1. Title Page RFP §10.2.2.2

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Response to:

State of Nevada

IV&V for Child Support Enforcement System Replacement

Solicitation Number: 3475

Part 1A—Technical Proposal

Part 1A—Technical Proposal	
RFP Title:	IV&V for Child Support Enforcement System
RFP:	3475
Vendor Name:	Cognosante Consulting, LLC
Address:	8200 Greensboro Drive, Suite 1200 McLean, Virginia 22102-3332 T: 703.206.6000 | F: 703.827.0005 www.cognosante.com
Opening Date:	10/19/17
Opening Time:	2:00 PM

October 19, 2017

October 19, 2017

Ronda Miller, Purchasing Officer II
State of Nevada, Purchasing Division
515 E. Musser Street, Suite 300
Carson City, NV 89701
Phone: 775.684.0182
rlmiller@admin.nv.gov

Subject: Independent Verification & Validation (IV&V) for Child Support Enforcement (CSE) System Replacement Request for Proposal: 3475

Dear Ms. Miller:

Cognosante Consulting, LLC is pleased to submit a response for Independent Verification & Validation (IV&V) for the Child Support Enforcement (CSE) System Replacement.

Our proposal presents a simple straightforward and concise response to Request for Proposal (RFP) 3475 and demonstrates Cognosante's competence, experience, and conformance with the terms of this RFP. Cognosante has followed the requested proposal outline and has presented our understanding, approach, personnel, qualifications, and the benefits of selecting Cognosante as your IV&V partner.

Cognosante has provided IV&V consulting services to state governments for 30 years. As we describe in our proposal, we offer a team of highly skilled, senior-level IT professionals who have experience performing comparable engagements and are national experts in child support enforcement systems and IV&V services. We have customized our industry-leading and proven IV&V approach to support DHHS and DWSS in achieving a reliable, efficient, and effective child support enforcement system.

We appreciate the opportunity to respond to this RFP and hope to contribute to the success of your CSE System Replacement project. If you have questions or need additional information regarding our capabilities or the content of this proposal, please contact Dawn Cooley, Business Development Director, via the contact information on the vendor information sheet.

Thank you for your consideration.

Sincerely,

Len Discenza
Senior Vice President and General Manager
Cognosante, LLC

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List of Acronyms

Acronym	Definition
ACF	Administration for Children and Families
AHCCCS	Arizona Health Care Cost Containment System
APD	Advance Planning Document
APHSA	American Public Human Services Association
ANSI	American National Standards Institute
BOE	Board of Examiners
BPR	Business Process Re-Engineering
CAP	Corrective Action Plan
CASE	Computer-Aided Software Engineering
CFR	Code of Federal Regulations
CHIP	Children's Health Insurance Program
CM	Configuration Management
CMMI	Capability Maturity Model Integration
CMS	Centers for Medicare and Medicaid Services
COTS	Commercial Off-the-Shelf Software
CPU	Central Processing Unit
CSE	Child Support Enforcement
CSENet	Child Support Enforcement Network
CSEP	Child Support Enforcement Program
DBA	Data Base Administrator
DDI	Design, Development, and Implementation
DED	Deliverable Expectation Document
DHCFP	Division of Health Care Financing and Policy
DHHS	Department of Health and Human Services
DOR	Deliverables Observation Review
DSD	Detailed System Design
DWSS	Division of Welfare and Supportive Services
EDI	Electronic Data Interchange
EITS	Enterprise Information Technology Services Division
ETL	Extract, Transform, and Load
FSA	Family Support Act
FTE	Full-Time Equivalent
GUI	Graphical User Information
HCS	Health Consulting Services
HHS	Health and Human Services
HIPAA	Health Insurance Portability and Accountability Act

Acronym	Definition
HITECH	Health Information Technology for Economic and Clinical Act
IEEE	Institute of Electrical and Electronics Engineers
IRS	Internal Revenue Services
ISO	International Organization for Standardization
IT	Information Technology
IV-D	Title IV, Part D, Social Security Act
IV&V	Independent Verification and Validation
JAD	Joint Application Development
MECT	Medicaid Enterprise Certification Toolkit
MECL	Medicaid Enterprise Certification Lifecycle
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
MS	Microsoft
MTS	Modal Tribal System
NAC	Nevada Administrative Code
NCSEA	National Child Support Enforcement Association
NIEM	National Information Exchange Model
NIST	National Institute of Standards and Technology
NOMADS	Nevada Operations of Multi-Automated Data System
NRS	Nevada Revised Statutes
OCSE	Office of Child Support Enforcement
PMBOK	Project Management Book of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
PRWORA	Personal Responsibility and Work Opportunity Reconciliation Action
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposal
SDLC	System Development Lifecycle
SNAP	Supplemental Nutrition Assistance Program
SS-A	State Self-Assessment
SSA	Social Security Administration
SSN	Social Security Number

ACRONYM	DEFINITION
TANF	Temporary Assistance to Needy Families
UAT	User Acceptance Testing
VDSS	Virginia Department of Social Services
WBT	Web-Based Training
WBS	Work Breakdown Structure
WIC	Women, Infants, and Children
WICSEC	Western Interstate Child Support Enforcement Council

3. Vendor Information Sheet RFP §10.2.2.3

Please see Cognosante's completed vendor information sheet following this page.

VENDOR INFORMATION SHEET FOR RFP 3475

Vendor Shall:

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

B) Type or print responses; and

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

V1	Company Name	Cognosante Consulting, LLC

V2	Street Address	8200 Greensboro Drive, Suite 1200

V3	City, State, ZIP	McLean, VA 22102

V4	Telephone Number		
	Area Code: 703	Number: 206-6000	Extension:

V5	Facsimile Number		
	Area Code: 703	Number: 827-0005	Extension:

V6	Toll Free Number		
	Area Code:	Number: Not Applicable.	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: Dawn Coooley
	Title: Director, Business Development
	Address: 8200 Greensboro Drive, Suite 1200, McLean, VA
	Email Address: dawn.cooley@cognosante.com

V8	Telephone Number for Contact Person		
	Area Code: 248	Number: 808-2127	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: 703	Number: 827-0005	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: Len Discenza	Title: Chief Growth Officer

V11	Signature ***(Individual shall be legally authorized to bind the vendor per NRS 333.337)***	
	Signature:	Date: 10/3/17

4. STATE DOCUMENTS RFP §10.2.2.4

4.1 SIGNATURE PAGES FROM AMENDMENTS RFP §10.2.2.4.A

Please see Cognosante's signed Amendment 1 and Amendment 2 following this page.

73. Sections 4.10, 4.11, 4.12, and 4.13 all revolve heavily around system development processes/activities and not IV&V assessment/review activities. Can the State confirm that these sections are relevant to the IV&V contractor?

Sections 4.10 Design and Development Processes, 4.11 Configuration Management, 4.12 Peer Review Management and 4.13 Project Software Tools are not applicable to this solicitation. However, the IV&V vendor should verify and report that work is progressing and deliverables are produced in a timely manner. How verification and reporting occurs is the responsibility of the selected vendor.

74. Can the State confirm the onsite requirement for this project as section 12.3.4.1 states, 'The contractor shall be required to have its project management located in Carson City for the duration of the project?' This approach does not appear to be consistent with conducting periodic reviews.

Refer to the State's response to Question #16

75. Sections 12.3.11 Source Code Ownership and 12.3.13 Guaranteed Access to Software refer to activities, processes, tools, etc. that are specific to a development contractor. Can the State confirm that these items should apply to the IV&V contractor?

Refer to the State's response to Question #69.

76. Will the State provide an estimated / maximum budget for this project, in order to provide additional guidance for the scope of services to be provided by the IV&V vendor?

Refer to the State's response to Question #1.

77. Section 3.5.1.4 states "Provide written monthly status reports no more than once a month during active work conducting a semi-annual (Initial or Periodic) IV&V Review..." Can the State please clarify what is meant by the term "active work?" Does the State expect monthly reports during and immediately following Initial / Periodic reviews, or does the State anticipate monthly reports regularly throughout the duration of the IV&V contract?

The State anticipates monthly reports during the semi-annual IV&V review periods. Refer to the State's response to Question #1.

ALL ELSE REMAINS THE SAME FOR RFP 3475.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name: Cognosante Consulting, LLC

Authorized Signature:

Title: Chief Growth Officer Date: 10/3/17

This document must be submitted in the "State Documents" section of vendors' technical proposal.

First set of questions included, "Please clarify if the Deliverable Observation Reports (DOR) are only upon request and thus will be scoped and priced separately if/when the State were to make this request of IV&V." Amendment 1 to Request for Proposal 3475 (in response to the first set of questions) communicates that "The Deliverable Observation Reports (DOR) are included in the project budget and should not be priced separately." Amendment 1 also communicates that "The State is adhering to federal requirements as per the IV&V Statement of Work Template located at https://www.acf.hhs.gov/css/resource/ivv-statement-of-work-template." The IV&V Statement of Work template, Task 8.1.10 Deliverable Observation Report (DOR), shows the following requirement/description for this deliverable: "Performed reviews of project artifacts, processes or deliverables not otherwise defined herein this scope of work, as-needed in a special scope of work between State and IV&V Service Provider." The state's response in Amendment 1 that DOR are "included in the project budget and should not be priced separately" appears to conflict with the Federal guideline that state DOR are "in a special scope of work" as-needed.

Refer to the State's response to Question #10.

40. Will the State please clarify the state's interpretation of the Federal guideline for Task 8.1.10 Deliverable Observation Report (DOR) as found in the IV&V Statement of Work template whether it should be included in the budget, or priced separately as needed?

Refer to the State's response to Question #10.

ALL ELSE REMAINS THE SAME FOR RFP 3475.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name:	Cognosante Consulting, LLC		
Authorized Signature:			
Title:	Chief Growth Officer	Date:	10/3/17

This document must be submitted in the "State Documents" section of vendors' technical proposal.

4.2 ATTACHMENT A RFP §10.2.2.4.B

Please see Cognosante's completed Attachment A, Confidentiality, and Certification of Indemnification, following this page.

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" **shall 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 files marked "**Part IB Confidential Technical**" and "**Part III Confidential Financial**".

The State shall not be responsible for any information contained within the proposal. If vendors do not comply with the labeling and packing requirements, proposals shall 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 shall be in an open meeting format, the proposals shall 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 shall constitute a complete waiver and all submitted information shall 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.

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

Part IB – Confidential Technical Information			
YES	✓	NO	
Justification for Confidential Status			
Confidential personnel information and project schedule.			

Part III – Confidential Financial Information			
YES	✓	NO	
Justification for Confidential Status			
Confidential financial information.			

Cognosante Consulting, LLC
Company Name

Signature

Len Discenza, Chief Growth Officer
Print Name

10/3/17
Date

This document shall be submitted in Section IV of vendor's technical proposal

4.3 ATTACHMENT B RFP §10.2.2.4.C

Please see Cognosante's Attachment B, Vendor Certifications, following this page.

If Cognosante is selected to be the Nevada CSES IV&V partner, Cognosante Consulting reserves the right to negotiate the holdback terms concerning the amount and payment schedules regarding RFP Item 6.4. We can present alternative means to assure the state that our high-quality IV&V deliverables and services contribute to the successful completion of the project.

ATTACHMENT B – VENDOR CERTIFICATIONS

Vendor agrees and shall comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and shall 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, shall 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, shall 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 shall 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 shall be in writing and included in the proposal at the time of submission.

(7) Each vendor shall 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 shall 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 shall automatically result in the disqualification of a vendor's proposal. An award shall not be made where a conflict of interest exists. The State shall 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 shall 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 shall certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

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

Cognosante Consulting, LLC
Vendor Company Name

Vendor Signature
Len Discenza, Chief Growth Officer — 10/3/17
Print Name — Date

This document shall be submitted in Section IV of vendor's technical proposal

4.4 ATTACHMENT J RFP §10.2.2.4.D

Please see Cognosante's Attachment J, Certification Regarding Lobbying, following this page.

ATTACHMENT J – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or shall be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federally appropriated funds have been paid or shall be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

By: _____ 10/3/2017
Signature of Official Authorized to Sign Application — Date

For: Cognosante Consulting, LLC
Vendor Name

Independent Verification and Validation for Child Support Enforcement System Replacement
Project Title

This document shall be submitted in Section IV of vendor's technical proposal

4.5 Vendor Licensing Agreements RFP §10.2.2.4.E

Not applicable. Cognosante is not proposing to provide any hardware or software services that would require licensing.

4.6 Certifications and/or Licenses RFP §10.2.2.4.F

Please see Cognosante's Nevada business license following this page.

SECRETARY OF STATE

STATE OF NEVADA

NEVADA STATE BUSINESS LICENSE

COGNOSANTE CONSULTING, LLC
Nevada Business Identification # NV20161464503

Expiration Date: August 31, 2018

In accordance with Title 7 of Nevada Revised Statutes, pursuant to proper application duly filed and payment of appropriate prescribed fees, the above named is hereby granted a Nevada State Business License for business activities conducted within the State of Nevada.

Valid until the expiration date listed unless suspended, revoked or cancelled in accordance with the provisions in Nevada Revised Statutes. License is not transferable and is not in lieu of any local business license, permit or registration.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of State, at my office on August 21, 2017

Barbara K. Cegavske
Secretary of State

You may verify this license at www.nvsos.gov under the Nevada Business Search.

License must be cancelled on or before its expiration date if business activity ceases. Failure to do so will result in late fees or penalties which by law cannot be waived.

5. Scope of Work RFP §10.2.2.6

The Cognosante Advantage

- ✓ **Child support enterprise expertise and experience - Begin-with-the-end-in-mind approach.**
- ✓ **IV&V expertise and experience - Use IV&V Advantage tools, templates, and checklists.**
- ✓ **Proven approach and performance - Better planning creates better results.**
- ✓ **Proactive risk management - Reduces overall project risk and boosts success.**
- ✓ **Communication and collaboration - Shared expectations, shared success.**
- ✓ **IV&V is our core competency - We have deep capacity and capabilities**
- ✓ **eSante™ IV&V Advantage methodology - Track record of IV&V success**
- ✓ **Proven IV&V Status Reporting - Right information to the right audience**
- ✓ **Proactive risk management - Reduces overall project risk and boosts success**
- ✓ **Communication and Collaboration - Ability to work effectively with all stakeholders**

Per the response to the second round of vendor questions issued to bidders as Amendment 2, dated September 29, Cognosante will comply with the stated requirements as defined in RFP §3.1.1 through 3.1.12.

3.1.1	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.
3.1.2	The vendor will perform all IV&V responsibilities defined in this RFP throughout the term of the contract. The vendor is expected to actively participate in all meetings and to contribute IV&V expertise to all phases of the State's Child Support Enforcement (CSE) System Replacement Project (the Replacement Project).

Cognosante will comply with both requirements 3.1.1 and 3.1.2.

For 3.1.1, refer to Proposal 5.4.1.1 where we describe our eSante IV&V Advantage Methodology™ and our approach to Detailed Project Plans, Proposal 5.4.1.2 where we have included our Draft Preliminary IV&V Management Plan, and Proposal 6.7 where we discuss the Preliminary Project Plan.

For 3.1.2, we will actively participate in meetings to discuss opportunities for improvement and suggest remediation strategies for deficiencies, as needed. Our methodology provides for active participation in meetings by resources having to identify key discussion points, provide feedback, and increase communication with all relevant parties in addition to the requirements of the RFP. Also, using our Carson City-based consultant, DWSS can request attendance or guidance outside of normal active work periods.

3.1.3 The IV&V services will follow industry standard methodologies and approaches, and will consist at least of the services described below. All bidders are urged to demonstrate added value in their proposals by recommending IV&V services not addressed below.

Cognosante will comply with this requirement. An integral part of our IV&V Advantage Methodology is the use of government and industry standards and best practices as the criteria for the assessment of the project's services and products. This methodology helps ensure project success by delivering what is required and what is documented. We conduct our IV&V services using the following standards, regulations, and guidelines:

- ***Project Management Institute (PMI) Project Management Book of Knowledge© (PMBOK)***
- ***Institute of Electrical and Electronics Engineers (IEEE) 1012-2012 V&V Standards***
- ***Capability Maturity Model Integration (CMMI) Level 3 for Development and Services***
- ***Federal regulations at 45 CFR Part 307.15, Approval of Advance Planning Documents (APDs) for computerized support enforcement systems***
- ***Federal regulations at 45 CFR Part 95.626, IV&V***
- ***Federal Office of Child Support Enforcement (OCSE) Statement of Work Template for IV&V Services***
- ***Title IV, Part D of the Social Security Act***
- ***Automated Systems for Child Support Enforcement: A Guide for States 2009***

3.1.4 The definition of activities included under software V&V is necessarily quite broad, and includes both technical and management-based activities. The Federal approach to V&V differs somewhat from the international standard for software V&V, namely that found in the Institute of Electrical and Electronic Engineers (IEEE) Standard for Software Verification and Validation (IEEE Std 1012-2004). Contrary to the international standard, Federal V&V does not require a continuous on-site presence or extensive testing, nor does it perform actual quality assurance activities or other remediation activities. It instead imposes periodic reviews of software development projects that include site visits employing various industry standards to conduct artifact analysis with interviews of a project's team and stakeholders in order to fashion a comprehensive "snapshot" of a project's management and technical processes at work at a given point-in-time.

Cognosante will comply with this requirement. We have performed IV&V services using Federal guidelines for many state Medicaid clients, and we are familiar with the relevant processes and procedures. Our IV&V Advantage methodology, project plan, tasks and activities, and resources support this requirement, and we can easily scale our proposed model to meet any needs or additional requests from Nevada.

This methodology uses a highly disciplined, repeatable process of standard project lifecycle phase, project management, and deliverables-specific checklists. We will use these during periodic reviews to document our findings, and we will submit them to OCSE and the State IV&V Contractor simultaneously.

Additionally, we understand the importance of independence and objectivity when providing IV&V services for an effort such as the Nevada CSE system replacement project. We will document findings and make practical recommendations for the State to consider; however, we will not prescribe nor participate in remediation activities. Rather, we will leave it to the State and its project management team to determine what actions to take, if any, to address IV&V findings.

3.1.5 The frequency of IV&V oversight services under this procurement, resulting in a report of findings and recommendations has been determined to be Semi-Annual. Any bidder whose proposal suggests a constant presence on or within the Replacement Project will likely find their costs unnecessarily higher than those of a bidder who proposes to accomplish the same mission (from IV&V review initiation to final report delivery and presentation) within the otherwise defined, periodic timeframe of semi-annual. For purposes of this solicitation, we believe the vendor's periodic IV&V reviews should each take no longer than an eight to ten-week timeframe from initiation through to final report delivery and presentation. Further, though a bidder may indeed find need of multiple disciplines in the conduct of each periodic IV&V review, great care should be taken in the formulation of its overall project work plan and proposal not to propose unnecessary layers of management and contract oversight. From the State's perspective, excessive management staffing in an offer's IV&V review team is neither desirable nor appropriate, and should be avoided.

Cognosante will comply with this requirement. We have carefully selected a team with outstanding IV&V and child support enforcement expertise. We have crafted a staffing plan that ensures that DWSS will have the right resources at the right time without duplication of effort or unnecessary costs.

Per RFP requirements, we will plan to be on-site for no more than 10 calendar days at the beginning of each semi-annual assessment, and we will plan to complete each semi-annual assessment within a 10-week timeframe, recognizing that the actual timeframe needed is partially dependent on availability of State project team, contractor, and Federal OCSE staff.

3.1.6 The vendor must develop and execute all project tasks and activities in accordance with industry best practices and at minimum, standards that are included in the table below.

Table 4-1: Standards and Requirements

Practice Area	Standard/Reference	Name/Subject
Project Management	IEEE 1490-2003 PMI PMBOK	Adoption of Project Management Institute (PMI) Standard

Software Project Management	IEEE 1058-1998 IEEE 12207-2008	S/W Project Management Plan (SPMP) Information Technology – Software life cycle processes
IT/Software Design and Development	IEEE 1063-2001 IEEE 1471-2000 IEEE 2001-1999	Standard for S/W User Documentation Recommended Practice for Architectural Description (AD) of S/W Intensive Systems Recommended Practice for Intranet Practices – Web Page Engineering – Intranet/Extranet Applications
Work Breakdown Structure	PMI Practice Standard	PMI Practice Standard for Work Breakdown Structure (WBS)
Risk Management	ISO/IEC 16085-2006	Risk Management
Requirements Management	IEEE 830-1998 IEEE 1233-1998	Recommended Practice for S/W Requirements Specification Guide for Developing System Requirements Specifications (SyRS)
Configuration Management	IEEE Std 828-2005	S/W Configuration Management
Quality Management	IEEE 730-2002 IEEE 1012-2004 IEEE 1028-2008 IEEE 1061-1998	Quality Assurance Plan S/W Verification and Validation Standard for Software Reviews and Audits Quality Metrics Methodology
Test Strategy & Plans	IEEE 829-1998 IEEE 1008-1987	Standard for Test Documentation Software Unit Testing
S/W Maintenance and Operations	IEEE Std 14764-2006	Software Engineering — Software Life Cycle Processes — Maintenance

Cognosante will comply with this requirement. We will deliver our services to DWSS using the relevant industry standards. We will use our IV&V Checklist templates, which include all the listed standards plus additional ones we use in our IV&V Advantage methodology discussed in Proposal 5.6.

Additionally, our Senior Consultant/Advisor, Joe Bodmer, created OCSE IV&V requirements and checklists while working as the State Systems Director for the OCSE. We have successfully used these templates on several of our IV&V projects.

3.1.7 Further, the IV&V Service Provider will employ the Capability Maturity Model Integrated (CMMI), and the Project Management Institute's Project Management Body of Knowledge (PMBOK) Fifth Edition, and the PMBOK – Government

Extension, as additional standards by which to assess the Replacement Project. Vendors must clearly and thoroughly describe in their technical response, their approach to using, at a minimum, these three industry standards (CMMI, PMBOK, IEEE). Where an vendor has a similar, corresponding, but different set of minimum standards than those cited above, the vendor will be expected to cross-reference or otherwise map how their own standards meet the same level of detail and scope of review as the industry standards for IV&V cited herein (e.g., CMMI, PMBOK and IEEE.) Failure to provide this cross-referencing of standards in the vendor's proposal will be deemed as being non-responsive to this solicitation for purposes of evaluation of the vendor's proposal.

Cognosante will comply with this requirement. We are assessed at CMMI Level 3 for both Services and Development. Cognosante will follow the principles and guidance of A Guide to the PMBOK 5th Edition, published by the PMI, which defines project management as "the application of knowledge, skills, tools, and techniques to project activities to meet project requirements."

We draw on CMMI, PMBOK and IEEE as standards in our IV&V checklists to provide a proven methodology.

3.1.8 Using pre-defined checklists and similar tools founded on industry standards, the IV&V Service Provider staff will interview and observe State's Replacement Project management staff, CSEP staff, the State's Replacement Project vendor staff (including any sub-contractors), observe project meetings and activities to understand the processes, procedures, and tools used in the Replacement Project environments, and review and analyze for adherence to accepted, contractually-defined industry standards all applicable and available documentation. As a result of these interactions and reviews of the applicable Replacement Project documentation, the IV&V Service Provider will produce a structured, exception-based semi-annual assessment report that objectively illustrates the strengths and weaknesses of the Project. The IV&V Service Provider will also provide recommendations for correcting the weaknesses that the assessment reports identify.

Cognosante will comply with this requirement. We will perform the Periodic semi-annual assessments and reviews and deliver the required assessments and review reports. We will formulate our observations and recommendations by using interviews, deliverable reviews, observations, and IV&V child support checklists created by our senior consultant/advisor, among other tools and processes.

Our assessments will also include practical recommendations for mitigation of identified risks and remediation of identified issues as well as lessons learned on past remediation activities.

3.1.9 To ensure the independence of the IV&V effort, all deliverables will be submitted concurrently to OCSE when a copy is transmitted to the cognizant State IV&V Contract Officer. This includes all work plans, review checklists, Deliverables

Observation Review (DOR) reports, and draft and final IV&V Review reports. Final documents will likewise be delivered to OCSE by the IV&V Service Provider at the same time that they are submitted to the IV&V Contract Officer, DHHS and DWSS.

Cognosante will comply with this requirement. As part of planning for IV&V activities and finalizing the IV&V Management Plan, we will work with the State IV&V Contract Officer and the Federal OCSE to identify contact information for individuals who should receive each deliverable.

Unless otherwise instructed, we will email the deliverable to the identified contacts. The Communications Management section of our IV&V Management Plan will reflect this information.

3.1.10 IV&V services will be performed periodically, through performance of semi-annual IV&V reviews, as part of a larger oversight role of the day-to-day operations and management of the Replacement Project by State and Federal entities. To support the IV&V Service Provider in this role in a timely manner, the IV&V Service Provider shall have complete access to State's Replacement Project documents, facilities, and staff during normal business hours as required to carry out their oversight role. The IV&V Service Provider shall have access to all key staff on site at the State's Replacement Project location(s) daily, as needed to observe meetings, review deliverables and documentation, conduct interviews, etc., in order to ensure a high level of integrity and confidence in the IV&V Service Provider's State's Replacement Project oversight and monitoring.

Cognosante will comply with this requirement.

3.1.11 The IV&V project is broken down into the following tasks and activities that will be explained in detail within the following sections. 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. The tasks and their activities are:

3.1.11.1 Planning and Administration

A. Create a detailed project plan;
B. Attend monthly project status meetings;
C. Attend requested IV&V project meetings and Steering Committee meetings;
D. Provide monthly status reports;
E. Create IV&V checklists; and
F. Create invoices.

Cognosante will comply with this requirement. Please see our approach to meeting these requirements in Proposal 5.4.

3.1.11.2 IV&V Activities

A. Conduct initial IV&V review;
B. Create Initial IV&V Review Report;
C. Conduct periodic IV&V reviews;

D. Create Periodic IV&V Review Reports;
E. Conduct formal briefings regarding IV&V Review Reports;
F. Create Deliverable Observation Reports (DOR); and
G. Provide a document archive.

Cognosante will comply with this requirement. Please see our approach to meeting these requirements in Proposal 5.6.

3.1.12 Section 3.6.3 provides categorized detailed IV&V requirements which the vendor must meet in accomplishing the tasks and activities above. The requirement categories are:
3.1.12.1 IV&V Project Management;
3.1.12.2 Planning Oversight;
3.1.12.3 Replacement Project Management;
3.1.12.4 Quality Management;
3.1.12.5 Training;
3.1.12.6 Requirements Management;
3.1.12.7 Operating Environment;
3.1.12.8 Development Environment;
3.1.12.9 Software Development;
3.1.12.10 System and Acceptance Testing;
3.1.12.11 Data Management; and
3.1.12.12 Operations Oversight.

Cognosante will comply with this requirement. Please see Proposal 5.6 for our approach to these requirements.

5.1 Vendor Response to Scope of Work RFP §3.2

Per the response to the second round of vendor questions, issued to bidders as Amendment 2, dated September 29, Cognosante will comply with the stated requirements as defined in RFP §3.2 and its subsections.

3.2.1 Within the proposal, vendors must provide information regarding their approach to meeting the requirements described within Sections 3.4 through 3.6.

Cognosante will comply with this requirement. Please see our response to RFP Sections 3.4 through 3.6 in Proposal 5.4 through Proposal 5.6.

3.2.2 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.

Not applicable. Cognosante does not propose to use subcontractors in the execution of the work described in the State's RFP.

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

Cognosante has complied with this requirement in the development of our response.

3.2.4 Within the proposal, vendors must provide information demonstrating their ability to perform the following activities, which are the same as those stated in Federal regulations at 45 CFR Part 307.15:

3.2.4.1 Develop a project work plan. The plan must be provided directly to the cognizant Federal Office at the same time it is given to the State.

3.2.4.2 Review and make recommendations on both the management of the State's Replacement Project, both State and vendor, and the technical aspects of the State's Replacement Project. The results of this analysis must be provided directly to the cognizant Federal Office at the same time it is given to the State.

Cognosante will comply with these requirements. We will provide our project work plan and our analysis of recommendations for the Replacement Project to the State IV&V Contract Officer and to OCSE at the same time.

3.2.4.3 Consult with all stakeholders and assess the user involvement and buy-in regarding system functionality and the system's ability to meet program needs.

Cognosante will comply with this requirement. Activities on our IV&V Advantage methodology uses an IV&V Interview Worksheet when consulting with all stakeholders to assess their involvement and buy-in regarding system functionality and how it will meet program needs. Please see Proposal 5.6.1.4 on conducting interviews.

We also use our IV&V Advantage checklists while we observe and consult with stakeholders during meetings to assess their involvement and buy-in.

3.2.4.4 Conduct an analysis of past State's Replacement Project performance (schedule, budget) sufficient to identify and make recommendations for improvement.

Cognosante will comply with this requirement. Activities on our IV&V checklists include evaluating aspects of project performance such as schedule and budget to identify and make recommendations for improvement. Our Cost Management section of the IV&V Management Plan includes our methodology for cost estimating, cost budgeting, and cost control.

3.2.4.5 Provide a risk management assessment and capacity planning services.

Cognosante will comply with this requirement. Capacity is one of our IV&V project metrics we will use for this project. We note that it is also one of the options we offer as a Deliverable Observation Review (DOR) Reports.

3.2.4.6 Develop performance metrics which allow tracking of State's Replacement Project completion against milestones set by the State.

Cognosante will comply with this requirement. We present metrics in Trend Tables, Project Dashboards, or in support of narrative in an IV&V Review Report. Please see Exhibit 27 for examples of visual representations of performance.

We will evaluate project milestones agreed to by the State, Project Management Office (PMO), Quality Assurance (QA), and Implementation contractor. We will recommend additional milestones we believe could be valuable for the project, as well as

performance metrics which allow meaningful tracking of project progress (and eventual completion) against milestones.

3.2.4.7 The vendor must also provide information that demonstrates that they possess the corporate knowledge and experience demonstrating the following capabilities and capacities:

A. Develop a project management plan, including recommendations for: adequate staff; staff skills, positions and abilities; equipment resources; training and facilities; and functional responsibility and authority within a structured project organization.

B. Analyze State's Replacement Project management; evaluate State's Replacement Project progress, resources, budget, schedules, work flow and reporting.

C. Review and analyze State's Replacement Project management planning documents.

D. Review and analyze State's Replacement Project software development documents.

E. Review and monitor development processes to ensure they are being documented, carried out, and analyzed for improvement.

F. Assess the State's Replacement Project's Configuration Management (CM) function/organization by reviewing CM reports and making recommendations regarding appropriate processes and tools to manage system changes.

G. Perform detailed reviews of State's Replacement Project deliverables for accuracy, completeness, and adherence to contractual and functional requirements.

H. Perform detailed reviews of the system documentation (Requirements, Design, Training, Test, and Management Plans, etc.) for accuracy and completeness.

I. Perform detailed reviews of the software architecture for feasibility, consistency, and adherence to industry standards.

J. Inventory and review the application software for completeness and adherence to programming standards for the State's Replacement Project.

K. Analyze application, network, hardware and software operating platform performance characteristics relative to expected/anticipated/contractually guaranteed results and industry standards/expectations.

L. Review the process for tracking of business and technical requirements to their source and review the process established during the planning phase for requirements traceability throughout the subsequent development/implementation phase. Review the traceability of system requirements to design, code, test, and training.

M. Assess and recommend improvement, as needed, to assure maintenance of a data center, including data center input to the State's Replacement Project regarding operational and maintenance performance of the application.

N. Assess and recommend improvement, as needed, to assure software testing is being performed adequately through review of test plans or other documentation

and through direct observation of testing where appropriate, including participation in and coordination of peer reviews.

O. Assess and recommend improvement, as needed, to assure appropriate user and developer training is planned and carried out.

P. Review system hardware and software configuration and report on any compatibility and obsolescence issues.

Q. Review and analyze system capacity studies.

Cognosante will comply with this requirement. Our IV&V activities include:

- ***Validating system scope***
- ***Identifying applicable industry, Federal, state, and application system requirements, including business function, data, and technical processes and standards, and operational benchmarks***
- ***Developing a comprehensive set of requirements that apply to Design Development Implementation (DDI) vendors' work***
- ***Developing a plan and criteria for reviewing all applicable system artifacts***
- ***Performing IV&V on selected system artifacts, deliverables, or processes***
- ***Communicating IV&V outcomes to State, PMO, QA, and Implementation contractor in a constructive manner***
- ***Performing ongoing project risk assessment on project management plans, including resource management, schedule management, and budget management***
- ***Developing and presenting findings and recommendations to State and Federal stakeholders***

We are confident that both our response to the Scope of Work and the references from our customers demonstrate our ability to meet Nevada's requirements for corporate knowledge and experience.

5.2 Deliverable Submission and Review Process RFP §3.3

Per the response to the second round of vendor questions, issued to bidders as Amendment 2, dated September 29, Cognosante will comply with the stated requirements as defined in RFP §3.3 and its subsections.

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. The following sections detail the process for submission and review of deliverables during the life of the IV&V project/contract.

5.2.1 General RFP §3.3.1

3.3.1.1 All deliverables, reports, analyses, etc., whether in draft or final, must be delivered by the IV&V Service Provider directly to the Federal OCSE at the same time they go to the State.

A. In this regard, in addition to the Federal OCSE, the IV&V Service Provider should ensure delivery to the IV&V Contract Officer who is the State entity responsible for

IV&V deliverables dissemination to the State's Project, Agency, Departmental, and Stakeholder personnel.

B. The State may not modify, or reject any IV&V Review Report beyond recommendations to emend mistakes of fact.

C. State comments to all IV&V Review Report findings will only be appended to the respective report.

Cognosante will comply with this requirement. As part of planning for IV&V activities and finalizing the IV&V Management Plan, we will work with the State IV&V Contract Officer and the Federal OCSE to identify contact information for individuals who should receive each deliverable.

Unless otherwise instructed, we will plan to email the deliverables to the agreed upon contacts. The Communications Management section of our IV&V Management Plan will reflect these decisions made.

We will rely on the State IV&V Contract Officer to disseminate the deliverables to other State project, agency, departmental, and stakeholder personnel; to provide corrections to mistakes of fact; and to compile State comments that will be appended to the respective report.

3.3.1.2 The deliverables for this contract shall be provided in hardcopy form and on electronic media, using the following software standards (or lower convertible versions):

A. Word Processing – Microsoft Word 2003, or newer;

B. Spreadsheets – Microsoft Excel 2003, or newer;

C. Graphics – Microsoft PowerPoint 2003, or newer; and

D. Project Management – Microsoft Project 2003, or newer.

E. As previously stated, all drafts and final deliverables shall be provided to the Federal OCSE at the same time they are provided to the State (e.g., IV&V Contract Officer). The State cannot modify or reject a report prior to submission.

Cognosante will comply with this requirement.

We are prepared to provide deliverables in hardcopy form and electronic form, as required by the State. We recommend electronic form, though, with deliverables provided via email for convenience of State and Federal contacts and to reduce the environmental impact.

3.3.1.3 All deliverables shall be approved by the State in order for the task which produced them to be considered complete. In all cases, payments to the IV&V provider shall be contingent upon State approval of deliverables. No review will be considered complete until the approved documentation is delivered to and reviewed by the cognizant Federal OCSE and the State.

Cognosante will comply with this requirement. We will incorporate this into our methodology and schedule.

3.3.1.4 Draft documents will be reviewed by OCSE. OCSE will provide back comments and priorities to be incorporated into the deliverable. The vendor will revise the

deliverable and provide it to the IV&V Contract Officer for release to the Replacement Project and DWSS five (5) calendar days after receipt of OCSE's comments and priorities.

Cognosante will comply with this requirement. We will incorporate this into our methodology and schedule.

3.3.1.5 The Replacement Project and DWSS comments to the draft version of the Periodic IV&V Review Report will be returned to the IV&V Service Provider within 20 calendar days of receipt of the draft version of the deliverable.

Cognosante will comply with this requirement. We note that the timeframe of 20 days conflicts with Section 3.6 IV&V Activities Deliverables Table. We will discuss which is appropriate and incorporate the agreed-upon timeframes into our methodology and schedule.

3.3.1.6 Subsequent to the State's review the IV&V Service Provider will correct mistakes of fact to the draft version of the respective deliverable, and append to the draft version all other comments, and redeliver the deliverable, marked as Final, to OCSE and the IV&V Contract Officer for dissemination to the Replacement Project and DWSS.

Cognosante will comply with this requirement. We will correct mistakes of fact to the draft version, append all other comments, and redeliver the deliverable marked as Final to OCSE and the IV&V Contract Officer for dissemination to the Replacement Project and DWSS.

5.2.2 Deliverable Submission RFP §3.3.2

3.3.2.1 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 IV&V 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.

Cognosante will comply with this requirement. We have produced summary documents containing cover letters, table of contents, anticipated number of pages, and identification of appendices and exhibit while working with the NV DHCFP as their IV&V service provider for the MMIS Modernization Project.

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

Cognosante will comply with this requirement. We have produced summary documents containing an approval/rejection section for the State and OCSE to complete while

working with the NV DHCFP as their IV&V service provider for the MMIS Modernization Project.

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

Cognosante will comply with this requirement. We have produced deliverables according to the approved format and content of the summary document for each specific deliverable while working with the NV DHCFP as their IV&V service provider for the MMIS Modernization Project.

3.3.2.4 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 F ~ Project Deliverable Sign-Off Form) with the appropriate sections completed by the contractor.

Cognosante will comply with this requirement. We have submitted deliverables no later than 5:00 PM accompanied by deliverable sign-off forms with the appropriate sections completed while working with the NV DHCFP as their IV&V service provider for the MMIS Modernization Project.

5.2.3 Deliverable Review RFP §3.3.3

3.3.3.1 General

A. As previously stated, the State's review may correct errors of fact and provide comments which the IV&V provider will append to the deliverable. The IV&V vendor will provide the deliverable to the IV&V Contract Officer for dissemination to the Replacement Project and DWSS five (5) days after OCSE provides comments and priorities to the IV&V vendor. The vendor will incorporate OCSE's comments and priorities prior to the State's review.

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

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

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. 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.

Cognosante will comply with this requirement. We will incorporate the timeframe into our methodology and schedule.

3.3.3.2 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).

Cognosante will comply with this requirement.

3.3.3.3 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 vendor will deliver the updated version of the deliverable, marked as Final, to OCSE and the IV&V Contract Officer for dissemination to the Replacement Project and the DWSS.

P. Once the contractor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable (refer to Section 7, Financial).

Cognosante will comply with this requirement. We will incorporate the timeframes and processes into our methodology and schedule.

5.3 Project Kick Off Meeting RFP §3.4

Per the response to the second round of vendor questions, issued to bidders as Amendment 2, dated September 29, Cognosante will comply with the stated requirements as defined in RFP §3.4 and its subsections.

A project kick off meeting will be held with representatives from the State Replacement Project, the State's IV&V Contract Officer and the IV&V 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:

3.4.1 Deliverable review process;
3.4.2 Determining format and protocol for project status meetings;
3.4.3 Determining format for project status reports;
3.4.4 Setting the schedule for meetings between representatives from the State and the contractor to develop the detailed project plan;
3.4.5 Defining lines of communication and reporting relationships;
3.4.6 Reviewing the project mission;
3.4.7 Pinpointing high-risk or problem areas; and
3.4.8 Issue resolution process.

Cognosante will attend and participate in the Project Kick Off Meeting as defined in RFP §3.4 and its subsections.

The Project Kick Off Meeting is a key component in the project management tasks of the initial Nevada CSES Replacement Project. Following contract execution by both parties, and prior to starting work, we will conduct a Project Kick Off Meeting with representatives from the Replacement Project, the State's IV&V Contract Officer, and our Cognosante team to review project expectations, roles and responsibilities, and protocols and processes.

As part of IV&V project start-up activities, we will work with the State IV&V Contract Officer and Project Manager to develop a mutually accepted agenda prior to the meeting. Before and during the meeting, we will listen and learn from the State IV&V Contract Officer, Project Manager and other project leaders about their mission and goals for the project. We will also come prepared to discuss the following items:

- ***Overview of IV&V Advantage Methodology***
- ***Deliverable review process***
- ***Format and protocol for project status meetings and reports***
- ***Protocol for communication and reporting relationships***
- ***Historically high-risk or problem areas***
- ***Issue resolution process***

Next, we will schedule follow-on project-related meetings as needed with the State Project Manager and State's IV&V Contract Officer to update and finalize our IV&V Management Plan.

During the meeting, we may suggest ways to begin working together as a team by drawing on best practices and lessons learned. By the meeting's conclusion, DWSS and

Cognosante project team members will understand their respective roles and how to create synergy as we solidify the plan and schedule for IV&V services.

5.4 Planning and Administration RFP §3.5

The planning phase is critical to successful IV&V services. Cognosante will work with DWSS to confirm functional and value-added planning and administration activities and deliverables, including the following:

- ***Initial Detailed Project Plan***
- ***Attendance at monthly project status meetings, requested project-related meetings, and Steering Committee meetings during active work periods***
- ***Written monthly status reports during active work periods***
- ***IV&V checklist templates of assessed activities and deliverables as well as the industry standards used for the assessment***
- ***IV&V Deliverable Observation format, content, and the two items for the DOR***
- ***Invoicing during active work periods***

5.4.1 Create Detailed Project Plan RFP §3.5.1.1

3.5.1.1 Work with the State to provide a detailed project plan for the IV&V project with fixed deadlines that take into consideration the State holiday schedule provided in Section 2.1, State Observed Holidays. The plan is to be initially delivered within the first thirty (30) days from the date of contract award, and updated and delivered one week prior to the commencement of the onsite portion of each Initial and Periodic IV&V Review. The IV&V Management Plan shall contain at least the following:

A. A schedule describing the next two-IV&V Review periods, including tasks, activities, deliverables, and milestones, and will show the schedule's critical path reflecting both IV&V Service Provider's and State's delivery and response milestones;

B. Project work plan for each deliverable, including a work breakdown structure;

C. Completion date of each task;

D. Entrance and exit criteria for specific project milestones;

E. Project organization including a resource plan defining roles and responsibilities for the awarded vendor, subcontractors (if applicable), the State IV&V Contract Officer, and the State Replacement Project as it relates to the IV&V project;

F. Resumes of all Key IV&V Service Provider personnel;

G. An organization chart reflecting the IV&V Service Provider's team, including the team's place within the IV&V Service Provider's corporate structure, and providing the key names, addresses and other contact information to be used for dispute resolution and customer feedback;

H. A narrative description of all deliverables, including expected format, content, and organization, to be developed and delivered during the next two IV&V Reviews (12 months); and

I. As Appendices, all applicable, Project lifecycle-appropriate IV&V Checklists to be utilized during the next two IV&V Reviews.

Cognosante will comply with this requirement.

Cognosante understands that project success results from effective project management, and effective project management begins with a holistic Project Management Plan (IV&V Management Plan). This plan includes a detailed project schedule, also known as a Detailed Project Plan (or IV&V project schedule or IV&V review schedule).

5.4.1.1 IV&V Detailed Project Plan

Our Detailed Project Plan (Detailed Project Schedule) will be based on and maintained in concert with the overall Replacement Project timeline and Implementation Contractor's project schedule. It will represent the tasks, activities, estimated durations, dependencies, task start and finish dates, milestones including entrance and exit criteria, and deliverables. Additionally, it will show the critical path for both the IV&V Service Provider and the State delivery and response milestones as well as include a Work Breakdown Structure (WBS) for each deliverable.

Proposal Section 9, includes a draft Detailed Project Plan (Detailed Project Schedule). It acknowledges State-observed holidays and follows the sequence of RFP requirements, with the predecessors showing the logical flow of the tasks. As part of project start-up, we will meet with the State Project Manager and project management team to review the plan.

We will incorporate the State's comments and fixed deadlines and submit a final Detailed Project Plan to the OCSE and State IV&V Contract Officer for approval as part of our overall IV&V Management Plan. We will baseline the approved Detailed Project Plan to maintain traceability to the originally approved plan.

The Cognosante IV&V Project Manager will keep the approved Detailed Project Plan current to accurately reflect project and task status, enabling the IV&V team to proactively address issues. We will update the plan as additional information becomes known. We will submit the plan one week prior to the commencement of the onsite visit for Initial and each semi-annual Periodic IV&V Review. The IV&V Project Manager owns responsibility for making sure all parties understand the IV&V services status.

Please see Proposal 6.7 for further details about the IV&V Detailed Project Plan.

5.4.1.2 IV&V Management Plan

Cognosante practices a philosophy of transparency through which all project team members understand the policies and processes, proactively plan quality into the project, and create a no-surprises project environment. The purpose of the IV&V Management Plan is to document the management, IV&V, quality, and risk mitigation processes and tools we will use through the Replacement Project lifecycle to implement the CSE System business and technical requirements.

The plan defines Cognosante's roles and responsibilities and describes how the IV&V team will work collaboratively with DWSS, the PMO Contractor, the QA Contractor, the

Implementation Contractor, and the Administration for Children and Families (ACF) OCSE to perform this work.

The IV&V Management Plan will contain the project organization including defined roles and responsibilities for IV&V Staff, as well as high-level responsibilities for the State IV&V Contract Officer, the State Replacement Project leaders, PMO, QA, and Implementation Contractor. We will also include an organization chart of the IV&V team including its place within the IV&V Service Provider corporate structure and a table with names, addresses, and other contact information. It will also describe the IV&V Advantage methodology, tools, standards and checklists, assessment tasks/ activities, and project status and project-related, steering committee, and briefing meetings.

Our IV&V Management Plan will contain a deliverable table with the name and description of all deliverables, their frequency for the upcoming 12-month period. Exhibit 1 shows a sample IV&V Activities and Deliverables table.

Exhibit 1. Sample Activities and Deliverables Table.

DELIVERABLE #	DELIVERABLE DESCRIPTION	DELIVERABLE FREQUENCY
IV&V PLANNING AND ADMINISTRATION DELIVERABLES		
3.4	Project Kick Off Meeting – Meeting held with representatives from the State and other designees identified by the State including: ► Deliverable review process ► Determining format and protocol for project status meetings ► Determining format for project status reports ► Determining format and content expectations of our semi-annual IV&V Review Reports ► Determining format, content expectations, and which artifacts or deliverables to conduct review and produce DORs ► Setting the schedule for meetings between representatives from the State and the contractor to develop the Detailed Project Plan ► Defining lines of communication and reporting relationships ► Reviewing the project mission ► Pinpointing historically high-risk or problem areas ► Issue resolution process	One time, after contract approval and prior to work performed
3.5.2.1	Detailed Project Plan (IV&V Management Plan and Schedule) – Describes the activities, personnel, standards, methodology, and schedule for conducting the IV&V activities	Within 30 calendar days from the date of contract award, and updated and delivered one week prior to commencement of the onsite portion of each Initial and Periodic IV&V Review
3.5.2.2	Attendance at all scheduled meetings	All meetings per agreement with DWSS
3.5.2.3	Written Monthly Project Status Reports – Inform the IV&V Contract Officer of current contract status, availability of IV&V key personnel, work, and deliverable expectations prospective to the next 60 days in contract schedule	No more than once a month during active work conducting a semi-annual (Initial or Periodic) IV&V Review

DELIVERABLE #	DELIVERABLE DESCRIPTION	DELIVERABLE FREQUENCY
3.5.2.4	*IV&V Checklists – Present in question and answer format elements to be reviewed, observed, monitored, and commented on, regarding all aspects of industry standards for Project Management, Software and Systems Development, and Engineering disciplines*	*Ongoing and prior to performing the onsite review*
IV&V ACTIVITIES DELIVERABLES		
3.6.4.1	*Initial IV&V Review*	*Commence within 60 days from the date of contract award, with the first activity of the Initial IV&V Review being the onsite review*
3.6.4.2	*Initial IV&V Review Report*	*Concurrently delivered to Federal OCSE and the IV&V Contract Officer 60 calendar days after the start of the onsite portion of the Initial IV&V Review. OCSE has a review cycle of 5 days, then IV&V has 3 days to revise and submit to the IV&V Contract Officer to disburse to DWSS for a 15-day review. IV&V has 3 days to review and correct mistakes of fact, then submit the final to OCSE, IV&V Contract Officer, Replacement Project, and DWSS.*
3.6.4.3	*Periodic IV&V Reviews*	*Commence six months following the start of the previous IV&V review, with the first activity of the Periodic IV&V Review being the onsite review*
3.6.4.4	*Periodic IV&V Review Report*	*Concurrently delivered to Federal OCSE 60 calendar days after the start of the onsite portion of the respective Periodic IV&V Review. OCSE has a review cycle of 5 days, then IV&V has 3 days to revise and submit to the IV&V Contract Officer to disburse to DWSS for a 15-day review IV&V has 3 days to review and correct mistakes of fact, then submit final to OCSE, IV&V Contract Officer, Replacement Project, and DWSS.*
3.6.4.5	*Formal Briefing Presentations – Briefing related to the results of the latest, respective IV&V Review Report; delivered to the Replacement Project team, CSEP, and DWSS*	*Conducted within five calendar days of delivery of the final version of the respective IV&V Review Report; only if desired and requested*
3.6.4.6	*Deliverable Observation Reports (DOR) – Provides an analysis of a prescribed deliverable or other task not specifically referenced by this scope of work*	*One-time, focused, specific Deliverable Observation Report delivered to the IV&V Contract Officer and Federal OCSE at the same time (limited to two)*
3.6.4.7	*Document Archive – A complete CD-ROM archive of all IV&V Documents produced and other project materials collected by the IV&V during their latest IV&V Review*	*Submitted with the respective final invoice for the IV&V Review period in question*

A sample of an IV&V checklist is in Proposal 0, Exhibit 7. We will attach the IV&V checklists for the next two reviews to the IV&V Management Plan appendices.

Nevada will benefit from Cognosante's proven IV&V Management Plan that our team has successfully tailored and applied on multiple IV&V projects, including IV&V services for Nevada's Medicaid Management Information System (MMIS) Modernization project. Nevada can be confident that our plan draws on the highest standards and industry best practices.

5.4.2 Attend Monthly Project Status Meetings RFP §3.5.1.2

3.5.1.2 Attend monthly project status meetings with the IV&V Contract Officer and the Replacement Project team at a location to be determined by the State. Attendance may be in person or via teleconferencing, as mutually agreed to by the project team. These meetings shall follow an agenda mutually developed by the awarded vendor and the State. The agenda may include, but not be limited to:

A. Review and approval of previous meeting minutes;
B. Contractor project status;
C. State project status;
D. Contract status and issues, including resolutions;
E. Status of IV&V activities,
F. New action items;
G. Outstanding action items, including resolutions;
H. Setting of next meeting date; and
I. Other business.

Minutes will be taken and distributed by State staff within five (5) working days after the meeting. Minutes may be distributed via facsimile or email.

Cognosante will comply with this requirement. During active review periods, we will attend monthly Project Status meetings either in person or via teleconference as mutually agreed to by the project team.

Our IV&V Advantage methodology includes creating an agenda with cooperation and input from DWSS and attending monthly project status meetings during active review periods with the DDI contractors and other State Replacement Project staff. For each meeting, our analyst will complete a Meeting Worksheet and document the purpose of the meeting, meeting discussion, results and observations, decisions, risks, issues, action items, and reference materials.

We will monitor the meetings for compliance with IEEE, CMMI, and PMI PMBOK standards, industry best practices, as well as practices as agreed to during the planning and administration phase. We will review previous meeting minutes, IV&V notes, and monitor, and track the current items listed in RFP § 3.5.1.2.

We will also monitor compliance to project-level decisions. Exhibit 2 shows a snapshot of the Cognosante IV&V Meeting Worksheet. We use this internal tool as input into deliverable development.

Exhibit 2. IV&V Meeting Worksheet.

IV&V Meeting Worksheet			
Meeting Title:		Meeting Date:	
IV&V Analyst:		Meeting Time:	
Facilitator:			
Attendees:			
Meeting Purpose:			
Meeting Discussion:			
Meeting Results and Observations			
1.			
2.			
3.			
Meeting Decisions			
1.			
2.			
Meeting Action Items			
1.			
2.			
Risks (new or updated)			
1.			
2.			
Issues (new or updated)			
1.			
2.			
Reference Materials			
1.			
2.			
3.			

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5.4.3 Attend Requested IV&V Project Meetings and Steering Committee Meetings RFP §3.5.1.3

3.5.1.3 Attend and participate in all IV&V project related meetings requested as well as Steering Committee meetings. The awarded vendor shall prepare materials or briefings for these meetings as requested by the State. Minutes will be taken and distributed by State staff within five (5) working days after the meeting. Minutes may be distributed via facsimile or email.

Cognosante will comply with this requirement. We will attend and participate in IV&V project-related meetings requested by the State Project Manager as well as Steering Committee meetings as defined in RFP §3.5.1.3. We will prepare and present materials or briefings as requested for these meetings.

We will review previous meeting minutes and IV&V notes and monitor and track previous discussion action items, statuses, project-level decisions, issues, and risks.

5.4.4 Provide Monthly Status Reports RFP §3.5.1.4

3.5.1.4 Provide written monthly status reports. No more than once a month during active work conducting a semi-annual (Initial or Periodic) IV&V Review, inform the IV&V Contract Officer of current contract status, availability of IV&V Service Provider key personnel, work and deliverables expectations prospective to the next 60 days in contract schedule.

Cognosante will comply with this requirement. During active work periods while conducting the IV&V Initial or semi-annual Periodic Review, we will provide written monthly status reports in the agreed-upon format to inform the IV&V Contract Officer of the status, availability of IV&V key staff, and work and deliverable expectations for the next 60-day contract period.

The monthly report will relate work details from the previous reporting period, accomplishments, upcoming work planned, and any issues or risks that may affect our ability to complete the planned work on time. This report also will show Cognosante's work in relation to the agreed-upon work plan and budget for the IV&V contract.

We have included a sample/example Monthly Status Report (template) in Proposal Section 9. Upon project start-up, we would work with the IV&V Contract Officer to obtain agreement regarding format and content of this report.

Exhibit 3 shows our IV&V approach to developing status reports.

Exhibit 3. IV&V Status Report Development Approach.

IV&V Status Report	
Description	*This report presents to the client:* ► *Key accomplishments by the Cognosante IV&V team during the reporting period* ► *Planned Cognosante IV&V team activities for the next reporting period* ► *Cognosante IV&V team location and travel schedule for the next reporting period* ► *Cognosante IV&V team risks and issues related to the performance of the IV&V activities*
Work Breakdown	*Project Startup:* ► *Access IV&V Monthly Status Report template* ► *Review contract requirements for IV&V Monthly Status Report* ► *Obtain client approval of IV&V Monthly Status Report format and content* *Ongoing:* ► *Identify accomplishments during the previous reporting period including:* ▪ *Meetings attended* ▪ *Project artifacts reviewed* ▪ *Interviews conducted* ▪ *Process reviews completed* ► *Document activities to be performed in the next reporting period* ► *Document IV&V Task and Deliverable status, with percentage of completion and time ahead or behind schedule for tasks and milestones* ► *Document status of currently planned IV&V tasks, specifically identifying tasks not on schedule and a resolution plan to return to the planned schedule* ► *Identify and update risks or issues related to the IV&V team's activities* ► *Document issues encountered, proposed resolutions, and actual resolutions* ► *Prepare staffing plan, including onsite/offsite schedule for the next reporting period and planned absence of IV&V staff and expected return date* ► *Report any staffing changes immediately to State Replacement Project representatives* ► *Prepare IV&V Status Report* ► *Submit IV&V Status Report to client*
Templates	► *IV&V Status Report Template*
Project-Specific Documents (inputs)	► *Cognosante Team Risk Register* ► *IV&V Management Plan* ► *IV&V Schedule* ► *IV&V Analyst status report(s)*

IV&V STATUS REPORT	
Project-Specific Documents (outputs)	► *IV&V Status Report*

5.4.5 CREATE IV&V CHECKLISTS RFP §3.5.1.5, §3.5.1.6

3.5.1.5 Prepare and deliver IV&V Checklists, presenting in Question and Answer format elements to be reviewed, observed, monitored, and commented on, with regard to all aspects of industry standards for Project Management, Software and Systems Development, and Engineering disciplines as found in IEEE, CMMI, and PMBOK industry standards, at a minimum.

3.5.1.6 The IV&V Checklists are to be compiled and delivered on an ongoing basis, with the first checklists being delivered applicable to the project lifecycle phase to be monitored and reviewed within the Initial IV&V Review period, with such checklist delivery made prior to the onsite portion of the review being performed. As IV&V work progresses and project lifecycle phases change, applicable, updated IV&V Checklists will be delivered, as needed, prior to commencement of the on-site portion of that respective, periodic IV&V Review.

Cognosante will comply with these requirements. We represent an ideal IV&V partner who brings value to the CSE System Replacement Project. One way we bring value is through our proven IV&V Advantage checklists that provide a mechanism to analyze and identify findings of deficiencies, risks, and issues.

Our IV&V checklists contain questions that adhere to government and industry best practices and standards, covering the project lifecycle for planning, management, design, development, testing, implementation, and operations. Our checklists include questions for all client project phases.

We based our IV&V Advantage checklist primarily on IEEE, CMMI, and PMBOK industry standards. We developed our standards through an understanding of complexities and how to most efficiently and successfully navigate those complexities. We regularly refine our IV&V Advantage methodology and checklists based on lessons learned to meet the requirements of evolving industry standards and best practices.

Our Cognosante IV&V team will use the IV&V Advantage checklists to develop customized checklists for the CSE System Replacement Project, based on the requirements in Section 3.6.3 of the RFP, including checklists to assess:

- ***Replacement Project Management***
- ***Quality Management***
- ***Training***
- ***Requirements Management***
- ***Operating Environment***

- ***Development Environment***
- ***Software Development***
- ***System and Acceptance Testing***
- ***Data Management Oversight***
- ***Operations Oversight.***

The IV&V analysts will use the delivered checklists as we attend meetings and as we conduct product reviews, process evaluations, and stakeholder interviews. We will document the assessment activity results in the IV&V Review Report, which objectively illustrates the strengths and weaknesses of the project. We base these evaluative illustrations on industry standards and lessons learned from similar projects.

We will include the initial checklists for the first two IV&V reviews in the IV&V Management Plan as appendices, prior to the Initial IV&V Review period. We will compile and deliver the ongoing checklists applicable to the project lifecycle phase to be monitored and reviewed prior to the start of the on-site portion of that respective Periodic IV&V Review.

Exhibit 4 shows a snapshot of one section of a System Test Review Checklist. We use this tool as input into deliverable development.

Exhibit 4. Sample System Test Review Checklist.

System Test Review Checklist Item	Standard Measurement	Criteria Met			Review Team Comments	Contractor Comments/Response
		Yes	Partial	No		
DDI Vendor System Test Review Checklist						
Identify remaining deficiencies, limitations, or constraints that were detected by the testing performed	The document clearly identifies remaining deficiencies, limitations, or constraints that were detected by the testing performed. Problem/change reports may be used to provide deficiency information. Deficiency documentation should include a summary of defects by criticality and a description of each defect. The description should include: inputs, expected results, actual results, data and time, procedure step, environment, attempts to repeat, testers and observers.					
The impact on software and system performance, including identification of requirements not met as a result of remaining deficiencies, limitations or constraints	The document addresses the impacts on software and system performance, including identification of requirements not met, the impact on software and system design to correct it, and a recommended solution/approach for correcting it.					
Impact of test environment	The document provides an assessment of the manner in which the test environment may be different from the operational environment and the effect of this difference on the test results.					
Recommended improvements	The document provides any recommended improvements in the design, operation, or testing of the software tested. A discussion of each recommendation and its impact on the software may be provided.					
Detailed test results	The document describes the detailed results for each test. It will include test number, input data,					

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5.4.6 Create Invoices RFP §3.5.1.7

3.5.1.7 Prepare and deliver invoices for payment no more than once a month during active work conducting a semi-annual (Initial or Periodic) IV&V Review.

Cognosante will comply with this requirement. We will prepare and deliver invoices for payment monthly during active review periods for the IV&V Initial or semi-annual Periodic IV&V Reviews. Our experience has shown that a monthly fixed fee benefits

State government finance and accounting (budgeting and payment) processes; therefore, we propose to bill a monthly fixed fee calculated by the total amount divided by the number of months.

We look forward to discussing with you exactly how you prefer to handle invoicing and payment for IV&V services. We will document these decisions in our IV&V Management Plan, and produce our invoices agreed to in the IV&V Management Plan under Section 3.4.1 Invoicing.

5.5 Planning and Administration Deliverables RFP §3.5.2

3.5 PLANNING AND ADMINISTRATION DELIVERABLES			
DELIVERABLE NUMBER	DESCRIPTION OF DELIVERABLE	ACTIVITY	*STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)
3.5.2.1	Detailed Project Plan	3.5.1.1	15
3.5.2.2	Attendance at all scheduled meetings	3.5.1.2 through 3.5.1.3	N/A
3.5.2.3	Written Monthly Project Status Reports	3.5.1.4	5
3.5.2.4	IV&V Checklists	3.5.1.5 and 3.5.1.6	15

*As stated previously, the State's review time begins following the Federal OCSE's review, and is limited to mistakes of fact and comments to be appended.

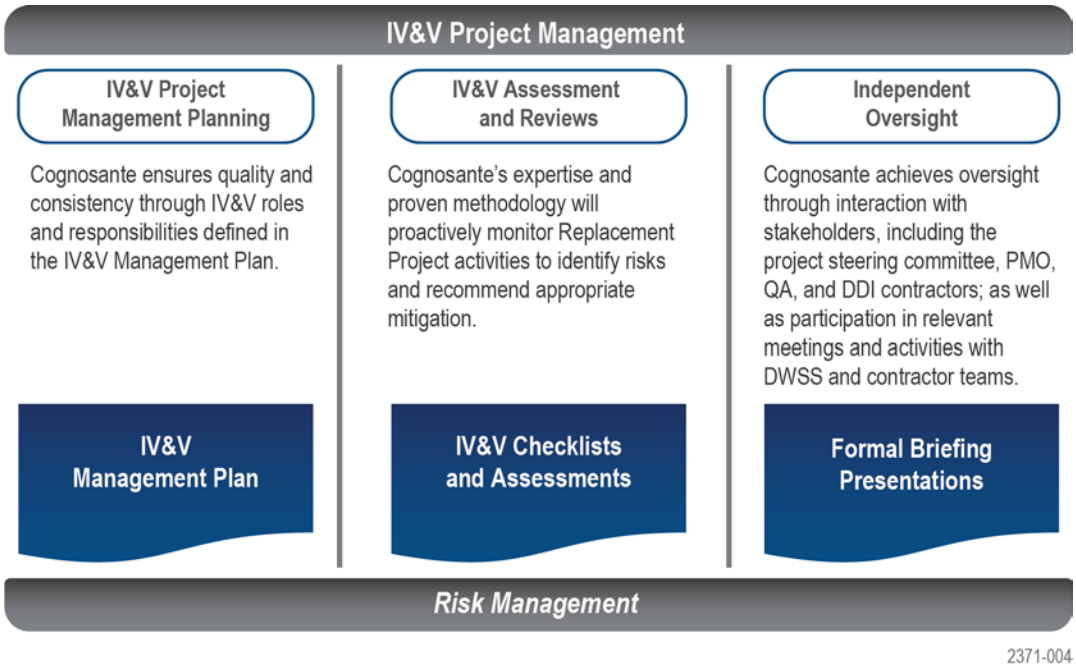
Cognosante will comply with these requirements. We will produce the Planning and Administration deliverables listed in the RFP Sections 3.5.2.1 – 3.5.2.4, including, Detailed Project Plan; Attendance at Scheduled Meetings during active review periods; Written Monthly Project Status Reports during active review periods; and IV&V Checklists.

See our response in Proposal Section 5.2 that discusses our methodology for producing and delivering these deliverables.

5.6 IV&V Activities RFP §3.6.2

Cognosante provides our proven IV&V Advantage methodology customized for health and human service enterprise IT projects and tailored to the Nevada CSE System Replacement project. Exhibit 5 summarizes our approach.

Exhibit 5. The Cognosante IV&V Approach.



The following sections address our approach to the activities and deliverables.

5.6.1 Conduct Initial IV&V Review RFP §3.6.2.1

3.6.2.1 Conduct initial IV&V Review of the Replacement Project. The Initial IV&V Review will commence within sixty (60) days from the date of contract award, with the first activity of the Initial IV&V Review being the onsite review. The IV&V Service Provider will be restricted to conducting its onsite review within a 10-calendar day period. This onsite portion of the Initial IV&V Review will include the following activities:

A. Submit to IV&V Contract Officer a schedule of onsite review activities to be performed with the Replacement Project and DWSS;

B. Submit to IV&V Contract Officer a list of Project Team and Stakeholder interviews to be performed, documentation required to review;

C. Submit to IV&V Contract Officer a list of Project Documentation to be provided for IV&V Service Provider review; and

D. Submit to IV&V Contract Officer a list of Project Meetings, etc., to be attended and observed by the IV&V Service Provider.

E. Upon completion of the onsite portion of the review, the IV&V Service Provider will leave the Project site and at their own place of business review and analyze collected Project artifacts and draft the Initial IV&V Review Report.

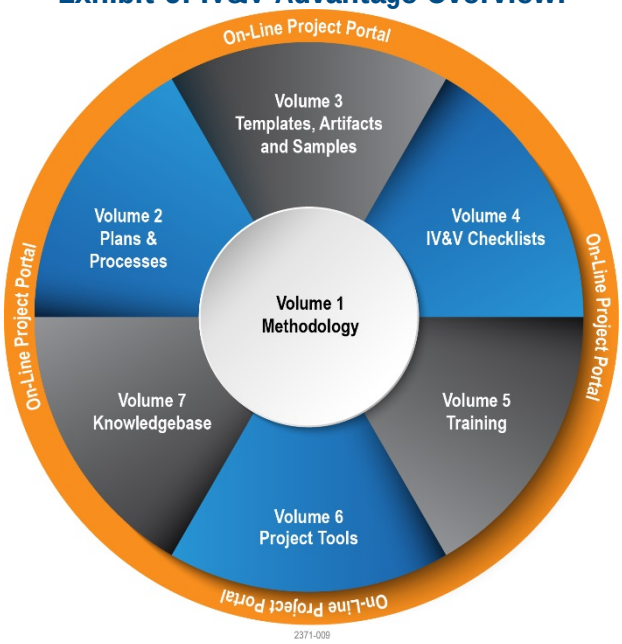
Cognosante will comply with this requirement. Based on our years of experience performing IV&V services and the corresponding IV&V Advantage methodology maturity, Cognosante keenly understands the scope of work and level of effort required for the Nevada CSE System Replacement Project. We have reflected this understanding

in our proposal and staffing plan so that the State receives the requested services within the desired timeframe.

IV&V Advantage is the Cognosante IV&V project framework based on industry, Federal and state standards and best practices. The framework is the backbone that supports our IV&V team in completion of the IV&V tasks for the CSE System Replacement Project.

Cognosante built the framework based on our long-standing and extensive experience providing IV&V services. As illustrated in Exhibit 6 the framework has seven distinct volumes that support the entire project lifecycle, enabled through using an on-line project portal. Our IV&V team will use the IV&V Advantage portal to perform the IV&V Activities. It will also be available to DWSS, providing increased insight into the status of IV&V activities.

Exhibit 6. IV&V Advantage Overview.



IV&V Advantage ensures that IV&V activities proceed on a planned and orderly basis and receive regular monitoring and adjusting to meet evolving project priorities. IV&V Advantage assists the Cognosante team in:

- ***Providing the structure needed to standardize and facilitate IV&V processes and establish guidelines for documenting processes***
- ***Ensuring that the work plan, processes, tools, and resource assignments and allocations appropriately align to promote quality products and deliverables***
- ***Maintaining oversight of all project resources and project schedules***
- ***Establishing communication procedures and communicating with all parties participating in the process***
- ***Continually assessing project risks and proactively working with the DWSS project management team to identify and correct risk factors***
- ***Providing a clear picture of progress and attainment of project goals***

Cognosante's IV&V Advantage methodology is a structured approach that facilitates early detection and correction of errors and provides documented findings of deficiencies with associated risks and recommendations. Our approach is adaptable to the Implementation Contractor's project work plan, ensuring reviews are completed at the appropriate time within the development lifecycle.

We can adapt our approach to the development lifecycle methodology used on the Nevada CSE System Replacement Project.

Our structured IV&V methodology will:

- ***Verify the existence of plans, processes, policies, and procedures***
- ***Monitor adherence to those plans, processes, policies, and procedures***
- ***Determine the quality and effectiveness of the plans, processes, policies, and procedures based on government and industry best practices and standards***
- ***Identify and document findings of deficiencies and make recommendations***
- ***Track and document the status and resolution of findings***
- ***Make independent assessments on the progress and status of the project***

COGNOSANTE IV&V ADVANTAGE

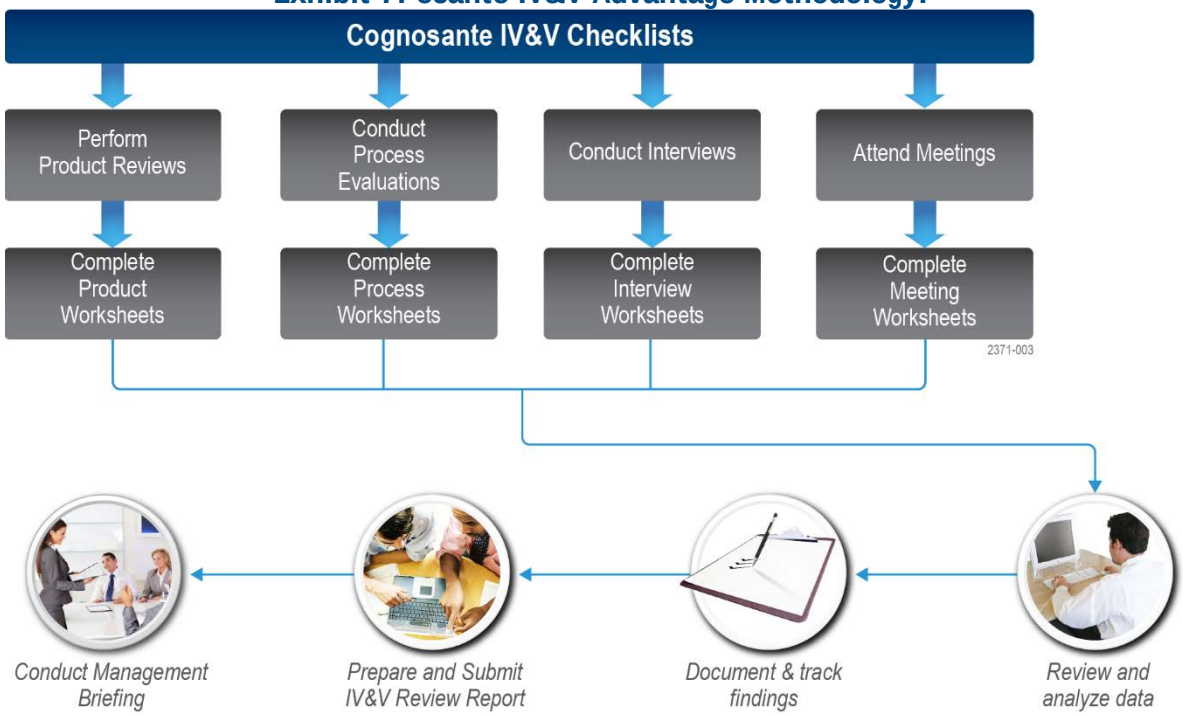
- ***Includes seven distinct volumes that support the entire project SDLC***
- ***Methodology is modular and highly adaptable to different sizes and types of health and human services and health IT projects***
- ***Leverages experience, best practices, and lessons learned***

Our Cognosante IV&V methodology includes:

- ***Using IV&V checklists as the foundation to perform IV&V activities***
- ***Performing product reviews***
- ***Conducting process evaluations***
- ***Conducting interviews to evaluate stakeholder involvement and buy-in"***
- ***Attending meetings***
- ***Documenting and tracking findings and recommendations***
- ***Preparing and submitting IV&V Initial and Periodic Review Reports***
- ***Conducting management briefings***

Exhibit 7 illustrates the eSante IV&V Advantage Methodology, further defined in the following sections.

Exhibit 7. eSante IV&V Advantage Methodology.



5.6.1.1 Preparing for the Onsite Review

We will begin the initial IV&V review of the Nevada CSE System Replacement Project within 60 days of the date of contract award. The first Initial IV&V Review activity is the onsite review. We understand we must conduct the onsite review within a 10-calendar day period.

To prepare for the onsite review, the IV&V Project Manager will submit to the State's IV&V Contract Officer:

- ***A schedule of onsite review activities to be performed with the Replacement Project and DWSS***
- ***A list of Project Team and Stakeholder interviews to be performed***
- ***A list of Project Documentation to be provided for IV&V review***
- ***A list of Project Meetings to be attended and observed by the IV&V team***

5.6.1.2 Performing Product Reviews

Our IV&V Advantage product review, an assessment of project artifacts and deliverables, verifies that the artifact/deliverable was written in accordance with the contract and that the deliverable meets industry best practices, standards, and client expectations. We will also ensure the deliverable is consistent with the overall Nevada CSE System Replacement Project and other deliverables.

Using our IV&V checklists, our analyst documents the review approach, a summary of the review, product review results and observations, and reference materials. Exhibit 8 shows a snapshot of the IV&V Product Review Worksheet, which we use as input into the Initial and Periodic IV&V Review Reports.

Exhibit 8. Product Review Worksheet.

IV&V Product Review Worksheet			
Project Artifact or Deliverable:			
IV&V Analyst:		**Review Date:**	
		Date Completed:	
Product Review Approach:			
Summary:			
Product Review Results and Observations			
1.			
2.			
3.			
Reference Materials			
1.			
2.			
3.			

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5.6.1.3 Conducting Process Evaluations

Our IV&V Advantage process evaluation is an evaluation of project processes to verify that the project is following standard processes according to documented project plans, processes, procedures, policies, and directives. Using our IV&V checklists and Process Evaluation Worksheet, our IV&V analysts document the evaluation approach, a summary of the evaluation, process evaluation results and observations, and reference materials.

Exhibit 9 shows a snapshot of the IV&V Process Evaluation Worksheet. We use this internal tool as input into Initial and Periodic IV&V Review Report development.

Exhibit 9. IV&V Process Evaluation Worksheet.

IV&V Process Evaluation Worksheet			
Process Evaluated:			
IV&V Analyst:		**Evaluation Date:**	
		Date Completed:	
Process Evaluation Approach:			
Summary:			
Process Evaluation Results and Observations			
1.			
2.			
3.			
Reference Materials			
1.			
2.			
3.			

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5.6.1.4 Conducting Interviews

Our IV&V Advantage methodology documents a comprehensive snapshot of the project's management, business, and technical processes by conducting interviews with the State project management, Implementation contractors, and other project staff. This process promotes clarification, gathers additional information, and confirms facts.

Prior to the start of the review period, we will submit to IV&V Contract Officer a list of Project Team and Stakeholder interviews to be performed and documentation required.

Prior to the interview, our analyst will provide the purpose of the interview and the interview questions to the person interviewed. For each interview, the analyst will complete an Interview Worksheet and document the purpose of the interview, interview results and observations, and reference material.

Exhibit 10 shows a snapshot of the Cognosante IV&V Interview Worksheet. We use this internal tool as input into the Initial and Periodic IV&V Review Report development.

Exhibit 10. IV&V Interview Worksheet

IV&V Interview Worksheet			
Interview Subject:			
Person Interviewed:		**Interview Date:**	
IV&V Analyst:		**Interview Time:**	
		Date Completed:	
Purpose of the Interview:			
Interview Questions			
1.			
2.			
3.			
Interview Results and Observations			
1.			
2.			
Reference Materials			
1.			
2.			
3.			

2371-012

5.6.1.5 Attending Meetings

Our IV&V Advantage methodology includes attending select meetings with the Implementation contractors and other project staff. For each meeting, our analyst will complete a Meeting Worksheet and document the purpose of the meeting, meeting discussion, results and observations, decisions, risks, issues, action items, and reference materials.

Exhibit 11 shows a snapshot of the Cognosante IV&V Meeting Worksheet. We use this internal tool as input into the Initial and Periodic IV&V Review Report development.

Exhibit 11. IV&V Meeting Worksheet.

IV&V Meeting Worksheet			
Meeting Title:		**Meeting Date:**	
IV&V Analyst:		**Meeting Time:**	
Facilitator:			
Attendees:			
Meeting Purpose:			
Meeting Discussion:			
Meeting Results and Observations			
1.			
2.			
3.			
Meeting Decisions			
1.			
2.			
Meeting Action Items			
1.			
2.			
Risks (new or updated)			
1.			
2.			
Issues (new or updated)			
1.			
2.			
Reference Materials			
1.			
2.			
3.			

2371-013

5.6.1.6 Prepare and Submit IV&V Review Report

Upon completion of the onsite portion of the review, the Cognosante IV&V team will leave the Project site. Next, we will analyze collected project artifacts and results of stakeholder interviews, and draft the Initial IV&V Review Report as specified in the following section.

5.6.2 Create Initial IV&V Review Report RFP §3.6.2.2

3.6.2.2 Create the Initial IV&V Review Report (Draft and Final).

A. An Initial IV&V Review Report (draft version) will be concurrently delivered to Federal OCSE and the IV&V Contract Officer sixty (60) calendar days after the start of the onsite portion of the Initial IV&V Review.

B. Federal OCSE will review this draft version and provide comments and ACF Priorities that will be incorporated to the draft version of the Initial IV&V Review Report and a revised report will be released to the State's Replacement Project

and DWSS five (5) calendar days after receipt of ACF comments and Priorities to the draft version of the Initial IV&V Review Report.

C. Replacement Project and DWSS comments to the draft version of the Initial IV&V Review Report will be returned to the IV&V Service Provider within 20 calendar days of receipt of the draft version of the Initial IV&V Review Report.

D. The IV&V Service Provider will correct mistakes of fact to the draft version of the Initial IV&V Review Report, and append to the draft version all other Replacement Project and DWSS comments, and redeliver the Initial IV&V Review Report, marked as Final, to OCSE, the IV&V Contract Officer, the Replacement Project and DWSS. This final version of the Initial IV&V Review Report deliverable concludes the Initial IV&V Review.

E. For each area evaluated, the report should contain the current status of the State's effort, including any pertinent historical background information. The report should also contain a detailed analysis of each area, which answers, at the least, the following general questions:

1. What is the State's current process in this area?
2. What's good about the State's process?
3. What about the State's process or technology needs improvement?
4. Is the State making measurable progress in this area?
5. Is the effort within the triple constraints of budget, scope, and schedule?
6. What standards is the project following (State, industry [IEEE, SEI, ISO, etc.,]) internally?
7. Are the appropriate documentation and other project artifacts accurate and up-to-date?
8. Is there adequate Stakeholder involvement in the Project?
9. Are best practices and metrics employed to identify issues, progress, performance, etc.?

Responses should be quantified whenever possible. The report should also contain detailed recommendations in each area specifying what can be done immediately and in the long term to improve the State's operation. Any technologies, methodologies, or resources recommended should reflect industry standards and be appropriate for the unique circumstances and constraints of the Replacement Project. The recommendations should also specify a method of measuring the State's progress against the recommendations.

Cognosante will comply with this requirement. The Initial (and Periodic) IV&V Review Report will be an exception-based report that objectively illustrates project strengths and weaknesses and provides a gateway to submit and track findings of deficiencies. The report will identify high-risk areas early in the project, identify deficiencies, document risks, and recommend remediation.

The Initial (and Periodic) IV&V Review Report provides an escalation path for findings that may affect project success. The report also serves as a mechanism to report project progress to the DWSS Federal funding partners.

Performing the IV&V Reviews is an iterative process throughout the System Development Lifecycle (SDLC). The Initial IV&V Review Report will provide an objective assessment of project health and will establish a performance baseline.

Cognosante will conduct assessments once every six months throughout the SDLC, assessing the current project health, identifying strengths and opportunities for improvement, and focusing on the current applicable domains. Some domains will remain constant in each assessment, such as governance and communications, while others will change based on where the project is in its lifecycle.

We will agree on the format of the report during project start-up and include it in the IV&V Management Plan. Our methodology for Initial and Periodic Reviews will involve the following:

- ***Attendance at project meetings***
- ***Conversations and interviews with key project stakeholders***
- ***First-hand observation of actual project management practices and processes***
- ***Reviews of key project planning documents***
- ***Comparison of documented plans with actual practices***
- ***Monitoring previously identified risks and progress of project management toward mitigation***
- ***Monitoring previously identified issues and progress toward resolution***
- ***Identifying, and documenting new issues and risks to the project along with recommended mitigation strategies***
- ***Reporting our findings and recommendations for improvement***

The IV&V Report will include the results assessments conducted during the reporting period. This report outlines progress updates that include key issues, identifies unknown risks, accomplishments, and compliance with milestones and delivery dates. The Initial (and Periodic) IV&V Review Report objectively illustrates project strengths and weaknesses.

It provides an objective assessment on the performance of management and technical aspects of the project, including performance in relation to the project management best practices, using program metrics that measure completion and identify specific improvements.

The Initial (and Periodic) IV&V Review Report will:

- ***Provide appropriate context and history to help the reader understand assessment results, findings, and recommendations***
- ***Include detailed quantifiable observations and recommendations related to findings***
- ***Specify near-term and long-term actions that the State, or Implementation Contractors, should take to address an existing finding and/or to avoid or mitigate downstream risks or issues***
- ***Specify the standards on which the assessment or recommendations are based***

- ***Provide a record (through periodic reports) of the State and project progress against all recommendations to that point***

Exhibit 12 illustrates our methodology.

Exhibit 12. Initial and Periodic IV&V Review Report Methodology.

INITIAL AND PERIODIC IV&V REVIEW REPORT	
Description	*This report is a primary mechanism for the IV&V team to communicate status, findings, and recommendations. The report objectively illustrates the strengths and weaknesses of the project and provides a gateway to submit and track findings of deficiencies. The report also provides consistent and continuous communication and coordination between the project stakeholders. The report identifies high-risk areas early in the project, identifies deficiencies, makes recommendations to mitigate risk, and documents progress toward risk mitigation. This report is also a mechanism for reporting project progress to the State and Federal funding partners.*
Work Breakdown	*Project Startup:* ► *Access Initial and Periodic IV&V Review Report template* ► *Review Initial and Periodic IV&V Review Report examples* ► *Review contract requirements for Initial and Periodic IV&V Review Report* ► *Develop a DED* ► *Obtain client approval of DED as part of the approval of the IV&V Management Plan* *Develop Checklist as documented in Section 0.* *Initial and Periodic Review Preparation:* 1. *Submit to IV&V Contract Officer a schedule of onsite review activities to be performed with the Replacement Project and DWSS* 2. *Submit to IV&V Contract Officer a list of Project Team and Stakeholder interviews to be performed* 3. *Submit to IV&V Contract Officer a list of Project Documentation to be provided for IV&V review* 4. *Submit to IV&V Contract Officer a list of Project Meetings, etc., to be attended and observed by the IV&V team* *Ongoing: as part of semi-annual assessments* ► *Review PMO and DDI Contractor project schedule(s) and status report(s) to independently assess overall project status and health* ► *Assess risks and issues; update or add risks and issues as needed; document recommendations for risk mitigation or issue resolution as needed* ► *Monitor progress of integration activities* ► *Use agreed-on metrics to monitor project performance, including feasibility of project schedule and testing progress* ► *Review project processes to assess overall project health, and make recommendations for improvement of both ongoing and phase-specific processes based on observations, industry standards, and best practices* ► *Interview key project stakeholders* ► *Assess whether the State, PMO, and DDI Contractor share a common understanding of project scope, requirements, milestones, deliverables, and entrance/exit criteria* ► *Assess whether use involvement and buy-in is sufficient for successful adoption of the system* ► *Review project artifacts and deliverables* ► *Ensure that for each area evaluated, the report contains the status of the State's effort, including any pertinent historical background information* ► *Ensure the report contains a detailed analysis of each area, which answers, at the least, the following general questions:* ▪ *What is the State's current process in this area?* ▪ *What's good about the State's process?* ▪ *What about the State's process or technology needs improvement?* ▪ *Is the State making measurable progress in this area?*

INITIAL AND PERIODIC IV&V REVIEW REPORT

- *Is the effort within the triple constraints of budget, scope, and schedule?*
- *What standards is the project following (State, industry [IEEE, SEI, ISO, etc.,]) internally?*
- *Are the appropriate documentation and other project artifacts accurate and up-to-date?*
- *Is there adequate Stakeholder involvement in the Project?*
- *Are best practices and metrics employed to identify issues, progress, performance, etc.?*

- *Quantify responses whenever possible.*
- *Ensure the report contains detailed recommendations in each area specifying what can be done immediately and in the long term to improve the State's operation. Any recommended technologies, methodologies, or resources should reflect industry standards and be appropriate for the unique circumstances and constraints of the Replacement Project. The recommendations should also specify a method of measuring the State's progress against the recommendations.*
- *Ensure the Periodic IV&V Review Reports have follow-up sections providing quantified information on the progress that the State has made against the recommendations from the previous review. The follow-up information should also contain any additional and/or modified recommendations with the same level of detail as the initial recommendations. All report findings and recommendations should be historically traceable (with a clear and consistent method of identification/numbering) from the time they are first reported until closure.*
- *Prepare IVV&V Review Report*
- *Initial Review Report delivery process:*
  - *Cognosante will deliver to Federal OCSE and the IV&V Contract Officer 60 calendar days after the start of the onsite portion of the Initial IV&V Review.*
  - *Federal OCSE will review this draft version and provide comments and ACF Priorities that will be incorporated to the draft version of the Initial IV&V Review Report and a revised report will be released to the State's Replacement Project and DWSS five calendar days after receipt of ACF comments and Priorities to the draft version of the Initial IV&V Review Report.*
  - *Replacement Project and DWSS comments to the draft version of the Initial IV&V Review Report will be returned to the IV&V Service Provider within 20 calendar days of receipt of the draft version of the Initial IV&V Review Report.*
  - *Cognosante will correct mistakes of fact to the Initial IV&V Review Report draft, and append to the draft version all other Replacement Project and DWSS comments, and redeliver the Initial IV&V Review Report, marked as Final, to OCSE, the IV&V Contract Officer, the Replacement Project and DWSS. This final version of the Initial IV&V Review Report deliverable concludes the Initial IV&V Review.*
- *Periodic Review Report delivery process:*
  - *Periodic IV&V Reviews will commence six months following the start of the previous IV&V review, with the first activity of the Periodic IV&V Review being the onsite review.*
  - *A Periodic IV&V Review Report (draft version) will be delivered to Federal OCSE and IV&V Contract Officer (at same time) 60 calendar days after the start of the onsite portion of the respective Periodic IV&V Review.*
  - *Federal OCSE will review this draft version and provide comments and ACF Priorities that will be incorporated to the draft version of the Periodic IV&V Review Report and a revised report will be released to the Replacement Project and DWSS five calendar days after receipt of ACF comments and Priorities to the draft version of the respective Periodic IV&V Review Report.*
  - *Replacement Project and DWSS comments to the draft version of the Periodic IV&V Review Report will be returned to the IV&V Service Provider within 20 calendar days of receipt of the draft version of the respective Periodic IV&V Review Report.*
- *Cognosante will correct mistakes of fact to the respective Periodic IV&V Review Report draft, and append to the draft version all other Replacement Project and Department*

INITIAL AND PERIODIC IV&V REVIEW REPORT	
	comments, and redeliver the Periodic IV&V Review Report, marked as final, to OCSE, the IV&V Contract Officer, the Replacement Project and DWSS. ► *Cognosante will prepare and deliver formal briefing presentations to the DWSS, Child Support Enforcement Program (CSEP), Replacement project, and OCSE on the latest respective IV&V Review Reports. We will conduct these within five calendar days of the delivery of the final version of the respective IV&V Review Report.*
Templates	► *Cognosante IV&V Project Assessment Report Template*
Project-Specific Documents (inputs)	► *PMO Project Status Report* ► *PMO Project Schedule* ► *Project Risk Log* ► *Project Issue Log* ► *Project Decision Log* ► *IV&V Management Plan* ► *Project Artifact and deliverable reviews* ► *IV&V Review Report from previous reporting period*
Project-Specific Documents (outputs)	► *Initial and Periodic IV&V Review Reports*

5.6.3 CONDUCT PERIODIC IV&V REVIEWS RFP §3.6.2.3

3.6.2.3 Conduct Periodic IV&V Review Activities. Periodic IV&V Reviews will commence six (6) months following the start of the previous IV&V review, with the first activity of the Periodic IV&V Review being the onsite review. The IV&V Service Provider will be restricted to conducting its onsite review within a 10-calendar day period. This onsite portion of the Initial IV&V Review will include the following activities:

A. Submit to IV&V Contract Officer a schedule of onsite review activities to be performed with State Project and Department;
B. Submit to IV&V Contract Officer a list of Project Team and Stakeholder interviews to be performed, documentation required to review;
C. Submit to IV&V Contract Officer a list of Project Documentation to be provided for IV&V Service Provider review, and,
D. Submit to IV&V Contract Officer a list of Project Meetings, etc., to be attended and observed by the IV&V Service Provider.

Upon completion of the onsite portion of the Periodic Review, the IV&V Service Provider will leave the Project site and at their own place of business review and analyze collected Project artifacts and draft the respective Periodic IV&V Review Report.

Cognosante will comply with this requirement. We will conduct the Periodic IV&V Review activities using the same methodology as documented in Proposal Section 5.6.1 for the Initial IV&V Review activities.

5.6.4 Create Periodic IV&V Review Reports RFP §3.6.2.4

3.6.2.4 Create Periodic IV&V Review Reports (Draft and Final).

A. A Periodic IV&V Review Report (draft version) will be delivered to Federal OCSE and IV&V Contract Officer (at same time) sixty (60) calendar days after the start of the onsite portion of the respective Periodic IV&V Review.

B. Federal OCSE will review this draft version and provide comments and ACF Priorities that will be incorporated to the draft version of the Periodic IV&V Review Report and a revised report will be released to the Replacement Project and DWSS five (5) calendar days after receipt of ACF comments and Priorities to the draft version of the respective Periodic IV&V Review Report.

C. Replacement Project and DWSS comments to the draft version of the Periodic IV&V Review Report will be returned to the IV&V Service Provider within 20 calendar days of receipt of the draft version of the respective Periodic IV&V Review Report.

D. The IV&V Service Provider will correct mistakes of fact to the draft version of the respective Periodic IV&V Review Report, and append to the draft version all other Replacement Project and Department comments, and redeliver the Periodic IV&V Review Report, marked as final, to OCSE, the IV&V Contract Officer, the Replacement Project and DWSS. This final version of the respective Periodic IV&V Review Report deliverable concludes the respective Periodic IV&V Review.

E. For each area evaluated, the report should contain the current status of the State's effort, including any pertinent historical background information. The report should also contain a detailed analysis of each area, which answers, at the least, the following general questions:

1. What is the State's current process in this area?
2. What's good about the State's process?
3. What about the State's process or technology needs improvement?
4. Is the State making measurable progress in this area?
5. Is the effort within the triple constraints of budget, scope, and schedule?
6. What standards is the project following (State, industry [IEEE, SEI, ISO, etc.,]) internally?
7. Are the appropriate documentation and other project artifacts accurate and up-to-date?
8. Is there adequate Stakeholder involvement in the Project?
9. Are best practices and metrics employed to identify issues, progress, performance, etc.?

Responses should be quantified whenever possible. The report should also contain detailed recommendations in each area specifying what can be done immediately and in the long term to improve the State's operation. Any technologies, methodologies, or resources recommended should reflect industry standards and be appropriate for the unique circumstances and constraints of the Replacement Project. The recommendations should also specify a method of measuring the State's progress against the recommendations.

F. The Periodic IV&V Review Reports should have follow-up sections providing quantified information on the progress that the State has made against the recommendations from the previous review. The follow-up information should also contain any additional and/or modified recommendations at the same level of detail as the initial recommendations. All report findings and recommendations should be historically traceable (with a clear and consistent method of identification/numbering) from the time they are first reported by the IV&V Service Provider until closure.

Cognosante will comply with this requirement. We will create the Periodic IV&V Review Report using the same methodology as documented in Section 5.6.2 of the Initial IV&V Review Report.

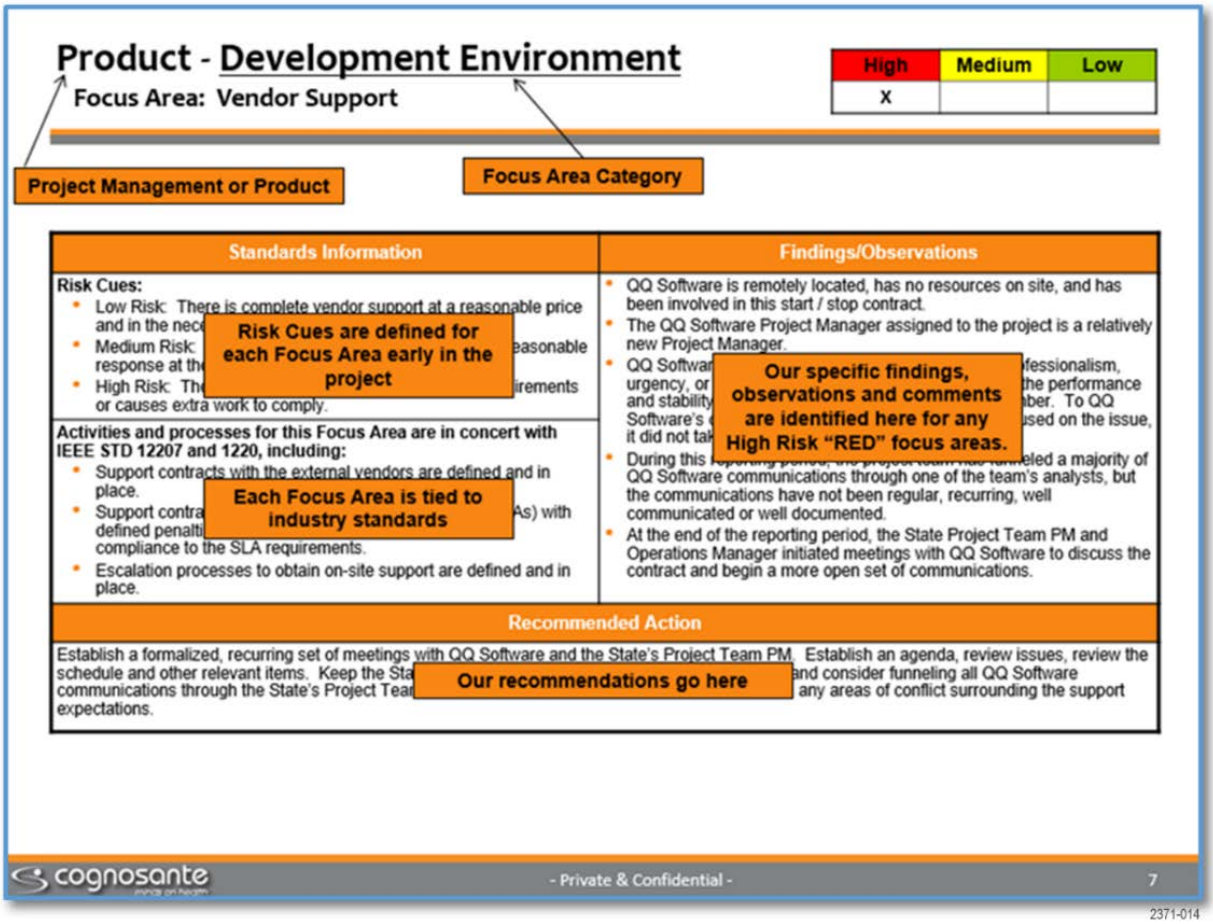
5.6.5 Conduct Formal Briefings Regarding IV&V Review Reports RFP §3.6.2.5

3.6.2.5 Conduct formal briefing presentations to the DWSS, CSEP, Replacement Project, and OCSE on the Respective IV&V Review Report. If desired by and requested by the Replacement Project team, CSEP, and DWSS, the IV&V Service Provider will prepare and deliver a debriefing related to the latest, respective (Initial or Periodic) IV&V Review Report's results to the Replacement Project team, CSEP, DWSS, and OCSE. Any such debriefing must be conducted within 5 calendar days of delivery of the final version of the respective (Initial or Periodic) IV&V Review Report. Debriefings prior to this milestone within the IV&V Services contract, whether during the course of an onsite review, or subsequent IV&V Service Provider review, analysis, and report creation timeframe, or prior to delivery of the respective IV&V Review Report under this contract, are prohibited.

Cognosante will comply with this requirement. Our IV&V team will prepare and deliver formal briefing presentations to the DWSS, CSEP, Replacement project, and OCSE on the latest respective IV&V Review Reports. Upon project initiation, we will reach an agreement with DWSS on the briefing's format, content, and schedule as part of the approval of the IV&V Management Plan.

We will conduct these within five calendar days of the delivery of the final version of the respective IV&V Review Report. We will use the IV&V Review Report as the basis for the agenda of the formal briefing. Exhibit 13 presents an example of how we often provide our IV&V findings/observations, standards, and recommended actions in the IV&V Review Report Briefing.

Exhibit 13. IV&V Review Report Briefing.



5.6.6 Create Deliverable Observation Reports RFP §3.6.2.6

3.6.2.6 Create Deliverable Observation Reports (DOR) as necessary. If desired and requested by the Replacement Project team, CSEP, and DWSS, the IV&V Service Provider will prepare and deliver a one-time, focused, specific Deliverable Observation Report to the IV&V Contract Officer (for delivery to the State Replacement Project, etc.,) and OCSE, at the same time, presenting an analysis of a prescribed deliverable or other task not specifically referenced by this scope of work. Examples of such focused Deliverables Observation Reports include: a network capacity, bandwidth, and throughput analysis; independent analysis of compliance of a project deliverable with contract specifications, etc. The Replacement Project team, CSEP, and DWSS may receive a debriefing on the results of such a DOR from the IV&V Service Provider only with the concurrence and attendance of OCSE.

Cognosante will comply with this requirement. Our IV&V Advantage deliverable review process, an assessment of project artifacts and deliverables, verifies that the artifact/deliverable was written in accordance with the contract and that the artifact/deliverable meets industry best practices, standards, and client expectations.

Cognosante will work with DWSS to tailor our deliverable review process to the Nevada CSE System Replacement Project. We understand we will only develop a one-time, focused, specific, Deliverable Observation when requested by the Replacement Project team, CSEP, and DWSS.

We will base the DOR on the Cognosante IV&V Project Artifact Review Template provided in Proposal Section 9, tailored during project startup for the Nevada CSE System Replacement Project.

The Cognosante IV&V team will perform at least two one-time focused deliverable observation reviews as requested by DWSS to ensure that the deliverable meets contract requirements and industry best practices and standards. For each DOR, Cognosante will leverage appropriate IV&V checklist(s).

The review will assess, at a minimum, quality, alignment to project objectives, fidelity to Nevada and Federal requirements, compliance with ACF OCSE, and adherence to the project plan and strategy. Cognosante will submit each DOR to the State IV&V Contract Officer and OCSE at the same time. The Replacement Project Team, CSEP, and DWSS may request a debriefing on the results of the DOR by IV&V with agreement of the OCSE.

As per RFP Amendment 2, other DORs are optional and may be offered at an additional cost.

Some of those optional deliverable reviews we suggest include review of the Implementation Contractor's:

- ***Work Plan***
- ***Project Management Plan(s)***
- ***Security Plan***
- ***Conversion Plan or Conversion Results Report***
- ***Configuration Plan(s)***
- ***SIT or UAT Test Plans or UAT Test Case Scenarios***
- ***Implementation Plan(s)***
- ***Operational Readiness Checklist(s)***
- ***Business Continuity Plan***
- ***Backup and Recovery Plan***
- ***Business Process Use Case Reviews***
- ***Business Architecture, Technical Architecture, or Information Architecture Diagrams***

Through our experience with other projects, we know that DORs may take the form of assessments not specific to a formally defined Implementation Contractor deliverable. For example, an evaluation to help the State to determine if the Implementation Contractor properly sized the delivered system and to understand budget requirements for system upgrades over the first two years of full operations.

Another DOR that can be value-add for the State is an Operational Staffing and Organizational Change Management Plan for Operations. This might entail evaluating

the State's current operational structure and staffing, then making recommendations to improve and streamline the operations organization with an intent to achieve a nimbler group, one better capable of taking advantage of the benefits offered by the new automated system, including the new system's improved maintenance and enhancement environment.

Recommendations could include staffing skills and numbers needed, a recommended organizational structure to ensure just-in-time product design and delivery, a training plan for existing state staff to learn the new system's architecture and programming paradigms, and a transition plan to transform the existing state organization from a more traditional O&M to one embracing Agile software development.

Exhibit 14 further defines Cognosante's approach to reviewing and evaluating project deliverables.

Exhibit 14. DOR Report Approach.

DELIVERABLE OBSERVATION REPORT	
Description	*Review project deliverables assessing, at a minimum, quality, alignment to project objectives, fidelity to State and Federal requirements, and adherence to the project plan and strategy.*
Work Breakdown	► *Review deliverable for:* ▪ *Compliance with contract requirements* ▪ *Compliance with agreed upon template* ▪ *Compliance with applicable industry standards and best practices* ► *Document specific findings and recommendations* ► *Document identified issues or risks in issues/risk log(s), as appropriate* ► *Develop DOR Report* ► *Deliver DOR Report to the IV&V Contract Officer (for delivery to the State Replacement Project, etc.,) and OCSE, at the same time* ► *Attend meetings held to discuss the review comments and recommendations with the Replacement Project team, CSEP, and DWSS with the concurrence and attendance of OCSE.*
Templates	► *Project Artifact Review Template*
Project-Specific Documents (Input)	► *DDI RFP* ► *Industry Standards* ► *Cognosante Deliverable checklists* ► *Deliverable Expectation Documents* ► *Project-specific comment templates*
Project-Specific Documents (Output)	► *DOR Report* ► *Updates on progress, risks and issues in IV&V Review Report*

5.6.7 PROVIDE A DOCUMENT ARCHIVE RFP §3.6.2.7

3.6.2.7 Archive documents. A complete CD-ROM archive of all IV&V Documents including draft and final reports, status briefings, exception reports, all versions of the Project Management Plan, Deliverable Observation Review (DOR) Reports, Monthly (Financial) Invoicing, Project Status Reports, and all project materials, documentation, artifacts, data, reports, forms, etc., collected by the IV&V Service Provider during the course of their latest IV&V Review. This complete archive is to be submitted with the respective final invoice for the IV&V Review period in question.

Cognosante will comply with this requirement.

As part of project start-up, we will discuss with the State's IV&V Contract Officer and agree to an approach that is acceptable to DWSS. We will document the agreed-on approach in our IV&V Management Plan, and we will manage and submit document archives accordingly.

Exhibit 15 shows our approach to archiving documents.

Exhibit 15. Approach to Archive Documents.

ARCHIVE DOCUMENTS	
Description	*Prepare a complete CD-ROM archive of all IV&V Documents including draft and final reports, status briefings, exception reports, all versions of the Project Management Plan, DOR Reports, Monthly (Financial) Invoicing, Project Status Reports, and all project materials, documentation, artifacts, data, reports, forms, etc., collected by the IV&V Service Provider during the course of their latest IV&V Review. We will submit this completed archive with the respective final invoice for the IV&V Review period in question.*
Work Breakdown	*Initial Startup Activities:* ► *Gain agreement with State on format, timing and process for archiving documents.* ► *Document agreement in IV&V Management Plan* *Ongoing Activities:* ► *Archive documents as agreed upon for IV&V review period*
Project-Specific Documents (Input)	► *IV&V Management Plan*
Project-Specific Documents (Output)	► *Archived Documents*

5.7 IV&V REQUIREMENTS RFP 3.6.3

5.7.1 IV&V PROJECT MANAGEMENT RFP §3.6.3.2

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
IV&V Management Plan	IM-1	As the first deliverable, the IV&V provider shall develop an IV&V Management Plan. This plan shall describe the activities, personnel, schedule, standards, and methodology for conducting the IV&V reviews. (see 3.5.1.1 for more details)
Conduct Initial Review	IM-2	Prepare and deliver an Initial IV&V report on the required activities. Report on status of each activity. (see 3.6.2.1 and 3.6.2.2 for more details)
Conduct Periodic Review(s)	IM-3	Prepare and deliver a Follow-up IV&V report on the required activities. Report on status of each activity and progress since the previous report. (see 3.6.2.3 and 3.6.2.4 for more details)
Management Briefing	IM-4	Prepare and deliver a formal presentation(s) on the status of the IV&V project. Presented as required, with at least ten (10) business days' notice. No more than once a month. (see 3.6.2.5 for more details)

Cognosante will comply with these requirements.

We will use IV&V Project Management requirements IM-1 through IM-4 as part of our IV&V Advantage methodology in monitoring, assessing, and reporting Project Management activities and deliverables as discussed in Proposal Section 5.6.

These tasks comply with the Federal OCSE IV&V Statement of Work template, which states that applicable tasks and activities will be performed with the IEEE, CMMI, PMI PMBOK Fifth Edition, and PMBOK – Government standards.

The Federal OCSE IV&V Statement of Work template also indicates the use of semi-annual IV&V reviews rather than continuous assessment.

5.7.2 Replacement Project Management RFP §3.6.3.3

Requirement Item	Req #	Requirement Description
Project Sponsorship	PM-1	Assess and recommend improvement, as needed, to assure continuous executive stakeholder buy-in, participation, support and commitment, and that open pathways of communication exist among all stakeholders.
Project Sponsorship	PM-2	Verify that executive sponsorship has bought-in to all changes which impact project objectives, cost, or schedule.
Management Assessment	PM-3	Verify and assess project management and organization, verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.
Management Assessment	PM-4	Evaluate project progress, resources, budget, schedules, work flow, and reporting.
Management Assessment	PM-5	Assess coordination, communication and management to verify agencies and departments are not working independently of one another and that they are following the communication plan.
Project Management	PM-6	Verify that a Project Management Plan is created and being followed. Evaluate the project management plans and procedures to verify that they are developed, communicated, implemented, monitored and complete.
Project Management	PM-7	Evaluate the project reporting plan and actual project reports to verify project status is accurately traced using project metrics.
Project Management	PM-8	Verify milestones and completion dates are planned, monitored, and met.
Project Management	PM-9	Verify the existence and institutionalization of an appropriate project issue tracking mechanism that documents issues as they arise, enables communication of issues to proper stakeholders, documents a mitigation strategy as appropriate, and tracks issues to closure. This should include but is not limited to technical and development efforts.
Project Management	PM-10	Evaluate the system's planned life-cycle development methodology or methodologies (waterfall, evolutionary spiral, rapid prototyping, incremental, etc.) to see if they are appropriate for the system being developed.
Business Process Reengineering	PM-11	Evaluate the project's ability and plans to redesign business systems to achieve improvements in critical measures of performance, such as cost, quality, service, and speed.
Business Process Reengineering	PM-12	Verify that the reengineering plan has the strategy, management backing, resources, skills and incentives necessary for effective change.
Business Process Reengineering	PM-13	Verify that resistance to change is anticipated and prepared for by using principles of change management at each step (such as excellent communication, participation, incentives) and having the appropriate leadership (executive pressure, vision, and actions) throughout the reengineering process.
Risk Management	PM-14	Verify that a Project Risk Management Plan is created and being followed. Evaluate the project's risk management plans and procedures to verify that risks are identified and quantified and that mitigation plans are developed, communicated, implemented, monitored, and complete.
Change Management	PM-15	Verify that a Change Management Plan is created and being followed. Evaluate the change management plans and procedures to verify they are developed, communicated, implemented, monitored, and complete; and that resistance to change is anticipated and prepared for.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Communication Management	PM-16	Verify that a Communication Plan is created and being followed. Evaluate the communication plans and strategies to verify they support communications and work product sharing between all project stakeholders; and assess if communication plans and strategies are effective, implemented, monitored and complete.
Configuration Management	PM-17	Review and evaluate the configuration management (CM) plans and procedures associated with the development process.
Configuration Management	PM-18	Verify that all critical development documents, including but not limited to requirements, design, code and JCL are maintained under an appropriate level of control.
Configuration Management	PM-19	Verify that the processes and tools are in place to identify code versions and to rebuild system configurations from source code.
Configuration Management	PM-20	Verify that appropriate source and object libraries are maintained for training, test, and production and that formal sign-off procedures are in place for approving deliverables.
Configuration Management	PM-21	Verify that appropriate processes and tools are in place to manage system changes, including formal logging of change requests and the review, prioritization and timely scheduling of maintenance actions.
Configuration Management	PM-22	Verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version of the system.
Configuration Management	PM-23	Review the use of CM information (such as the number and type of corrective maintenance actions over time) in project management.
Project Estimating and Scheduling	PM-24	Evaluate and make recommendations on the estimating and scheduling process of the project to ensure that the project budget and resources are adequate for the work-breakdown structure and schedule.
Project Estimating and Scheduling	PM-25	Review schedules to verify that adequate time and resources are assigned for planning, development, review, testing and rework.
Project Estimating and Scheduling	PM-26	Examine historical data to determine if the project/department has been able to accurately estimate the time, labor and cost of software development efforts.
Project Personnel	PM-27	Examine the job assignments, skills, training and experience of the personnel involved in program development to verify that they are adequate for the development task.
Project Personnel	PM-28	Evaluate the State's hiring plan for the project to verify that adequate human resources will be available for development and maintenance.
Project Personnel	PM-29	Evaluate the State's personnel policies to verify that staff turnover will be minimized.
Project Organization	PM-30	Verify that lines of reporting and responsibility provide adequate technical and managerial oversight of the project.
Project Organization	PM-31	Verify that the project's organizational structure supports training, process definition, independent Quality Assurance, Configuration Management, product evaluation, and any other functions critical for the project's success.
Subcontractors and External Staff	PM-32	Evaluate the use of sub-contractors or other external sources of project staff (such as an IS staff member from another State organization) in project development.
Subcontractors and External Staff	PM-33	Verify that the obligations of sub-contractors and external staff (terms, conditions, statement of work, requirements, standards, development milestones, acceptance criteria, delivery dates, etc.) are clearly defined.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Subcontractors and External Staff	PM-34	Verify that the subcontractors' software development methodology and product standards are compatible with the system's standards and environment.
Subcontractors and External Staff	PM-35	Verify that the subcontractor has and maintains the required skills, personnel, plans, resources, procedures and standards to meet their commitment. This will include examining the feasibility of any offsite support of the project
Subcontractors and External Staff	PM-36	Verify that any proprietary tools used by subcontractors do not restrict the future maintainability, portability, and reusability of the system.
State Oversight	PM-37	Verify that State oversight is provided in the form of periodic status reviews and technical interchanges.
State Oversight	PM-38	Verify that the State has defined the technical and managerial inputs the subcontractor needs (reviews, approvals, requirements and interface clarifications, etc.) and has the resources to supply them on schedule.
State Oversight	PM-39	Verify that State staff have the ultimate responsibility for monitoring project cost and schedule.

Cognosante will comply with these requirements. We will use the Replacement Project Management requirements PM-1 through PM-39 as part of our IV&V Advantage methodology in monitoring, assessing, and reporting Replacement Project Management activities and deliverables as discussed in Proposal Section 5.6.

5.7.3 QUALITY MANAGEMENT RFP §3.6.3.4

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Quality Assurance	QA-1	Evaluate and make recommendations on the project's Quality Assurance plans, procedures and organization.
Quality Assurance	QA-2	Verify that QA has an appropriate level of independence from project management.
Quality Assurance	QA-3	Verify that the QA organization monitors the fidelity of all defined processes in all phases of the project.
Quality Assurance	QA-4	Verify that the quality of all products produced by the project is monitored by formal reviews and sign-offs.
Quality Assurance	QA-5	Verify that project self-evaluations are performed and that measures are continually taken to improve the process.
Quality Assurance	QA-6	Monitor the performance of the QA contractor by reviewing its processes and reports and performing spot checks of system documentation; assess findings and performance of the processes and reports.
Quality Assurance	QA-7	Verify that QA has an appropriate level of independence; evaluate and make recommendations on the project's Quality Assurance plans, procedures and organization.
Quality Assurance	QA-8	Verify that the QA vendor provides periodic assessment of the CMM activities of the project.
Quality Assurance	QA-9	Evaluate if appropriate mechanisms are in place for project self-evaluation and process improvement.
Process Definition and	QA-10	Review and make recommendations on all defined processes and product standards associated with the system development.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Product Standards		
Process Definition and Product Standards	QA-11	Verify that all major development processes are defined and that the defined and approved processes and standards are followed.
Process Definition and Product Standards	QA-12	Verify that the processes and standards are compatible with each other and with the system development methodology.
Process Definition and Product Standards	QA-13	Verify that all process definitions and standards are complete, clear, up-to-date, consistent in format, and easily available to project personnel

Cognosante will comply with these requirements. We will use the Quality Management requirements QA-1 through QA-13 as part of our IV&V methodology in monitoring, assessing, and reporting Quality Management activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.4 TRAINING RFP §3.6.3.5

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
User Training and Documentation	TR-1	Review and make recommendations on the training provided to system users. Verify sufficient knowledge transfer for maintenance and operation of the new system.
User Training and Documentation	TR-2	Verify that training for users is instructor-led and hands-on and is directly related to the business process and required job skills.
User Training and Documentation	TR-3	Verify that user-friendly training materials and help desk services are easily available to all users.
User Training and Documentation	TR-4	Verify that all necessary policy and process and documentation are easily available to users.
User Training and Documentation	TR-5	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with additional training provided as needed.
Developer Training and Documentation	TR-6	Review and make recommendations on the training provided to system developers.
Developer Training and Documentation	TR-7	Verify that developer training is technically adequate, appropriate for the development phase, and available at appropriate times.
Developer Training and Documentation	TR-8	Verify that all necessary policy, process and standards documentation is easily available to developers.
Developer Training and Documentation	TR-9	Verify that all training is given on-time and is evaluated and monitored for effectiveness, with additional training provided as needed.

Cognosante will comply with these requirements. We will use the Training requirements TR-1 through TR-9 as part of our IV&V methodology in monitoring, assessing, and reporting Training activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.5 Requirements Management RFP §3.6.3.6

Requirement Item	Req #	Requirement Description
Requirements Management	RM-1	Evaluate and make recommendations on the project's process and procedures for managing requirements.
Requirements Management	RM-2	Verify that system requirements are well-defined, understood and documented.
Requirements Management	RM-3	Evaluate the allocation of system requirements to hardware and software requirements.
Requirements Management	RM-4	Verify that software requirements can be traced through design, code and test phases to verify that the system performs as intended and contains no unnecessary software elements.
Requirements Management	RM-5	Verify that requirements are under formal configuration control.
Security Requirements	RM-6	Evaluate and make recommendations on project policies and procedures for ensuring that the system is secure and that the privacy of client data is maintained.
Security Requirements	RM-7	Evaluate the project's restrictions on system and data access.
Security Requirements	RM-8	Evaluate the project's security and risk analysis.
Security Requirements	RM-9	Verify that processes and equipment are in place to back up client and project data and files and archive them safely at appropriate intervals.
Requirements Analysis	RM-10	Verify that an analysis of client, State and federal needs and objectives has been performed to verify that requirements of the system are well understood, well defined, and satisfy federal regulations.
Requirements Analysis	RM-11	Verify that all stakeholders have been consulted as to the desired functionality of the system, and that users have been involved in prototyping of the user interface.
Requirements Analysis	RM-12	Verify that all stakeholders have bought-in to all changes which impact project objectives, cost, or schedule.
Requirements Analysis	RM-13	Verify that performance requirements (e.g., timing, response time and throughput) satisfy user needs
Requirements Analysis	RM-14	Verify that user's maintenance requirements for the system are completely specified
Interface Requirements	RM-15	Verify that all system interfaces are exactly described, by medium and by function, including input/output control codes, data format, polarity, range, units, and frequency.
Requirements Analysis	RM-16	Verify approved interface documents are available and that appropriate relationships (such as interface working groups) are in place with all agencies and organizations supporting the interfaces.
Requirements Allocation and Specification	RM-17	Verify that all system requirements have been allocated to either a software or hardware subsystem.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Requirements Allocation and Specification	RM-18	Verify that requirements specifications have been developed for all hardware and software subsystems in a sufficient level of detail to ensure successful implementation.
Reverse Engineering	RM-19	If a legacy system or a transfer system is or will be used in development, Verify that a well-defined plan and process for reengineering the system is in place and is followed. The process, depending on the goals of the reuse/transfer, may include reverse engineering, code translation, re-documentation, restructuring, normalization, and re-targeting.

Cognosante will comply with these requirements. We will use the Requirements Management requirements RM-1 through RM-19 as part of our IV&V methodology in monitoring, assessing, and reporting Requirements Management activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.6 OPERATING ENVIRONMENT RFP §3.6.3.7

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
System Hardware	OE-1	Evaluate new and existing system hardware configurations to determine if their performance is adequate to meet existing and proposed system requirements.
System Hardware	OE-2	Determine if system hardware is compatible with the State's existing processing environment, if it is maintainable, and if it is easily upgradeable. This evaluation will include, but is not limited to, CPUs and other processors, memory, network connections and bandwidth, communication controllers, telecommunications systems (LAN/WAN), terminals, printers and storage devices.
System Hardware	OE-3	Evaluate current and projected vendor support of the hardware, as well as the State's hardware configuration management plans and procedures.
System Software	OE-4	Evaluate new and existing system software to determine if its capabilities are adequate to meet existing and proposed system requirements.
System Software	OE-5	Determine if the software is compatible with the State's existing hardware and software environment, if it is maintainable, and if it is easily upgradeable. This evaluation will include, but is not limited to, operating systems, middleware, and network software including communications and file-sharing protocols.
System Software	OE-6	Current and projected vendor support of the software will also be evaluated, as well as the State's software acquisition plans and procedures.
Database Software	OE-7	Evaluate new and existing database products to determine if their capabilities are adequate to meet existing and proposed system requirements.
Database Software	OE-8	Determine if the database's data format is easily convertible to other formats, if it supports the addition of new data items, if it is scalable, if it is easily refreshable and if it is compatible with the State's existing hardware and software, including any on-line transaction processing environment.
Database Software	OE-9	Evaluate any current and projected vendor support of the software, as well as the State's software acquisition plans and procedures.
System Capacity	OE-10	Evaluate the existing processing capacity of the system and verify that it is adequate for current statewide needs for both batch and on-line processing.
System Capacity	OE-11	Evaluate the historic availability and reliability of the system including the frequency and criticality of system failure.
System Capacity	OE-12	Evaluate the results of any volume testing or stress testing.
System Capacity	OE-13	Evaluate any existing measurement and capacity planning program and evaluate the system's capacity to support future growth.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
System Capacity	OE-14	Make recommendations on changes in processing hardware, storage, network systems, operating systems, COTS software, and software design to meet future growth and improve system performance.

Cognosante will comply with these requirements. We will use the Operating Environment requirements OE-1 through OE-14 as part of our IV&V methodology in monitoring, assessing, and reporting Operating Environment activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

We will use the Operating Environment requirements OE-1 through OE-14 as part of our IV&V methodology in monitoring, assessing, and reporting Operating Environment activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.7 DEVELOPMENT ENVIRONMENT RFP §3.6.3.8

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Development Hardware	DE-1	Evaluate new and existing development hardware configurations to determine if their performance is adequate to meet the needs of system development.
Development Hardware	DE-2	Determine if development hardware is maintainable, easily upgradeable, and compatible with the State's existing development and processing environment. This evaluation will include, but is not limited to, CPUs and other processors, memory, network connections and bandwidth, communication controllers, telecommunications systems (LAN/WAN), terminals, printers and storage devices.
Development Hardware	DE-3	Current and projected vendor support of the hardware will also be evaluated, as well as the State's hardware configuration management plans and procedures.
Development Software	DE-4	Evaluate new and existing development software to determine if their capabilities are adequate to meet system development requirements.
Development Software	DE-5	Determine if the software is maintainable, easily upgradeable, and compatible with the State's existing hardware and software environment.
Development Software	DE-6	Evaluate the environment as a whole to see if it shows a degree of integration compatible with good development. This evaluation will include, but is not limited to, operating systems, network software, CASE tools, project management software, configuration management software, compilers, cross-compilers, linkers, loaders, debuggers, editors, and reporting software.
Development Software	DE-7	Evaluate language and compiler selection with regard to portability and reusability (ANSI standard language, non-standard extensions, etc.)
Development Software	DE-8	Evaluate current and projected vendor support of the software, as well as the State's software acquisition plans and procedures.

Cognosante will comply with these requirements. We will use the Development Environment requirements DE-1 through DE-8 as part of our IV&V methodology in monitoring, assessing, and reporting Development Environment activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.8 SOFTWARE DEVELOPMENT RFP §3.6.3.9

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
High-Level Design	SD-1	Evaluate and make recommendations on existing high-level design products to verify the design is workable, efficient, and satisfies all system and system interface requirements.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
High-Level Design	SD-2	Evaluated the design products for adherence to the project design methodology and standards.
High-Level Design	SD-3	Evaluate the design and analysis process used to develop the design and make recommendations for improvements. Evaluate design standards, methodology and CASE tools used and make recommendations.
High-Level Design	SD-4	Verify that design requirements can be traced back to system requirements.
High-Level Design	SD-5	Verify that all design products are under configuration control and formally approved before detailed design begins.
Detailed Design	SD-6	Evaluate and make recommendations on existing detailed design products to verify that the design is workable, efficient, and satisfies all high-level design requirements.
Detailed Design	SD-7	Evaluate design products for adherence to the project design methodology and standards.
Detailed Design	SD-8	Evaluate the design and analysis process used to develop the design and make recommendations for improvements.
Detailed Design	SD-9	Design standards, methodology and CASE tools used will be evaluated and recommendations made.
Detailed Design	SD-10	Verify that design requirements can be traced back to system requirements and high-level design.
Detailed Design	SD-11	Verify that all design products are under configuration control and formally approved before coding begins.
Job Control	SD-12	Perform an evaluation and make recommendations on existing job control and on the process for designing job control.
Job Control	SD-13	Evaluate the system's division between batch and on-line processing with regard to system performance and data integrity.
Job Control	SD-14	Evaluate batch jobs for appropriate scheduling, timing and internal and external dependencies.
Job Control	SD-15	Evaluate the appropriate use of OS scheduling software.
Job Control	SD-16	Verify that job control language scripts are under an appropriate level of configuration control.
Code	SD-17	Evaluate and make recommendations on the standards and process currently in place for code development.
Code	SD-18	Evaluate the existing code base for portability and maintainability, taking software metrics including but not limited to modularity, complexity and source and object size.
Code	SD-19	Evaluate code documentation for quality, completeness (including maintenance history) and accessibility.
Code	SD-20	Evaluate the coding standards and guidelines and the project's compliance with these standards and guidelines. This evaluation will include, but is not limited to, structure, documentation, modularity, naming conventions and format.
Code	SD-21	Verify that developed code is kept under appropriate configuration control and is easily accessible by developers.
Code	SD-22	Evaluate the project's use of software metrics in management and quality assurance.
Unit Test	SD-23	Evaluate the plans, requirements, environment, tools, and procedures used for unit testing system modules.
Unit Test	SD-24	Evaluate the level of test automation, interactive testing and interactive debugging available in the test environment.

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
Unit Test	SD-25	Verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented.

Cognosante will comply with these requirements. We will use the Software Development requirements SD-1 through SD-25 as part of our IV&V methodology in monitoring, assessing, and reporting Software Development activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.9 SYSTEM AND ACCEPTANCE TESTING RFP §3.6.3.10

REQUIREMENT ITEM	REQ #	REQUIREMENT DESCRIPTION
System Integration Test	ST-1	Evaluate the plans, requirements, environment, tools, and procedures used for integration testing of system modules.
System Integration Test	ST-2	Evaluate the level of automation and the availability of the system test environment.
System Integration Test	ST-3	Verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented, including formal logging of errors found in testing.
System Integration Test	ST-4	Verify that the test organization has an appropriate level of independence from the development organization.
Pilot Test	ST-5	Evaluate the plans, requirements, environment, tools, and procedures for pilot testing the system.
Pilot Test	ST-6	Verify that a sufficient number and type of case scenarios are used to ensure comprehensive but manageable testing and those tests are run in a realistic, real-time environment.
Pilot Test	ST-7	Verify that test scripts are complete, with step-by-step procedures, required pre-existing events or triggers, and expected results.
Pilot Test	ST-8	Verify that test results are verified, that the correct code configuration has been used, and that the tests runs are appropriately documented, including formal logging of errors found in testing.
Pilot Test	ST-9	Verify that the test organization has an appropriate level of independence from the development organization.
Interface Testing	ST-10	Evaluate interface testing plans and procedures for compliance with industry standards.
Acceptance and Turnover	ST-11	Evaluate interface testing plans and procedures for compliance with industry standards. Verify that acceptance procedures and acceptance criteria for each product are defined, reviewed, and approved prior to test and the results of the test must be documented. Acceptance procedures must also address the process by which any software product that does not pass acceptance testing will be corrected.
Acceptance and Turnover	ST-12	Verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of software products.
Acceptance and Turnover	ST-13	Verify that the acceptance test organization has an appropriate level of independence from the implementation vendor.
Acceptance and Turnover	ST-14	Verify that training in using the contractor-supplied software is on-going throughout the development process, especially if the software is to be turned over to State staff for operation.
Acceptance and Turnover	ST-15	Review and evaluate implementation plan.

Cognosante will comply with these requirements. We will use the System and Acceptance Testing requirements ST-1 through ST-15 as part of our IV&V methodology in monitoring, assessing, and reporting System and Acceptance Testing activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.10 Data Management Oversight RFP §3.6.3.11

Requirement Item	Req #	Requirement Description
Data Conversion	DM-1	Evaluate the State's existing and proposed plans, procedures and software for data conversion.
Data Conversion	DM-2	Verify that procedures are in place and are being followed to review the completed data for completeness and accuracy and to perform data clean-up as required.
Data Conversion	DM-3	Determine conversion error rates and if the error rates are manageable.
Data Conversion	DM-4	Make recommendations on making the conversion process more efficient and on maintaining the integrity of data during the conversion.
Database Design	DM-5	Evaluate new and existing database designs to determine if they meet existing and proposed system requirements.
Database Design	DM-6	Recommend improvements to existing designs to improve data integrity and system performance.
Database Design	DM-7	Evaluate the design for maintainability, scalability, refreshability, concurrence, normalization (where appropriate) and any other factors affecting performance and data integrity.
Database Design	DM-8	Evaluate the project's process for administering the database, including backup, recovery, performance analysis and control of data item creation.

Cognosante will comply with these requirements. We will use the Data Management Oversight requirements DM-1 through DM-8 as part of our IV&V methodology in monitoring, assessing, and reporting System and Acceptance Testing activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.7.11 Operations Oversight RFP §3.6.3.12

Requirement Item	Req #	Requirement Description
Operational Change Tracking	OO-1	Evaluate statewide system's change request and defect tracking processes.
Operational Change Tracking	OO-2	Evaluate implementation of the process activities and request volumes to determine if processes are effective and are being followed.
Customer & User Operational Satisfaction	OO-3	Evaluate user satisfaction with the system to determine areas for improvement
Operational Goals	OO-4	Evaluate impact of the system on program goals and performance standards.
Operational Documentation	OO-5	Evaluate operational plans and processes.
Operational Processes and Activity	OO-6	Evaluate implementation of the process activities including backup, disaster recovery and day-to-day operations to verify the processes are being followed.

Cognosante will comply with these requirements. We will use the Operations Oversight requirements OO-1 through OO-6 as part of our IV&V methodology in monitoring,

assessing, and reporting Operations Oversight activities and deliverables during our Initial and Periodic IV&V Reviews and Reports.

5.8 IV&V Activities Deliverables RFP §3.6.4

3.6 IV&V ACTIVITIES DELIVERABLES			
DELIVERABLE NUMBER	DESCRIPTION OF DELIVERABLE	ACTIVITY	*STATE'S ESTIMATED REVIEW TIME (WORKING DAYS)
3.6.4.1	Initial IV&V Review	3.6.2.1	N/A
3.6.4.2	Initial IV&V Review Report	3.6.2.2	15
3.6.4.3	Periodic IV&V Reviews	3.6.2.3	N/A
3.6.4.4	Periodic IV&V Review Reports	3.6.2.4	15
3.6.4.5	Formal Briefing Presentations	3.6.2.5	N/A
3.6.4.6	Deliverable Observation Reports (DOR)	3.6.2.6	15
3.6.4.7	Document Archive	3.6.2.7	15

*As stated previously, the State's review time begins following the Federal OCSE's review, and is limited to mistakes of fact and comments to be appended

Cognosante will comply with these requirements. We will submit deliverables 3.6.4.1 – 3.6.4.7 as noted in the 3.6 IV&V ACTIVITIES DELIVERABLES table.

- ***For 3.6.4.1 Initial IV&V Review methodology, please refer to Proposal 5.6.1***
- ***For 3.6.4.2 Initial IV&V Review Report delivery, please refer to Proposal 5.6.2***
- ***For 3.6.4.3 Periodic IV&V Reviews, please refer to Proposal 5.6.3***
- ***For 3.6.4.4 Periodic IV&V Review Reports deliveries, please refer to Proposal 5.6.4***
- ***For 3.6.4.5 Formal Briefing Presentations details, please refer to Proposal 5.6.5***
- ***For 3.6.4.6 Deliverable Observation Reports methodology and delivery, please refer to Proposal 5.6.6***
- ***For 3.6.4.7 Document Archive methodology and delivery, please refer to Proposal 5.6.7***

6. Company Background and References RFP §4

6.1 Vendor Information RFP §4.1

4.1.1 Vendors shall provide a company profile in the table format below.

Question	Response
Company name:	*Cognosante Consulting, LLC*
Ownership (sole proprietor, partnership, etc.):	*Cognosante Consulting, LLC, is 100% owned by Cognosante Holdings, LLC.*
State of incorporation:	*Delaware*
Date of incorporation:	*February 10, 2016*
# of years in business:	*29* *Cognosante was founded in 2008. In 2010, it merged with FOX Systems (founded 1987), and in 2011, FOX Systems officially changed its name to Cognosante. In 2016, Cognosante's Health Consulting Services business unit became Cognosante Consulting, LLC.*
List of top officers:	► *Chief Executive Officer – Michele Kang* ► *Chief Financial Officer – Thomas Hohman* ► *Chief Growth Officer – Len Discenza* ► *Chief People Officer – Mustafa Al Rafey* ► *Executive Vice President & General Manager – Jim Joyce* ► *General Counsel – Spiro Fotopoulos*
Location of company headquarters:	*McLean, VA*
Location(s) of the office that shall provide the services described in this RFP:	*McLean, VA* *Phoenix, VA*
Number of employees locally with the expertise to support the requirements identified in this RFP:	*Jeff McDermott, our Senior Technical Analyst, will reside in Carson City.*
Number of employees nationally with the expertise to support the requirements in this RFP:	*Cognosante Consulting has more than 200 employees and associate contractors who perform consulting services on health and human services and Medicaid projects.*
Location(s) from which employees shall be assigned for this project:	*Cognosante IV&V team members will be onsite with the State, Project Management Office (PMO), QA, and DDI Contractor staff in Carson City on a schedule agreed on with the State. When not onsite at a designated State of Nevada office, our team members will work remotely from their home offices in the following locations:* ► *Carson City, NV* ► *Boise, ID* ► *Pensacola, FL* ► *Dublin, OH* ► *Tucson, AZ* *When working remotely, we will align with the local time zone in Carson City to make certain we are available and easily accessible by State staff.*

4.1.2 Please be advised, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state shall 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.

4.1.3 The selected vendor, prior to doing business in the State of Nevada, shall 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://nvsos.gov.

QUESTION	RESPONSE
Nevada Business License Number:	NV20161464503
Legal Entity Name:	Cognosante Consulting, LLC

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

Yes	✓	*No*	

If "No", provide explanation.

Not applicable.

4.1.4 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.

Not applicable. Cognosante is not proposing to provide any hardware or software services that would require licensing.

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

Yes	✓	*No*	

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:	*Nevada Department of Health and Human Services, Division of Health Care Financing and Policy*
State agency contact name:	► *Robin Ochsenschlager, IV&V Contract Manager* ► *Sandie Ruybalid, Chief of Information Services*
Dates when services were performed:	*September 2016 – Present*
Type of duties performed:	► *Cognosante Consulting provides IV&V services for Nevada DHHS, Division of Health Care Financing and Policy (DHCFP) to assist the state with their MMIS Modernization project.* ► *DXC Technology (formerly HP Enterprise Services) is the current MMIS solution vendor and is working to upgrade the state's existing MMIS to a more current technology platform. A Provider Enrollment upgrade was performed in December 2016, followed by a Prior Authorization, Personal Care Services, and Provider Web Portal upgrade in July 2017. The remainder of the core MMIS upgrade is in progress.* ► *Cognosante performs IV&V assessments of project performance, using an established methodology based on industry standards, and delivers quarterly reports with findings and*

QUESTION	RESPONSE
	recommendations to DHCFP in the form of IV&V Management Briefings. Other services involve analyzing and assessing DDI vendor deliverables against contract requirements and industry standards, including reviews of testing practices and outcomes; security assessment; and identification of project risks and issues as well as risk and issue analysis and recommendations for mitigation or resolution. ► *Cognosante also performs IV&V certification responsibilities as described within the Medicaid Enterprise Certification Toolkit (MECT)/Medicaid Enterprise Certification Lifecycle (MECL), and delivers quarterly certification-related MMIS IV&V Progress Reports to the Federal Centers for Medicare and Medicaid Services (CMS) and DHCFP simultaneously.*
Total dollar value of the contract:	*$2,993,806*

QUESTION	RESPONSE
Name of State agency:	*Nevada Department of Health and Human Services, Division of Health Care Financing and Policy*
State agency contact name:	*Peggy Martin, Medicaid Information Technology Architecture (MITA) Project Manager*
Dates when services were performed:	*June 2008 – March 2009*
Type of duties performed:	*Cognosante (known as FOX Systems at the time of this contract) assisted DHCFP with its MITA State Self-Assessment. The Cognosante team documented and validated the current (As-Is) MMIS business processes and technical environment, mapped business processes to the MITA Framework 2.0, and determined the current level of maturity for each business process and the current system/technical maturity levels. Next, we facilitated discussions to identify future capabilities; conducted requirements, alternatives, and cost/benefit analyses; and developed the Implementation Advance Planning Document.* *Cognosante successfully completed the following project phases:* ► *Phase 1 (Task 3.1.2) – Project Work Plan* ► *Phase 2 (Task 3.1.6) – Project Training Plan* ► *Phase 3 (Task 3.1.3) – MITA Maturity Report* ► *Phase 4 (Task 3.1.4) – MITA Technology Assessment* ► *Phase 5 (Task 3.1.5) – State Self-Assessment Report* ► *Phase 6 (Task 3.1.1) – Implementation Advance Planning Document*
Total dollar value of the contract:	*$999,356*

4.1.6 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*	✓

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

Not applicable.

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 shall be performing or producing the services which you shall be contracted to provide under this contract, you shall disclose the identity of each such person in your response to this RFP, and specify the services that each person shall be expected to perform.

Cognosante Consulting does not employ any person who is a current employee of an agency of the State of Nevada, nor any person who has been an employee of an agency of the State of Nevada within the past two years.

4.1.7 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 shall also be disclosed.
Does any of the above apply to your company?

Yes		*No*	✓

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:	*Not applicable.*	
Parties involved:	*Not applicable.*	
Description of the contract failure, contract breach, litigation, or investigation, including the products or services involved:	*Not applicable.*	
Amount in controversy:	*Not applicable.*	
Resolution or current status of the dispute:	*Not applicable.*	
If the matter has resulted in a court case:	*COURT*	*CASE NUMBER*
	Not applicable.	*Not applicable.*
Status of the litigation:	*Not applicable.*	*Not applicable.*

4.1.8 Vendors shall review and provide if awarded a contract the requirements as specified in ***Attachment D, Insurance Schedule for RFP 3475***.

Cognosante carries insurance coverage that meets or exceeds the requirements of our state and Federal contracts. Upon contract award, we will provide a Certificate of Insurance for the Replacement Project. This certificate will outline our insurance coverage.

Cognosante suggests the following clarifications to Section B, Additional Insurance Requirements, of Attachment D.

1. ***On insurance policies where the State of Nevada is ~~named~~ <u>included</u> 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 liability are in excess of those required by this Contract~~.

2. ***The Contractor's General Liability insurance coverage shall be primary insurance and non-contributory with respect to all other available sources.***

4.1.9 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.

Cognosante is one of the nation's leading health and human services (HHS) consulting organizations. We have supported state and Federal agencies across all phases of the systems lifecycle, including strategic planning, procurement support, PMO, project oversight and management, IV&V, QA, enterprise systems integration, and certification.

Providing HHS consulting services is our core competency. Successful projects contribute to the success of state health and human services programs. We draw inspiration from the mission of state agencies that support the health and welfare of their citizens. That is our chief passion and the reason we are in business.

A key differentiator for Cognosante is that we tailor our IV&V services to HHS projects. Our commitment to working with our partners has led to numerous long-standing relationships — including multiple state relationships that span over a decade. We have worked with states to develop innovative approaches addressing their complex business and technical issues. Exhibit 16 illustrates the breadth of our experience and shows a perspective that is unique to Cognosante.

Exhibit 16. States Supported by Cognosante Through our History.

Additionally, we have provided oversight of projects that involve a variety of vendors, including DXC (formerly HPE), Deloitte, Conduent (formerly Xerox), CNSI, Molina, Magellan, Optum, CSC, and Wipro. Exhibit 17 highlights our IV&V experience.

Exhibit 17. Cognosante's IV&V Experience.

STATE/COMMONWEALTH	QA/IV&V SERVICES
Alaska	*2003-2005*
Arkansas	*2013-2017 (MMIS); 2016-2017 (E&E)*
Delaware	*2014-2018 (MMIS); 2014-2016 (E&E)*
District of Columbia	*2007-2010*
Florida	*2006-2008*
Illinois	*2013-2018 (MMIS)*
Indiana	*2013-2017 (MMIS)*
Iowa	*2005-2007*
Kansas	*2016-2019 (MMIS)*
Mississippi	*2006-2007*
Missouri	*2008-2016 (MMIS)*
Nebraska	*2008-2009*
Nevada	*2016-2019 (MMIS)*
New Hampshire	*2004-2016 (MMIS); 2014-2016 (E&E)*
New Mexico	*2011-2014 (E&E); 2012-2015 (MMIS)*
New York	*2005-2014 (MMIS); 2012-2018 (HIX QA); 2014-2020 (MMIS); 2017-2020 (WIC)*
Oklahoma	*2011-2013 (MMIS), 2014-2015*
Oregon	*2005-2016*
Puerto Rico	*2016-2017 (E&E); 2016-2018 (MMIS)*
Tennessee	*2002-2004, 2009-2011, 2012-2018 (MMIS); 2013-2018 (E&E); 2016-2018 (HIE IV&V); 2017-2019 (WIC)*
Utah	*2013-2018 (MMIS)*

About Cognosante

Cognosante, based in McLean, Virginia, is recognized as a leading provider of management and technical consulting services, including IV&V, planning and procurement and project management support. We have worked for 48 states, the District of Columbia, and Puerto Rico.

We currently provide IV&V services for Nevada's MMIS Modernization project.

In the following pages, we summarize our organization, including components of our organization and how they communicate and work together in both administrative and functional capacities from the top down. We have also provided our corporate organization chart and describe how our management philosophy supports our projects and our customers.

Exhibit 18. Components Driving our Corporate Mission.

Organizational Components

***Exhibit 18** illustrates organizational components critical to our ability to function effectively as a company. At Cognosante, our passion and mission form our company foundation.*

We can create a better health and human services environment in which everyone benefits. We are dedicated to applying our knowledge and innovation to help produce a more independent, safe, and healthy population.

Our board of directors, leadership, and staff embrace our mission, and it represents the touchstone for every organizational decision. Our policies, procedures, and practices reflect our mission, and it guides the work we perform for our customers on every project.

How an organization makes decisions is critical to its effectiveness. Cognosante has a strong board and governance structure that helps our organization strategically manage critical programs, staffing, and funding initiatives. Our governance sets the tone for our organizational culture and provides for efficient decision-making that consistently reflects our organizational mission.

Our Leadership

Michele Kang is Cognosante's founder, Chair of the Board, and Chief Executive Officer. A visionary in the field of health IT, Michele founded Cognosante in 2008 to address a critical gap she had identified in the health IT market: the need for a smart, nimble company, unencumbered by legacy systems and unafraid to challenge accepted wisdom.

Under her leadership, Cognosante has emerged as one of the most trusted partners to key Federal and state health agencies, growing significantly year over year and providing a unique set of business and technology expertise and innovative solutions central to carrying out national healthcare transformation.

Michele believes that approaching health IT in this fundamentally different way is the key to bringing true change to healthcare. She brings passion and pride to all that she does, and Cognosante's culture and community outreach reflect those values. Michele was honored as 2015 EY Entrepreneur of The Year® for the Washington, DC Region, then went on to win the National Award for the Services category.

Senator Bill Frist, M.D., has served as one of our Board Members since October 2014. Dr. Frist is both a nationally recognized heart and lung transplant surgeon and former U.S. Senate Majority Leader. He is uniquely qualified to discuss the challenges and solutions in healthcare and the implications for the application of IT. Dr. Frist is consistently recognized among the most influential leaders in American healthcare.

Senator Thomas Daschle has served as one of our Board Members since May 2014. He is one of the country's leading experts on healthcare reform, having participated in the development and debate of almost every major health reform public policy issue of the last three decades. He has written extensively on the healthcare issues facing the country, including the publication of: Critical: What We Can Do about the Health-Care Crisis. His work to create the Bipartisan Policy Center, brings a balanced perspective to help society advance healthcare.

Our Executive Leadership team formulated the Cognosante strategy. Our strategy focuses on helping our customers understand complex health and human services requirements and transform their enterprise to meet the needs of millions of people across the country. Whether integrated eligibility, MMIS, health information exchange, WIC, CSE, or more, we help our partners master the big picture. Our strategy includes a 100% quality pledge delivered by the most advanced leaders and subject matter experts in the industry.

Cognosante's organizational strategy emphasizes innovation, so much so that we have created a Solutions Lab that uses a process of persistent experimentation guided by project management disciplines and focused on developing and enhancing capabilities for our current programs and customers.

This includes building new products and new capabilities and partnering with innovative startup companies with products and ideas closely aligned with Cognosante's vision. By harnessing data, power, and technology, the Lab focuses on building the capabilities to address the needs of the rapidly changing US health and human services systems. Our commitment to innovation means that DWSS will have an IV&V partner who is investing in the future of human services and is committed to helping you achieve Nevada's CSE goals.

Cognosante has a robust human resources function responsible for acquiring, managing, and developing talent. Our human resources component is charged with supporting an aggressive growth strategy by building and advancing organizational capabilities, driving employee engagement, and structuring our organization to advance our aggressive growth plans. The depth and breadth of our professional consulting staff is significant, and DWSS can be confident that Cognosante can draw on a large resource pool of consultants who have experience and expertise supporting large modernization projects.

Cognosante Consulting was created as a new legal entity in 2016 and was previously the Health Consulting Services (HCS) business unit. Cognosante Consulting's focus is supporting health and human services organizations modernize their information systems, as they plan for and implement modern flexible solutions that meet new and rapidly changing business requirements.

Cognosante's HCS team has deep expertise in large, complex health and human services systems and architectures and helps states:

- ***Plan, procure, and manage the implementation of modular, integrated, interoperable solutions***
- ***Provide the right guidance in business processes and data technology***
- ***Build a successful roadmap for current and future business and technology needs.***

Key organizational components of legal and financial services provide the necessary structure and processes to ensure Cognosante complies with all contractual obligations while providing the infrastructure to support our rapidly-scalable company. Having strong legal and fiscal structures and processes ensures that our IV&V team will adhere to all DHHS and DWSS contractual and financial requirements.

Management Philosophy

Our mission to create a better human services environment and our dedication to applying our knowledge and innovation to help produce a healthier population drives the Cognosante management philosophy. Almost 30 years of experience providing a wide range of consulting services to state agencies on projects across the health and human services enterprise shapes our philosophy.

WHY COGNOSANTE?

With an organizational structure, key components, and core competencies in supporting state IT projects, DWSS will benefit from Cognosante's proven track record of delivering IV&V for enterprise-wide projects.

Cognosante's management philosophy consists of the following principles:

- ***Each customer is unique and we customize our approach to meet customer needs***
- ***Every client deserves our very best and we work hard to give our best***
- ***Experienced consultants should provide consulting services***
- ***Our integrity is not negotiable; we will not compromise our ethics***
- ***We value the TEAM – we are all in this together***

Cognosante consultants apply our management philosophy on each project and repeatedly prove the results: Our motivated teams provide the highest level of services to our customers; our customers view us as long-term, trusted partners who understand their unique needs and collaborate to provide best-fit services and solutions.

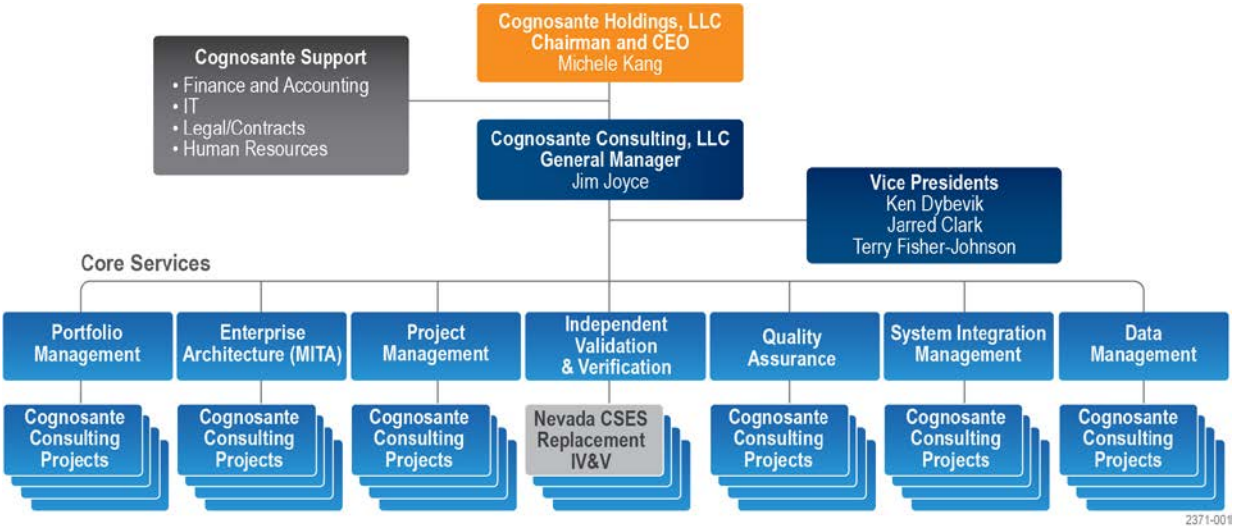
Organization

As shown in Exhibit 19, Cognosante Consulting is structured to best meet the needs of our customers. Each of our projects receive oversight from a Program Director. Program Directors interact regularly with Project Managers to ensure efficient and effective project management and customer satisfaction.

Often the Program Director fulfills the role of Engagement Manager and serves as a senior consultant to support our project team as well as provide value-added consulting to our customers at strategic points in the project. This focus has led to many long-standing relationships with customers.

Practice Leads oversee each of our main practices. Practice Leads ensure best practice standardization across projects, and verify that each project has the proper scope and level of support. Additionally, each of our practice leads stays current on trends and innovations and how they might be applied to serve our customers.

Exhibit 19. Cognosante Consulting Organization.



Nevada will leverage Cognosante's large repository of lessons learned and best practices from our state customers. Cognosante has the experience and the ability to translate past performance into future success.

4.1.10 Provide a brief description of the length of time vendor has been providing services described in this RFP to the public and/or private sector.

Cognosante has provided project management, QA, IV&V, and staff augmentation services for public sector information system development and implementation projects for nearly 30 years. Our work has spanned 48 states and every phase of the development lifecycle.

4.1.11 Financial information and documentation to be included in accordance with Section 11.5, Part III – Confidential Financial Information.

4.1.11.1 Dun and Bradstreet Number

4.1.11.2 Federal Tax Identification Number

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

A. Profit and Loss Statement
B. Balance Statement

This information has been provided in Part 3, Confidential Financial Information, of our proposal.

6.2 Subcontractor Information RFP §4.2

Subcontractors are defined as a third party, not directly employed by the contractor, who shall provide services identified in this RFP. This does not include third parties who provide support or incidental services to the contractor.

4.2.1 Does this proposal include the use of subcontractors?

Yes		*No*	✓

If "Yes", vendor shall:

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

4.2.1.2 If any tasks are to be completed by subcontractor(s), vendors shall:

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

4.2.1.3 Provide the same information for any proposed subcontractors as requested in Section 4.1, Vendor Information.

4.2.1.4 Business references as specified in Section 4.3, Business References shall be provided for any proposed subcontractors.

4.2.1.5 Provide the same information for any proposed subcontractor staff as specified in Section 4.4, Vendor Staff Skills and Experience Required.

4.2.1.6 Staff resumes for any proposed subcontractors as specified in Section 4.5, Vendor Staff Resumes.

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

4.2.1.8 Vendor shall 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 4.2, Subcontractor Information. The vendor shall receive agency approval prior to subcontractor commencing work.

4.2.1.9 All subcontractor employees assigned to the project shall be authorized to work in this country.

Not applicable. Cognosante does not propose to use subcontractors to deliver the services required in this RFP.

6.3 Business References RFP §4.3

4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.

Cognosante has selected three projects performed in the last three years to demonstrate the level of experience and expertise that we would bring to the CSE Replacement Project. Exhibit 20 shows that we have requested reference forms from the following:

Exhibit 20: Cognosante References.

Client	Contact Person
Arkansas Department of Human Services *Division of Medical Services*	*Tim Taylor* *Medicaid Assistant Director and Chief Information Officer*
State of Tennessee *Bureau of TennCare*	*Max Arnold* *Chief Technology Officer*
New Mexico Department of Health *Information Technology Services Division*	***Gene Lujan*** *Chief, Project Management Bureau*

Nevada DHCFP did not complete a written business reference questionnaire due to guidance from Nevada Purchasing. To avoid the perception of a conflict of interest, the division should not provide a client reference for projects that are still in progress.

4.3.2 Business references shall show a proven ability of:
4.3.2.1 Managing validation and verification projects associated with the development, design, implementation and/or transfer of a large-scale application with public and/or private sectors;
4.3.2.2 Managing validation and verification projects associated with the development and execution of a comprehensive application test plan;
4.3.2.3 Managing validation and verification projects associated with the development and implementation of a comprehensive training plan;
4.3.2.4 Experience with comprehensive project management;
4.3.2.5 Experience with cultural change management;
4.3.2.6 Experience with managing subcontractors;
4.3.2.7 Development and execution of a comprehensive project management plan;
4.3.2.8 Developing executing, and/or evaluating comprehensive Risk Management Plan;
4.3.2.9 Developing, executing, and/or evaluating a comprehensive Requirements Management Plan;
4.3.2.10 Developing, executing, and/or evaluating a comprehensive Configuration Management Plan;
4.3.2.11 Developing, executing, and/or evaluating a comprehensive Quality Management Plan;
4.3.2.12 Developing, executing, and/or evaluating a comprehensive Test Plan;
4.3.2.13 Developing, executing, and/or evaluating a comprehensive Software Maintenance and Operations Plan;

4.3.2.14 Developing, executing, and/or evaluating a comprehensive Training Plan;
4.3.2.15 Developing, executing, and/or evaluating a comprehensive Knowledge Transfer Plan. Experience working with a system integrator; and
4.3.2.16 Experience working with a system integrator.

Each of the selected references meets the criteria set forth in RFP Section 4.3.2.

4.3.3 Vendors shall submit Attachment E, Reference Questionnaire to their business references.
4.3.4 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in Section 9, RFP Timeline for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.

Cognosante has submitted a copy Attachment E, Reference Questionnaire, to each of the business references listed in Section 4.3.1. Each has submitted its completed questionnaire directly to Nevada for inclusion in the evaluation process.

4.3.5 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

Cognosante is proud of the relationships we have built with our customers and encourages DWSS to reach out and verify our record of good service.

6.4 Vendor Staff Skills And Experience Required RFP §4.4

The vendor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined in Section 4, Scope of Work. The State shall approve all awarded vendor resources. The State reserves the right to require the removal of any member of the awarded vendor's staff from the project.

This information can be found in the NV IV&V CSE Confidential Technical Volume.

6.4.1 Project Manager Qualifications RFP §4.4.1

The Project Manager assigned by the awarded vendor to the engagement shall have:
4.4.1.1 A minimum of four (4) years of project management experience, within the last ten (10) years, in government or the private sector;
4.4.1.2 A minimum of three (3) years of experience, within the last ten (10) years, managing systems architecture and development projects;
4.4.1.3 A minimum of two (2) years of experience with systems analysis and design;
4.4.1.4 A minimum of two (2) years of experience with systems development and implementation;
4.4.1.5 Completed at least one (1) project within the past three (3) years that involved designing business processes and procedures and developing new systems to support the new business processes; and
4.4.1.6 Completed at least one (1) project within the past three (3) years that involved communication and coordination of activities with external stakeholders.

6.4.2 Individual Verification Services Team Member Qualifications RFP §4.4.2

4.4.2.1 The IV&V Team Member for Verification Services assigned by the awarded vendor must have significant experience with industry standard and best practices regarding quality, quality assurance, and quality control principles and techniques:

4.4.2.2 A minimum of two (2) years of IV&V experience on projects involving the implementation of new business processes and procedures and new automated systems to support the new business processes;

4.4.2.3 A minimum of two (2) years of IV&V experience on projects relating to the implementation of secure Internet applications;

4.4.2.4 Completed at least one (1) project within the past three (3) years that involved the receipt, installation, operation and maintenance of computer equipment and software for a Child Support Enforcement or similar large systems;

4.4.2.5 Completed at least one (1) project within the past three (3) years that involved a phased implementation where systems activities were coordinated between the old and new system environments;

4.4.2.6 Completed at least one (1) project within the past three (3) years that assessed training plans involving the development of course outlines and materials and organizing and conducting classes to support the implementation of new business processes and systems;

4.4.2.7 A minimum of two (2) years of IV&V experience related to system and user acceptance tests utilizing automated testing tools for a similar sized project;

4.4.2.8 Completed at least one (1) project within the past three (3) years that involved determining the readiness of the system production;

4.4.2.9 Broad experience with technical writing;

4.4.2.10 Demonstrated knowledge of Title IV, Part D of the Social Security Act;

4.4.2.11 Detailed knowledge of the Automated Systems for Child Support Enforcement: A Guide for States 2009;

4.4.2.12 Completed at least (1) project within the past three (3) years that involved determining the readiness of the system production;

4.4.2.13 A minimum of five (5) years of experience leading or providing oversight of data cleansing and conversion for a similar sized project;

4.4.2.14 A minimum of four (4) years of experience conducting or providing oversight of systems or user acceptance tests for a similar sized project;

6.5 Vendor Staff Resumes RFP §4.5

A resume shall be completed for each proposed individual on the State format provided in Attachment H, Proposed Staff Resume, including identification of key personnel per Section 12.3.18, Key Personnel.

This information can be found in the NV IV&V CSE Confidential Technical Volume.

6.6 Preliminary Project Plan RFP §4.6

4.6.1 Vendors shall submit a preliminary project plan as part of the proposal, including, but not limited to:

We have included our preliminary (draft) IV&V Management Plan, which serves as our overall project management plan and includes our Detailed Project Schedule (referred to in this RFP and Proposal as a Detailed Project Plan) in Proposal Section 8. Our IV&V Management Plan will serve as our holistic project management plan.

As part of our project start-up tasks, we will meet with the State's IV&V Contract Officer and Replacement Project Management team to review the plan. We will incorporate the State's comments and fixed deadlines. Next, we will submit a final Detailed Project Schedule to the State's IV&V Contract Officer for approval as part of our overall IV&V Management Plan. We will baseline the approved Detailed Project Schedule to maintain traceability to the originally-approved plan.

Like all IV&V projects, the schedule of IV&V activities depends on the schedule of PMO, QA, and Implementation Contractor tasks; therefore, we will base our Detailed Project Schedule on the overall Replacement Project schedule(s). The Cognosante IV&V Project Manager will keep the approved Detailed Project Schedule current to accurately reflect project and task status, enabling the IV&V team to proactively address any issues that may arise.

The Project Manager will update the plan as new information becomes known, and will own responsibility for validating all parties have a complete and current understanding of project status.

4.6.1.1 Gantt charts that show all proposed project activities;

Our IV&V project schedule (Gantt chart) will clearly represent the tasks/activities, estimated durations, dependencies, milestones and deliverables. In addition to the IV&V project schedule in MS Project, we use a Project Calendar view, which we have found useful in providing the broader project team a more meaningful representation of the work planned from month-to-month.

4.6.1.2 Planning methodologies;

Our IV&V Management Plan will clearly discuss our planning methodology including project planning and IV&V approach.

4.6.1.3 Milestones;

Our IV&V project schedule will identify milestones.

4.6.1.4 Task conflicts and/or interdependencies;

Our IV&V project schedule identifies conflicts and interdependencies. Our Time (Schedule) Management Plan section within our IV&V Management Plan identifies our approach to dealing with task conflicts.

4.6.1.5 Estimated time frame for each task identified in Section 3, Scope of Work; and

Our IV&V project schedule will identify estimated time frames for each task identified in Section 3, Scope of Work.

4.6.1.6 Overall estimated time frame from project start to completion for both vendor and State activities, including strategies to avoid schedule slippage.

Our IV&V project schedule will identify the overall estimated time frame from project start to completion for both contractor and State activities. The Project Plan will discuss strategies for avoiding schedule slippage.

4.6.2 Vendors shall provide a written plan addressing the roles and responsibilities and method of communication between the contractor and any subcontractor(s).

The Subcontractor Management Plan section of our IV&V Management Plan addresses roles, responsibilities and methods of communication with our subcontractors. Note: There are no subcontractors planned for this engagement.

4.6.3 The preliminary project plan shall be incorporated into the contract.

We understand that the preliminary project plan (schedule) will be incorporated into the contract.

4.6.4 The first project deliverable is the finalized detailed project plan that shall include fixed deliverable due dates for all subsequent project tasks as defined in Section 4, Scope of Work. The contract shall be amended to include the State approved detailed project plan.

The finalized IV&V Management Plan will include the finalized detailed project plan (schedule) including fixed deliverable due dates for all project tasks defined in Section 3, Scope of Work. Note: We noticed that the RFP includes a couple of different estimated durations for State review of draft versions of the Initial and Periodic IV&V Review Reports.

The text states that the DWSS has 20 calendars days for review of the Initial and Periodic IV&V Review Reports; the deliverable tables indicate 15 working days. For purposes of our proposal, we have included the same estimated review times below as found in similar tables in the RFP.

Upon contract start, as part of planning, we will work with OCSE and the State IV&V Contract Officer to confirm the review period and apply the agreed upon duration and deliverable due dates within our IV&V project schedule.

Note: We noticed that the RFP includes a couple of different estimated durations for State review of draft versions of the Initial and Periodic IV&V Review Reports. (The text states that the DWSS has 20 calendars days for review of the Initial and Periodic IV&V Review Reports; the deliverable tables indicate 15 working days.)

For purposes of our proposal, we have included the same estimated review times as found in similar tables in the RFP. Upon contract start, as part of planning, we will work with OCSE and the State IV&V Contract Officer to confirm the review period and apply the agreed upon duration and deliverable due dates within our IV&V project schedule.

Exhibit 21 identifies these tasks.

Note: We noticed that the RFP includes a couple of different estimated durations for State review of draft versions of the Initial and Periodic IV&V Review Reports. (The text

states that the DWSS has 20 calendars days for review of the Initial and Periodic IV&V Review Reports; the deliverable tables indicate 15 working days.)

For purposes of our proposal, we have included the same estimated review times as found in similar tables in the RFP. Upon contract start, as part of planning, we will work with OCSE and the State IV&V Contract Officer to confirm the review period and apply the agreed upon duration and deliverable due dates within our IV&V project schedule.

Exhibit 21. IV&V Project Plan Tasks.

IV&V Planning and Administration Deliverables			
Deliverable Number	Description of Deliverable	Activity	State's Estimated Review Time (Working Days)
3.4	Project Kick Off Meeting	3.4	N/A
3.5.2.1	Detailed Project Plan	3.5.1.1	15
3.5.2.2	Attendance at all scheduled meetings	3.5.1.2, 3.5.1.3	N/A
3.5.2.3	Written Monthly Project Status Reports	3.5.1.4	5
3.5.2.4	IV&V Checklists	3.5.1.5, 3.5.1.6	15
IV&V Activities Deliverables			
Deliverable Number	Description Of Deliverable	Activity	State's Estimated Review Time (Working Days)
3.6.4.1	Initial IV&V Review	3.6.2.1	N/A
3.6.4.2	Initial IV&V Review Reports	3.6.2.2	15
3.6.4.3	Periodic IV&V Review	3.6.2.3	N/A
3.6.4.4	Periodic IV&V Review Reports	3.6.2.4	15
3.6.4.5	Formal Briefing Presentations	3.6.2.5	N/A
3.6.4.6	Deliverable Observation Reports (DOR)	3.6.2.6	15
3.6.4.7	Document Archive	3.6.2.7	15

4.6.5 Vendors shall identify all potential risks associated with the project, their proposed plan to mitigate the potential risks and include recommended strategies for managing those risks.

The Risk and Issues Management Plan section of the IV&V Management Plan documents how risks will be identified, analyzed, and monitored. Proposed mitigation plans will be included. It also includes a plan for issue identification and resolution.

4.6.6 Vendors shall provide information on the staff that shall be located onsite in Carson City. If staff shall be located at remote locations, vendors shall include specific information on plans to accommodate the exchange of information and transfer of technical and procedural knowledge. The State encourages alternate methods of communication other than in person meetings, such as transmission of documents via email and teleconferencing, as appropriate.

The Communications Plan section of the IV&V Management Plan will include information on the exchange of information and transfer of technical and procedural knowledge among IV&V team members including those located remotely.

We anticipate one team member will be located in Carson City, with other team members working remotely except when in Carson City for onsite Initial and Periodic Semi-Annual IV&V Reviews. The local Carson City resource will be available for any project-related or status meeting upon the request of Nevada. We will utilize email and telephone, and have a standardized corporate teleconferencing tool to use as our primary means of communication with the IV&V team, and we will utilize SharePoint as our primary means for document sharing.

6.7 Project Management RFP §4.7

The Guide to the PMBOK Fifth Edition defines project management as "the application of knowledge, skills, tools, and techniques to project activities to meet project requirements." In other words, project management encompasses the standards, processes, procedures, and supporting tools necessary to plan, monitor, and execute project lifecycle phases. Additionally, project management goes beyond managing the daily activities of the project team. It involves monitoring and communicating the project status, ensuring the timeliness and quality of deliverables, and identifying and mitigating risks, and resolving issues before they affect the project.

Cognosante has four basic project management objectives. These form a sound project management methodology foundation. Without them in place, control methods, procedures, and other project management best practices will be ineffective.

Our specific project management objectives are:

- ***High-Quality Work – Deliver high quality end products that address business objectives, and meet end-user requirements***
- ***On-Time Delivery – Complete deliverables on schedule and within budget***
- ***Effective Communication – Timely, accurate, and appropriate communication to project participants and stakeholders throughout the entire project***
- ***Proactive Management – Identify potential problems before they develop, and initiate appropriate corrective action***

Vendors shall describe the project management methodology and processes utilized for:

4.7.1 Project integration to ensure that the various elements of the project are properly coordinated;

We built the Cognosante IV&V methodology for project oversight and management on a solid foundation aligning with PMI guidelines and PMBOK standards. We have adopted the principles of PMBOK as the basis for our own project management methodology and will modify to comply with Nevada standards.

Exhibit 22 shows how the Cognosante project management methodology aligns with PMBOK standards.

Exhibit 22. Cognosante's Project Management Methodology Aligns with PMBOK Standards.

PMBOK Knowledge Area	Related Cognosante Processes
Project Integration Management	► *Develop a holistic IV&V Management Plan which incorporates plans for each of the PMBOK knowledge areas*

PMBOK Knowledge Area	*Related Cognosante Processes*
Processes that ensure that elements of the project are properly coordinated	► *Develop a detailed IV&V project schedule using Microsoft (MS) Project based on the project scope of work and metrics from previous, similar projects* ► *Use the IV&V Management Plan, with project schedule, as the basis for all work activities and staff assignments* ► *Make the IV&V Management Plan, with project schedule, a living document to incorporate changes discussed with and agreed on with DWSS*
Project Scope Management *Processes that ensure that the scope of work is defined and followed*	► *Conduct meetings with DWSS and the Replacement Project Management Team to discuss scope of work and ensure mutual understanding* ► *Define all IV&V project deliverables and milestones* ► *Develop deliverable expectation documents in advance of actual work on each deliverable* ► *Develop procedures for discussing potential changes in scope and for addressing their contractual impacts* ► *Refine activities into a project schedule format*
Project Time Management *Processes that ensure that the work is completed on time*	► *Review scheduled activities against actual activities* ► *Ensure that the IV&V schedule remains in alignment with the DDI vendor and project schedule(s)* ► *Document issues so that corrective action can be developed and deployed* ► *Monitor corrective action performance and adjust as needed*
Project Contractor Management *Processes that ensure that the work of our contractor is completed on time, at a high quality and within budget*	► *Evaluate the acquisition of goods and services needed from outside our organization to achieve project scope; ensure that Statements of Work are clearly documented and agreed to with subcontractors* ► *Ensure that Cognosante serves as the single point of accountability responsible for the work, including the work of subcontractors* ► *Directly observe the performance of our subcontractors through participation in project meetings and walkthroughs of work products* ► *Obtain client feedback regarding the work of our subcontractors, and if concerns arise, move quickly to address and resolve issues to our client's satisfaction* ► *Request that all issues related to the formal management of subcontractors be forwarded to the Cognosante Project Manager* ► *Manage all administrative tasks related to subcontractor activities*
Project Change Management *Processes that ensure that requested changes are addresses and completed*	► *Use change management processes to define and manage project scope, work products, and baselines* ► *Maintain the integrity of key work products and project plans* ► *Increase transparency into the impacts of changes* ► *Formalize the process for identifying, analyzing, approving, and implementing changes*
Project Issues Management *Processes that ensure that the State identified issues are addressed and resolved as quickly as possible*	► *Identify, evaluate, analyze, and assign issues for resolution* ► *Quickly determine issue resolutions and clearly note the impact to scope, schedule, or quality of the project* ► *Document and communicate issue resolutions or decisions to all affected parties*
Project Cost Management *Processes required to ensure compliance with the project budget*	► *Report to-date IV&V costs and compare against budgeted costs with appropriate adjustments for actual project status* ► *Compare projected project costs against the budget to identify potential cost overruns* ► *Provide IV&V billing information in a format and timeframe established by the State*

PMBOK Knowledge Area	*Related Cognosante Processes*
Project Quality Management *Processes that ensure that the project satisfies project objectives. In other words, did you successfully solve the correct problem?*	► *Evaluate work products against project goals, desired outcomes, and/or requirements.* ► *Assist in developing Corrective Action Plans* ► *Assist in implementing Corrective Action Plans* ► *Assist in documenting progress against Corrective Action Plans*
Project Resource Management *Processes to ensure effective use of project human resources*	► *Define project staffing requirements by skills and function* ► *Identify appropriate resources and assign them to project tasks as appropriate* ► *Orient project members to the project's objectives, scope of work, deliverables, schedules and budget* ► *Monitor staff utilization and assignments against the project plan*
Project Communication Management *Processes that ensure effective and timely communication with the client, team members and project stakeholders*	► *Define project reporting and deliverable distribution protocols including who receives what information, and when and how* ► *Define project status report formats and content* ► *Establish project repository for shared documents* ► *Define deliverable and work product standards* ► *Produce and distribute status reports and deliverables* ► *Hold frequent verbal project status update sessions*
Project Risk and Issue Management *Processes which identify, analyze and respond to project risk*	► *Develop a risk and issue management plan* ► *Track risks and issues* ► *Include ongoing assessment of project risks and issues using risk and issue analysis techniques*

Cognosante is committed to achieving CSES Replacement Project objectives by providing a coordinated IV&V approach. We will work closely with the OCSE and the State IV&V Contract Officer to identify and coordinate activities and reporting. We will leverage our industry expertise to bring a cohesive, enterprise approach to support the common and unique goals of each element.

Upon IV&V project initiation, Cognosante will work with the State IV&V Contract Officer to update and submit an IV&V Management Plan and Detailed Project Schedule to OCSE and the state that aligns with established project practices. This plan will describe the methodology, tools, standards, tasks/activities, milestones, deliverables (including expected format, content, and organization), personnel resources, and schedule for conducting the IV&V assessment reviews. The plan will serve as the guide for performing all IV&V activities and will help ensure proper coordination of the various project elements.

The following activities will facilitate integrated project activities:

- ***Develop a holistic IV&V Management Plan which incorporates plans for each of the PMBOK knowledge areas***
- ***Develop a detailed IV&V Project Schedule using Microsoft (MS) Project based on the project scope of work and metrics from previous, similar projects***
- ***Use the IV&V Management Plan, with the project schedule, as the basis for all work activities and staff assignments***

- ***Make the IV&V Management Plan, with the project schedule, a living document to incorporate changes discussed with and agreed upon with DWSS***

4.7.2 Project scope to ensure that the project includes all the work required and only the work required to complete the project successfully;

Scope management includes the processes necessary to ensure that the project includes all the required work, and only the required work, to complete the project successfully. Our IV&V Management Plan will include a Scope Management section that will describe the work to be accomplished as required per the RFP and as vetted through discussions with DWSS during project start-up to achieve mutual understanding.

Scope Management will reference the agreed-upon scope as documented in the contract statement of work and will include an agreed-upon Scope Change Control process. Specifically, we know that during the course of the project, it may become necessary to change the scope of the project.

Our agreed-on process can be stated in simple terms that all changes to the project will be reviewed and managed by the State's IV&V Contract Officer and Cognosante's Project Manager and must be approved by both prior to work being performed on the new scope. Our review process requires that the request be accompanied by documentation of the anticipated changes, estimated cost for the changes, and projected schedule for the changes prior to approval.

The following activities will facilitate ensuring that the project includes all the work required and only the work required to complete the project successfully:

- ***Conduct meetings with DWSS Replacement Project Management Team to discuss scope of work and ensure mutual understanding***
- ***Define all IV&V project deliverables and milestones***
- ***Develop detailed deliverable expectation documents in advance of actual work on the deliverable***
- ***Develop procedures for discussing potential changes in scope and for addressing their contractual impacts***
- ***Refine activities into a project schedule format***
- ***Develop a detailed IV&V project schedule using MS Project based on the project scope of work and metrics from previous, similar projects***
- ***Use change management processes to define and manage project scope, work products, and baselines***
- ***Maintain the integrity of key work products and project plans***
- ***Increase transparency into the impacts of changes***
- ***Formalize the process for identifying, analyzing, approving, and implementing changes***
- ***Assess whether the State, PMO, and DDI Contractor share a mutual understanding of project scope, requirements, milestones, deliverables, and entrance and exit criteria***

4.7.3 Time management to ensure timely completion of the project. Include defining activities, estimating activity duration, developing and controlling the project schedule;

Our IV&V Management Plan will include a Time (Schedule) Management section that will reference our IV&V project schedule (IV&V review schedule or detailed project plan) and will describe how we intend to maintain and use our IV&V project schedule to manage and control IV&V staff work assignments for the project duration.

Like all IV&V projects, the schedule of IV&V activities depends on the schedule of PMO, QA, and DDI Contractor activities; therefore, our IV&V review schedule will be based on the Replacement Project's schedule and will be updated as needed to remain synchronized.

Our IV&V project schedule will clearly represent the tasks/activities, estimated durations, dependencies, milestones and deliverables. In addition to the IV&V project schedule in MS Project, we often use a Project Calendar view that we have found to be useful in providing the broader project team a more meaningful representation of the month-to-month work planned.

The following activities facilitate ensure timely completion of the project:

- ***Define IV&V activities***
- ***Estimate activity durations***
- ***Review scheduled activities against actual activities***
- ***Ensure that the IV&V schedule remains in alignment with the DDI vendor and project schedule(s)***
- ***Document issues so that corrective action can be developed and deployed***
- ***Monitor corrective action performance and adjust as needed***

4.7.4 Management of contractor and/or subcontractor issues and resolution process;

Although no subcontractors are planned for this engagement, we describe our management of contractor and/or subcontractor issues and resolution process here and in our IV&V Management Plan.

Contractor/subcontractor management includes the processes necessary to acquire services from outside Cognosante Consulting, if needed, to achieve the project scope. Our subcontractor management processes will address the identification and resolution of issues by implementing the proactive practices described in the following paragraphs.

Cognosante serves as the single point of accountability responsible for the work, including the work of our subcontractors and their actions as our team members. Before any subcontractors begin work on our projects, we make certain that statements of work are clearly documented and agreed to with the subcontractors.

We directly observe the performance of our subcontractors through participation in project meetings and work product walkthroughs. We also seek confidential State Project Manager and team member feedback regarding our subcontractors and their work, and if concerns arise, we move quickly to address and resolve issues to the State's and our satisfaction.

We take our responsibilities for all work performed by our subcontractors very seriously, and as such we ask that all issues related to the formal management of subcontractors be forwarded to the Cognosante IV&V Project Manager.

4.7.5 Responding to and covering requested changes in the project time frames;

Change management increases the likelihood of achieving project objectives by maintaining the integrity of key work products and project plans, increasing transparency into the impacts of changes, and formalizing the process for identifying, analyzing, approving, and implementing changes.

Throughout the course of the project, the State or other project stakeholders may request changes to project scope, schedule or budget baselines and approved work products to address changing project circumstances. Cognosante follows a change management process to help maintain the integrity of key work products and project plans and create visibility into the impacts of proposed changes.

As mentioned previously under Scope Management, we will work with the State to reach agreement on a change management process – whether scope change control or schedule change control – that can be as simple as the proactive practice that all changes to the project will be reviewed and managed by the State's IV&V Contract Officer and Cognosante's Project Manager and must be approved by both. Changes must be accompanied by documentation of the requested changes, estimated costs for the changes, and anticipated schedule for the changes.

4.7.6 Responding to State generated issues;

Issue identification, tracking, and resolution are central to good project health. Issues are a focal point for IV&V because of their potential impact. They are a leading indicator of the efficacy of project management processes to identify and resolve threats. They also indicate whether communications, change management, issue escalation, and system maintenance processes are properly planned and effectively executed.

Our IV&V Management Plan will include an Issue Management subsection, within the Risk and Issue Management section, that documents our approach to identifying and responding to issues according to agreements reached through discussions with DWSS.

4.7.7 Cost management to ensure that the project is completed within the approved budget. Include resource planning, cost estimating, cost budgeting and cost control;

Cost management includes the processes necessary to ensure that the project is completed within the approved budget. Our Cost Management section of the IV&V Management Plan will document the approved funding for IV&V services, and we will take responsibility to track and control costs and to inform the State IV&V Contract Officer if costs are projected at any time to exceed the approved amount.

The Cost Management section will also provide a description of the invoicing process agreed to with the State. For example, we typically submit invoices to the State via email to the State's IV&V Contract Officer (or another State representative designated and authorized by the Contract Officer) by a named Cognosante representative, with a copy to the Cognosante IV&V Project Manager and Program Director.

Although we most often submit invoices via email, we will confirm with the State IV&V Contract Officer and document the correct mailing address to appear on the written invoice. We will also confirm the frequency for invoice submission. Finally, to ensure common expectations exist between the state and Cognosante, our IV&V Project Manager will review a sample invoice with the State's IV&V Contract Officer before submitting the first invoice. The actual invoice will contain information such as amount due, due date, and location to remit payment.

Additionally, our Cost Management section will include a description of the payment schedule agreed to with the State. For example, the State may require a deliverable-based payment schedule to meet specific State financial needs. Alternatively, we may agree on a monthly payment schedule for monthly invoicing and payment to better support the State's need to apply the dollars to specific funding sources and/or State Fiscal Years.

We will work with State's IV&V Contract Officer to confirm a shared understanding regarding payment schedule, invoicing process, and any supporting documentation needed to sustain the agreed-upon payment schedule and invoicing process.

The Cost Management section will also include our methodology for cost estimating, cost budgeting, and cost control. Resource planning is covered under our Resource Management Plan section of the IV&V Management Plan.

4.7.8 Resource management to ensure the most effective use of people involved in the project including subcontractors;

Resource (Team/Staffing) Management includes the processes necessary to most effectively use the people involved with the project. Our IV&V Management Plan will include a Resource Management section that will describe the Cognosante project team assembled to achieve project goals and will include an organization chart, along with high-level project roles and responsibilities. We will also document our project team contact information in this section, to include name, title, phone, and email address.

Proposal Section 7, includes project staff resumes. Although the Cognosante project team organization chart may show team members in a hierarchical structure, we operate as a high-performing, cross-functional team – and with minimal management overhead – to fully benefit from each team member's expertise.

We appreciate the State's recognition that some work such as review, analysis, and reporting of project artifacts lends itself to being performed remotely. Our team has a proven track record of success providing IV&V for large replacement projects through a combination of onsite and remote presence.

The following activities facilitate ensuring the most effective use of people involved in the project including subcontractors:

- ***Define project staffing requirements by skills and function***
- ***Identify appropriate resources and assign them to project tasks as appropriate***
- ***Orient project members to the project's objectives, scope of work, deliverables, schedules, and budget***
- ***Monitor staff utilization and assignments against the project plan***

4.7.9 Communications management to ensure effective information generation, documentation, storage, transmission and disposal of project information; and

Communications management includes the processes necessary for timely and appropriate generation, collection, dissemination, storage, and ultimately the disposition of project information. Cognosante values clear and concise communication. We know that timely, accurate, and effective communication, both formal and informal, is one of the most critical factors influencing success.

Our IV&V Management Plan will include a Communications Management Plan section that will identify and describe the anticipated communication methods, including frequency and audience. For example, informal project coordination meetings might occur weekly between the State Project Manager and the IV&V Project Manager so that a forum exists for informal discussion and coordination of matters affecting or influencing the substance, process, and/or progress of the project.

We will use the standard PMBOK stakeholder analysis and communications process to identify people or organizations impacted by the project and document relevant information regarding their interests, involvement, and impact on the project. We will use this information to support ongoing, targeted stakeholder communication activities as appropriate for IV&V throughout the project lifecycle.

Exhibit 23 is an example of a communication matrix that we have used successfully on other projects.

Exhibit 23. Sample Communication Matrix.

ID	Communication	Description	Format	Audience	Method	Frequency	Owner	Internal	Template URL	Communication Repository URL	Notes
Sample	Status Report	Includes project status highlights, upcoming milestones, recent accomplishments, and top risks.	Word	Customer POC	Email	Weekly	Project Manager	No	Project_Status_Report_Template	Status Report Repository	Uses customer specified format ([insert link here])
1											
2											
3											
4											
5											

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4.7.10 Risk management to ensure that risks are identified, planned for, analyzed, communicated and acted upon effectively.

Risk management is the systematic process of identifying, analyzing, planning, monitoring and resolving project risks effectively. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project goals.

Cognosante defines risk as events or conditions that threaten project completion, cost, or quality. Unlike issues that arise during the project, we can anticipate risks and plan mitigation strategies as early as project initiation. For example, most projects face a potential risk that adequate staff time will not be available to complete tasks in a timely manner. Careful event scheduling, minimizing staff time required, and responsibility coordination can mitigate that risk prior to the need for staff time. Even with the best intentions and planning, risks to the project arise throughout its course and must be identified and managed on an ongoing basis.

Our IV&V Management Plan will include a Risk Management subsection, within the Risk and Issue Management Plan section, that will describe our risk management approach

as a constant activity that is a fully managed and controlled by IV&V and is generally independent of PMO, QA and Implementation Contractor risk management activities. IV&V risk reporting is critical to visibility into all aspects of the project, with an emphasis on the activities of the PMO, QA and Implementation Contractor project teams.

Examples of commonly encountered risks associated with projects such as Nevada's CSE System Replacement Project include:

- ***General Project Management***
- ***Schedule Slippage***
- ***Budget and Costs***
- ***Misunderstood Requirements or Business Rules***
- ***Inappropriate Specification/Documentation***
- ***Inadequate Testing***
- ***Data Conversion Errors***
- ***Implementation Problems***
- ***Organizational Conflicts***
- ***Political Factors***
- ***External Intervention and Coordination.***

We will use the Risk Management process described in the IV&V Management Plan to collaboratively identify and manage risks throughout the project, and we will expect that all risks are logged in a Risk Register. We will help DWSS develop contingency plans, when needed, to include strategies to deal with project changes. These documented contingency plans will allow the team to implement a quick response.

The following activities facilitate ensuring that risks are identified, planned for, analyzed, communicated, and acted upon effectively:

- ***Develop a Risk Management plan***
- ***Track risks***
- ***Include ongoing assessment of project risks using risk analysis techniques***

Exhibit 24 summarizes our process for developing our IV&V Management Plan.

Exhibit 24. IV&V Management Plan Development Process.

IV&V Management Plan	
Description	*This plan describes the methodology, tools, standards, tasks/activities, milestones, deliverables (including expected format, content, and organization), personnel resources, and schedule for conducting the IV&V assessments/reviews. The plan will serve as the guide for performing all IV&V activities.*
Work Breakdown	► *Confirm with the State the IV&V tasks and deliverables in scope* ► *Confirm appropriate PMI, IEEE, CMMI, ACF/OCSE, NIST, and ISO standards and federal regulations are applied per Cognosante methodology* ► *Collaborate with the State, PMO, and DDI Contractor regarding approach to identifying, communicating, escalating, and working with State, PMO, and DDI Contractor to mitigate project risks* ► *Collaborate with the State regarding agreed-upon list of recurring project meetings that IV&V will observe or participate in, onsite and/or remotely, to support IV&V analysis and tasks* ► *Collaborate with the State for agreement, and document the agreed-upon approach to the development of the deliverables*

IV&V Management Plan	
	► *Draft the IV&V schedule according to the Nevada CSE Replacement Project schedules, including all deliverables and major IV&V activities* ► *Identify project milestones* ► *Develop IV&V Management Plan* ► *Submit IV&V Management Plan for approval* ► *Review IV&V Management Plan periodically to reflect changes* ► *After initial development of IV&V Management Plan, develop and present a kickoff presentation. The presentation will document the governance for the project, roles, approach, timeline, and deliverables in a presentation format to be presented to the project team.*
Templates	*Cognosante IV&V Management Plan Template*
Project-Specific Documents (inputs)	► *Replacement Project schedules and work plans* ► *IV&V scope of work* ► *Collaborative discussions and agreements with the State*
Project-Specific Documents (outputs)	► *IV&V Management Plan (initial)* ► *IV&V Management Plan (subsequent updates)*

Cognosante's team of IV&V and CSE subject matter experts provides DWSS with proven methodology and processes used for conducting the CSE System Replacement Project IV&V scope of work.

6.8 Quality Assurance RFP 4.8

Vendors shall describe the quality assurance methodology and processes utilized to ensure that the project shall satisfy State requirements as outlined in Section 4, Scope of Work of this RFP.

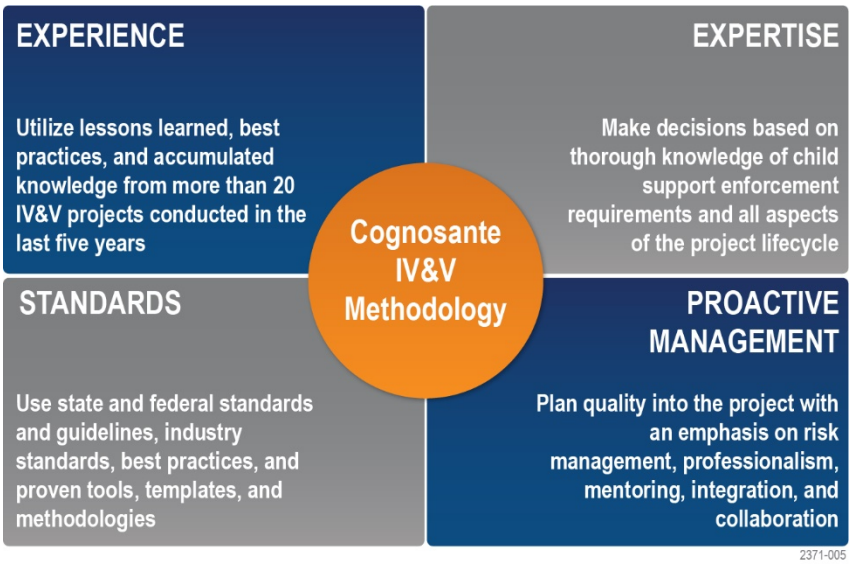
As an organization whose core competency is quality, we provide expert-level QC on all our projects. Applying effective QC occurs when quality standards have been established in advance of deliverable development or service delivery.

Because Cognosante applies industry-accepted standards such as PMBOK, IEEE and CMMI to our project management and IV&V approach, we develop our own deliverables based on standards and apply the appropriate level of QC to ensure our deliverables and services meet approved standards. DWSS can be confident that Cognosante will apply effective QC to the Replacement Project.

We recognize that our role is to help to make sure that quality — and conformance to quality processes and quality deliverable standards — results in the development and implementation of a system that meets project goals and objectives. As such, we have developed an approach to IV&V that integrates the activities of project management, QC, QA, and risk management in a way that capitalizes on the natural synergies of these five activities.

As shown in Exhibit 25, we based our approach on four key elements: experience, expertise, standards, and proactive management.

Exhibit 25. Key Factors to Our Methodology.



Our IV&V Team's goal is to provide high quality information that will support DWSS' decision-making process and to provide value-added contributions to the success of the Nevada CSE System Replacement Project. For this to be possible, we must ensure that our deliverables and services are of the highest quality.

Cognosante builds quality into the process and inspects the deliverable to ensure it conforms to the requirements. We have made a significant investment in providing quality services as evidenced by our CMMI Level 3 for Services appraisal.

An appraisal at Maturity Level 3 indicates we can execute based on standards, procedures, tools, and methods that are well-defined, understood, and improved over time. Cognosante is one of fewer than 100 companies in the United States and the only Medicaid and Health and Human Services implementation consulting company to achieve this official performance management process validation.

Cognosante is one of a handful of U.S. vendors certified at CMMI Level 3 in both Services and Development, with the ability to manage a project with strained resources and constrained budgets and multiple priorities.

Cognosante's defined deliverable management process addresses specification agreements up front, applies quality management principles, and tracks the review and approval steps throughout. Our process applies efficiencies necessary to manage multiple vendor deliverables submitted on concurrent project timelines. We developed and refined our approach to support the complexities involved in tracking a large volume of deliverable documents requiring potentially disparate review paths and/or cycles.

Cognosante emphasizes the quality and content of deliverables. We have rigorous quality standards that we will apply to ensure top quality in all deliverables produced for the Replacement Project. By applying these quality standards, working collaboratively with the State IV&V Contract Officer, and ensuring all draft and final deliverables are subject to internal QA, we will meet or exceed the requirements and

expectations for all deliverables and hence meet or exceed the project completion standards.

Prior to the start of deliverable development, Cognosante creates the format and content specifications for the product, including the outline and major elements to be addressed in the deliverable. We submit a deliverable expectation document (DED) to the State IV&V Contract Officer for review and approval and incorporate comments received into the final version.

By defining deliverable content and format through this process, we will ensure deliverables meet the Nevada CSE System Replacement Project needs and do not require extensive revisions or rework. This facilitates deliverable acceptance and finalization, which ensures that deliverables lay the foundation for other deliverables or tasks produced in a timely manner.

Prior to delivery of the draft deliverable to the State IV&V Contract Officer, the Cognosante Project Manager reviews it for quality and compliance and verifies it with the approved DED. Next, we review the document according to our QC procedures before we submit the draft to the State IV&V Contract Officer for review. Upon receipt of DWSS comments, we incorporate any necessary modifications in the deliverable.

The Cognosante Project Manager sends each final deliverable through a preliminary internal QC review by, and we make any necessary updates. For some key deliverables, the Cognosante Program Director and other Senior Executives will conduct a final internal QC review in preparation for submission to DWSS.

Cognosante establishes project vocabulary, nomenclature, and protocol facilitating quality throughout the project. As a result, we recognize the need to work closely with the State IV&V Contract Officer to identify and include all reviewers and stakeholders in review and approval of each deliverable.

Cognosante will apply these quality principles to each of the deliverables we provide. We will work collaboratively with DWSS and their vendors to apply these principles to all Replacement Project deliverables.

Cognosante applies rigorous quality project management standards to each project. Each project is subject to quality audits from our Corporate PMO to ensure that project management processes and standards are followed. These quality standards will ensure that the project management and the deliverables will meet or exceed DWSS expectations.

6.9 METRICS MANAGEMENT RFP 4.9

Vendors shall describe the metrics management methodology and processes utilized to satisfy State requirements as outlined in Section 4, Scope of Work of this RFP. The methodology shall include the metrics captured and how they are tracked and measured.

Cognosante understands that analyzing project performance and progress (e.g., schedule, budget, resources, reporting, work flow) is a critical aspect of risk identification and mitigation as well as issue identification and resolution.

Cognosante will develop a project metrics section as part of the IV&V Management Plan. The purpose of the Project Metrics section is to detail the approach, methodology, and evaluation techniques the project will use to measure and report on various aspects of the project status. The IV&V Review Report will include the results of the initial and periodic assessments.

Cognosante currently supports 20 IV&V projects that require capturing and tracking metrics. DWSS will benefit from this experience as we will identify the most critical project completion metrics that must be tracked against milestones.

Cognosante will provide the methodology for measurement, metrics standards, and a set of suggested measures for the Nevada CSE System Replacement Project. With this foundation, we will work closely with the State Project Manager(s) and project management team to identify measures best representing the status and potential risk areas based on desired outcomes and the lifecycle phase.

Continuous monitoring, evaluation, and feedback loops will provide critical performance information that will assist Cognosante and the State project management team in creating action plans to address deficiencies.

We will work with the State project management team to identify measures that provide objective insight into project performance for the project directors and executives to inform their decisions about how best to achieve project and strategic goals.

The benefits to DWSS of metrics management include:

- ***Insight into what works well***
- ***Potential areas for focus to improve status***
- ***Improved ability to communicate performance to stakeholders***
- ***Increased transparency***
- ***Trends marking improvement (or decline) in project processes***
- ***Flexibility to meet specific and changing project needs.***

Cognosante follows a simple four-step project metric design process:

- ***Customize Cognosante project metric matrix to the project***
- ***Determine methods and tools for measurement***
- ***Design reporting format, delivery, and frequency***
- ***Implement project metric reporting***

Customize Project Metric Matrix

The team will review the standard Cognosante project metric matrix and customize it to the CSE System Replacement Project goals, project risk areas and expected outcomes. We will employ multiple methods for data analysis, depending upon the selected metrics.

Individual metrics in the matrix are evaluated to determine:

- ***Objective – Why do we want to measure this?***
- ***Drivers – What behavior are we seeking by measuring this?***
- ***Frequency – How often will we measure and report this information?***
- ***Sources – Where will the information for the measure come from?***

- ***Formula* – How will we calculate the measure?**
- ***Outcomes* – What things may need to be adjusted based on the derived measure?**

Cognosante has included a sample set of project metrics (Project Metric Matrix) that we frequently apply to assess project activities in Exhibit 26. We evaluate each project metric against the needs of the project, the specific risk areas, and the underlying data availability.

Exhibit 26. Sample Project Metric Matrix.

PROJECT PHASE	METRIC	HOW CALCULATED	PURPOSE
Ongoing	▸ *Estimated/planned versus actual durations, with target milestones/dates*	▸ *Estimated/planned versus actual durations, with target milestones/dates*	▸ *Monitor schedule variances and participant performance to plan*
Ongoing	▸ *For Agile projects, Sprint Burndown, and Velocity*	▸ *For Agile projects, Sprint Burndown, and Velocity*	▸ *Monitor; evaluate feasibility of team's capacity to complete planned Sprints (scope and schedule)*
Ongoing	▸ *Planned/budgeted versus actual costs*	▸ *Planned/budgeted versus actual costs*	▸ *Monitor sufficiency of project budget*
Ongoing	▸ *Earned Value Measurement (EVM)*	▸ *Work with the State to determine the appropriate calculation that applies EVM to the project in a meaningful way*	▸ *Assess the schedule and cost performance of the project at any point in time, compares the work completed to the work planned*
Ongoing	▸ *Number of Issues, average time to close, issue aging*	▸ *Simple count of issues* ▸ *Monitor time to close issues from date of identification to closure* ▸ *Categorize issues according to 30, 60, 90, 120 days open*	▸ *Monitor effectiveness and efficiency of the issue management process* ▸ *Monitor the progress of issue resolution*
Ongoing	▸ *Number of Open Action items, time to close, action item aging*	▸ *Simple count of action items* ▸ *Monitor time to close action items from date of identification to closure* ▸ *Categorize action items according to 30, 60, 90, 120 days open* ▸ *Categorize action items by Business area (or subsystem)*	▸ *Monitor effectiveness of the action item management process* ▸ *Monitor the progress of action item completion*
Requirement Verification	▸ *Number of requirements verified; percentage of verification complete*	▸ *Simple count* ▸ *Number of requirements verified compared to total requirements*	▸ *Monitor progress of requirements verification according to plan*
Design	▸ *Number of use cases written compared to identified (estimated/anticipated) as needed*	▸ *Simple count* ▸ *Number of use cases compared to total requirements*	▸ *Monitor progress of use case development according to plan*

PROJECT PHASE	METRIC	HOW CALCULATED	PURPOSE
Design	► *Numbers of letters, reports, notifications*	► *Simple counts, counts by status if necessary*	► *Monitor progress of the design of letters, reports, notifications.*
Ongoing	► *Number of change requests, aging of open change requests* ► *Change requests in "control" of DDI Contractor, State*	► *Simple count* ► *Categorize change requests according to 30, 60, 90, 120 days open*	► *Monitor the effectiveness and efficiency of the change request process*
Testing *NOTE: We capture similar metrics for each testing phase*	► *Number of test cases written* ► *Number of test cases written compared to the number of use cases* ► *Number of test cases executed* ► *Percentage of test cases executed* ► *Number of test cases passed, failed, canceled overall* ► *Percentage of test cases passed, failed, canceled overall* ► *Number of test cases passed, failed of executed* ► *Percentage passed, failed of executed* ► *Number of defects* ► *Number of defects per test cases executed* ► *Number of defects by business area or subsystem*	► *Simple count* ► *Percentage test cases written* ► *Simple count of test cases executed* ► *Compare test cases executed to the planned population of test cases* ► *Simple counts of passed, failed, canceled, other* ► *Simple count* ► *Compare number of defects per test case executed*	► *Determine the progress of test case development compared to the plan* ► *Determine the progress of test case development compared to the number of use cases* ► *Determine test case coverage to the use cases (Design)* ► *Determine the progress of test execution compared to plan* ► *Evaluate test case pass/fail rates to establish software quality* ► *Compare defects by business area or subsystem to identify problem area*
Training	► *Number of Courses Outlined, number of courses written, number of courses complete*	► *Simple count of number of courses*	► *Monitor progress of training material and course development*
Data Conversion	► *Number of conversion mappings complete* ► *Percentage of conversion mappings complete* ► *Number of conversion issues (see also issue and action item tracking)*	► *Simple count of conversion mapping (tables)* ► *Number of conversion mapping complete compared to the total conversion mapping*	► *Monitor progress of data conversion compared to the plan*
Interfaces	► *Number of interface specification documents outlined, completed* ► *Number of interface architecture verified* ► *Number of interface functions tested*	► *Simple counts – compared to status*	► *Monitor progress of interfaces, including progress of testing with interface partners, internal and external*
Certification	► *Number of Checklist items artifacts defined/collected* ► *Percentage of Checklist items with artifacts defined/collected*	► *Simple count of number of checklist items where artifacts are defined and subsequently collected*	► *Monitor the progress of certification checklist artifacts*

Determine Methods & Tools

Identifying data sources and data inputs occurs during project definition of the project metrics. Before metrics calculation can be done, the technology for aggregating and

analyzing the data sources and inputs must be determined. The technology options will vary depending upon the specific measure, but most commonly include:

- ***Excel***
- ***DDI Contractor Tools***
- ***SharePoint***
- ***Surveys***
- ***Business Intelligence Software (such as Tableau)***

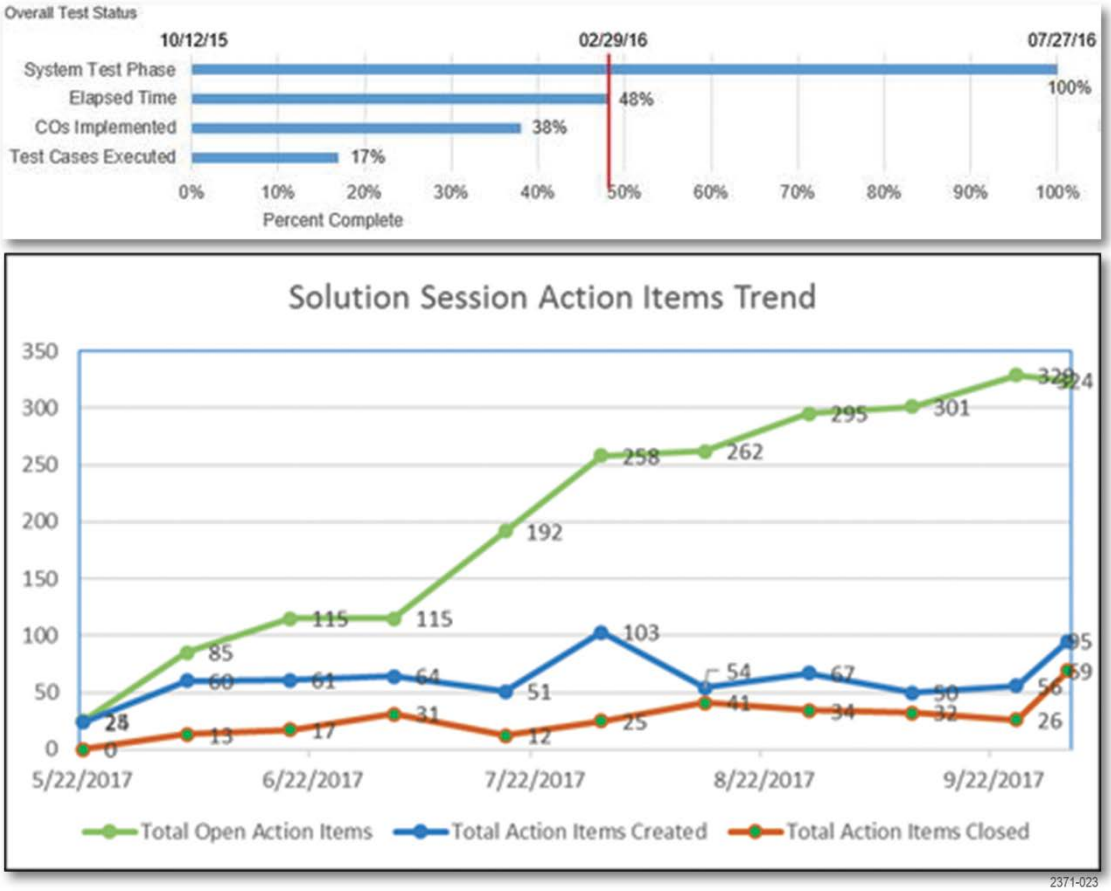
Design Reporting Format, Delivery, and Frequency

Trend Tables, project dashboards, or narratives in an IV&V Report present metrics. We will evaluate each metric selected in Step 1, to determine the appropriate data presentation and the logical data availability and collection frequency. We add metrics as needed, and drop metrics when they are either completed or lack relevance. We also maintain some metrics throughout the project. Cognosante works with the State Project Manager to make these determinations.

Implement Project Metric Reporting

Cognosante will work with the State project management team to develop a project metric reporting dashboard that meets DWSS's requirements and format. Exhibit 27 provides a visual representation of project metrics tracking.

Exhibit 27. Sample Visual Representations of Project Metrics Tracking.



6.10 Design and Development Processes RFP 4.10

Vendors shall describe the methodology, processes and tools utilized for:

4.10.1 Analyzing potential solutions, including identifying alternatives for evaluation in addition to those suggested by the State;

4.10.2 Developing a detailed operational concept of the interaction of the system, the user and the environment that satisfies the operational need;

4.10.3 Identifying the key design issues that shall be resolved to support successful development of the system; and

4.10.4 Integrating the disciplines that are essential to system functional requirements definition.

Amendment 1, Question 73, stated that Section 4.10 Design and Development Processes, "is not applicable to this solicitation. However, the IV&V vendor should verify and report that work is progressing and deliverables are produced in a timely manner. How verification and reporting occurs is the responsibility of the selected vendor." Amendment 2, Question 26, stated, "Sections 4.10, 4.11, 4.12 and 4.13 are not applicable to this solicitation per the State's response to Amendment 1, Question 7. However, the proposer should address how they will assess each of these areas in their response to these sections."

Per the response to the first round of vendor questions, issued to bidders in Amendment 1 dated September 18, 2017, this RFP requirement is not applicable to this solicitation. Cognosante will, as part of our work under the contract resulting from this RFP, verify and report work progression and deliverable production in a timely manner as documented in Proposal 5.6.

6.11 Configuration Management RFP 4.11

Vendors shall describe the methodology, processes and tools utilized for:

4.11.1 Control of changes to requirements, design and code;

4.11.2 Control of interface changes;

4.11.3 Traceability of requirements, design and code;

4.11.4 Tools to help control versions and builds;

4.11.5 Parameters established for regression testing;

4.11.6 Baselines established for tools, change log and modules;

4.11.7 Documentation of the change request process including check in/out, review and regular testing;

4.11.8 Documentation of the change control board and change proposal process; and

4.11.9 Change log that tracks open/closed change requests.

Amendment 1, Question 73, stated that Section 4.11, Configuration Management, "is not applicable to this solicitation. However, the IV&V vendor should verify and report that work is progressing and deliverables are produced in a timely manner. How verification and reporting occurs is the responsibility of the selected vendor." Amendment 2, Question 26, stated, "Sections 4.10, 4.11, 4.12 and 4.13 are not applicable to this solicitation per the State's response to Amendment 1, Question 7. However, the proposer should address how they will assess each of these areas in their response to these sections."

Per the response to the first round of vendor questions, issued to bidders in Amendment 1 dated September 18, 2017, this RFP requirement is not applicable to this solicitation. Cognosante will, as part of our work under the contract resulting from this RFP, verify and report work progression and deliverable production in a timely manner as documented in Proposal 5.6.

6.12 Peer Review Management RFP 4.12

Vendors shall describe the methodology, processes and tools utilized for:

4.12.1 Peer reviews conducted for design, code and test cases;

4.12.2 Number of types of people normally involved in peer reviews;

4.12.3 Types of procedures and checklists utilized;

4.12.4 Types of statistics compiled on the type, severity and location of errors; and

4.12.5 How errors are tracked to closure.

Amendment 1, Question 73, stated that Section 4.12, Peer Review Management, "is not applicable to this solicitation. However, the IV&V vendor should verify and report that work is progressing and deliverables are produced in a timely manner. How verification and reporting occurs is the responsibility of the selected vendor." Amendment 2, Question 26, stated, "Sections 4.10, 4.11, 4.12 and 4.13 are not applicable to this solicitation per the State's response to Amendment 1, Question 7. However, the proposer should address how they will assess each of these areas in their response to these sections."

Per the response to the first round of vendor questions, issued to bidders in Amendment 1 dated September 18, 2017, this RFP requirement is not applicable to this solicitation. Cognosante will, as part of our work under the contract resulting from this RFP, verify and report work progression and deliverable production in a timely manner as documented in Proposal 5.6.

6.13 Project Software Tools RFP 4.13

4.13.1 Vendors shall describe any software tools and equipment resources to be utilized during the course of the project including minimum hardware requirements and compatibility with existing computing resources as described in Section 2.4, Current Computing Environment.

4.13.2 Costs and training associated with the project software tools identified shall be included in Attachment I, Project Costs.

Amendment 1, Question 73, stated that Section 4.13, Project Software Tools, "is not applicable to this solicitation. However, the IV&V vendor should verify and report that work is progressing and deliverables are produced in a timely manner. How verification and reporting occurs is the responsibility of the selected vendor." Amendment 2, Question 26, stated, "Sections 4.10, 4.11, 4.12 and 4.13 are not applicable to this solicitation per the State's response to Amendment 1, Question 7. However, the proposer should address how they will assess each of these areas in their response to these sections."

Per the response to the first round of vendor questions, issued to bidders in Amendment 1 dated September 18, 2017, this RFP requirement is not applicable to this solicitation. Cognosante will, as part of our work under the contract resulting from this

RFP, verify and report work progression and deliverable production in a timely manner as documented in Proposal 5.6.

DWSS will benefit from an experienced IV&V partner who brings a proven track record of success delivering similar services for MMIS and Women, Infants, and Children (WIC) projects as well as the experience and expertise to collaborate with DWSS to ensure the CSE system implementation results in a certified system.

7. Attachment H: Proposed Staff Resumes

This information can be found in the Nevada CSE IV&V Confidential Technical Volume.

8. Preliminary Project Plan

This information can be found in the Nevada CSE IV&V Confidential Technical Volume.

9. Other Informational Material

This information can be found in the Nevada CSE IV&V Confidential Technical Volume.