Support audits/investigations research/analysis projects; and inquiries from other entities);

C. DETR's requirements (To identify overlaps between unemployment benefits and workers compensation benefits); and

D. Industry Requirements (Methods to submit data to WCS, and industry comparisons/benchmark studies).

Claims data collection is supported through Maven Question Packages which will be configured to capture all necessary data of claims.

4.4.13 Industry Requirements

4.4.13.1 The workers compensation industry includes insurers, self-insured and TPAs. The primary focus for Industry requirements are to:

A. Streamline how the industry and WCS interact; and

Baseline for Maven deploys is to increase efficiency an effective in departments by streamline the way data is collected and shared.

B. Ensure WCS and the industry stakeholders exchange appropriate information on a timely basis.

Maven will work to exchange information on a timely basis based on Maven's Integration Interfaces, Maven Workflows and Maven's Rule Engine.

4.4.13.2 The system shall provide an automated solution to the D-35 process, where insurers/TPA's could submit the D-35 forms online and have the system automatically assign the next appropriate physician/chiropractor on the list.

Information submitted in the D-35 forms will be collected in Maven Questions Packages and once the information is entered Maven Workflows will automatically assign the next appropriate physician/ chiropractor on the list base on Mavens Rule Engine.

4.4.13.3 The system shall provide an efficient method for insurers and TPAs to electronically submit claims data to WCS. The system shall provide several options for data submission, including, but not limited to:

A. Electronic Data Interchange (using standard industry data formats).

Maven is a multi-platform solution supporting deployment to heterogeneous environments with regards to operating systems, application servers and database platforms. Maven provides Web Services interface for SOA architecture to exchange data with external systems. Maven uses standard protocols for service access (TCP/IP, HTTP(S), JDBC, LDAP etc.)

B. Web user interface where claim data can be keyed in by insurer/TPA staff (typically for smaller entities that do not have the resources and infrastructure to use EDI).

This is supported through data collection enabled by Maven Question Packages that allow both manually and electronic entry of data to support the data claims being keyed in by insurer/TPA staff.

4.4.13.4 The system shall provide:

A. Effective data validation/error checking;

Maven provides configurable data validation for validating all input, whether entered manually or imported electronically. Integrity checks are enforced by the Maven data model and database schema. Maven has five levels of error handling. These are: (i) Pro-active syntax validation in Maven question packages (ii) Pro-active semantic validation through hierarchical/conditional data fields, configurable user messages (iii) Pro-active concern generation through Maven's configurable rule engine (iv) Re-active configurable workflows for data validation/consistency (v) System error handling through exception catchers and logging there-of in both the log file and errors table.

B. User interface for insurers to lookup their data that previously submitted; and

This is supported through Maven's External User Interface allowing external users to create a profile, submit data, and access previously submitted data by logging back into the system.

C. Security for data submission (e.g. encrypted data transmission, secure login and user management)".

Data is encrypted both in transit and at rest. All users are authenticated before they are allowed to access application functionality. By default authentication happens against hashed password information stored in the Maven database, but the authentication can also be customized to work against an external system such as an LDAP directory server. The password authentication mechanism is customizable, and supports out-of-the-box integration with external authentication mechanisms such as LDAP or Active Directory in addition to Single Sign On (SSO) capabilities. Two-factor authentication is supported both through digital certificates, RSA SecurID token cards and Sestus virtual tokens, and authentication policy can be configured both at user and user group level.

4.5 SECURITY STANDARDS

4.5.1 System must meet State security standards for transmission of personal information as outlined in NRS 205.4742 and NRS 603A.

4.5.2 Protection of sensitive information will include the following:

4.5.2.1 Sensitive information in existing legacy applications will encrypt data as is practical.

4.5.2.2 Confidential Personal Data will be encrypted whenever possible.

4.5.2.3 Sensitive Data will be encrypted in all newly developed applications.

4.5.3 All information technology services and systems developed or acquired by agencies shall have documented security specifications that include an analysis of security risks and recommended controls (including access control systems and contingency plans).

4.5.4 Security requirements shall be developed at the same time system planners define the requirements of the system. Requirements must permit updating security requirements as new threats/vulnerabilities are identified and/or new technologies implemented.

4.5.5 Security requirements and evaluation/test procedures shall be included in all solicitation documents and/or acquisition specifications.

4.5.6 Systems developed by either internal State or contracted system developers shall not include back doors, or other code that would cause or allow unauthorized access or manipulation of code or data.

4.5.7 Security specifications shall be developed by the system developer for approval by the agency owning the system at appropriate points of the system development or acquisition cycle.

4.5.8 All system development projects must include a documented change control and approval process and must address the security implications of all changes recommended

and approved to a particular service or system. The responsible agency must authorize all changes.

4.5.9 Application systems and information that become obsolete and no longer used must be disposed of by appropriate procedures. The application and associated information must be preserved, discarded, or destroyed in accordance with Electronic Record and Record Management requirements defined in NRS and NAC 239, Records Management.

4.5.10 Software development projects must comply with State Information Security Consolidated Policy 100, Section 4.7, Software Development and Maintenance and State Standard 131, "Security for System Development".

4.5.10.1 Separate development, test and production environments must be established on State systems.

4.5.10.2 Processes must be documented and implemented to control the transfer of software from a development environment to a production environment.

4.5.10.3 Development of software and tools must be maintained on computer systems isolated from a production environment.

4.5.10.4 Access to compilers, editors and other system utilities must be removed from production systems.

4.5.10.5 Controls must be established to issue short-term access to development staff to correct problems with production systems allowing only necessary access.

4.5.10.6 Security requirements and controls must be identified, incorporated in and verified throughout the planning, development, and testing phases of all software development projects. Security staff must be included in all phases of the System Development Lifecycle (SDLC) from the requirement definitions phase through implementation phase.

Maven will meet State security standards outlined in Requirement 4.5.

4.6 REQUIREMENTS MATRIX

Vendor must:

4.6.1 Present the platform requirements for efficient operation of the system;

4.6.2 Review the requirements matrix carefully to insure that the proposed system design addresses all of the requirements;

4.6.3 Tie each data element/function to the vendor's project plan by task number;

4.6.4 Respond to all of the requirements by properly coding and indicating how the requirement is satisfied. The proposed costs and project plan must reflect the effort needed to satisfy the requirements.

4.6.5 Identify, for each of the system requirements identified in the requirements matrix, whether it is:

Condition	Description
S – Standard Function	The proposed system fully satisfies the requirement as stated. The vendor must explain how the requirement is satisfied by the system.
M – Modification Required	The proposed system requires a modification to existing functionality to meet this requirement which requires a source code modification. The system will be modified to satisfy the requirements as stated or in a different format. The vendor must explain the modifications and include the cost of all modifications above and beyond the base cost in ***Attachment J, Project Costs***.
F – Planned for Future Release	This functionality is planned for a future release. The vendor must explain how the requirement will be satisfied by the system and when the release will be available.
C – Custom Design and Development	The proposed system requires new functionality to meet this requirement which requires a source code addition. The vendor must explain the feature and its value, and include any cost above and beyond the base cost in ***Attachment J, Project Costs***.
N – Cannot Meet Requirement	The proposed system will not satisfy the requirement. The vendor must explain why the requirement cannot be satisfied.
O – Other Software	If the requirement is to be satisfied through the use of a separate software package(s), vendors must identify those package(s) and describe how the functionality is integrated into the base system.

4.6.6 Identify whether each requirement is in the firm fixed price included within the cost proposal.

4.6.7 Describe how the proposed system meets the requirements specified within this RFP.

Please refer to the Requirements Matrix for a detailed responses and Part I B – Confidential Technical Proposal for further information on the functionalities of Maven.

5. SCOPE OF WORK

The scope of work is broken down into tasks, activities and deliverables. The tasks and activities within this section are not necessarily listed in the order that they should be completed. Vendors must reflect within their proposal and preliminary project plan their recommended approach to scheduling and accomplishing all tasks and activities identified within this RFP.

All tasks performed by the awarded vendor may be reviewed by the QA monitor as well as State staff.

5.1 VENDOR RESPONSE TO SCOPE OF WORK

5.1.1 Within the proposal, vendors must provide information regarding their approach to meeting the requirements described within ***Sections 5.4 through 5.15***.

5.1.2 If subcontractors will be used for any of the tasks, vendors must indicate what tasks and the percentage of time subcontractor(s) will spend on those tasks.

5.1.3 Vendor's response must be limited to no more than five (5) pages per task not including appendices, samples and/or exhibits.

5.2 DELIVERABLE SUBMISSION AND REVIEW PROCESS

Once the detailed project plan is approved by the State, the following sections detail the process for submission and review of deliverables during the life of the project/contract.

5.2.1 General

5.2.1.1 The contractor must provide one (1) master (both hard and soft copies) and five (5) additional hard copies of each written deliverable to the appropriate State Project Manager as identified in the contract.

5.2.1.2 Once a deliverable is approved and accepted by the State, the contractor must provide an electronic copy. The State may, at its discretion, waive this requirement for a particular deliverable.

5.2.1.3 The electronic copy must be provided in software currently utilized by the agency or provided by the contractor.

5.2.1.4 Deliverables will be evaluated by the State utilizing mutually agreed to acceptance/exit criteria.

5.2.2 Deliverable Submission

5.2.2.1 Prior to development and submission of each contract deliverable, a summary document containing a description of the format and content of each deliverable will be delivered to the State Project Manager for review and approval. The summary document must contain, at a minimum, the following:

A. Cover letter;

B. Table of Contents with a brief description of the content of each section;

C. Anticipated number of pages; and

D. Identification of appendices/exhibits.

5.2.2.2 The summary document must contain an approval/rejection section that can be completed by the State. The summary document will be returned to the contractor within a mutually agreed upon time frame.

5.2.2.3 Deliverables must be developed by the contractor according to the approved format and content of the summary document for each specific deliverable.

5.2.2.4 At a mutually agreed to meeting, on or before the time of delivery to the State, the contractor must provide a walkthrough of each deliverable.

5.2.2.5 Deliverables must be submitted no later than 5:00 PM, per the approved contract deliverable schedule and must be accompanied by a deliverable sign-off form ***(refer to Attachment G ~ Project Deliverable Sign-Off Form)*** with the appropriate sections completed by the contractor.

5.2.3 Deliverable Review

5.2.3.1 General

A. The State's review time begins on the next working day following receipt of the deliverable.

B. The State's review time will be determined by the approved and accepted detailed project plan and the approved contract.

C. The State has up to five (5) working days to determine if a deliverable is complete and ready for review. Unless otherwise negotiated, this is part of the State's review time.

D. Any subsequent deliverable dependent upon the State's acceptance of a prior deliverable will not be accepted for review until all issues related to the previous deliverable have been resolved.

E. Deliverables determined to be incomplete and/or unacceptable for review will be rejected, not considered delivered and returned to the contractor.

F. After review of a deliverable, the State will return to the contractor the project deliverable sign-off form with the deliverable submission and review history section completed.

5.2.3.2 Accepted

A. If the deliverable is accepted, the original deliverable sign-off form signed by the appropriate State representatives will be returned to the contractor.

B. Once the contractor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable ***(refer to Section 8, Financial).***

5.2.3.3 Comments/Revisions Requested by the State

If the State has comments and/or revisions to a deliverable, the following will be provided to the contractor:

A. The original deliverable sign-off form with an updated entry to the deliverable submission and review history section.

B. Attached to the deliverable sign-off form will be a detailed explanation of the revisions to be made and/or a marked up copy of the deliverable.

C. The State's first review and return with comments will be completed within the times specified in the contract.

D. The contractor will have five (5) working days, unless otherwise mutually agreed to, for review, acceptance and/or rejection of the State's comments.

E. A meeting to resolve outstanding issues must be completed within three (3) working days after completion of the contractor's review or a mutually agreed upon time frame.

F. Agreements made during meetings to resolve issues must be documented separately.

G. Once an agreement is reached regarding changes, the contractor must incorporate them into the deliverable for resubmission to the State.

H. All changes must be easily identifiable by the State.

I. Resubmission of the deliverable must occur within five (5) working days or a mutually agreed upon time frame of the resolution of any outstanding issues.

J. The resubmitted deliverable must be accompanied by the original deliverable sign-off form.

K. This review process continues until all issues have been resolved within a mutually agreed upon time frame.

L. During the re-review process, the State may only comment on the original exceptions noted.

M. All other items not originally commented on are considered to be accepted by the State.

N. Once all revisions have been accepted, the original deliverable sign-off form signed by the appropriate State representatives will be returned to the contractor.

O. The contractor must provide one (1) updated and complete master paper copy of each deliverable after approval and acceptance by the State.

P. Once the contractor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable ***(refer to Section 8, Financial)***.

5.2.3.4 Rejected, Not Considered Delivered

If the State considers a deliverable not ready for review, the following will be returned to the contractor:

A. The original deliverable sign-off form with an updated entry to the deliverable submission and review history section.

B. The original deliverable and all copies with a written explanation as to why the deliverable is being rejected, not considered delivered.

C. The contractor will have five (5) working days, unless otherwise mutually agreed to, for review, acceptance and/or rejection of the State's comments.

D. A meeting to discuss the State's position regarding the rejection of the deliverable must be completed within three (3) working days after completion of the contractor's review or a mutually agreed upon time frame.

E. Resubmission of the deliverable must occur within a mutually agreed upon time frame.

F. The resubmitted deliverable must be accompanied by the original deliverable sign-off form.

G. Upon resubmission of the completed deliverable, the State will follow the steps outlined in ***Section 5.2.3.2, Accepted,*** or ***Section 5.2.3.3, Comments/Revisions Requested by the State***.

5.3 PROJECT KICK OFF MEETING

A project kick off meeting will be held with representatives from the State and the contractor after contract approval and prior to work performed. Items to be covered in the kick off meeting will include, but not be limited to:

5.3.1 Deliverable review process;

5.3.2 Determining format and protocol for project status meetings;

5.3.3 Determining format for project status reports;

5.3.4 Setting the schedule for meetings between representatives from the State and the contractor to develop the detailed project plan;

5.3.5 Defining lines of communication and reporting relationships;

5.3.6 Reviewing the project mission;

5.3.7 Pinpointing high-risk or problem areas; and

5.3.8 Issue resolution process.

5.4 PLANNING AND ADMINISTRATION

5.4.1 Objective:

To establish a clear, comprehensive project plan and processes, and tools to effectively manage the project through to completion. Also, ensure effective collaboration between the contractor and stakeholders throughout the project.

5.4.2 Activities:

5.4.2.1 DIR and the vendor work together to define the detailed project plan, schedule, deliverables, and roles and responsibilities.

Consilience Software and DIR will work together in order to define the project plan, schedule, deliverables, and roles and responsibilities in order to develop, implement and maintain the WCS. Detailed Project Plans are created with WCS during Phase 1 of Consilience Software's Deployment Schedule. Prior to building a detailed Project Plan, Consilience Software establishes Project Status Meeting schedule and reporting requirements with WCS and the Project Manager (PM), the Technical Delivery Officer (TDO) installs Maven System on Dev Server, the Project Manager (PM) will establish Steering Committee, Issue Tracker Accounts, Subversion Accounts, and establish/host the Modeling Process Confirmation Meeting.

5.4.2.2 DIR and the vendor will also define the processes and tools to manage and control the project (including change control and communication plan).

The processes for managing and controlling the project are established and communicated during Phase 1 of the Deployment Schedule. Additional information on Consilience Software's Deployment Methodology is detailed in Tab X, a sub section of the Preliminary Project Plan.

5.4.2.3 DIR and the vendor will work together to develop a project risk management plan.

The comprehensive Risk Management Plan is developed with WCS in Phase 1 of the project. Additional information about Consilience Software's Risk Management Plan is found in Tab X, a sub section of the Preliminary Project Plan - Risk Management.

5.4.2.4 Vendor to participate in bi-weekly project status meetings with DIR and other stakeholders.

This is typical of Maven projects and Consilience Software agrees to participate in bi-weekly project status meetings with DIR and other stakeholders.

5.4.2.5 Vendor to attend and participate in all other project related meetings. When appropriate the vendor will need to prepare materials and/or briefings for the meetings.

Consilience Software project team members will participate in all other project related meetings. When required of them they will prepare materials and/or briefings for the meetings.

5.4.2.6 Vendor to provide written monthly project status reports to DIR. Contents must include: overall completions status in terms of DIR approved project plan and deliverable schedule, accomplishments during the period, problems encountered and proposed/actual resolutions, what is to be accomplished in the next reporting period, identification of schedule slippage and strategy for resolution, contractor staff assigned and their location and schedule, and state resources required for activities during the next time period.

Consilience Software team members will provide written monthly project status reports and present them to DIR.

5.4.3 Deliverables

5.4 PLANNING AND ADMINISTRATION DELIVERABLES			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.4.3.1	Detailed Project Plan	5.4.2.1	15
5.4.3.2	Defined processes for managing and controlling the project	5.4.2.2	N/A
5.4.3.3	Risk management plan	5.4.2.3	5

5.4 PLANNING AND ADMINISTRATION DELIVERABLES			
5.4.3.4	Participation at all meetings	5.4.2.4 ~ 5.4.2.5	10
5.4.3.5	Written monthly status reports	5.4.2.6	10

5.5 WORKERS' COMPENSATION REGULATORY SOFTWARE SYSTEM

The vendor needs to deliver a turn-key system that supports DIR-WCS's needs. The following outlines the major project tasks and deliverables/work products. Upon mutual agreement, DIR and the vendor can modify the plan and approach as appropriate to ensure the project is executed in the most effective manner.

The preference is not to have a "water-fall" project approach, but one where DIR staff is interactive with the vendor during each task so that they understand exactly what will be delivered as the end product. Vendors should describe their project approach/methodology in their proposal.

Consilience Software's state of the art Maven system is designed to be modular and flexible to fit the needs of multiple units, departments, and sectors. We believe that Maven is a perfect fit for DIR's current and future needs because of its configurability and capability to support a wide number and variety of users. We recognize the DIR staff's desire for an interactive project plan and approach, which is why our Project Management Approach and Deployment Methodology are constructed to be a collaborative effort between Consilience Software and the DIR staff. A detailed overview of our Project Management Approach and Deployment Methodology are included below.

5.6 TASK 1 – BPR AND DETAILED REQUIREMENTS

5.6.1 Objective:

5.6.1.1 Identify opportunities to improve DIR-WCS business processes by applying enabling technologies and best practices. Also, confirm and finalize DIR-WCS's detailed system requirements.

5.6.2 Activities:

5.6.2.1 The vendor will review DIR-WCS's core business processes, including interfaces to external entities and make recommendations on how to streamline the processes and increase efficiencies. This may also include a cost/benefit analysis of the proposed changes.

Consilience Software project team members will discuss business processes with DIR to solidify that DIR is being as efficient as possible.

5.6.2.2 The vendor will work with DIR to verify and document the detailed information system requirements. The requirements will need to be at a level of detail to support the development/configuration and testing of the new system. Requirements should include, but not limited to information

requirements, interfaces, security requirements, reporting requirements, business rules, and audit trails.

Consilience Software project team members will create a detailed development/configuration and testing plan for the WCS project.

5.6.3 Deliverables

5.6 BPR AND DETAILED REQUIREMENTS			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.6.3.1	Report of To-Be business process flows with description of underlying technology used to streamline processes.	5.6.2.1	15
5.6.3.2	DIR-WCS detailed system requirements report.	5.6.2.2	15

5.7 TASK 2 – SYSTEM DESIGN/IMPLEMENTATION CONFIGURATION

5.7.1 Objective:

5.7.1.1 The objective of this task is to develop a detailed design document that describes the system architecture, the software and hardware components. The design documentation should be to a level of detail that all project stakeholders can understand what will be developed/implemented. Note: Vendor's proposing Commercial-Off-The-Shelf (COTS) software solution, this task will include a "gap/fit" analysis.

5.7.2 Activities:

5.7.2.1 Based on requirements, the vendor will develop system design specifications. This includes, but not limited to:

A. Overall system architecture, including technology that will be used;

B. Software products (vendor owned and 3rd party projects);

C. Hardware components;

D. General user interface design (e.g., look, feel, navigation, workflow, storyboard);

E. Database structures;

F. Security;

G. Backup and recovery;

H. Interfaces to external entities; and

I. If the vendor is proposing a COTS solution, then a gap/fit analysis will be performed. The vendor will identify which requirements are met and which ones will require customizations or work-around processes. COTS vendors will also need to provide the system design specification (described above).

Consilience Software's project team will develop a system design/ implementation configuration plan in Phase 1 of the project.

5.7.3 Deliverables

5.7 SYSTEM DESIGN/IMPLEMENTATION CONFIGURATION			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.7.3.1	System design documentations (can include prototypes)	5.7.2.1 A-H	15
5.7.3.2	Gap/Fit analysis	5.7.2.1 - I	15

5.8 TASK 3 – BUILD AND IMPLEMENT SYSTEM

5.8.1 Objective:

The objective of this task is to develop, test, and deliver a fully functional system that meets DIR-WCS's requirements. COTS vendors, as part of this task, will install and configure/customize their proposed system. Throughout this task, the vendor must work closely with DIR-WCS staff to verify the system will meet their requirements in an intuitive and efficient manner.

5.8.2 Activities:

5.8.2.1 Establish development and test environments.

5.8.2.2 Develop system and test system.

A. Develop system components.

B. Perform structured demonstrations/pilots/walk-throughs of system components to users at various stages this task to ensure the end

product is on target. Prior to UAT, users need to see how the system will provide end-to-end support for all their business processes.

C. Update design specifications and code based on user feedback. If necessary, re-demonstrate system after making the changes.

D. The vendor will conduct thorough quality assurance testing of system and correct defects prior to delivering it for User Acceptance Testing (UAT) and production. The vendor will also ensure the system meets appropriate performance and throughput requirements.

E. Conduct walkthrough of entire system with users prior to UAT.

Consilience Software's project team plans to follow all deliverables to ensure a successful delivery of a WCS and meet all needs or DIR. Consilience Software will configure Maven to the exact needs of DIR for a WCS.

5.8.3 Deliverables

5.8 BUILD AND IMPLEMENT SYSTEM			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.8.3.1	Demonstrations/pilot/walk-throughs of system components.	5.8.2.1	15
5.8.3.2	Deliver fully functional system that the vendor has fully tested.	5.8.2.2 A-C	15
5.8.3.3	Walk-through of entire system prior to UAT.	5.8.2.2 D	5

5.9 TASK 4 – DATA MIGRATION

5.9.1 Objective:

The objective of this task is to migrate historical data from the existing legacy systems to the new system.

5.9.2 Activities:

5.9.2.1 The vendor shall work with DIR to develop a comprehensive data migration plan. The legacy systems will include the Versa/Iron Data system (Oracle), the Claims Indexing System (Oracle), and various Access databases. The plan must include at a minimum:

A. Map legacy data to the new system. DIR will provide staff knowledgeable of the existing systems.

B. Document business rules and program specifications for extracting legacy data, performing data cleansing, and loading it to the new system and validating it.

5.9.2.2 The vendor will work with DIR to define test cases for validating the migrated data.

5.9.2.3 Migrate legacy data to the test environment for demonstrations and UAT.

5.9.2.4 Migrate legacy data to the production environment prior to go-live.

Consilience Software's project team will develop a detailed migration plan, test cases for validating converted data, and migrate data to test and production environments. Please refer to Maven's Legacy Data Import/Conversion API and Methodology in Part I B – Confidential Technical Proposal.

5.9.3 Deliverables

5.9 DATA MIGRATION			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.9.3.1	Detailed data migration plan.	5.9.2.1	15
5.9.3.2	Test cases for validating converted data (ensure accuracy of data migration).	5.9.2.2 5.9.2.3	10
5.9.3.3	Migrate data to test and production environments.	5.9.2.4	15

5.10 TASK 5 – USER ACCEPTANCE TESTING

5.10.1 Objective:

The objective of this task is to ensure the system meets DIR-WCS's functional requirements. DIR, with the assistance of the vendor will develop a User Acceptance Test (UAT) Plan and test cases. The vendor will need to provide a fully functional system for UAT.

5.10.2 Activities:

5.10.2.1 The vendor will provide a fully functional test environment and system prior to the start of UAT. This includes ensuring the database tables are properly populated to support all test cases, including daily, weekly, monthly, quarterly and annual processes.

5.10.2.2 The vendor will provide training to the DIR-WCS UAT team that so that they understand how to use the system prior to testing.

5.10.2.3 The vendor will review DIR-WCS's UAT plan and test cases and provide constructive feedback on the approach and testing coverage.

5.10.2.4 Vendor will provide technical support throughout the UAT task and correct software defects, data issues, and other system issues in an expedient manner to keep testing on schedule.

Consilience Software's project team will develop a UAT plan in order to ensure all UAT deliverables are address on time and within scope. Please refer to Quality Assurance information in Preliminary Project Plan (Tab X).

5.10.3 Deliverables

5.10 USER ACCEPTANCE TESTING			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.10.3.1	Test environment and fully functioning system, including test data (vendor to have performed comprehensive system testing).	5.10.2.1	10
5.10.3.2	Vendor training of UAT team so that they understand the system to a level necessary to complete UAT.	5.10.2.2	10
5.10.3.3	Review of DIR-WCS's UAT plan and cases.	5.10.2.3	10
5.10.3.4	Technical support and timely remediation of defects, data and system issues throughout the UAT.	5.10.2.4	15

5.11 TASK 6 – DOCUMENTATION

5.11.1 Objective:

The objective of this task is to develop user and system documentation that will allow DIR-WCS to effectively utilize, operate and maintain the system.

5.11.2 Activities:

5.11.2.1 Vendor will develop user manual for system users, tailored to DIR-WCS's terminology and business processes.

5.11.2.2 Vendor will provide online user help that ties to the context of the specific area of the system (or function) that is in use.

5.11.2.3 Vendor will develop system administration/operations guide for DIR and state technical staff to operate and maintain the system. The includes, but not limited to: maintenance of user accounts and roles, configuring system parameters and business rules, security features, running of jobs, backup and recovery, building and running reports, setup of letter templates, etc.

5.11.2.4 Vendor will develop a technical system design report that details the architecture and design of the system.

There is a number of Maven documentation delivered to clients for Maven deployments. The following is a listing of some of the documentation provide by Consilience Software.

Document	***Provision Timeframe***	***Pre-existing or On-demand Generation***
Model Dictionary	***Generated on-demand from Maven Model Manager***	***On-demand generation***
Maven Public API Javadoc	***Upon project start via Consilience Software's Maven distribution folder***	***Pre-existing***
Maven Software Architecture Document	***Upon project start via Consilience Software's existing documentation portal***	***Pre-existing***
Data Dictionary		
Security Architecture		
Maven Installation Guide		
Maven Administrator Guide		
Maven Model Manager Guide		
Maven Hardware Recommendation Guide		
Maven Integration Interfaces Guide		

A variety of customized training material can be created by Consilience Software professional services for a deployment. These are:

- ***User Guide (customized based on existing Maven user guide)***
- ***Training Presentation***
- ***Training Video of primary use cases as jointly determined during Implementation Assessment (animated GIF/SWF)***

- ***Training Exercises***
- ***N-page User Quick Reference Guide***
- ***Customization of Maven Online Help to be project specific***

Additionally, during initiation phase of the project, Consilience Software typically creates, based on existing templates, customized project charter; change request, communication, configuration controls plans. Furthermore, for consistency and repeatability of deliverables Consilience Software provides specification templates for report, print template, workflows, integration interface and database conversions so that technical resources from either Consilience Software or customer can implement such in a streamlined manner.

Consilience Software has developed core Maven documentation that we typically use as the baseline to customize the required documentation of our clients. It is our intention that we have Consilience Software personnel work with your staff members to modify and adapt our existing documentation to the specific needs of your department. This methodology has proven successful for our projects including, but not limited to, Connecticut's Department of Health Disease Surveillance System and Outbreak Management System and Adult and Childhood Lead System, Massachusetts' Department of Youth Services Juvenile Justice Management System, and South Dakota's Department of Health Disease Surveillance System and Outbreak Management System. In turn this methodology saves our clients time, effort and money that would go into creating new documentation from scratch. Over the course of deployments, Consilience Software has had extensive experience configuring our preexisting documents to be client specific and we have a strong understanding of the needs and requirements our clients exhibit in order to create documentation that will help to facilitate a successful development and implementation of Maven.

5.11.3 Deliverables

5.11 DOCUMENTATION			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.11.3.1	User manual.	5.11.2.1	15
5.11.3.2	Online help functionality and content.	5.11.2.2	10
5.11.3.3	System administration/operations guide.	5.11.2.3	10
5.11.3.4	Technical system design report.	5.11.2.4	10

5.12 TASK 7 – TRAINING

5.12.1 Objective:

Develop and execute training for users, trainers and technical staff. Training will need to cover all key aspects of the system and presented in the context of how DIR-WCS staff performs their business processes.

5.12.2 Activities:

5.12.2.1 The vendor and DIR will work together to develop a training plan that describes the objectives, content and duration for each topic/module, as well as the delivery approach.

5.12.2.2 The vendor, working with DIR will develop training materials and scenarios.

5.12.2.3 The vendor will provide a training environment with a fully functional system that is populated with data necessary to cover the subject matter described in the training plan and materials.

5.12.2.4 The vendor will conduct training which is tailored to DIR-WCS's business processes. DIR currently is open to the train-the-trainer approach.

Consilience Software uses a subset of 3 approaches used in Maven training. A typical deployment involves all three approaches.

Approach 1: Tech Analyst Training (Audience: State tech resources): In short, this approach provides a technical overview and configuration training on the different approaches one can follow to configure Maven. It covers Maven Modeling, Maven Workflows, Maven Reporting, Maven Security and general Maven Administration.

Approach 2: On the job training (Audience: State tech resources): In short, task from a variety of areas of the project are configured in conjunction with state technical resources so that the transition staff become trained during the deployment).

Approach 3a: Train the trainer (Audience: Lead end users): In this part, certain users are chosen from different program areas and are trained to be trainers/cheer-leaders of Maven in that program area. These trainers in turn provide structured or unstructured training to the users in their program area.

Approach 3b: End User Training (Audience: Regular end users): In this part, regular users are organized in multiple classes and put through training of multiple documented use cases. Refresher classes may also be conducted through mutual agreement of client and Consilience Software.

The process to train a person in Maven, depending of project requirements, may consist of:

- ***Preparatory Steps***
  - ***Maven Training Document Customizations***
  - ***Maven Training Video Customizations***
- ***Knowledge Conveyance Steps***
  - ***Provide information.***
  - ***Re-enforce through exercises***
  - ***Clarify and review material***
  - ***Test to verify learning***

Train-the-Trainer/End-User Training Steps

Document Preparation
Standard Maven documentation is used for all Maven administrative and configuration functions. However as Maven is hyper-configurable, some customers choose to configure the end-user documentation (which is different from system administration documentation) to their particular needs. A variety of customized end user training material can be created by Consilience Software professional services a deployment. These are:

- ***User Guide (customized based on existing Maven user guide)***
- ***Training Presentation***
- ***Training Video of primary use cases as jointly determined during IA (animated GIF/SWF)***
- ***Training Exercises***
- ***N-page User Quick Reference Guide***
- ***Customization of Maven Online Help to be deployment specific***

Knowledge Conveyance
Once proper documentation has been created/modified Consilience Software and customer generally works to schedule training classes. These classes typically do not contain for than 10 students a class. The training class requires training attendees to have access to a computer with internet connection and a standard browser (Internet Explorer, Firefox or Safari). Knowledge is imparted in the following ways:

Providing information
The trainer provides information to the learner through the various media: in-person teaching, on-the-job training or training manual.

Re-enforcing with exercises
In a classroom setting the student is given exercises to perform to practice and reinforce what was learned. Students can discuss the material, allowing them to draw conclusions and to re-enforce their knowledge.

Reviewing information
Answers to the exercises are then given with explanations to clarify the information and to help review the material.

Verifying knowledge
The last step in the training or education process is to verify knowledge or competency in the subject matter. Usually students are given a test to verify what they have learned and to measure the success of the instruction. Most often real-life Maven issues or changes are delegated to them and their work reviewed to make sure they are learning the maven concepts.

Maven Administrative/Technical Training
Consilience Software provides a 5-day Maven Technical Training to selected technical/super users of a Maven deployment. The intent of the training is to convey knowledge on how to configure Maven using Maven's configuration tools. A sample of Maven Administrative/Technical training agenda is as follows:

Day 1 (Monday):

- ***Maven Overview and Demonstration [9am to 11am]***
- ***Maven Database Model Structure [11am to 12pm]***
- ***Lunch [12pm to 1pm]***
- ***Maven basic installation and subversion walk-through[1pm to 3pm]***
- ***Maven Model Manager [3pm to 5pm]***

Day 2 (Tuesday)

- ***Maven Expressions [9am to 10am]***
- ***Maven Security Model Overview [10am to 11am]***
- ***Maven Workflows [11am to 12am]***
- ***Lunch Break [12:00pm to 1:00pm]***
- ***Maven Reports [1:00pm to 3:00pm]***
- ***Maven Print Templates [3:00pm to 4:00pm]***

Day 3 (Wednesday)

- ***Maven Administration Interface [9:00am to 9:30am]***
- ***Maven Data Import/Export Format (XML & Roster Based) [9:30am to 10:00am]***
- ***Maven Data Import Process and De-duplication [10:00am to 10:30am]***
- ***Maven Data Export Process [10:30 to 11:00pm]***
- ***Maven Model Manager Real Exercises [12:00pm to 1:00pm]***
- ***Lunch [12:00pm to 1:00pm]***
- ***Maven Model Manager Real Exercises [1:00pm to 3:00pm]***
- ***Maven Citizen/Provider Portal Refresher/Integration Points [3:00pm to 3:30pm]***
- ***Maven UI localization [3:30pm to 5:00pm]***

Day 4 (Thursday)

- ***Issue Tracker overview and process [9:00am to 10:00pm]***
- ***Maven Modeling Real Exercises [10:00pm to 12:00pm]***
- ***Lunch [12:00pm to 1:00pm]***
- ***Maven Modeling Real Exercises [1:00pm to 4:30pm]***
- ***Maven Quiz [4:30pm to 5pm]***

Day 5 (Friday)

- ***Maven Quiz Review [9:00am to 12:00pm]***
- ***Lunch [12:00pm to 1:00pm]***
- ***Open Session for Questions and Answers (Optional) [1:00pm to 5:00pm]***

5.12.3 Deliverables

5.12 TRAINING			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.12.3.1	Training plan.	5.12.2.1	10
5.12.3.2	Training materials and scenarios.	5.12.2.2	10
5.12.3.3	Fully functional training environment with data.	5.12.2.3	5
5.12.3.4	Training.	5.12.2.4	10

5.13 TASK 8 – TRANSITION TO PRODUCTION

5.13.1 Objective:

The objective of this task is to migrate to the new production system and ensure a smooth transition for DIR-WCS operations.

5.13.2 Activities:

5.13.2.1 The vendor and DIR will work together to develop a transition plan that will insure system availability to all users and minimize the impact to DIR-WCS operations.

5.13.2.2 The vendor performs a final conversion from the legacy systems just prior to go live. The final data conversion will be scheduled to minimize the impact to DIR-WCS operations.

5.13.2.3 The vendor will provide immediate technical support at least the first two weeks of production to address any critical issues that may arise. Vendor will have staff available to monitor system and communicate with DIR staff.

Consilience Software plans to work with DIR to create a transition plan. Transition Maven to production is part of Consilience Software's deployment methodology and occurs in Phase 4 of the project.

5.13.3 Deliverables

5.13 TRANSITION TO PRODUCTION			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**

5.13 TRANSITION TO PRODUCTION			
5.13.3.1	Production transition plan.	5.13.2.1	10
5.13.3.2	Final conversion of legacy data to new system.	5.13.2.2	10
5.13.3.3	Technical support after go-live for at least two weeks.	5.13.2.3	10

5.14 TASK 9 – POST IMPLEMENTATION REVIEW

5.14.1 Objective:

The objective of this task is to evaluate the new system from a functional and performance perspective approximately eight to ten weeks after completion of the production rollout.

5.14.2 Activities:

5.14.2.1 The vendor and DIR will work together to develop a comprehensive Post Implementation Review Plan (PIRP).

5.14.2.2 DIR, working closely with the vendor, will execute the PIRP to validate that the production system meets DIR-WCS's requirements and that the vendor is meeting their service level requirements.

5.14.2.3 The vendor will resolve reported deficiencies in a timely manner.

Consilience Software plans to evaluate the new WCS from a functional and performance perspective to ensure that production rollout was successful this will include Post Implementation Review Plan, Execute Plan, and Resolution of system and vendor operations issues.

5.14.3 Deliverables

5.14 POST IMPLEMENTATION REVIEW			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.14.3.1	Post Implementation Review Plan.	5.14.2.1	10
5.14.3.2	Execute Plan.	5.14.2.2	N/A
5.14.3.3	Resolution of system and vendor operational issues.	5.14.2.3	TBD

5.15 TASK 10 – WARRANTY AND CORRECTIVE MAINTENANCE

5.15.1 Objective:

The objective of this task to ensure the system is working properly in production and provide appropriate warranty service as needed.

5.15.2 Activities:

5.15.2.1 The vendor will provide immediate corrective action for any system defects.

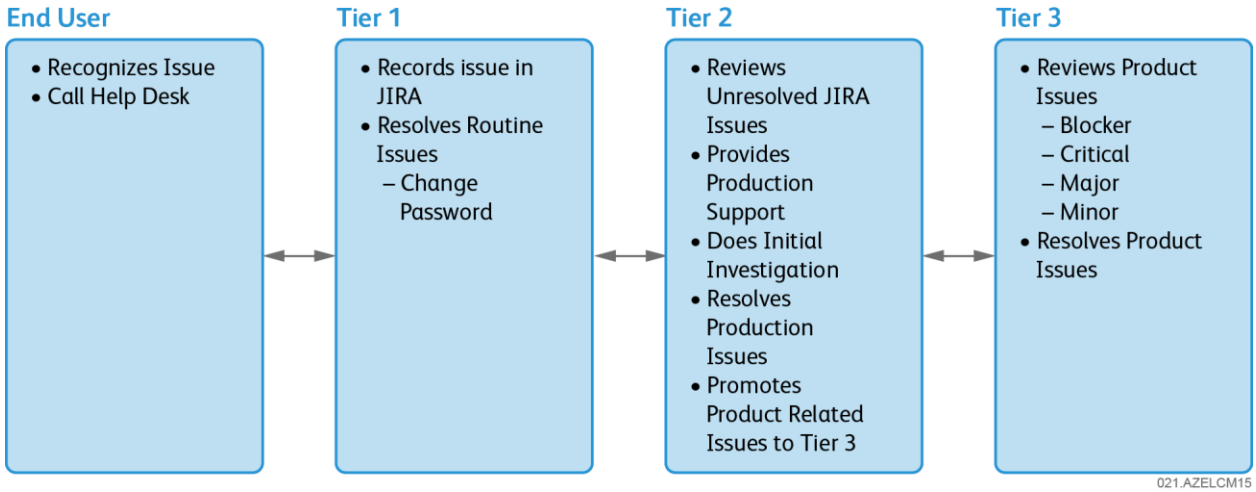
5.15.2.2 The vendor will provide user support during normal business hours.

5.15.2.3 The vendor will provide clear release notes for all system upgrades, patches and fixes.

Consilience Software plans to ensure the system is working properly after production. Additionally, DIR should take advantage of Maven's Tier-3 Maintenance Offerings.

Consilience Software technology transfer, during implementation, enables our customers to provide the first line of support to the business users (customer service representatives). By providing the first level end user support, the customer can provide integrated support for the software itself and the business processes that operate around it.

Consilience Software provides Tier 3 level Maven support for core product issues. As depicted in the figure below client provides Tier 1 and Tier 2 level support. Client end users call the client help desk to register an issue. The client help desk records issues in Consilience Software's issue tracking system based on JIRA. Simple issues like providing a new password are accomplished at this level. The customer's tier-2 support desk provides initial issue priority level, performs initial investigation and either resolves production issues or notifies Consilience Software tier-3 technical support that an issue is, in fact, a Maven core product issue, and is then escalated to Tier 3 for resolution. Consilience Software support staff responds to Tier 3 issues in accordance with this service level agreement. Please note that Consilience Software Tier-3 maintenance is only available to those customers who have paid in full the agreed upon maintenance fees.



Tier 1:

- ***Handles help desk activities for end user support***
- ***Provided by the customer***
- ***Examples of tier-1 issues:***
  - ***User password resets***
  - ***Any action that may be performed through the Maven administration module***
  - ***Troubleshoot problems accessing the site from end user side***

Tier 2:

- ***Handles infrastructure support (hardware, networking, databases, application servers, backups)***
- ***Handles Maven application configuration issues***
- ***Handles initial issues investigation before promoting issues to tier-3***
- ***Provided by the customer***
- ***Examples of tier-2 issues:***
  - ***Security configuration (user accounts , roles, groups)***
  - ***Maven reference code table management (e.g. LOINC/SNOMED codes)***
  - ***Maven model management using the Maven Model Manager***
  - ***Processing module configurations (email, geocoder changes)***
  - ***Workflow configurations***
  - ***Report configurations***
  - ***Development items (integration interfaces, custom code, custom reports/workflows) developed or modified by non-Consilience Software staff***
  - ***Hardware and networking support (operating system, application server and database upgrades and backups/restores, faulty hardware replacements)***
  - ***Any configuration that may be performed using the Maven administration module***
  - ***Deployment of Maven releases to QA, staging and production environments***
  - ***Provide access to system logs***
  - ***Troubleshoot problems accessing the site from server side***

Tier 3:

- ***Handles fixes to Maven core product software issues where existing core product functionality does not behave as intended and designed by Consilience Software***
- ***Establishes final issue priority***
- ***Provided by Consilience Software***
- ***Examples of tier-3 issues:***

- ***Although the model is correct, the question package is not showing a particular question that is in the model***
- ***Although the workflow query is correct, the workflow page is showing duplicate items***
- ***Although the de-duplication settings/timeframes/weights are correct, some cases are being wrongly marked for manual de-duplication review by the de-duplication engine***

Maven Maintenance Support

Consilience Software maintenance and support offerings are presented below.

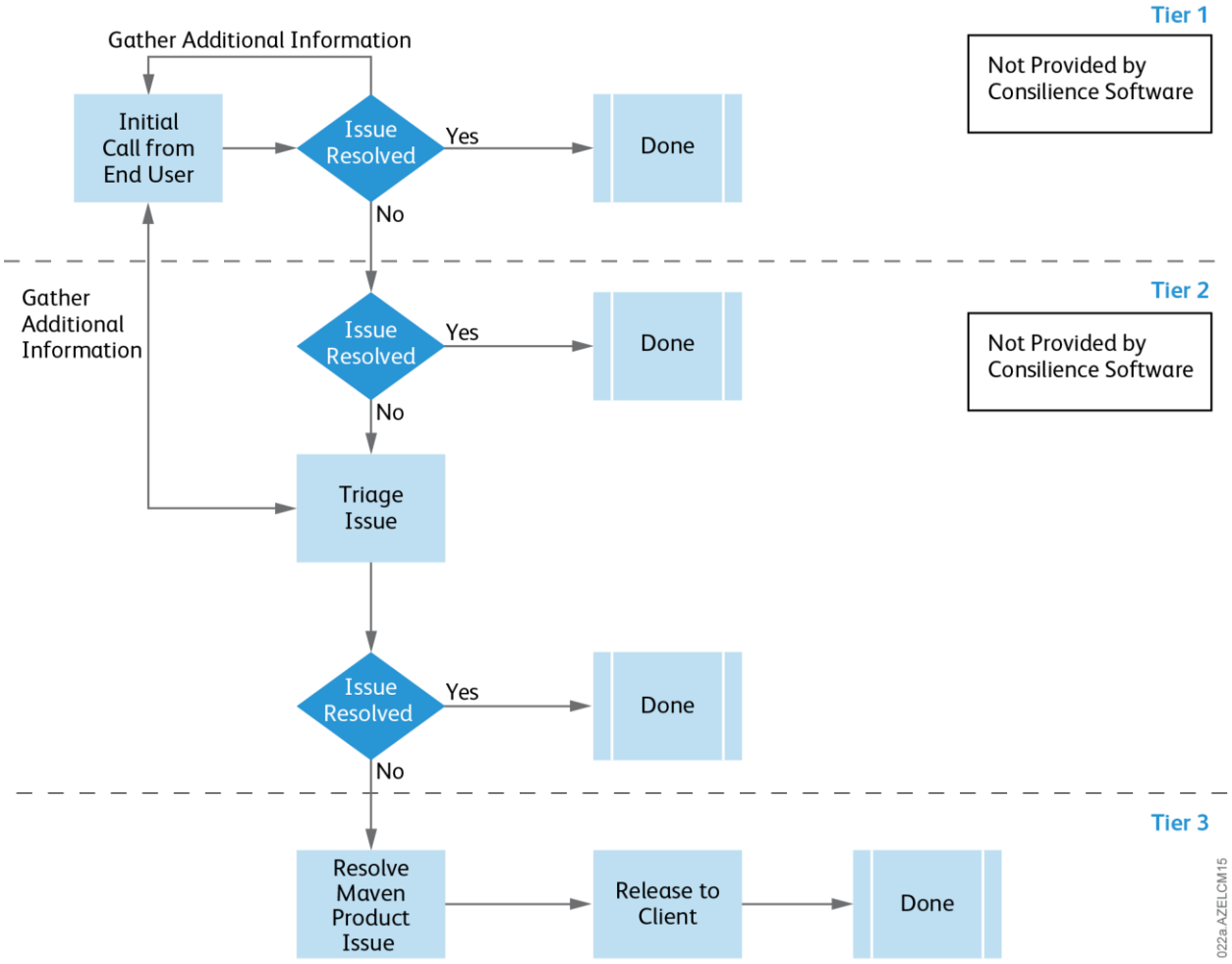
Standard Annual Maintenance Support

- ***U.S. support phone number – 512.795.1300 for business hours, 512.669.8699 after business hours***
- ***Global support email – support@consiliencesoftware.com***
- ***Unlimited incidents in issue tracker – https://jira.consiliencesoftware.com***
- ***Standard response times apply***
- ***Monthly bug/issue conference call***

Additional Maintenance and Support Services

- ***Access to shared electronic repository for document sharing***
- ***Access to electronic issue tracking tool***
- ***Access to electronic collaboration tool (Wiki)***
- ***Access to electronic version control system (Subversion)***
- ***Access to user group conference calls and annual user group conference***
- ***Access to feature request database for feature request submissions for new major releases of the Maven software***

If the Consilience Software technical support representative can resolve the issue directly, the resolution documented is documented in the electronic issue tracker. If the technical support representative cannot directly resolve the issue then the issue enters the information-gathering phase during which they will perform additional internal investigation, possibly including internal escalation to the core product development team for diagnosis. The length of this process depends on severity and impact associated with the issue. Status updates will be communicated to the customer periodically and once a solution is determined, an agreed upon action plan will be put in place for issue resolution.



As the result of the information-gathering phase described above, the issue will either have been resolved in such a manner as to not require a software fix or will require development activity and a product update to resolve. In the case where no Maven software fix is required, the technical support representative notifies the customer of the resolution, which is then documented within JIRA in order to be available for future calls on the same or similar issues.

In the case where Maven software (Existing Maven core product functionality - does not include deployment specific extensions/customizations) has been shown to be defective or deficient an issue is opened in the issue tracking system. In the case of non-blocking (non show-stopper) issues, the issues are processed, prioritized and scheduled as part of the regular development and product release cycles. If a fix is required to a previous supported release, that fix is made to the latest build of that release patch branch and run through the set of automated regression tests for that release. Once the release has passed the regression tests it is made available to the customer via Consilience Software's web-based document repository and the customer is notified of its availability by Consilience Software tier-3 technical support staff.

In the situation where the customer does not feel that their technical support requirements are being adequately met via the processes described above, either in the general case or in specific defect instances, they can escalate the situation to the Consilience Software Vice President of Product Development. If a satisfactory resolution cannot be accomplished at that level, the issue is escalated

further to the Consilience Software CTO and subsequently to the President and CEO. The timeline for this procedure is dictated by the urgency of the situation.

The Consilience Software support team prioritizes issues into four priorities as outlined in Table 2 below. Customers must log issues using Consilience Software's electronic issue tracker.

Issue Severity

Severity Level	Response Times	Status Update Frequency
Severity 1 (Blocker)	4 Business Hours	Once per day
Severity 2 (Critical)	8 Business Hours	Once per two days
Severity 3 (Major)	2 Business Days	Once a week
Severity 4 (Minor/Trivial)	7 Business Days	Once a month

Table 2

The response times assume that the Consilience Software tier-3 technical support team has efficient access and enough information to follow up on the reported issues. This includes:

- ***Having up-to-date access to the customer's Maven deployment configuration files from Consilience Software's subversion repository for configuration control created for the customer's deployment***
- ***Having access to the environment where the issue occurred if the issue is not reproducible outside the customer environment***
- ***Having access to the customer personnel who reported the issue unless a different contact person for the issue is nominated***
- ***Having issues classified with correct priorities as they are reported to allow correct prioritization of support resources***

The issue resolution times are typically dependent on each issue. Consilience Software support team will resolve issues in priority order as expediently as possible.

This section describes the guidelines we follow to help achieve the customer satisfaction. The severity number assigned to an issue represents the impact the reported problem has on the customer's business and is determined by mutual agreement between Consilience Software Support and the Customer. Severity definitions along with examples are provided below:

Severity	Definition	Examples
1	A business-critical Maven component in the production environment is inoperable and requires an emergency fix.	1. Production system is unavailable 2. User entered data is not saved to the database 3. Data corruption in production
2	A Maven component in the production environment is usable but severely restricted causing significant business impact without workaround.	1. Audit trail is defective 2. Cases cannot be assigned 3. User passwords cannot be changed. 4. Address information not geocoded (GIS in operational)
3	A non-critical Maven component feature is malfunctioning.	1. Search Case returns duplicate results 2. One of the screens shows incorrectly in a particular browser while other browsers work 3. Specific report/letter/workflow does not work
4	A Maven component causes minimal or no business impact.	1. Documentation is incorrect or misleading 2. Spelling mistake on UI screen 3. Colors do not match.

Table 3

Typical Release Schedule

Typically, for customers on Consilience Software's maintenance plan, service releases with defect fixes are released quarterly, and feature releases (i.e. upgrade releases) with major new functionality are made available approximately every 12-15 months.

5.15.3 Deliverables

5.15 WARRANTY AND CORRECTIVE MAINTENANCE DELIVERABLES			
DELIVERABLE NUMBER	**DESCRIPTION OF DELIVERABLE**	**ACTIVITY**	**STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)**
5.15.3.1	Timely corrective action on all system defects.	5.15.2.1	N/A
5.15.3.2	User support.	5.15.2.2	N/A
5.15.3.3	Release notes.	5.15.2.3	5

6. COMPANY BACKGROUND AND REFERENCES

6.1 VENDOR INFORMATION

6.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	Consilience Software
Ownership (sole proprietor, partnership, etc.):	Subsidiary of Xerox
State of incorporation:	Delaware
Date of incorporation:	2003
# of years in business:	13
List of top officers:	Joy Alamgir
Location of company headquarters:	Austin, TX
Location(s) of the company offices:	Waltham, MA
Location(s) of the office that will provide the services described in this RFP:	Austin, TX and Waltham, MA
Number of employees locally with the expertise to support the requirements identified in this RFP:	We have proposed 3 resources for this project including Business Analyst, Project Manager and Technical Delivery Officer. If additional resources are needed Consilience Software will assign additional staff to the NV WCS project. All Consilience Software project resources are fully versed in the Maven technology and will be able to support the requirements identified in this RFP.
Number of employees nationally with the expertise to support the requirements in this RFP:	We have proposed 3 resources for this project including Business Analyst, Project Manager and Technical Delivery Officer. If additional

Question	Response
	resources are needed Consilience Software will assign additional staff to the NV WCS project. All Consilience Software project resources are fully versed in the Maven technology and will be able to support the requirements identified in this RFP.
Location(s) from which employees will be assigned for this project:	Austin, TX and Waltham, MA

6.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

6.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://sos.state.nv.us.

Question	Response
Nevada Business License Number:	
Legal Entity Name:	Consilience Software, Inc.

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes	**X**	No	

If "No", provide explanation.

6.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

6.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes		No	**X**

If "Yes", complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	
State agency contact name:	
Dates when services were performed:	

Question	Response
Type of duties performed:	
Total dollar value of the contract:	

6.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	**X**

If "Yes", please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

6.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

Yes		No	**X**

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Question	Response	
Date of alleged contract failure or breach:		
Parties involved:		
Description of the contract failure, contract breach, litigation, or investigation, including the products or services involved:		
Amount in controversy:		
Resolution or current status of the dispute:		
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

6.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 3212.*** Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E.***

Yes	X	No	

Please refer to Attachment B, Technical Proposal Certification of Compliance for our exceptions.

Any exceptions and/or assumptions to the insurance requirements ***must*** be identified on ***Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP.*** Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.

Upon contract award, the successful vendor ***must*** provide the Certificate of Insurance identifying the coverages as specified in ***Attachment E, Insurance Schedule for RFP 3212.***

6.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

Consilience Software provides solutions through its state-of-the-art configurable Maven product, world-class professional services team and an integrated enterprise support team. Incorporated in Delaware in 2003, Consilience Software has seen significant growth since its inception more than nine years ago culminating in Consilience Software's acquisition by Xerox in September 2014. Consilience Software continues providing solutions to its customers from its Austin, Texas and Waltham, Massachusetts offices. Consilience Software's innovative engineers have created the versatile and scalable Maven software suite – which is a state-of-the-art modifiable-off-the-shelf (MOTS), flexible and user configurable integrated case management, decision support, business process workflow and reporting system.

Consilience Software has extensive experience providing Maven enabled state-of-the-art case management solutions to government sectors of health, human services, labor, justice and public safety. As a government software solution provider it not only provides its advanced Maven software but also provides necessary professional services and post production enterprise support. Over 95% of its revenue comes from providing success to government clients. There are over 38 jurisdiction-wide Maven deployments at 13 states and 7 major cities. All projects undertaken by Consilience Software have gone into production successfully.

Maven's extreme flexibility allows Maven to be deployed for both public and private sector clients. A sampling of Consilience Software's customers include but are not limited to:

- ***State of Connecticut***
- ***State of Massachusetts***
- ***State of Minnesota***

- ***State of New South Wales, Australia***
- ***State of North Dakota***
- ***State of South Carolina***
- ***State of South Dakota***
- ***State of Texas***
- ***State of Victoria, Australia***
- ***State of Washington***
- ***City of Boston***
- ***New York City***
- ***City of Houston***
- ***Washington D.C.***

A number of jurisdictions such as Massachusetts, Connecticut, Texas and Minnesota have realized Maven's flexibility and ease of use to enable a number of seemingly disparate systems. Maven's inherent flexibility and ease of use engender many organizations to broaden its use within their organizations. For example, Massachusetts after originally using Maven to implement their electronic disease surveillance and outbreak management system (DSOM), re-used Maven's innovative and flexible design by extending its use to the following disparate systems:

- ***Medical Examiner Case Management***
- ***Prescription Monitoring Program***
- ***Juvenile Justice Enterprise Management***

Technology

Consilience Software uses Maven's underlying source code for each case management implementation project. In all implementations thus far the underlying Maven source code has not been changed. Since there have been no core Maven software development changes to the requirements, Consilience Software is able to eliminate the inherent risks associated with developing the Maven software to a specific solution. Instead, the Maven overlays including but not limited to Maven models, workflows, ad-hoc reports and print templates are modified to meet each client's specific needs thus keeping the underlying source code in Maven unchanged. Consilience Software, working collaboratively with our clients, incrementally and iteratively configure the models, workflows, ad-hoc reports and print templates to meet client specific requirements and provide continuous management oversight of progress throughout the respective projects.

Process

To support the unique flexibility of Maven, Consilience Software developed a project deployment methodology that complements Maven. This deployment methodology is a methodical, incremental, and repeatable approach that focuses on modifying Maven rather than developing, unique and risky software solutions for each deployment.

People

Consilience Software's record of success on every project is attributable to our experienced project staff. Consilience Software has successfully implemented a number of different Maven solutions for a

wide variety of clients. Project staff members bring the accumulated experience from each of these deployments as well as a deep understanding of Consilience Software's standard project processes and procedures to every project.

Our unbroken record of successful Maven implementations is not only based on our flexible and unique Maven software but also on our proven, agile deployment methodology and the unparalleled skill and expertise of each project team. Our extensive experience combining these three elements is fundamental in realizing any world-class, imaginative integrated electronic solution.

Consilience Software provides project management and implementation services to make sure on-time, on-budget deliverables are completed according to customer requirements. Using the inherently configurable Maven solution, diverse business process has been modeled to address the changing business requirements of our customers. Consilience Software prides itself on having a state of the art configurable product which will be configured to the specific needs of DIR. In conjunction with our modifiable product, Maven, Consilience Software's successful implementations occur because of our technology, our proven iterative project and our experienced staff.

Consilience Software's commitment to improving Maven in support of public sector clients is underscored by its growing user group. Consilience Software holds bi-monthly user group teleconferences and annual user group meetings to elicit public sector client's comments and suggestions to improve Maven. This group collaboratively qualifies and opines on new features and functions to be included in the future releases of Maven. Public sector client input led to a number of new Maven features and improvements such as calendaring/scheduling, de-normalized reporting, geo-coding, and de-duplication improvements. These were incorporated into various Maven versions and provided to clients with current tier-3 maintenance contracts with Consilience Software.

6.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

Consilience Software has been providing a Maven enabled Workers' Compensation Occupational Health System to the State of Washington Department of Labor and Industries since 2013. Consilience Software has been providing Maven enabled solutions for case management purposes for 10 years to a number of clients. Consilience Software's feature rich Maven system's flexible design allows it to be configured without source code changes to realize each customer's demanding business requirements. Such key configurable features include comprehensive data collection, workflow, business rules and reporting. These features are highly configurable by authorized users, thereby allowing the system to fulfill the continuously changing business needs of its customers. Consilience Software's continued string of successful deployments have helped government departments improve data collection and analysis, improve responsiveness, maximize productivity and add structure to otherwise unwieldy processes.

6.1.11 Financial information and documentation to be included in ***Part III, Confidential Financial Information*** of vendor's response in accordance with ***Section 11.5, Part III – Confidential Financial***.

6.1.11.1 Dun and Bradstreet Number: **78-031-1648**

6.1.11.2 Federal Tax Identification Number: **13-4248335**

6.1.11.3 The last two (2) years and current year interim:

Xerox's consistent record of financial growth reflects the strength of our commitment to our clients, as well as our responsible business practices. Our extensive and diverse corporate resources support our ability to adequately staff projects and meet all of our contractual obligations. Xerox prides itself on a management infrastructure that includes stringent financial controls, project manager accountability, and continuous performance oversight at all levels of the organization.

Xerox State & Local Solutions, Inc. (formerly known as "ACS State & Local Solutions, Inc.") is a wholly owned subsidiary of Xerox Business Services, LLC (formerly known as "Affiliated Computer Services, Inc."). On September 28, 2009, Affiliated Computer Services, Inc. and Xerox Corporation announced that they had entered into an Agreement and Plan of Merger providing for the acquisition of Affiliated Computer Services, Inc. by Xerox Corporation. Closing on this acquisition took place on February 5, 2010, and Affiliated Computer Services, Inc. became a subsidiary of Xerox Corporation. Affiliated Computer Services, Inc. subsequently changed its legal entity name to Affiliated Computer Services, LLC, and thereafter to Xerox Business Services, LLC. On April 2, 2012, ACS State & Local Solutions, Inc. officially changed its legal entity name to Xerox State & Local Solutions, Inc.

The Xerox Corporation, headquartered in Norwalk, Connecticut, is an industry-leading document management, technology and services enterprise, providing the industry's broadest portfolio of color and black-and-white document processing systems and related supplies, as well as document management consulting and outsourcing services. Xerox Corporation is a Fortune 500 company whose shares were first listed on the New York Stock Exchange in 1961. Current annual revenues for the company exceed $22 billion.

The subsidiaries of Xerox Corporation do not maintain separate audited financial statements. Prior to its acquisition by Xerox Corporation, Affiliated Computer Services, Inc., was a publicly traded corporation (NYSE – ACS) and prepared consolidated financial statements that included all ACS subsidiaries, in accordance with the Securities & Exchange Commission instructions for item 8 of Part II of Form 10-K.. Subsequent to its acquisition by Xerox Corporation, the financial statements and disclosures of Affiliated Computer Services, Inc. (which included all ACS subsidiaries) were included within the consolidated financial statements and SEC reports of Xerox Corporation (NYSE – XRX).

Audited Financial Statements

The Form 10-K includes the most recent three years of financial statements as well as additional information demonstrating financial stability and ability to meet the financial responsibilities for the requirements to perform this service. The document can also be accessed via the Xerox website at http://news.xerox.com/_gallery/get_file/?file_id=54eceffbfe058b75cf8804f3&file_ext=.pdf. Additional financial information and previous annual audited financial statements are available on the Xerox Corporation website at http://news.xerox.com/investors.

A. Profit and Loss Statement
B. Balance Statement

6.2 SUBCONTRACTOR INFORMATION

6.2.1 Does this proposal include the use of subcontractors?

Yes		No	**X**

If "Yes", vendor must:

6.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services.

6.2.1.2 If any tasks are to be completed by subcontractor(s), vendors must:

A. Describe the relevant contractual arrangements;

B. Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and

C. Describe your previous experience with subcontractor(s).

6.2.1.3 Vendors must describe the methodology, processes and tools utilized for:

A. Selecting and qualifying appropriate subcontractors for the project;

B. Incorporating the subcontractor's development and testing processes into the vendor's methodologies;

C. Ensuring subcontractor compliance with the overall performance objectives for the project; and

D. Ensuring that subcontractor deliverables meet the quality objectives of the project.

6.2.1.4 Provide the same information for any proposed subcontractors as requested in ***Section 6.1, Vendor Information***.

6.2.1.5 Business references as specified in ***Section 6.3, Business References*** must be provided for any proposed subcontractors.

6.2.1.6 Provide the same information for any proposed subcontractor staff as specified in ***Section 6.4, Vendor Staff Skills and Experience Required***.

6.2.1.7 Staff resumes for any proposed subcontractors as specified in ***Section 6.5, Vendor Staff Resumes***.

6.2.1.8 Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.

6.2.1.9 Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in ***Section 6.2, Subcontractor Information***. The vendor must receive agency approval prior to subcontractor commencing work.

6.2.1.10 All subcontractor employees assigned to the project must be authorized to work in this country.

6.3 BUSINESS REFERENCES

6.3.1 Vendors should provide a minimum of five (5) business references from similar projects performed for private, state and/or large local government clients within the last five (5) years.

6.3.2 Business references must show a proven ability of:

6.3.2.1 Developing, designing, implementing and/or transferring a large scale application with public and/or private sectors;

6.3.2.2 Delivering worker compensation system solutions that support business processes similar to WCS.

6.3.2.3 Designing and developing secure data interfaces between government agencies and external stakeholders.

6.3.2.4 Business process re-engineering ("as is" and "to-be").

6.3.2.5 Developing detailed information system requirements;

A. Knowledge of workers compensation industry standards for example: IAIABC EDI

6.3.2.6 Developing and executing a comprehensive application test plan;

6.3.2.7 Developing and implementing a comprehensive training plan;

6.3.2.8 Experience with comprehensive project management;

6.3.2.9 Experience with cultural change management;

6.3.2.10 Experience with managing subcontractors; and

6.3.2.11 Development and execution of a comprehensive project management plan.

6.3.2.12 Implement systems that integrate document management and workflow.

6.3.3 Vendors must provide the following information for ***every*** business reference provided by the vendor and/or subcontractor:

The "Company Name" must be the name of the proposing vendor or the vendor's proposed subcontractor.

Reference #:	1		
Company Name:	Consilience Software		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:			
Primary Contact Information			
Name:	Garth Johnson		
Street Address:	7273 Linderson Way SW		
City, State, Zip:	Tumwater, WA 98501		
Phone, including area code:	360.902.5821		
Facsimile, including area code:			
Email address:	Garth.johnson@lni.wa.gov		
Alternate Contact Information			
Name:	N/A		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	Consilience deployment team (technical lead and technical consultants) worked in conjunction with WA LNI subject matter experts to configure Maven to the specific needs of LNI needs. Consilience Software provided configuration, integration, data conversion and deployment services. Authorized trained users (from Consilience Software and customer staff) configured Maven screens and rules for triaging and routing claimant records for appropriate follow-up. Such configuration was done using the Maven Model Manager and Maven Administrative console. Furthermore, Consilience Software's developers wrote technical code		

	necessary to integrate Maven to external systems and wrote scripts necessary to convert data from multiple legacy systems into Maven.
Original Project/Contract Start Date:	
Original Project/Contract End Date:	Go live in 2013. Maintenance and enhancement services continuing.
Original Project/Contract Value:	$ 3,000,000
Final Project/Contract Date:	Maintenance and enhancement services continuing.
Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	Yes

Reference #:	2		
Company Name:	Consilience Software		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	Maven systems for multiple public health programs at NYC Department of Health and Mental Hygiene		
Primary Contact Information			
Name:	Adile Bekbay		
Street Address:	42-09, 28th Street – 04-59		
City, State, Zip:	Queens, NY 11101		
Phone, including area code:	347-396-2351		
Facsimile, including area code:			
Email address:	aistarki@health.nyc.gov		
Alternate Contact Information			
Name:	Annie Fine		
Street Address:	42-09, 28th Street – 04-59		
City, State, Zip:	Queens, NY 11101		
Phone, including area code:	347-396-2612		
Facsimile, including area code:			
Email address:	afine@health.nyc.gov		
Project Information			
Brief description of the project/contract and description of services performed:	Consilience Software deployment team (project manager, technical lead, business analyst and technical consultants) worked in conjunction with NYC subject matter experts to configure Maven to the specific needs of NYC Department of Health and Mental Hygiene (DOHMH).		

	Consilience Software provided configuration, integration, data conversion and deployment services. Authorized trained users (from Consilience Software and customer staff) configured Maven screens and rules (using visual Model Manager), Maven workflow and reports (using Maven Administrative portal) to shape Maven to specific needs the proposed project. Furthermore, trained developers wrote technical code necessary to integrate Maven to external systems and wrote scripts necessary to convert data from multiple legacy systems into Maven at NYC DOHMH.
Original Project/Contract Start Date:	2009 project start, 4 on-time/on-budget go-lives in 2010, 2011, 2011 and 2012 respectively. Project in ongoing maintenance.
Original Project/Contract End Date:	Maintenance and enhancement services continuing.
Original Project/Contract Value:	$ 3,000,000 Renewal/additions/amendments - $3,000,000
Final Project/Contract Date:	Maintenance and enhancement services continuing.
Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	Yes

Reference #:	3		
Company Name:	Consilience Software		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	MA Department of Youth Services, Maven enabled Juvenile Justice Management System		
Primary Contact Information			
Name:	Robert Brennan		
Street Address:	100 Hancock Street		

City, State, Zip:	Quincy, MA 02171
Phone, including area code:	617-960-3271
Facsimile, including area code:	
Email address:	Robert.D.Brennan@state.ma.us
Alternate Contact Information	
Name:	N/A
Street Address:	
City, State, Zip:	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed:	Consilience Software deployment team (project manager, technical lead and technical consultant) worked in conjunction with MA subject matter experts to configure Maven to the specific needs of MA Department of Youth Services (DYS). Juvenile intake, assessments, medical health, psychological health, facility information and service providers are managed electronically by the system. Consilience Software provided configuration, integration, data conversion and deployment services. Authorized trained users (from Consilience Software and customer staff) configured Maven screens and rules (using visual Model Manager), Maven workflow and reports (using Maven Administrative portal) to shape Maven to specific needs of the project. Furthermore, trained developers wrote technical code necessary to integrate Maven to external systems and wrote scripts necessary to convert data from DYS legacy systems into Maven. Multiple external systems were integrated at DYS, including but not limited to Single-Sign-On and a Document Management System and Scanning system.
Original Project/Contract Start Date:	2010
Original Project/Contract End Date:	Ongoing Maintenance and Enhancements
Original Project/Contract Value:	$ 4,000,000
Final Project/Contract Date:	Ongoing Maintenance and Enhancements

Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	Yes

Reference #:	4		
Company Name:	Consilience Software		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	North Dakota Department of Health, Disease Surveillance and Outbreak Management		
Primary Contact Information			
Name:	Tracy Miller		
Street Address:	2635 E. Main Avenue, P.O. Box 5520		
City, State, Zip:	Bismarck, N 58506		
Phone, including area code:	701-328-2387		
Facsimile, including area code:			
Email address:	tkmiller@nd.gov		
Alternate Contact Information			
Name:	N/A		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	ND Department of Health licensed the Maven system to enable communicable disease surveillance and outbreak management and required federal reporting interfaces. ND DOH configured Maven's question packages, workflows and rules to adapt Maven to their needs. Such configuration was predominantly done by ND DOH staff who received Maven administrative training.		
Original Project/Contract Start Date:	2009 project start. On-time go-live in 2010.		
Original Project/Contract End Date:	Multiple sub-sequent maintenance and upgrade releases for additional capabilities and capacities.		
Original Project/Contract Value:			
Final Project/Contract Date:	Ongoing Maintenance		

Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	Yes

Reference #:	5		
Company Name:	Consilience Software		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	South Dakota Department of Health, Maven enabled Disease Surveillance and Outbreak Management System		
Primary Contact Information			
Name:	Nicholas Hill		
Street Address:	615 East 4th Street		
City, State, Zip:	Pierre, SD 57501		
Phone, including area code:	605-773-6528		
Facsimile, including area code:			
Email address:	Nick.hill@state.sd.us		
Alternate Contact Information			
Name:	N/A		
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	SD Department of Health licensed the Maven system to enable communicable disease surveillance and outbreak management and required federal reporting interfaces. SD DOH configured Maven's question packages, workflows and rules to adapt Maven to their needs. Such configuration was predominantly done by SD DOH staff who received Maven administrative training.		
Original Project/Contract Start Date:	2009 Project Start Date, Go Live – 2010		
Original Project/Contract End Date:	Ongoing Maintenance		
Original Project/Contract Value:	Original - $800,000 Additions/Amendments - $700,000		
Final Project/Contract Date:	Multiple sub-sequent maintenance and upgrade releases for additional capabilities and capacities continue		

Was project/contract completed in time originally allotted, and if not, why not?	Yes
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	Yes

Consilience Software has sent all references outline in Section 6.3.3 the instructions to fill out the Reference Questionnaire and submit via email or fax back to the state.

VENDOR STAFF RESUMES

Consilience Software has provided Resumes for all proposed staff. Our proposed staff include:

- ***Pam Schwartz, Project Manager***
- ***Glen Tarrant, Technical Delivery Officer***
- ***Diana Lydiard, Business Analyst***

COMPANY NAME:	Consilience Software, A Xerox Company		
☐ **Contractor**		☐ **Subcontractor**	
Name:	Pamela Schwartz	☐ **Key Personnel**	
Classification:	Project Manager	**# of Years in Classification:**	8
Brief Summary of Experience:	Pam Schwartz's nine years of experience in the industry is exemplified through her exceptional project management. She has successfully managed multiple state-level immunization registry and case management projects with budgets ranging from $80K to $1M in her time with Scientific Technologies Corporation, and more recently, Pam has led the business team of the Massachusetts Department of Public health, Bureau of Health Care Safety and Quality through the modification of statewide prescription drug monitoring program, enabling data exchange with multiple New England states to meet legislative mandates and deadlines. With Consilience Software, Pam has led and managed a project portfolio of significant scope and impact to efficiently resolve and distribute services through the implementation of customizable case management solutions. She applies strategic project planning, leadership, and management techniques for the development of Case Management software for multiple State and City Public Health Departments and Trauma Registries. In addition to developing and maintaining detailed project schedules, Pam also leads client management and development team scrums throughout the project lifecycle, and provides continuous stakeholder feedback using Agile processes.		
# of Years with Firm:	1		

RELEVANT PROFESSIONAL EXPERIENCE	
Required Information:	
to Present:	05/2015 to Current
Vendor Name:	Consilience Software
Client Name:	Chicago Department of Health
Client Contact Name:	Maven enabled STD/HIV Surveillance System
Client Address, Phone Number, Email:	Client Contact Name: Rachelle Hendele Client Address: 333 S State St #200, Chicago, IL 60604
Role in Project:	Role: Project Manager
Details and Duration of Project:	Responsible for project resourcing, schedule, cost and providing project oversight
Software/hardware used in engagement:	Software – Maven Hardware – Amazon Web Services hosting

Required Information: ***MMYYYY to MMYYYY:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	03/2015 to Present Consilience Software Washington Department of Health Maven enabled Electronic Disease Surveillance System Client Contact: Kristi Hughes Client Address: Role: Project Manager Responsible for project resourcing, schedule, cost and providing project oversight Software: Maven Hardware: N/A

EDUCATION	
Institution Name: ***City:*** ***State:*** ***Degree/Achievement:*** ***Certifications:***	B.S., Business Administration, University of North Carolina at Greensboro, August 2013 M.S., Public Health, American Public University, In Progress (estimated December 2016)

HARDWARE/SOFTWARE SUMMARY (Be Specific)		
	Description	***# of Years Experience***
Environments:	N/A	
Hardware:	N/A	
Software:	Microsoft Word, Excel, PowerPoint, Project, Adobe Photoshop	20+
Tools:	N/A	
Databases:	SQL Server, Oracle	10

REFERENCES	
Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Reference 1: *Adrienne Taylor-Barnes, Program Manager, Massachusetts Executive Office Health Human Services, 508-654-0751, adrienne.taylor-barnes@state.ma.us* Reference 2: *Deborah Allwes-Largoza, Director of Clinical Operations, Cape Cod Healthcare, 603-793-7208, dsallwes@hotmail.com* Reference 3: *My-Hien Ngo, Program Manager, EKI Solutions, 312-762-0127, mngo@eki-consulting.com*

COMPANY NAME:	Consilience Software, A Xerox Company		
☐ **Contractor**		☐ **Subcontractor**	
Name:	Glen Tarrant	☐ **Key Personnel**	
Classification:	Technical Lead	**# of Years in Classification:**	10

Brief Summary of Experience:	Glen Tarrant began his technical experience over twenty years ago, working with 20/20 Systems where he developed custom software for Fortune 500 clients in the Dephi programming language Since then, Glen has experience as a developer with a small R&D team to conceptualize, design and build IE Discovery's flagship product, InfoDox, an ASP-model online content repository system specialized for large document sets involved in major corporate and government litigations. Prior to Consilience Software, Glen was hired as the third employee of Blue Fish in Austin, Texas, where he developed a Documentum-based WCM solution for the Sun.com website prior to the existence of WebPublisher. Matured in ECM and WCM consulting as the company grew to over forty employees with dozens of highly-satisfied Fortune 500 clients. After over four years in Blue Fish's content migrations practice, he was engineering extremely large and complex content migrations both into and out-of Documentum repositories. Along with the founder, Glen pioneered the company's strong commitment to client-focus and high-end, boutique-quality custom solutions. Glen is now a technical lead and consultant on deployments of Consilience's Maven case management product. Glen is responsible for the overall technical success of software deployments and their related customizations and integrations. Glen also works with business analysts and other technical staff to enhance the core product and leads technical training classes.
# of Years with Firm:	6

RELEVANT PROFESSIONAL EXPERIENCE	
Required Information: ***MMYYY to Present:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	06/2011 - Jan 2013 Consilience Software Hawaii State Department of Health Electronic Disease Surveillance System – General Communicable Diseases Michel Nakata, Branch Chief Hawaii State Department of Health, Disease Investigation Branch 1250 Punchbowl St, Honolulu, HI 96813 Phone: (808) 586-4586 Email: dibmanager@doh.hawaii.gov Role: Technical Delivery Owner Responsible for the success of all technical aspects of the project. Software: Maven, Java, JSP, ANT Hardware: Dell PowerEdge R610 x4

Required Information: ***MMYYYY to MMYYYY:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	Consilience Software NYC Department of Health and Mental Hygiene 42-09, 28th Street – 04-59 Queens, NY 11101 Paul Cackler, DIIT Project Manager Email: pcackler@health.nyc.gov Role: Technical Delivery Officer Responsible for the success of all technical aspects of the project. Software: Maven, Java, JSP, ANT Hardware: N/A

EDUCATION

Institution Name:	Texas State University, 1995
City:	San Marcos
State:	Texas
Degree/Achievement:	B.S. Computer Science
Certifications:	

HARDWARE/SOFTWARE SUMMARY (Be Specific)

	Description	***# of Year's Experience***
Environments:	Programming Languages: • Java • JSP • .NET • XSLT • SQL • Perl Frameworks & Technologies: • Struts, Wicket • Hibernate • ANT • Documentum DFC, DFS, WDK	
Hardware:		
Software:	Apache Ant, Apache Maven	
Tools:	Eclipse, IntelliJ Idea	
Databases:		

REFERENCES

Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Reference 1: Hawaii State Department of Health Keith Nagaishi, Notifiable Disease Surveillance and Informatics Coordinator Phone: (808) 587-6584 Email: keith.nagaishi@doh.hawaii.gov Reference 2: NYC Department of Health and Mental Hygiene Paul Cackler, DIIT Project Manager Email: pcackler@health.nyc.gov Reference 3: Michel Nakata, Branch Chief Disease Investigation Branch Hawaii State Department of Health Phone: (808) 586-4586 Email: dibmanager@doh.hawaii.gov

COMPANY NAME:	Consilience Software, A Xerox Company		
☐ **Contractor**		☐ **Subcontractor**	
Name:	Dianna Lydiard	☐ **Key Personnel**	
Classification:	Business Analyst	**# of Years in Classification:**	**1**
Brief Summary of Experience:	Dianna Lydiard's analytical tact is a result of her comprehensive experience. Dianna has worked with the South Carolina Department of Health and Environmental Control, as a Research and Planning Administrator where she managed data systems, coordinated the transition from an antiquated data system to a web-based HIPPA compliant data system, including responsibilities such as revising all data forms, managing vendor contracts, resolving payment data, and assessments of quality of clinical data, missing clinical data, and claims data. Dianna also worked as a Program Director for the Division of cancer Control and Prevention, where directed the NBCCEDP and WISEWOMAN programs with annual combined budgets of 5 million. Her three successful proposals to the Susan G. Komen Foundation secured grant funds totaling $203,000 over two years. Dianna managed a team of 10 data entry and customer service staff members and directly supervised a quality assurance manager, fiscal manager, data manager and project coordinator. Recently, Dianna has worked as the Program Coordinator for the Division of Acute Disease Epidemiology, managing the transition from the Carolina's Health Electronic Surveillance System (CHESS) to the Maven data system for three divisions. Dianna's responsibilities were to gather requirements from DADE for Maven, develop process flow charts for the division of Tuberculosis (TB) and Hepatitis B – perinatal in preparation for adding to Maven, complete user testing of Maven for DADE, organize weekly meetings with DADE staff to review system specifications, review work completed by vendor, and delegate responsibilities to ensure tasks are completed in a timely manner. Dianna completed Consilience Software required templates for key components for development of the Maven system, and she developed and created a data dictionary and other key documents that support management of the Maven system. Dianna modeled question packages, create workflows and rules in the Maven system. Additionally, Dianna was responsible for supporting other SC-DHEC projects requiring project management and knowledge of quality data systems. Including providing quality assurance and quality control for the Master Data Management system project with SC-DHEC and SAS, Inc. and project management for Q-Flow, PMP, and Medicaid device projects. With Consilience Software, Dianna consults with Connecticut on the STD model, with Massachusetts on the Finger print model, with Hawaii on the EDSS model and created rules for Texas CRF and STD model.		
# of Years with Firm:	1		
RELEVANT PROFESSIONAL EXPERIENCE			

Required Information: ***to Present:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	March 2014 to August 2015 South Carolina Department of Health South Carolina Electronic Disease Surveillance System Role: Business Analyst Responsible for model development, gathering requirements and developing rules Hardware: N/A Software: Microsoft Project, MS WORD and MS EXCEL
Required Information: ***MMYYYY to MMYYYY:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	

EDUCATION

Institution Name: ***City:*** ***State:*** ***Degree/Achievement:*** ***Certifications:***	May 1998, University of South Carolina, PhD. Epidemiology *Dissertation: Algorithms for DSM-IV Psychiatric Diagnoses Using the FH-RDC in a Community Sample* June 1993, Oregon State University, M.S., Environmental Health and Safety *Thesis: Evaluation of NIOSH-Sponsored Engineering Faculty Workshops* April 1990, Eastern Michigan University, B.S., Healthcare Administration

HARDWARE/SOFTWARE SUMMARY (Be Specific)

	Description	***# of Year's Experience***
Environments:		
Hardware:		
Software:	Microsoft Project, MS WORD, MS EXCEL	15
Tools:		
Databases:		

REFERENCES

Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	• Nancy L. Barrett, MS, MPH Epidemiology & Emerging Infections Program CT Department of Public Health 860-509-7998; nancy.l.barrett@ct.gov; • Virginie Daguise, Department of Health and Environmental Control, South Carolina. 803-898-1703; DAGUISVG@dhec.sc.gov • Marya Barker Department of Health and Environmental Control. 803-898-0988; barkerms@dhec.sc.gov

PRELIMINARY PROJECT PLAN

Included in our Preliminary Project Plan is information on Consilience Software's Project Management approach, Governance, Quality Control, a high level project plan with key milestones and outputs (staff allocation).

The following is a draft project schedule developed for the DIR to ensure the delivery of an on time and on budget Workers' Compensation System. We have also provided our project schedule as PDF attachment for better viewing on the CD-ROMs.

	Task Mode	Task Name	Duration	Start	Finish
1		**NV Workers Compensation Maven Project**	**523 days**	**Tue 1/12/16**	**Thu 1/11/18**
2		**Phase 1 - Initiation**	**46 days**	**Tue 1/12/16**	**Tue 3/15/16**
3		Project start date	0 days	Tue 1/12/16	Tue 1/12/16
4		**Deliverable 1 - License**	**5 days**	**Tue 1/12/16**	**Mon 1/18/16**
5		Install Maven System on Dev Server	5 days	Tue 1/12/16	Mon 1/18/16
6		**Deliverable 2 - Project Startup**	**5 days**	**Tue 1/12/16**	**Mon 1/18/16**
7		PM Kick-off meeting (PM2PM)	1 day	Tue 1/12/16	Tue 1/12/16
8		Establish Project Status Meeting Schedule and Reporting Requirements	4 days	Wed 1/13/16	Mon 1/18/16
9		Establish Steering Committee, Issue Tracker Accounts, Subversion Accou	4 days	Wed 1/13/16	Mon 1/18/16
10		**Deliverable 3:1 - Project Plans and Schedule**	**21 days**	**Tue 1/19/16**	**Tue 2/16/16**
11		Create and review project plans (including Change Control, Communication, Risk Management, Training, Testing, Disaster Recovery)	15 days	Tue 1/19/16	Mon 2/8/16
12		3:1 - Deliver project plans	0 days	Mon 2/8/16	Mon 2/8/16
13		Collaborate with customer PM to finalize schedule	5 days	Tue 2/9/16	Mon 2/15/16
14		Complete and deliver project schedule	1 day	Tue 2/16/16	Tue 2/16/16
15		Project Kick-off meeting	1 day	Tue 2/9/16	Tue 2/9/16
16		**Prepare for modeling**	**41 days**	**Tue 1/19/16**	**Tue 3/15/16**
17		Modeling Process Confirmation Meeting	1 day	Tue 1/19/16	Tue 1/19/16
18		Deliver standard specification templates	1 day	Tue 1/19/16	Tue 1/19/16
19		Identify fields for model	20 days	Wed 1/20/16	Tue 2/16/16
20		Provide business processes	20 days	Wed 2/17/16	Tue 3/15/16
21		**Deliverable 4 - Model Concept Design Document and RTM**	**20 days**	**Wed 1/20/16**	**Tue 2/16/16**
22		Evaluate modeling constraints and requirements	15 days	Wed 1/20/16	Tue 2/9/16
23		Finalize Requirement Traceability Matrix (RTM)	15 days	Wed 1/20/16	Tue 2/9/16
24		Create concept Model concept design document	5 days	Wed 2/10/16	Tue 2/16/16
25		**Deliverable 20:1 - Conduct Standard Maven Admin Training (1 out of 2)**	**4 days**	**Wed 2/10/16**	**Mon 2/15/16**
26		Conduct Standard Maven Admin training for project staff	4 days	Wed 2/10/16	Mon 2/15/16
27		**Phase 2 - Elaboration and Construction**	**440 days**	**Tue 1/12/16**	**Mon 9/18/17**
28		**Deliverable 5 - Question package and model rule configuration**	**135 days**	**Wed 2/17/16**	**Tue 8/23/16**
29		**Step 1 - Question Package Configuration**	**80 days**	**Wed 2/17/16**	**Tue 6/7/16**

30			Create model for Claims Index	80 days	Wed 2/17/16	Tue 6/7/16
31			Create model for Violation	80 days	Wed 2/17/16	Tue 6/7/16
32			Create model for Audit	80 days	Wed 2/17/16	Tue 6/7/16
33			Create model for Disability Claim	80 days	Wed 2/17/16	Tue 6/7/16
34			Create model for Employee Leasing	80 days	Wed 2/17/16	Tue 6/7/16
35			Create model for Training	80 days	Wed 2/17/16	Tue 6/7/16
36			Create model for Enforcement	80 days	Wed 2/17/16	Tue 6/7/16
37			Create model for Training	80 days	Wed 2/17/16	Tue 6/7/16
38			**Step 2 - Analyze processes to define model rules, workflows and custor**	**10 days**	**Wed 6/8/16**	**Tue 6/21/16**
39			Evaluate business processes, identify workflows and rules	10 days	Wed 6/8/16	Tue 6/21/16
40			**Step 3 - Model Rule Configurations**	**45 days**	**Wed 6/22/16**	**Tue 8/23/16**
41			Implement model rules	40 days	Wed 6/22/16	Tue 8/16/16
42			Test and Get Feedback	40 days	Wed 6/29/16	Tue 8/23/16
43			**Deliverable 6 - Workflow Configurations - Group A (15 workflows)**	**101 days**	**Wed 6/22/16**	**Wed 11/9/16**
44			Analyze requirements and create specification	15 days	Wed 6/22/16	Tue 7/12/16
45			Implement workflows	80 days	Wed 7/13/16	Tue 11/1/16
46			Test and Get Feedback	80 days	Wed 7/20/16	Tue 11/8/16
47			Risk Reduction and Stakeholders Project Progress Review	1 day	Wed 11/9/16	Wed 11/9/16
48			**Deliverable 7 - Workflow Configurations - Group B (15 workflows)**	**101 days**	**Thu 11/10/16**	**Thu 3/30/17**
49			Analyze requirements and create specification	15 days	Thu 11/10/16	Wed 11/30/16
50			Implement workflows	80 days	Thu 12/1/16	Wed 3/22/17
51			Test and Get Feedback	80 days	Thu 12/8/16	Wed 3/29/17
52			Risk Reduction and Stakeholders Project Progress Review	1 day	Thu 3/30/17	Thu 3/30/17
53			**Deliverable 8 - Print Templates Group A (10) (each template is at max 2 pag**	**61 days**	**Fri 3/31/17**	**Fri 6/23/17**
54			Analyze Requirements	15 days	Fri 3/31/17	Thu 4/20/17
55			Provide bases for templates and create specs	15 days	Fri 3/31/17	Thu 4/20/17
56			Configure templates	45 days	Fri 4/21/17	Thu 6/22/17
57			Test and Get Feedback	40 days	Fri 4/28/17	Thu 6/22/17
58			Risk Reduction and Stakeholders Project Progress Review	1 day	Fri 6/23/17	Fri 6/23/17
59			**Deliverable 9 - Print Templates Group B (10) (each template is at max 2 pag**	**61 days**	**Mon 6/26/17**	**Mon 9/18/17**

60			Analyze Requirements	15 days	Mon 6/26/17	Fri 7/14/17
61			Provide bases for templates and create specs	15 days	Mon 6/26/17	Fri 7/14/17
62			Configure templates	45 days	Mon 7/17/17	Fri 9/15/17
63			Test and Get Feedback	40 days	Mon 7/24/17	Fri 9/15/17
64			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 9/18/17	Mon 9/18/17
65			**Deliverable 14, 15, 16 - System Settings and Component Customizations**	**115 days**	**Tue 2/16/16**	**Mon 7/25/16**
66			**Deliverable 14 - Custom Case Processor and/or Splash Page Customiza**	**46 days**	**Tue 2/16/16**	**Tue 4/19/16**
67			Analyze requirements	5 days	Tue 2/16/16	Mon 2/22/16
68			Implement custom case processor and/or Splash page customization	35 days	Tue 2/23/16	Mon 4/11/16
69			Test and Get Feedback	35 days	Tue 3/1/16	Mon 4/18/16
70			Risk Reduction and Stakeholders Project Progress Review	1 day	Tue 4/19/16	Tue 4/19/16
71			**Deliverable 15 - Calendar Customizations**	**23 days**	**Wed 4/20/16**	**Fri 5/20/16**
72			Analyze requirements	2 days	Wed 4/20/16	Thu 4/21/16
73			Implement calendar customizations	15 days	Fri 4/22/16	Thu 5/12/16
74			Test and Get Feedback	15 days	Fri 4/29/16	Thu 5/19/16
75			Risk Reduction and Stakeholders Project Progress Review	1 day	Fri 5/20/16	Fri 5/20/16
76			**Deliverable 16 - Citizen Portal Customizations**	**46 days**	**Mon 5/23/16**	**Mon 7/25/16**
77			Analyze requirements	5 days	Mon 5/23/16	Fri 5/27/16
78			Implement citizen portal customizations	35 days	Mon 5/30/16	Fri 7/15/16
79			Test and Get Feedback	35 days	Mon 6/6/16	Fri 7/22/16
80			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 7/25/16	Mon 7/25/16
81			**Deliverable 13 (a-i) - Interfaces**	**255 days**	**Tue 7/26/16**	**Mon 7/17/17**
82			**Deliverable 13a - Automated Electronic Interface - National Council on Compensation Insurance (NCCI)**	**51 days**	**Tue 7/26/16**	**Tue 10/4/16**
83			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Tue 7/26/16	Mon 8/8/16
84			Implement/Develop Interface (one way)	30 days	Tue 8/9/16	Mon 9/19/16
85			Test and Get Feedback	10 days	Tue 9/20/16	Mon 10/3/16
86			Risk Reduction and Stakeholders Project Progress Review	1 day	Tue 10/4/16	Tue 10/4/16

87			**Deliverable 13b - Automated Electronic Interface - Nevada Division of Insurance (DOI)**	**51 days**	**Wed 10/5/16**	**Wed 12/14/16**
88			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Wed 10/5/16	Tue 10/18/16
89			Implement/Develop Interface (one way)	30 days	Wed 10/19/16	Tue 11/29/16
90			Test and Get Feedback	10 days	Wed 11/30/16	Tue 12/13/16
91			Risk Reduction and Stakeholders Project Progress Review	1 day	Wed 12/14/16	Wed 12/14/16
92			**Deliverable 13c - Automated Electronic Interface - Nevada Attorney General's Office (AG)**	**51 days**	**Thu 12/15/16**	**Thu 2/23/17**
93			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Thu 12/15/16	Wed 12/28/16
94			Implement/Develop Interface (one way)	30 days	Thu 12/29/16	Wed 2/8/17
95			Test and Get Feedback	10 days	Thu 2/9/17	Wed 2/22/17
96			Risk Reduction and Stakeholders Project Progress Review	1 day	Thu 2/23/17	Thu 2/23/17
97			**Deliverable 13d - Automated Electronic Interface - Nevada Department of Employment, Training & Rehabilitation (DETR)**	**51 days**	**Fri 2/24/17**	**Fri 5/5/17**
98			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Fri 2/24/17	Thu 3/9/17
99			Implement/Develop Interface (one way)	30 days	Fri 3/10/17	Thu 4/20/17
100			Test and Get Feedback	10 days	Fri 4/21/17	Thu 5/4/17
101			Risk Reduction and Stakeholders Project Progress Review	1 day	Fri 5/5/17	Fri 5/5/17
102			**Deliverable 13e - Automated Electronic Interface - Nevada Contractors Board (NSCB)**	**51 days**	**Mon 5/8/17**	**Mon 7/17/17**
103			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Mon 5/8/17	Fri 5/19/17
104			Implement/Develop Interface (one way)	30 days	Mon 5/22/17	Fri 6/30/17
105			Test and Get Feedback	10 days	Mon 7/3/17	Fri 7/14/17
106			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 7/17/17	Mon 7/17/17
107			**Deliverable 13f - Automated Electronic Interface - Nevada Controller's Office – fine/penalty payment, debt collection & referral**	**51 days**	**Tue 7/26/16**	**Tue 10/4/16**
108			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Tue 7/26/16	Mon 8/8/16
109			Implement/Develop Interface (one way)	30 days	Tue 8/9/16	Mon 9/19/16
110			Test and Get Feedback	10 days	Tue 9/20/16	Mon 10/3/16
111			Risk Reduction and Stakeholders Project Progress Review	1 day	Tue 10/4/16	Tue 10/4/16

112			**Deliverable 13g - Automated Electronic Interface - Nevada Secretary of State (SOS)/Silverflume**	**51 days**	**Wed 10/5/16**	**Wed 12/14/16**
113			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Wed 10/5/16	Tue 10/18/16
114			Implement/Develop Interface (one way)	30 days	Wed 10/19/16	Tue 11/29/16
115			Test and Get Feedback	10 days	Wed 11/30/16	Tue 12/13/16
116			Risk Reduction and Stakeholders Project Progress Review	1 day	Wed 12/14/16	Wed 12/14/16
117			**Deliverable 13h - Automated Electronic Interface - Third Party Vendor (T**	**51 days**	**Thu 12/15/16**	**Thu 2/23/17**
118			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Thu 12/15/16	Wed 12/28/16
119			Implement/Develop Interface (one way)	30 days	Thu 12/29/16	Wed 2/8/17
120			Test and Get Feedback	10 days	Thu 2/9/17	Wed 2/22/17
121			Risk Reduction and Stakeholders Project Progress Review	1 day	Thu 2/23/17	Thu 2/23/17
122			**Deliverable 13i - Automated Electronic Interface - External Stakeholders**	**51 days**	**Fri 2/24/17**	**Fri 5/5/17**
123			Analyze Requirements, Design Interface, Develop Interface Specificatio	10 days	Fri 2/24/17	Thu 3/9/17
124			Implement/Develop Interface (one way)	30 days	Fri 3/10/17	Thu 4/20/17
125			Test and Get Feedback	10 days	Fri 4/21/17	Thu 5/4/17
126			Risk Reduction and Stakeholders Project Progress Review	1 day	Fri 5/5/17	Fri 5/5/17
127			**Deliverable 17 - Roster Upload**	**21 days**	**Wed 8/24/16**	**Wed 9/21/16**
128			Analyze requirements and create specification	5 days	Wed 8/24/16	Tue 8/30/16
129			Configure ad-hoc roster	10 days	Wed 8/31/16	Tue 9/13/16
130			Test and get feedback	5 days	Wed 9/14/16	Tue 9/20/16
131			Risk Reduction and Stakeholders Project Progress Review	1 day	Wed 9/21/16	Wed 9/21/16
132			**Deliverable 18 (a-d) - Legacy Database Conversions**	**228 days**	**Thu 9/22/16**	**Mon 8/7/17**
133			**Deliverable 18a - Database Conversion Versa/Iron Data system (Oracle)**	**57 days**	**Thu 9/22/16**	**Fri 12/9/16**
134			Analyze Requirements, Design Conversion, Develop Conversion Speci	6 days	Thu 9/22/16	Thu 9/29/16
135			Implement/Develop Database Mapping and Conversion	30 days	Fri 9/30/16	Thu 11/10/16
136			Test and Get Feedback	20 days	Fri 11/11/16	Thu 12/8/16
137			Risk Reduction and Stakeholders Project Progress Review	1 day	Fri 12/9/16	Fri 12/9/16
138			**Deliverable 18b - Database Conversion - Claims Indexing System (Oracl**	**57 days**	**Mon 12/12/16**	**Tue 2/28/17**
139			Analyze Requirements, Design Conversion, Develop Conversion Speci	6 days	Mon 12/12/16	Mon 12/19/16
140			Implement/Develop Database Mapping and Conversion	30 days	Tue 12/20/16	Mon 1/30/17

141			Test and Get Feedback	20 days	Tue 1/31/17	Mon 2/27/17
142			Risk Reduction and Stakeholders Project Progress Review	1 day	Tue 2/28/17	Tue 2/28/17
143			**Deliverable 18c - Database Conversion - Access DB (1 of 2)**	**57 days**	**Wed 3/1/17**	**Thu 5/18/17**
144			Analyze Requirements, Design Conversion, Develop Conversion Speci	6 days	Wed 3/1/17	Wed 3/8/17
145			Implement/Develop Database Mapping and Conversion	30 days	Thu 3/9/17	Wed 4/19/17
146			Test and Get Feedback	20 days	Thu 4/20/17	Wed 5/17/17
147			Risk Reduction and Stakeholders Project Progress Review	1 day	Thu 5/18/17	Thu 5/18/17
148			**Deliverable 18d - Database Conversion - Access DB (2 of 2)**	**57 days**	**Fri 5/19/17**	**Mon 8/7/17**
149			Analyze Requirements, Design Conversion, Develop Conversion Speci	6 days	Fri 5/19/17	Fri 5/26/17
150			Implement/Develop Database Mapping and Conversion	30 days	Mon 5/29/17	Fri 7/7/17
151			Test and Get Feedback	20 days	Mon 7/10/17	Fri 8/4/17
152			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 8/7/17	Mon 8/7/17
153			**Deliverable 10, 11 - Reports**	**46 days**	**Mon 7/10/17**	**Mon 9/11/17**
154			Analyze reporting needs, identify custom reports	10 days	Mon 7/10/17	Fri 7/21/17
155			**Deliverable 10 - Reports Group A (3)**	**36 days**	**Mon 7/24/17**	**Mon 9/11/17**
156			**Deliverable 10:1 - Create Report #1**	**26 days**	**Mon 7/24/17**	**Mon 8/28/17**
157			Analyze Requirements, Develop Specification	5 days	Mon 7/24/17	Fri 7/28/17
158			Create Report	10 days	Mon 7/31/17	Fri 8/11/17
159			Test and Get Feedback	10 days	Mon 8/14/17	Fri 8/25/17
160			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 8/28/17	Mon 8/28/17
161			**Deliverable 10:2 - Create Report #2**	**26 days**	**Mon 7/31/17**	**Mon 9/4/17**
162			Analyze Requirements, Develop Specification	5 days	Mon 7/31/17	Fri 8/4/17
163			Create Report	10 days	Mon 8/7/17	Fri 8/18/17
164			Test and Get Feedback	10 days	Mon 8/21/17	Fri 9/1/17
165			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 9/4/17	Mon 9/4/17
166			**Deliverable 10:3 - Create Report #3**	**26 days**	**Mon 8/7/17**	**Mon 9/11/17**
167			Analyze Requirements, Develop Specification	5 days	Mon 8/7/17	Fri 8/11/17
168			Create Report	10 days	Mon 8/14/17	Fri 8/25/17
169			Test and Get Feedback	10 days	Mon 8/28/17	Fri 9/8/17
170			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 9/11/17	Mon 9/11/17

171			**Deliverable 11 - Reports Group B (3)**	**36 days**	**Mon 7/24/17**	**Mon 9/11/17**
172			**Deliverable 11:1 - Create Report #1**	**26 days**	**Mon 7/24/17**	**Mon 8/28/17**
173			Analyze Requirements, Develop Specification	5 days	Mon 7/24/17	Fri 7/28/17
174			Create Report	10 days	Mon 7/31/17	Fri 8/11/17
175			Test and Get Feedback	10 days	Mon 8/14/17	Fri 8/25/17
176			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 8/28/17	Mon 8/28/17
177			**Deliverable 11:2 - Create Report #2**	**26 days**	**Mon 7/31/17**	**Mon 9/4/17**
178			Analyze Requirements, Develop Specification	5 days	Mon 7/31/17	Fri 8/4/17
179			Create Report	10 days	Mon 8/7/17	Fri 8/18/17
180			Test and Get Feedback	10 days	Mon 8/21/17	Fri 9/1/17
181			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 9/4/17	Mon 9/4/17
182			**Deliverable 11:3 - Create Report #3**	**26 days**	**Mon 8/7/17**	**Mon 9/11/17**
183			Analyze Requirements, Develop Specification	5 days	Mon 8/7/17	Fri 8/11/17
184			Create Report	10 days	Mon 8/14/17	Fri 8/25/17
185			Test and Get Feedback	10 days	Mon 8/28/17	Fri 9/8/17
186			Risk Reduction and Stakeholders Project Progress Review	1 day	Mon 9/11/17	Mon 9/11/17
187			**Phase 3 - Assurance**	**52 days**	**Tue 8/8/17**	**Wed 10/18/17**
188			**Deliverable 20:2 - Conduct Standard Maven Admin Training (2 out of 2)**	**4 days**	**Tue 9/19/17**	**Fri 9/22/17**
189			Maven Administrative Training (4 days, max 8 attendees)	4 days	Tue 9/19/17	Fri 9/22/17
190			**Deliverable 3:2 - Training and Test Plans**	**20 days**	**Tue 8/8/17**	**Mon 9/4/17**
191			Collaborate with customer PM to create Training Plan	20 days	Tue 8/8/17	Mon 9/4/17
192			Collaborate with customer PM to create Test Plan	20 days	Tue 8/8/17	Mon 9/4/17
193			**Deliverable 20 - End-User Training (1 day/session)**	**10 days**	**Tue 9/19/17**	**Mon 10/2/17**
194			Conduct End User training #1 (out of 10)	1 day	Tue 9/19/17	Tue 9/19/17
195			Conduct End User training #2 (out of 10)	1 day	Wed 9/20/17	Wed 9/20/17
196			Conduct End User training #3 (out of 10)	1 day	Thu 9/21/17	Thu 9/21/17
197			Conduct End User training #4 (out of 10)	1 day	Fri 9/22/17	Fri 9/22/17
198			Conduct End User training #5 (out of 10)	1 day	Mon 9/25/17	Mon 9/25/17
199			Conduct End User training #6 (out of 10)	1 day	Tue 9/26/17	Tue 9/26/17
200			Conduct End User training #7 (out of 10)	1 day	Wed 9/27/17	Wed 9/27/17
201			Conduct End User training #8 (out of 10)	1 day	Thu 9/28/17	Thu 9/28/17
202			Conduct End User training #9 (out of 10)	1 day	Fri 9/29/17	Fri 9/29/17
203			Conduct End User training #10 (out of 10)	1 day	Mon 10/2/17	Mon 10/2/17
204			**Deliverable 21 - Conduct System Integration Testing**	**21 days**	**Tue 9/19/17**	**Tue 10/17/17**
205			Conduct System Integration Testing	20 days	Tue 9/19/17	Mon 10/16/17
206			Risk Reduction and Stakeholders Project Progress Review	1 day	Tue 10/17/17	Tue 10/17/17
207			**Deliverable 22 - Support User Acceptance Testing**	**22 days**	**Tue 9/19/17**	**Wed 10/18/17**
208			Create User Accounts fo Test Group	1 day	Tue 9/19/17	Tue 9/19/17
209			Support User Acceptance Testing (UAT)	20 days	Wed 9/20/17	Tue 10/17/17
210			Risk Reduction and Stakeholders Project Progress Review	1 day	Wed 10/18/17	Wed 10/18/17
211			**Phase 4 - Transition**	**61 days**	**Thu 10/19/17**	**Thu 1/11/18**
212			**Deliverable 23 - Production Migration**	**20 days**	**Thu 10/19/17**	**Wed 11/15/17**
213			Production Environment Setup Coordination, SSL certificate coordination	10 days	Thu 10/19/17	Wed 11/1/17
214			Document Disaster Recovery Procedure in Wiki and communicate to Cus	10 days	Thu 11/2/17	Wed 11/15/17
215			**Review Support Procedures**	**16 days**	**Thu 11/16/17**	**Thu 12/7/17**
216			Update internal support wiki document	5 days	Thu 11/16/17	Wed 11/22/17
217			Review Tier 3 Support Procedures	1 day	Thu 11/23/17	Thu 11/23/17
218			Transition Maven to production	10 days	Fri 11/24/17	Thu 12/7/17
219			Risk Reduction and Stakeholders Project Progress Review	5 days	Fri 12/8/17	Thu 12/14/17
220			Project Wrap-up, Exit Meeting	20 days	Fri 12/15/17	Thu 1/11/18

PROJECT MANAGEMENT

By utilizing proven best practices in project management and software development, Consilience Software provides a structured methodology designed to deliver projects on time and within budget. As displayed in multiple deployments, Consilience Software has a solid record of managing these projects and bringing them to closure. And, as with the Consilience Software suite, the Project Management Methodology is flexible, allowing for easy integration with existing Customer PMO groups or existing project management methods.

We typically divide the project into more manageable pieces called phases. These phases allow us to provide better management and control in order to provide efficient and productive efforts throughout the life of the project. Collectively, these phases are sometimes called the "project life cycle". These project phases have been established to complement our project teams' involvement with each tasks. Projects are iterative processes as each phase builds on the previous and more often than not phases will overlap at times. Consilience Software Rational Unified Process based Iterative Deployment (RUPID) is one of our core strengths; allowing projects to be deployed rapidly, successfully and in a repetitive manner. RUPID is an iterative software development/configuration methodology, incremental progress is evaluated by the design and development of demonstrable versions of Maven. Each version is objectively evaluated to prove that it reduces the project risk and each of which builds upon the prior version until the solution is complete.

Each phase of RUPID results in a clearly identifiable deliverable that can be executed and evaluated. Early deliverables, such as functional prototypes, are incomplete versions of the Maven solution that demonstrate particularly important characteristics required of Maven and address the major technical risks facing the project. As the project progresses, functionality is added incrementally until sufficient functionality is available to enable the system to deliver real business value. After this point, subsequent releases can continue to be developed that implement additional capabilities.

Consilience Software's Project Management Methodology is a combination of processes to aid the project manager in complete and correct project management, while the technical staff typically carries out the aspects of the RUPID methodology. This approach is not intended as a specific model. Instead, it is a generic methodology for project management that accommodates various development approaches and a variety of detailed execution procedures. The Consilience Software Project Management Methodology is a proven yet flexible approach that can stand alone or work closely with other organizations or PMOs in jointly managing and closing a successful deployment.

A typical Maven Information Management System project has the following components:

Phase 1: Project Initiation and Planning
Contract Negotiation and Signing
Phase 2: Elaboration and Construction (Modification)
Phase 3: Assurance
Phase 4: Transition/Closeout

Tables B-1 through B-5 describe the purpose of each phase and the documentation associated with each phase.

Table B-1. Project Initiation and Planning Phase

Purpose
The purpose of the Initiation and Planning Phase is to identify and document scope, business requirements, tasks, schedules, risk, quality, budget, and staffing needs prior to Contract signing. The phase begins during early initiation and culminates in an Implementation Assessment workshop (IA) where requirements are documented in a Requirements Traceability Matrix (RTM). This process greatly increases the understanding of exactly how the requirements are realized in Maven and become part of the contract between Consilience Software and the Department of Administrative Services. In this phase initial project control documents are created including but not limited to: project schedule, communication, change management, transition, governance, and risk management plans. These documents will be revised throughout the Project Execution and Control Phase in accordance with agreements set forth by both Consilience Software and the Department of Administrative Services
Project Initiation and Planning Documents
Requirements Traceability Matrix (RTM)/Implementation Assessment spreadsheet Communication and Change Management Plans Project Schedule Risk Management Plan Transition Plan

Table B-2. Contraction Negotiations and Signing

Purpose
Once the budget and scope have been agreed upon, in addition to the above milestones being complete, the Contract is then negotiated and signed.
Contract Negotiations and Signing Documents
Contract Revised Schedule (if required) Revised Project Charter (if required)

Table B-3. Execution and Control Phase

Purpose
The execution and control phase constitutes the majority of the project scope and duration. It is within this phase that the RUPID deployment methodology is being fully utilized in conjunction with standard project management principles. The project is formally set in motion with all team members and stakeholders holding a set of kickoff meetings. Project management documents and procedures (such as project status meetings and communication plans) are agreed upon and initiated. Additionally, Consilience Software will deploy a functional version of the Maven system to be used to make the modifications outlined in the project plan to meet requirements. During the Concept Design Phase, a vanilla installation of the proposed solution is used to document the straw man design of the solution. This serves as the primary design document that pulls together all the different capabilities of the Maven system to provide a customer specific solution that addresses customer requirements. The next step focus is on modifying the Maven system as well as performing other tasks essential to implementing a fully functional system. The modifications are based on the agreed upon scope of the contract and discussions and clarifications provided during the Implementation Assessment. The project plan typically divides question package modeling, workflows, reports, and interface modifications into tranches to facilitate incremental and iterative development. The next step is to focus on developing and providing the project deliverables including but not limited to: Question Package Modeling and Rule Configuration, Workflow Queues, Print Templates, Custom Reports, Interfaces, Custom Case Process/Splash Page Customization, Calendar Customizations, Citizen Portal Customizations, and the Database Conversion. The Execution and Control Phase is managed through Weekly Project Status Meetings and Monthly Executive Steering Committee Meetings. The weekly meetings result in documentation of progress, review of issues in Consilience Software's electronic issue tracker, tactical assignment/reassignment of tasks, tactical resolution of project bottlenecks and delays. The project schedule Gantt chart is also updated in these meetings.
Project Execution and Control Documents
Concept Design Document

Purpose
Project Status Reports and Weekly Agenda / Minutes Issue List (JIRA) Project Schedule (Updated) Project Charter (updated if necessary)

Table B-4. Assurance

Purpose
The purpose of this phase is to prepare the users for use of the Maven system by conducting training sessions. This includes End User Training Sessions, Administrative Training Sessions, and Conducting User Acceptance Testing and System Testing to prepare for production roll out.
Project Closeout/Transition Documents
Lessons Learned

Table B-5. Project Closeout/Transition

Purpose
The purpose of this phase is to transition the Maven system to production. Upon successful completion of this phase a fully functional, web-enabled Maven system will be available for use. Additionally, the Project Closeout Phase involves the administrative and financial efforts needed to close out a project after the work has been completed. During the Closeout Phase the product is transferred to the customer.
Project Closeout/Transition Documents
Project Documentation Archival (Webdav/Confluence) and Closeout Report

Consilience Software has developed core Maven documentation that we typically use as the baseline to customize the required documentation of our clients. It is our intention that we have Consilience Software personnel work with your staff members to modify and adapt our existing documentation to the specific needs of your department. This methodology has proven successful for our projects including, but not limited to, Connecticut's Department of Health Disease Surveillance System and Outbreak Management System and Adult and Childhood Lead System, Massachusetts' Department of Youth Services Juvenile Justice Management System, and South Dakota's Department of Health Disease Surveillance System and Outbreak Management System. In turn this methodology saves our clients time, effort and money that would go into creating new documentation from scratch. Over the course of deployments, Consilience Software has had extensive experience configuring our preexisting documents to be client specific and we have a strong understanding of the needs and requirements our clients exhibit in order to create documentation that will help to facilitate a successful development and implementation of Maven.

Table B-6 aligns the typical project deliverables to the project phases.

Table B-6 Project Deliverables Matched to Project Phase

Xerox's Deliverables	Maven Project Phase
• Deliverable 1 – License Fee • Deliverable 2 – Project Start-up • Deliverable 3 – Project Plans and Schedule • Deliverable 4 – Maven Concept Design Documentation and Requirements Traceability Matrix Finalization	Phase 1 – Initiation
• Deliverable 5 – Modeling – Question Packages and Rules • Deliverable 6 & 7 – 20 Workflows • Deliverable 8 & 9 – 54 Print Templates • Deliverable 10 &11 – Custom Reports • Deliverable 12 & 13 – Interface (Simple & Regular) • Deliverable 14 -17 – System Settings and Component Customizations • Deliverable 18 – Roster Upload • Deliverable 19 – Legacy Database Conversion	Phase 2 Execution and Control (Modification)
• Deliverable 20 – End User Training Session • Deliverable 21 – Admin Training Session • Deliverable 22 – Conduct System Integration Testing • Deliverable 23 – Conduct User Acceptance Testing	Phase 3 – Assurance
• Deliverable 24 – Production Migration, Review Support Procedures	Phase 4 – Transition
Weekly and Monthly Status Reports	All Phases

Change Control Methodology

For Maven projects, scope management is the responsibility of the Consilience Software Project Manager and the client Project Manager. In projects where customer does not have a Consilience Software Project Manager then the responsibility is solely on the Client Project Manager. Key stakeholders of the project team may initiate proposed scope changes. All change requests are submitted to the Project Manager, who will then evaluate the requested scope change. Upon acceptance of proper documentation and impact assessment (cost and time) from Consilience Software, the Project Manager will submit the scope change request to the Change Control Board (consisting of customer business and technical sponsors) for approval. Upon approval of scope changes by the Change Control Board, which is signified by a wet-signature on a completed change specification template (using standard change specification template provided by Consilience Software), the Project Manager will update relevant project documents and communicate the scope change to relevant stakeholders. Changes, from concept to approval to implementation, are tracked in Consilience Software's electronic issue tracker called JIRA categorized under "change request" issue type.

Deployment Methodology

As stated previously a typical Maven Case Management System project has the following components:

- Phase 1: Project Initiation and Planning
  Contract Negotiation and Signing
- Phase 2: Elaboration and Construction (Modification)

- Phase 3: Assurance
  Phase 4: Transition/Closeout

Consilience Software's RUPID methodology applies predominantly to Execution and Control component above. This process has been followed successfully to deploy over 38 state-wide/city-wide Maven deployments within the US and internationally.
The Elaboration and Construction Phase is further broken into the following:

- Elaboration and Construction Project Charter formulation
  - Project Charter consists of Change Control, Communication Management Plan, Risk Management Plan, Staffing Management Plan, Development Plan, and any additional DYCD plans agreed to in contract
- Concept Design based on Implementation Assessment Deliverable
  - Implementation Assessment is a compilation of high-level requirements with annotations on how such requirements map to proposed solution functionality. This is typically done pre-contract with customer Subject Matter Experts involvement to align Consilience Software's understanding of requirements to customer's understanding of requirements. The Implementation Assessment session is done at no-cost to the customer

- Specification and Elaboration of Deliverables
- Configuration and Development of Deliverables
- Transition Activities

The Execution and Control Phase is managed through weekly project status meetings and monthly executive steering committee meetings. The weekly meetings result in documentation of progress, review of issues in Consilience Software's electronic issue tracker, tactical assignment/reassignment of tasks, tactical resolution of project bottlenecks and delays. The project schedule Gantt chart is also updated in these meetings.

The monthly Executive Steering Committee meetings resolve programmatic bottlenecks, reviews staff performance, reviews strategic issues related to project deployment and reviews high-level project progress.

Certain plans, including but not limited to Change Control, Configuration Control, and Communication plans, are part of the Project Charter formulated within the Execution Initiation phase. These plans along with the Project Charter govern scope and cost change process (i.e. change control process), communication protocol and document governance process.

During the Concept Design Phase, a vanilla installation of the proposed solution is used to document the baseline design of the solution. This serves as the primary design document that pulls together all the different capabilities of the Maven system to provide a customer specific solution that addresses customer requirements.

After Concept Design, a Maven project goes into the following segments. These segments are:

- Maven Modeling (Question Packages and Rules)
- Maven Workflows
- Maven Reports
- Maven Print Templates
- Integration Interfaces

- Database Conversions

Each of the above segments start with specification and elaboration activities prior to configuration, construction and unit acceptance of the deliverable. The configuration, construction and unit acceptance is done in an iterative manner. After the above iterative project segments are complete, the project moves to the transition phase which addresses training, quality assurance, performance assurance, UAT, pilot, production migration and transition to Consilience Software's enterprise support team. The project segments and transition phase are described in further detail below.

Maven Modeling

During Maven Modeling, all data fields relevant to the records being entered and tracked in the DYCD Maven system are configured. Not only are the data fields defined, but their positioning on the screens along with their hierarchy and validation rules are set. The modeling work is broken into iterations in the following manner. The universe of data fields is first broken into logical question packages. In each iteration, Consilience Software's business analyst configures a particular question package and submits such for approval from client subject matter experts (SME). The SME either provides feedback to the analyst to perform fixes within the same question package or approves the question package so that the analyst can move to configure the next question package. Essentially, the next iteration fixes the analyst's earlier delivery prior to building additional field definitions. In this iterative manner all the data fields are configured for the deployment. Maven rules are also broken into rule packages and configured in a similar manner.

Maven Workflows

Using standard specification templates provided by Consilience Software, client Subject Matter Expert (SME) specify and elaborate on Maven workflows. Maven workflows route records to appropriate sets of users if entry criteria for workflow is met. Once a workflow specification is completed by SME and accepted by Consilience Software, the workflow is assigned to a Consilience Software developer/analyst for configuration. Once configured and unit tested, the workflow is provided for unit acceptance to the SME. If the workflow is not accepted, the defect is noted in Consilience Software's electronic issue tracker and the defect is addressed by the developer/analyst. The iterations for the workflows end once all the scoped workflows are unit accepted by the SME.

Maven Reports

Using standard specification templates provided by Consilience Software, client Subject Matter Expert (SME) specify and elaborate on Maven custom reports. Once a report specification is completed by SME and accepted by Consilience Software, the report is assigned to a Consilience Software developer for configuration/development. Once developed and unit tested in the developer's environment, the report is quality and performance tested in Consilience Software internal performance infrastructure by Consilience Software's centralized QA team. The report is then provided for unit acceptance to the SME. If the report is not accepted, the defect is noted in Consilience Software's electronic issue tracker and the defect is addressed by the developer. The iterations for the reports end once all the scoped reports are unit accepted by the SME. Note: Maven ad-hoc reports are configured directly by trained and authorized end users and are typically not part of structured project deployment activities.

Maven Print Templates

Using standard specification templates provided by Consilience Software, client Subject Matter Expert (SME) specify and elaborate on Maven print templates. Maven print templates provide the ability to generate letters and create documents pre-populated with information gathered from the Maven system. Once a print template specification is completed by SME and accepted by Consilience Software, the template is assigned to a Consilience Software developer/analyst for configuration. Once configured and

unit tested, the print template is provided for unit acceptance to the SME. If the print template is not accepted, the defect is noted in Consilience Software's electronic issue tracker and the defect is addressed by the developer/analyst. The iterations for the print templates end once all the scoped templates are unit accepted by the SME.

Integration Interfaces

Using standard specification templates provided by Consilience Software, client Subject Matter Expert (SME) specify and elaborate on an integration interface both in terms of functional needs and technical/transport needs. Once the interface specification is completed by SME and accepted by Consilience Software, the specification is assigned to a Consilience Software developer for configuration/development. Once developed and unit tested in a test environment, the interface is provided for unit acceptance to the SME. If the interface is not accepted, the defect is noted in Consilience Software's electronic issue tracker and the defect is addressed by the developer. The iterations for an interface end once the interface is unit accepted by the SME.

Database Conversions

Using standard specification templates provided by Consilience Software, client Subject Matter Expert (SME) specify and elaborate on a database conversion both in terms of functional needs and technical needs. Once the specification is completed by SME and accepted by Consilience Software, the specification is assigned to a Consilience Software developer for development. Once developed using a de-identified dataset provided by the client and unit tested in a test environment, the interface is provided for acceptance to the SME in a secure environment using real data. If the conversion is not accepted, the defect is noted in Consilience Software's electronic issue tracker and the defect is addressed in an iterative manner by the developer. The iterations for an interface end once the conversion is accepted by the SME. It should be noted that client SMEs typically use stochastic sampling and/or aggregate field count analysis to accept a database conversion.

Transition Phase

The process typically followed in the transition phase of the project is as follows:

- *Training for Document Creation and Training for Pilot, User Acceptance Testing (UAT) and Project Staff* - Business Analyst's typically create "a quick reference guide" and provides training on UAT, Pilot Stage (if applicable) and for project staff. This initial group of user satisfaction with the system is critical for project success. The training is provided at client facilities. The training materials are generally provided in PDF format. Client SME staff typically create UAT test scripts that UAT users follow during UAT at this time.
- *User Acceptance Testing (UAT)* - During UAT, UAT users will execute documented test scripts. These UAT sessions will be performed at scheduled times during the allotted UAT days. UAT results will be documented. Any issues found will be logged into the electronic issue tracker and subsequently triaged for disposition by the Project Manager/Technical Delivery Officer. Due to the configurability of Maven most issues can be addressed quickly.
- *Performance Testing* - Depending on project complexity, Consilience Software may also conduct performance testing on the Maven enabled system for the proposed production environment during the transition phase. Performance issues, if any, will be addressed during this time. Please note that this is in addition to the performance testing that occurs on the core Maven product as part of a core Maven product release to Consilience Software customers.
- *Pilot* – Consilience Software and DIR will select an appropriate pilot jurisdiction (typically limited to a small subset of users and/or records). Pilot jurisdiction users will use the new Maven enabled system

in a parallel production manner during the pilot phase. Issues identified during the pilot phase will be triaged and disposed of during the pilot phase.

- *Production* - Once the pilot phase is over and general user population is trained, pilot data (which was used in parallel production mode) is cleared, data migration (if any) is re-run and the system is made available for general production use.
- *Transition to Tier-3 Maintenance Team* - The deployment team continues support of the system for a month after moving into production. After a month, the system is transitioned to Consilience Software's Enterprise Support Team for Tier-3 support per proposed Tier-3 maintenance plan. The Technical Delivery Officer creates a transition document prior to this transition within the documentation portal based on existing templates. After transition, the Project Manager prepares the project close-out by writing a lesson's learned document, arranging a project close-out meeting and making an additional check to see project artifacts are checked into the collaborative document repository.

Change Control

For Maven projects, scope management is the responsibility of the Consilience Software Project Manager and the client Project Manager. In projects where customer does not have a Consilience Software Project Manager then the responsibility is solely on the Client Project Manager. Key stakeholders of the project team may initiate proposed scope changes. All change requests are submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of proper documentation and impact assessment (cost and time) from Consilience Software, the Project Manager will submit the scope change request to the Change Control Board (consisting of customer business and technical sponsors) for approval. Upon approval of scope changes by the Change Control Board, which is signified by a wet-signature on a completed change specification template (using standard change specification template provided by Consilience Software), the Project Manager will update relevant project documents and communicate the scope change to relevant stakeholders. Changes, from concept to approval to implementation, are tracked in Consilience Software's electronic issue tracker called JIRA categorized under "change request" issue type.

Risk Management

A key to Consilience Software's unbroken record of successful implementations is establishing an effective risk management process for each project. Consilience Software's basic risk management process, consistent across all projects, is illustrated in the exhibit below.

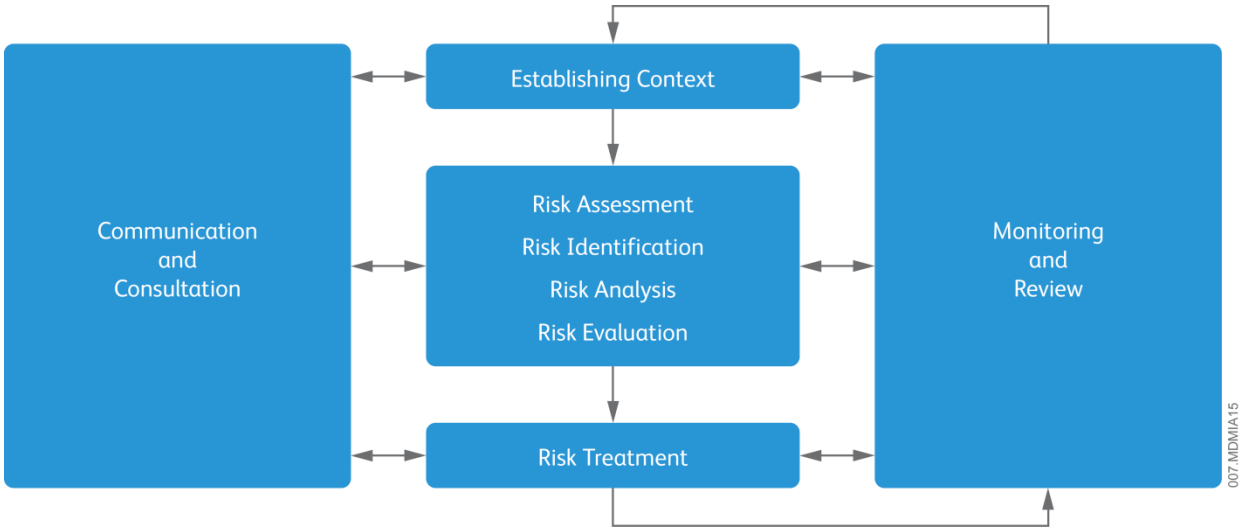


Exhibit 1: Risk Management Process

Communication and consultation is concerned with engaging internal and external stakeholders throughout the risk management process. The risk management process promotes a "consultative team approach". From the outset, good communication with key stakeholders will help establish expectations, shape the context of risk management and ensure their needs are considered – very important for buy in.

Establishing context focuses on adapting a low risk Maven implementation to the above described risk management processes and procedures. Maven, being a MOTS solution, minimizes the risk of realizing project objectives and therefore the inherent risks typical of traditional, custom software design, development and implementation project are minimized.

Risk Assessment comprises the processes for identifying, analyzing and evaluating risks. The first assessment occurs during project initiation phase and an initial Risk Register is created. Consilience Software has taken the opportunity to fill out an initial Risk Register based on Consilience Software's risk register template. Please find the draft risk register below. The Risk Registry is updated in bi-weekly status meetings by the Consilience Software's project Manager. Consilience deployments also include an electronic issue tracker for issue management.

Risk Identification		Qualitative Rating				Risk Response		
Risk	Risk Category	Probability	Impact	Risk Score[1]	Risk Ranking	Risk Response	Trigger	Risk Owner
Tier -3 Maintenance Funding	Project Completion	TBD	ROI	2	Low	Executive liaison with legislation/ granting authority	Delay in Funding timeline	Customer Executive
Electronic Interface Specification	Timeline and Cost Impact	TBD	Time and Cost	2	Medium	Early liaison with legacy system owners	Triggered by default	Customer PM and CSI PM
Legacy Database Conversion Specification	Timeline and Cost Impact	TBD	Time and Cost	3	High	Early liaison with legacy system owners	Triggered by default	Customer PM and CSI PM
Timely Reviews and SME Attention	Timeline and Cost Impact	TBD	Time and Cost	3	High	Early expectation setting with SMEs	Triggered by default	Customer PM
Aggressive Timeline	Timeline Impact	TBD	Time	1	Low	Strong scope control	Triggered by default	Customer PM and CSI PM

Table 7: Initial Risk Register

Risk analysis considers possible causes, sources, likelihood and consequences to establish the inherent risk. The planned, regular monitoring of the risks and the risk management framework including processes is critical to keeping the risk management framework relevant to the changing needs of the customer.

QUALITY ASSURANCE

Document Deliverable Quality Assurance

Pre-existing Consilience Software documents do not go through deployment specific customer review process, as these are common across customers. These documents go through Consilience Software's internal review process. Documents created specifically for a customer project using go through the following quality assurance steps:

a. Share document outline and obtain affirmation of outline (where possible use pre-defined templates, e.g. specification templates)
b. Populate document with relevant content
c. Share populated document with customer SME to obtain feedback/approval
d. Once approved publish to collaboration portal and report status back to project managers

Software Deliverable Quality Assurance

Consilience Software's electronic issue tracking system based on JIRA is used to manage all of the defects and issues found during the testing process. Below is the general outline that is followed for all phases of testing.

- Issues discovered during the testing process are logged into JIRA.
- In regular project team meetings (and post-deployment in support meetings if customer subscribes to Consilience Software's Tier-3 support plan), issues are prioritized and resources are assigned based on existing task capacity
- Once the resource responsible for reconciling the issue has completed the work, and a build provided to the customer, the status of the issue is changed to "Resolved"
- The original reporter of the issue or an appropriate proxy verifies the solution once it is deployed to the testing environment. The original reporter changes the status of the issue to "Closed" once the solution has been validated.
- If the solution is not satisfactory, the original reporter changes the status of the issue to "Reopened" and provides detailed information about the failure. The development resource then takes further steps toward resolution.

Issue Classifications:
Following are typical classification of issues used in Consilience Software's electronic issue tracker

Blocker
An issue in this category must satisfy the following condition: "The project cannot go live without this issue fixed". Examples of show-stopper issues are "no user can login to the system", "the system shuts down for 30 minutes during business hours".

Critical
An issue in this category reflects that a key business user will not sign off on a key functionality without resolution of the issue. Care should be taken when assigning issues to this category and a business user must be questioned on why he or she thinks an issue should be categorized highly (there must be sound reasoning behind it as many times users tend to prioritize all issues highly). Examples of this category "cannot select a particular medicine for a disease report"

Major
Issues in this category reflect that a key business user is not going to sign off on a non-key functionality of that business unit without resolution of the issue. Because this affects a non-key functionality, non-resolution of the issue is not going to stop the business user from signing off on the primary functionality of the business unit as addressed by Maven.

Minor/Trivial
Issues categorized as low are primarily cosmetic issues that are not critical to the project. Examples in these issues are "The font color for the customer name should be black instead of dark blue", "On Mozilla 1.1 the notes section of a disease report has an extra space for every note".

Core Maven Product Unit Testing
Before providing a core Maven release, Consilience Software executes a full suite of automated unit tests utilizing the JUnit framework for server side testing and Selenium for more specific use case testing. All unit tests must pass the automated process to continue with the manual testing process. If any unit tests fail, the failures are logged as bugs into JIRA as per above and resolved before the next iteration of unit testing.

Deployment Specific Functional Tests
Functional tests focus on each of the main functions of the system including workflows, reports**,** print templates**,** data conversion, and integration interfaces. The functional test scenarios are specified in detail for each function by appropriate customer staff. The assigned tester, in a testing environment, executes each scenario**.** All tests are executed and failures logged into JIRA for triaging and resolution per process articulated in previous page.

Typical Steps for Typical Deployment Specific Functional Tests

Workflow Testing
The Maven testing environment contains any number of events, persons, and task workflows. For brevity, only the word "event" is used below, but in each instance it can be replaced with "person" or "task".

Each workflow queue in the system is tested in the following manner:
- Verify an event designed to be in the workflow does in fact appear in the workflow queue.
- Verify if just one of the criteria for being in the triggering the workflow is not met by the event, then the event does not appear in the workflow.
- Verify that taking the appropriate action – such as modifying a question in the event or executing a bulk action removes the event from the workflow.

When performing the above verifications some workflows have caching enabled and do not update immediately. Please see the specification for each workflow before testing it.

Report Testing
- Line List Report

Create several events in the systems that are included in the report. Verify that the report includes all of the events, does not include other events, and displays the appropriate columns and data in them.

- Statistical Report

Create several events in the system with different answer values for the fields shown in the report. Verify that the report includes all events that should be included and produces correct statistical breakdowns. Verify report numbers with both positive and negative example data.

- Case Count Report

Create several events in the system with different conditions and dates. Verify that running the report with different parameters shows the correct counts. Verify report numbers with both positive and negative example data.

- Tabular Report

Create data events with data shows data in the report. Verify that the report contains all the data, does not contain extra data that should not be shown, and that all the specified columns are displayed.

- Custom Report

A custom report is developed based on specific requirements provided by the customer. This type of report is created through custom development for a customer. Testing for this involves multiple parameter combination testing and testing for both positive and negative data inclusion examples.

Print Template Testing
Each Print Template in Maven is tested in the following manner:

- Create or open an event that has all data used to populate the print template.
- Generate the document from Maven and verify that is has populated it with data from the case.
- Verify that static text and images are represented correctly.
- Verify that tokens are populated accurately from data in the event.
- Verify that correct alignment is maintained.

The above procedure should be repeated several times, with different answers to the fields used to populate the generated document.

If the print template is configured to only be available if certain criteria are met by the event, then this must be tested as well. Verify that the print template is not visible when the criteria are not met, and that it is available only when all criteria are met.

Data Conversion Testing
The specification for data conversions, consisting of the mapping document from fields in the legacy system to fields in the Maven system, is constructed during the set time in the project schedule. This section contains an overview of how to verify the data of a general conversion.

- Select several cases in the legacy systems that have a wide range of populated fields. These cases should be of different diseases conditions for maximum test coverage.
- Locate the converted events in Maven and verify that all of the data contained in legacy system was converted according to the data-mapping document.
- At least one check for each data field in the mapping must be performed. Some fields require more than one check so that special handling of certain values can be verified. Special attention should be given to fields that are freeform text in the legacy system and are selection choices in Maven to ensure that the values are converted correctly.
- If available, case count reports should be executed over the same time periods in both the legacy and Maven systems to verify that all cases have been migrated. If reports are not available, this can be done with direct SQL queries in the two databases.

Integration Interface Testing
Similar tests as with data conversion are performed, including field mapping validation, proper extract of relevant data, etc.

User Acceptance Testing
The User Acceptance Testing (UAT) commences prior to going live as a process to hedge risk. It assumes unit tests have passed previously. A UAT period is held to allow a small subset of future users to try out the system in its completed form.

The purpose of the UAT period is to verify that users are able to utilize the system in an expected usable manner in production. UAT users enter data and scenarios that are close to their real data and business scenarios. They also use the workflows, reports, and print templates as if using a production system. In addition to simulating daily activities, users try some rarer scenarios.

If issues are discovered during UAT that make the project fail previously agreed upon acceptance criteria, a joint determination by the Customer Project Manager and Consilience Software Project Manager is made as to whether the issues must be fixed before production go-live and whether the UAT period must be extended with an interim release.

Once UAT is deemed successful, Consilience Software recommends that the Maven solution to be transitioned into production environment provided that associated support structure are in place and ready for operation.

For logistical reasons and to keep UAT on allocated timeline, Consilience Software recommends conducting UAT in conference rooms at pre-scheduled times with key subject matter experts and Consilience representative. These subject matter experts navigate a live (albeit test) Maven system and go through live use cases relevant to the subject matter experts' areas of expertise.

Roles / Responsibilities / Assumptions for UAT

Consilience Software

- Create dummy test data through Maven's data generator tool prior to UAT
- Assist with the acceptance test schedule and procedures
- Provide appropriate staff to provide technical and/or business assistance to support Customer testing
- Provide timely responses to issues
- Co-facilitate presentation for management approval to move to the Pilot/Production phase of the project

Customer

- Attend training for UAT
- Lead the acceptance test activities in structured sessions in training rooms
- Create user acceptance test scripts
- Create the acceptance test success criteria
- Identify and schedule testers
- Conduct tests and validate results
- Track problems and or discrepancies in Consilience Software's electronic issue tracker
- Document tests performed and results achieved
- Review and approve the UAT Status Reports

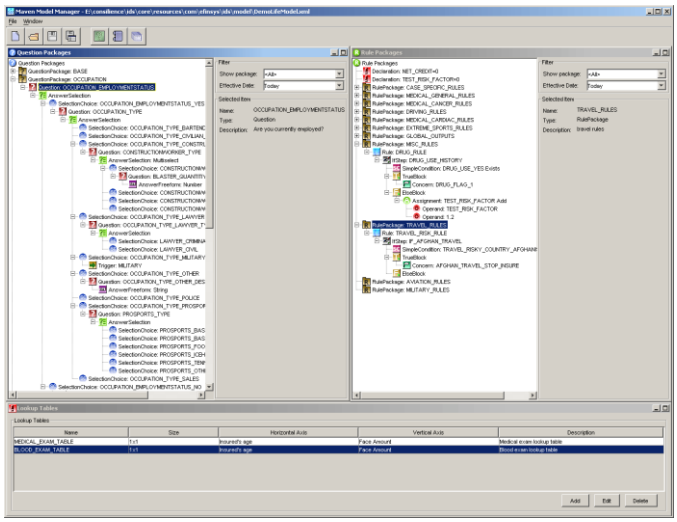
Monitor Consilience Software response and resolution of discrepancies or problems

DESIGN AND DEVELOPMENT PROCESSES/ CONFIGURATION MANAGEMENT

Maven is a highly configurable system where most modifications are done through configuration changes as opposed to through customization (i.e. writing code). Configuration changes are done via the Maven Model Manager – which is a visual Java-swing based tool and through the Maven Administration console – which is a web-based administrative user interface. In both cases only authorized project/customer staff have access to these tools. Configuration changes are encapsulated as XML configuration files which are checked into a configuration control system powered by subversion as described further below.

Consilience Software provides its customers with a secure subversion repository for efficient project versioning. Subversion is an open source version control system which allows multiple users to change and update files in the project. After a user checks out the project's Subversion repository, they can edit configuration files, such as models, reports and workflows, and then push these changes from their local system into the shared repository. Other users can then update their local Subversion repository copies to receive these updated files. Subversion provides conflict detection, merging of files in the case of conflicts, full version history of each file. Transmission to and from Consilience Software's subversion repository uses encryption for secure file transfers. Subversion also allows "release tagging" and "branching" for advanced release management and versioning.

Consilience Software provides a 5-day administrative training course that takes non-programmers and trains them on how to make changes to Maven using the Maven Model Manager and the Maven Administration Console. The Maven Model Manager is used for creating and editing data field definitions and layout control, validation rules, Boolean and mathematical business rules and field level security control. The Maven Administration console is used to create/edit ad-hoc reports, de-normalized reporting tables, workflows, print templates, de-duplication weights, users, roles, groups and many other aspects of Maven. Following is a screenshot of the Maven Model Manager followed by a screenshot of Maven Administration console on the next page.



Maven Model Manager

Consilience Software an API for advanced customization of Maven by Consilience staff members. Consilience Software's professional services personnel generally use Eclipse and IntelliJ IDEA as the IDE. DBVisualizer is used for SQL based querying of data by developers. Developers use a range of other DB tools specific to the RDBMS of choice for the deployment as well (e.g. management studios of Oracle, SQL Server, DB2, MySQL and PostGres). Following is a screenshot of a Maven deployment project structured in the Integrated Development Environment (IDE) called IntelliJ IDEA.

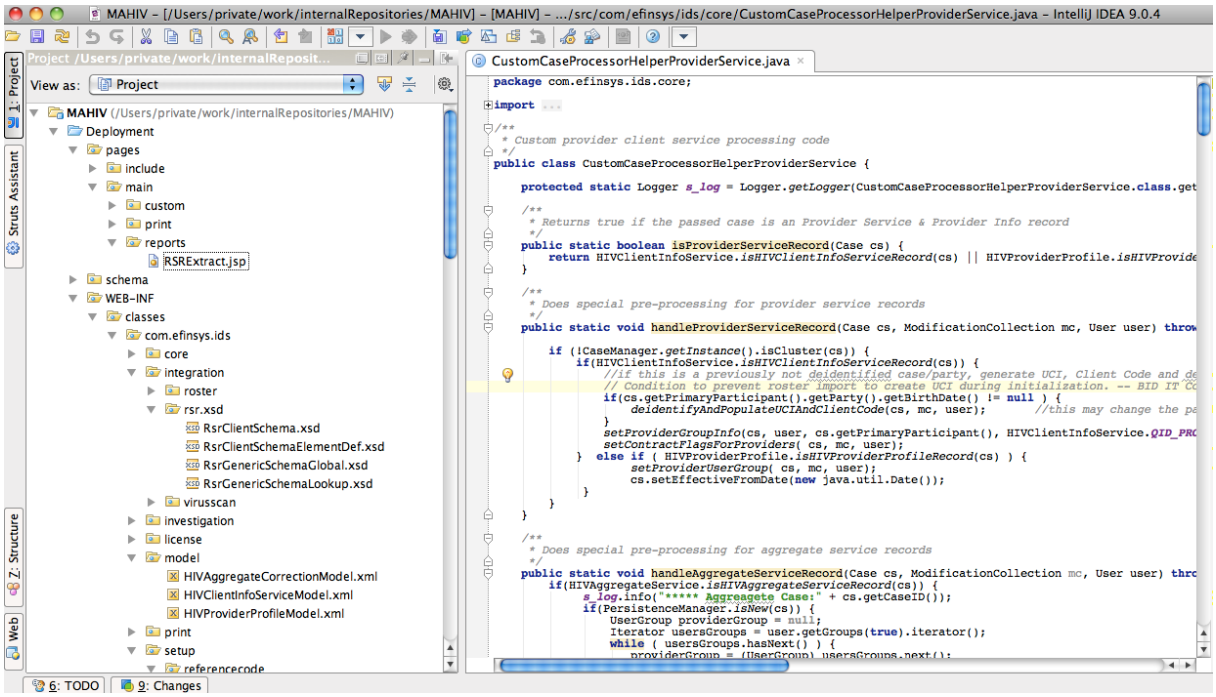


Figure: Maven project customization via IDE

The build script is automated through Ant. Configuration control of customized and configured files is provided through Consilience hosted subversion repository. The project team also uses an electronic issue tracker for deliverables, change requests, bugs and improvement issues. Authorized customer staff, Consilience Software support and Consilience Software's deployment team have access to this electronic issue tracker. Additionally Consilience Software's team also uses an electronic repository viewer. Consilience Software also hosts an electronic document repository for project document control and collaboration. The project schedule is tracked through Microsoft Project.