



STATE OF NEW HAMPSHIRE  
DEPARTMENT OF INFORMATION TECHNOLOGY  
7 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
www.nh.gov/doit

Denis Goulet  
Commissioner

July 6, 2020

His Excellency, Governor Christopher T. Sununu  
State House  
Concord, New Hampshire 03301

**INFORMATIONAL ITEM**

Pursuant to RSA 4:45, RSA 4:47, and Section 4 of Executive Order 2020-04 as extended by Executive Orders 2020-05, 2020-08, 2020-09, 2020-10 and 2020-14, Governor Sununu has authorized the Department of Information Technology (DoIT), on behalf of the Department of Health and Human Services (DHHS), Division of Economic and Housing Stability, to **Retroactively** amend an existing **Sole Source** contract with Deloitte Consulting LLP (VC#174776), of Harrisburg, PA, by increasing the price limitation by \$1,910,280 from \$97,633,677 to \$99,543,957 to implement several necessary enhancements and continued maintenance and operations of the New HEIGHTS system to include COVID-19 services, with no change to the contract completion date of September 30, 2022 effective retroactive to March 18, 2020 upon Governor and Council approval. 66% Federal Funds. 32% General Funds. 2% Other Funds from the Governor's Office For Emergency Relief and Recovery (GOFERR).

Funds are available in the following accounts for State Fiscal Years 2020 and 2021, and are anticipated to be available in State Fiscal Year 2022 and 2023, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

**See Attached Fiscal Details**

**EXPLANATION**

This amendment is **Retroactive** because the vendor began providing services on March 18, 2020 in order for the Department to increase capacity and quickly respond to the increased demand for services during the COVID-19 pandemic. As the New HEIGHTS system is the integrated eligibility system for DHHS, changes were needed at New HEIGHTS to enable the program changes required by the COVID-19 pandemic. The scope of this contract amendment for COVID-19 services is strictly limited to enhancements to the New HEIGHTS system. This amendment is **Sole Source** because a previous amendment was approved as sole source and MOP



150 requires any subsequent amendments to be labelled as sole source. Additionally, the vendor has been delivering COVID-19 services for which they are uniquely qualified. It is in the best interest of the State to use the existing vendor to maintain continuity of support, efficient delivery of services, and to minimize cost. The vendor rate of service is fixed and has been evaluated by DHHS as extremely competitive.

To respond to the needs during the pandemic, the programs implemented that required changes to New Heights and required a contract amendment include:

- **Pandemic EBT** - This project will provide Pandemic Electronic Benefits Transfer (P-EBT) to households of children whose schools were closed for at least 5 consecutive days during the emergency designation and who would have received free or reduced-price meals under the Richard B. Russell National School Lunch Act if not for the school closures.
- **Special Medicaid Eligibility for Uninsured Individuals** - This project will create a special medical eligibility group for uninsured individuals who are not eligible for any other Medicaid category. The group would expire when the emergency period ends. The medical service under this Medicaid eligibility is limited to testing, treatment of COVID-19.
- **EA (Supplements) to SNAP Households** - This project will provide an Emergency Allotment (EA) to address temporary food needs to households to bring all households up to the maximum benefit due to COVID-19 pandemic related economic conditions.
- **Continuous Coverage for Medicaid Beneficiaries** - This project will provide a continuous coverage for all Medicaid beneficiaries through the end of the month in which the emergency period ends. Stopping Benefit Recovery Processes. This project will stop the recoupment, prevents offsets and suspend TOP processing during emergency period for COVID-19.
- **Extend Certification Periods for SNAP, Child Care & Cash** - This project will extend the recertification for SNAP and Cash by 6 months and for Child Care by 4 months for cases in which the recertification was due initially during the emergency period.
- **Cost Share and Continuous Coverage for Child Care** - This project will implement \$0 Cost Share, suspend 92 days clock, support school vacation changes, and provide continuous coverage for childcare during this emergency period.
- **Remote Work Case Management** - This project will move face to face interviews to phone to support stay at home and social distance measures, allow to upload wave files for voice signatures, allow to access New HEIGHTS on Internet, send messages to clients to create an account in NH EASY Self-service application, and generate reports to track various activities related COVID-19.
- **OCR - SNAP Rede Application** - This project is to automate data extraction for paper-based SNAP Redetermination applications using Kofax OCR Technology (KTM). Extracted data will be presented to the case worker for validation and if required corrections before systematically importing the application for processing through New HEIGHTS. This will reduce the workload on case workers while processing redeterminations during October to December timeframe where the volume of SNAP reds are expected to be high due to COVID-19.



- **Recertification Tracking** - This project is to provide multi-channel notifications to clients for their unsubmitted recertification applications for SNAP. This would reduce an unwanted SNAP closing due to failure to submit the verifications. This will be required to manage extended recertification as a result of COVID-19.

New HEIGHTS is the enterprise management system for DHHS and supports extensive and complex business functions. The system will provide support to over 1,100 DHHS users, 275,000 individuals served, and include over 750,000 transactions per day, from March 18, 2020 to September 30, 2022.

The State will be working with Deloitte Consulting on a daily basis ensuring that the deliverables outlined in this contract amendment are met. Additionally, the Centers for Medicare & Medicaid Services are also working closely with both the State and the vendor to ensure timely implementation.

As referenced in Exhibit A, Scope of Work, Paragraph 1.3, Period of Performance of the original contract, the parties have the option to extend the agreement for up to three (3) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. DHHS is not exercising its option to renew at this time.

The original contract was approved by Governor and Council on June 19, 2013, item #19. It was subsequently amended with Governor and Council approval on May 2, 2018, item #43, and most recently amended with Governor and Council approval on April 8, 2020, item #24.

With Governor approval, the Department of Health and Human Services will be able to implement DHHS mandates and priorities and to fulfill commitments to citizens, CMS, and FNS related to COVID-19 as defined in the projects summarized above.

CDFA #21.019, #10.561, #93.778, #93.658, #93.659

In the event that the Federal or Other Funds become no longer available, General Funds will not be requested to support this program.

Respectfully Submitted,

 for

Denis Goulet  
Commissioner  
Department of Information  
Technology

DG/ik  
DOIT # 2013-009C  
RID # 49470



Fiscal Details  
New HEIGHTS Maintenance  
Amendment #3

**Deloitte Consulting LLP**

**01-03-03-030010-76950000 DEPARTMENT OF INFORMATION TECHNOLOGY, DOIT – IT FOR DHHS**  
100% Other (Agency Class 27) funds: the Agency Class 027 used by the Department of Health and Human Services to reimburse DoIT is 65% Federal, 35% General.

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2016	046-500465	03950041	Consultants	\$6,200,000	\$0	\$6,200,000
2017	046-500465	03950041	Consultants	\$6,200,000	\$0	\$6,200,000
2018	046-500465	03950041	Consultants	\$7,500,000	\$0	\$7,500,000
2019	046-500465	03950041	Consultants	\$7,500,000	\$0	\$7,500,000
2020	046-500465	03950041	Consultants	\$7,500,000	\$0	\$7,500,000
2021	046-500465	03950041	Consultants	\$7,500,000	\$0	\$7,500,000
2022	046-500465	03950041	Consultants	\$7,500,000	\$0	\$7,500,000
2023	046-500465	03950041	Consultants	\$1,875,000	\$0	\$1,875,000
			<b>Subtotal</b>	<b>\$61,375,000</b>	<b>\$0</b>	<b>\$61,375,000</b>

**05-95-45-451010-79930000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES – DFA FIELD SVCS**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	046-500465	TBD	Consultants	\$12,781,103	\$0	\$12,781,103
2019	-	-	-	\$0	\$0	\$0
2020	046-500465	TBD	Consultants	\$1,773,179	\$0	\$1,773,179
			<b>Subtotal</b>	<b>\$14,554,282</b>	<b>\$0</b>	<b>\$14,554,282</b>

**05-95-95-954030-16970000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SERVICES, 17-228:1-X:F DCYF SCAN UNIT**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	034-500099	TBD	Capital Projects	\$499,729	\$0	\$499,729
2019	034-500099	TBD	Capital Projects	\$499,728	\$0	\$499,728
			<b>Subtotal</b>	<b>\$999,457</b>	<b>\$0</b>	<b>\$999,457</b>



Fiscal Details  
New HEIGHTS Maintenance  
Amendment #3

05-95-95-950030-18190000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF THE COMMISSIONER, 09-145:17IVC LEGACY SYSTEMS

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	034-500099	TBD	Capital Projects	\$250,000	\$0	\$250,000
2019	034-500099	TBD	Capital Projects	\$250,000	\$0	\$250,000
			<b>Subtotal</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>

05-95-90-9000030-29470000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
PUBLIC HEALTH DIVISION, HEALTH AND SOCIAL SERVICES, 13-195:VII-I BRIDGES MODERN

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	034-500099	TBD	Capital Projects	\$500,000	\$0	\$500,000
2019	034-500099	TBD	Capital Projects	\$500,000	\$0	\$500,000
			<b>Subtotal</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,000,000</b>

05-95-95-954030-16960000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 17-228:1-X:E NEW HEIGHTS MODERN

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	034-500099	TBD	Capital Projects	\$7,518,836	\$0	\$7,518,836
2019	034-500099	TBD	Capital Projects	\$7,080,535	\$0	\$7,080,535
			<b>Subtotal</b>	<b>\$14,599,371</b>	<b>\$0</b>	<b>\$14,599,371</b>

05-95-95-954030-09690000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 11-253:1:VII-H REG ASSESS DBII

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
-------------------	--------------	------------	-------------	-------------------------	----------------------------	-------------------------



Fiscal Details  
New HEIGHTS Maintenance  
Amendment #3

2018	034-500099	TBD	Capital Projects	\$50,066	\$0	\$50,066
2019	034-500099	TBD	Capital Projects	\$50,066	\$0	\$50,066
			<b>Subtotal</b>	<b>\$100,132</b>	<b>\$0</b>	<b>\$100,132</b>

05-95-45-451030-52690000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, 15-220:1-VII H NEW HEIGHTS A

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	034-500099	TBD	Capital Projects	\$1,209,564	\$0	\$1,209,564
2019	034-500099	TBD	Capital Projects	\$1,235,564	\$0	\$1,235,564
			<b>Subtotal</b>	<b>\$2,445,128</b>	<b>\$0</b>	<b>\$2,445,128</b>

05-95-47-470010-30990000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF HHS: MEDICAID & BUS POLICY OFC, OFF. OF MEDICAID & BUS. POLICY, NH HPP TRUST FUND

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2019	102-500731	TBD	Contracts for Program Services	\$438,300	\$0	\$438,300
			<b>Subtotal</b>	<b>\$438,300</b>	<b>\$0</b>	<b>\$438,300</b>

05-95-45-451010-79970000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DISABILITY DETERMINATION UNIT

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2018	046-500465	TBD	Consultants	\$292,500	\$0	\$292,500
2019	046-500465	TBD	Consultants	\$126,000	\$0	\$126,000
2020	046-500465	TBD	Consultants	\$243,507	\$0	\$243,507
			<b>Subtotal</b>	<b>\$662,007</b>	<b>\$0</b>	<b>\$662,007</b>



Fiscal Details  
New HEIGHTS Maintenance  
Amendment #3

05-95-95-950030-13050000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 19-146:1-VIIIA DCYF CHILD  
WELFARE

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2020	034-500099	TBD	Capital Projects	\$960,000	\$0	\$960,000
			<b>Subtotal</b>	<b>\$960,000</b>	<b>\$0</b>	<b>\$960,000</b>

05-95-95-950010-19290000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF THE COMMISSIONER, DHHS COVIS RELIEFF FD FR GOFERR

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
2020	103-502507	TBD	Contracts for Op Services	\$0	\$1,910,280	\$1,910,280
			<b>Subtotal</b>	<b>\$0</b>	<b>\$1,910,280</b>	<b>\$1,910,280</b>
			<b>TOTAL</b>	<b>\$97,633,677</b>	<b>\$1,910,280</b>	<b>\$99,543,957</b>





**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
7 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

**Denis Goulet**  
*Commissioner*

June 22, 2020

His Excellency, Governor Christopher T. Sununu  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the Department of Information Technology (DoIT), on behalf of the Department of Health and Human Services (DHHS), Division of Economic and Housing Stability, to **Retroactively** amend an existing **Sole Source** contract with Deloitte Consulting LLP (VC#174776), of Harrisburg, PA to implement several necessary enhancements and continued maintenance and operations of the New HEIGHTS system to include COVID-19 services, by increasing the price limitation by \$1,910,280 from \$97,633,677 to \$99,543,957 with no change to the contract completion date of September 30, 2022 effective retroactive to March 18, 2020 upon Governor and Council approval. 66% Federal Funds. 32% General Funds. 2% Other Funds from the Governor's Office For Emergency Relief and Recovery (GOFERR).

Funds are available in the following accounts for State Fiscal Years 2020 and 2021, and are anticipated to be available in State Fiscal Year 2022 and 2023, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust budget line items within the price limitation and encumbrances between state fiscal years through the Budget Office, if needed and justified.

**See Attached Fiscal Details**

**EXPLANATION**

This request is **Retroactive** because the vendor began providing services on March 18, 2020 in order for the Department to increase capacity and quickly respond to the increased demand for services during the COVID-19 pandemic. As the New HEIGHTS system is the integrated eligibility system for DHHS, changes were needed at New HEIGHTS to enable the program changes required by the COVID-19 pandemic. The scope of this contract amendment for COVID-19 services is strictly limited to enhancements to the New HEIGHTS system. This request is **Sole Source** because a previous amendment was approved as sole source and MOP 150 requires any subsequent amendments to be labelled as sole source. Additionally, the vendor has been delivering COVID-19 services for which they are uniquely qualified. It is in the best interest of the State to use the existing vendor to maintain continuity of support, efficient delivery of services, and to



minimize cost. The vendor rate of service is fixed and has been evaluated by DHHS as extremely competitive.

To respond to the needs during the pandemic, the programs implemented that required changes to New Heights and required a contract amendment include:

- **Pandemic EBT** - This project will provide Pandemic Electronic Benefits Transfer (P-EBT) to households of children whose schools were closed for at least 5 consecutive days during the emergency designation and who would have received free or reduced-price meals under the Richard B. Russell National School Lunch Act if not for the school closures.
- **Special Medicaid Eligibility for Uninsured Individuals** - This project will create a special medical eligibility group for uninsured individuals who are not eligible for any other Medicaid category. The group would expire when the emergency period ends. The medical service under this Medicaid eligibility is limited to testing, treatment of COVID-19.
- **EA (Supplements) to SNAP Households** - This project will provide an Emergency Allotment (EA) to address temporary food needs to households to bring all households up to the maximum benefit due to COVID-19 pandemic related economic conditions.
- **Continuous Coverage for Medicaid Beneficiaries** - This project will provide a continuous coverage for all Medicaid beneficiaries through the end of the month in which the emergency period ends. Stopping Benefit Recovery Processes. This project will stop the recoupment, prevents offsets and suspend TOP processing during emergency period for COVID-19.
- **Extend Certification Periods for SNAP, Child Care & Cash** - This project will extend the recertification for SNAP and Cash by 6 months and for Child Care by 4 months for cases in which the recertification was due initially during the emergency period.
- **Cost Share and Continuous Coverage for Child Care** - This project will implement \$0 Cost Share, suspend 92 days clock, support school vacation changes, and provide continuous coverage for childcare during this emergency period.
- **Remote Work Case Management** - This project will move face to face interviews to phone to support stay at home and social distance measures, allow to upload wave files for voice signatures, allow to access New HEIGHTS on Internet, send messages to clients to create an account in NH EASY Self-service application, and generate reports to track various activities related COVID-19.
- **OCR - SNAP Rede Application** - This project is to automate data extraction for paper-based SNAP Redetermination applications using Kofax OCR Technology (KTM). Extracted data will be presented to the case worker for validation and if required corrections before systematically importing the application for processing through New HEIGHTS. This will reduce the workload on case workers while processing redeterminations during October to December timeframe where the volume of SNAP reds are expected to be high due to COVID-19.
- **Recertification Tracking** - This project is to provide multi-channel notifications to clients for their unsubmitted recertification applications for SNAP. This would reduce an



unwanted SNAP closing due to failure to submit the verifications. This will be required to manage extended recertification as a result of COVID-19.

New HEIGHTS is the enterprise management system for DHHS and supports extensive and complex business functions. The system will provide support to over 1,100 DHHS users, 275,000 individuals served, and include over 750,000 transactions per day, from March 18, 2020 to September 30, 2022.

The State will be working with Deloitte Consulting on a daily basis ensuring that the deliverables outlined in this contract amendment are met. Additionally, the Centers for Medicare & Medicaid Services are also working closely with both the State and the vendor to ensure timely implementation.

As referenced in Exhibit A, Scope of Work, Paragraph 1.3, Period of Performance of the original contract, the parties have the option to extend the agreement for up to three (3) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and Governor and Council approval. DHHS is not exercising its option to renew at this time.


The original contract was approved by Governor and Council on June 19, 2013, item #19. It was subsequently amended with Governor and Council approval on May 2, 2018, item #43, and most recently amended with Governor and Council approval on April 8, 2020, item #24.

Should the Governor not authorize this request, the Department of Health and Human Services will be unable to implement DHHS mandates and priorities and to fulfill commitments to citizens, CMS, and FNS related to COVID-19 as defined in the projects summarized above.

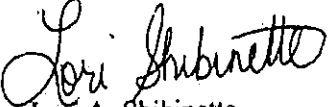
CDFA #21.019, #10.561, #93.778, #93.658, #93.659

In the event that the Federal or Other Funds become no longer available, General Funds will not be requested to support this program.

Respectfully Submitted,

 for

Denis Goulet  
Commissioner  
Department of Information  
Technology



Lori A. Shibinette  
Commissioner  
Department of Health and Human  
Services



His Excellency, Governor Christopher T. Sununu  
Page 4 of 4

I hereby approve this request pursuant to RSA 4:45, RSA 4:47, and Section 4 of Executive Order 2020-04 as extended by Executive Orders 2020-05, 2020-08, 2020-09 and 2020-10.

July 1, 2020  
Date

Christ T. Sununu  
Name: Governor Christopher T. Sununu





STATE OF NEW HAMPSHIRE  
DEPARTMENT OF INFORMATION TECHNOLOGY  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
www.nh.gov/doit

Denis Goulet  
Commissioner

June 22, 2020

Lori A. Shibinette, Commissioner  
Department of Health and Human Services  
State of New Hampshire  
129 Pleasant Street  
Concord, NH 03301

Dear Commissioner Shibinette:

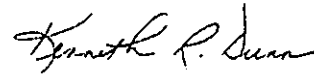
This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request for DoIT, on behalf of the Department of Health and Human Services, to enter into a retroactive, sole source contract amendment with Deloitte Consulting, LLP of Harrisburg, PA, as described below and referenced as DoIT 2013-009C.

This amendment authorizes Deloitte Consulting LLP, to continue to provide support and maintenance and implement several necessary enhancements to the New HEIGHTS system. The scope of services contained in this amendment supports DHHS's need to make Eligibility and Enrollment system changes that help mitigate the impact of COVID-19 on citizens through the benefit programs supported by New HEIGHTS.

The contract price will increase by \$1,910,280 from \$97,633,677 to \$99,543,957 and shall be effective retroactive to March 18, 2020 upon Governor approval, through September 30, 2022.

A copy of this letter will accompany the Department of Information Technology's submission to the Governor for approval.

Sincerely,



for

Denis Goulet

DG/ik  
DoIT #2013-009C

cc: Mike Williams, IT Manager, DoIT





**State of New Hampshire  
Department of Information Technology  
Amendment #3 to the  
New HEIGHTS Maintenance**

This 3rd Amendment to the New HEIGHTS Maintenance contract (hereinafter referred to as "Amendment #3", is by and between the State of New Hampshire, Department of Information Technology (hereinafter referred to as the "State" or the "Department" or "DoIT") and Deloitte Consulting LLP, (hereinafter referred to as "the Contractor"), a limited partnership organized under the laws of the State of Delaware with a place of business at 30 N. Third Street, Suite 800, Harrisburg, PA 17101.

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 19, 2013, Item #19, as amended on May 2, 2018, Item #43, and as amended April 8, 2020, Item #24, the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract and in consideration of certain sums specified; and

WHEREAS, pursuant to the General Provisions, Paragraph 18, the State may modify the scope of work and the payment schedule of the contract by written agreement of the parties; and

WHEREAS, the parties agree to increase the price limitation and modify the scope of services to support continued delivery of and enhancements to New HEIGHTS to meet the requirements for COVID-19 as defined in Attachment A-2 - New HEIGHTS Statement of Work for Amendment #3 Enhancements; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties agree to amend as follows:

1. Form P-37, General Provisions, Block 1.8, Price Limitation, to read:  
\$99,543,957.
2. Modify Exhibit A, Scope of Work, Section 1.1, Purpose, by appending the following:
  - e) The Contractor shall provide New HEIGHTS enhancement services as defined in Attachment A-2 New HEIGHTS Statement of Work for Expanded Scope Amendment #3, which is attached hereto and incorporated by reference herein. These services include changes to Eligibility and Enrollment in support of COVID-19 requirements.
3. Modify Exhibit A, Scope of Work, Section 1.3, Period of Performance, by deleting the text in its entirety and replacing it with the following:

**1.3 Period of Performance**

The work defined by this document begins on July 1, 2013 and shall comprise enhancement, maintenance, and operations support services to be rendered through the Contract Completion Date of September 30, 2022. This Amendment #3 shall be effective upon approval by the Governor of the State of New Hampshire.
4. Modify Exhibit A, Scope of Work, Section 1.5.1 by deleting the text in its entirety and replacing it with the following:
  - 1.5.1 For interpretive purposes, in the event of conflict or ambiguity among the document elements of this agreement, such conflict or ambiguity shall be resolved by giving precedence to the document elements in the following order:
    1. New Hampshire Standard Agreement Terms and Conditions, Form P-37;



**Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



2. Exhibits A, B, C, C-1, D, E, F, G, H, I, and J;
  - a. Exhibit A – Scope of Work
    - i. Amendment 3
    - ii. Attachment A-1 - New Heights Maintenance and Enhancement Staff Loading Amendment 2
    - iii. Attachment A-2 - New HEIGHTS Statement of Work for Amendment 1 Enhancements
    - iv. Attachment A-2 - New HEIGHTS Statement of Work for Amendment 2 Enhancements
    - v. Attachment A-2 - New HEIGHTS Statement of Work for Amendment 3 Enhancements
  - b. Exhibit B – Payment Terms
    - i. Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment 3
  - c. Exhibit C – Special Provisions
  - d. Exhibit C-1 – Additional Special Provisions
  - e. Exhibit D – Certification Regarding Drug-Free Workplace Requirements
  - f. Exhibit E – Certification Regarding Lobbying
  - g. Exhibit F – Certification Regarding Debarment, Suspension and Other Responsibility - Matters Primary Covered Transactions
  - h. Exhibit G – Certification Regarding the Americans with Disabilities Act Compliance
  - i. Exhibit H – Certification Regarding Environmental Traffic Smoke
  - j. Exhibit I – Business Associate Agreement
  - k. Exhibit J - Certification Regarding the Federal Funding Accountability and Transparency (FFATA) Compliance
  - l. Certificates and Attachments
    - i. Certificate and Certificate of Authority
    - ii. Certificate of Good Standing
    - iii. Certificate of Insurance
    - iv. Computer Access and Use Agreement
3. Request For Proposals (RFP) 2013-009 dated August 6, 2012 by reference;
4. Deloitte Consulting LLP response to RFP 2013-009 dated September 17, 2012 by reference.
5. Modify Exhibit B, Payment Terms, Section 1, Price, Item a), to read as follows:
  - a) The total price for all services and facilities provided under this agreement shall not exceed \$99,543,957, Contract Price Limitation in Form P-37, General Provisions Block 1.8, Price Limitation.



**Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



6. Modify Exhibit B, Section 2, Item a) by deleting the text in its entirety and replacing it with the following:
  - a) This agreement is funded with funds from the New Hampshire General Fund in the amount of \$31,955,094, and other funds from the Governor's Office for Emergency Relief and Recovery (GOFERR) under CFDA # 21.019 in the amount of \$1,910,280, and with federal funds made available under the following Catalog of Federal Domestic Assistance (CFDA), as follows:
    - i. CFDA #93.558, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-A (TANF) in the amount of \$3,165,380.
    - ii. CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$7,361,947.
    - iii. CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$53,606,554.
    - iv. CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$1,544,702.
7. Modify Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment 2 by deleting the text in its entirety and replacing it with Attachment B-1 New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment #3, which is attached hereto and incorporated by reference herein



**Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



All terms and conditions of the Contract and prior amendments not inconsistent with this Amendment #3 remain in full force and effect. This amendment shall be retroactively effective to March 18, 2020 upon the date of Governor and Executive Council approval.

IN WITNESS WHEREOF, the parties have set their hands as of the date written below.

6/22/2020  
\_\_\_\_\_  
Date

State of New Hampshire  
Department of Information Technology  
  
*Denis Goulet* for  
\_\_\_\_\_  
Denis Goulet  
Commissioner

6/19/20  
\_\_\_\_\_  
Date

State of New Hampshire  
Department of Health and Human Services  
  
*Lori A. Shibanette*  
\_\_\_\_\_  
Lori A. Shibanette  
Commissioner

06/16/20  
\_\_\_\_\_  
Date

Deloitte Consulting LLP  
  
*Scott Workman*  
\_\_\_\_\_  
Name: Scott Workman  
Title: Managing Director



**Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

**OFFICE OF THE ATTORNEY GENERAL**

6/23/2020

*Erik Bal*

Date

Name:

Title:

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: \_\_\_\_\_ (date of meeting)

**OFFICE OF THE SECRETARY OF STATE**

Date

Name:

Title:



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2013 – SFY2017	
Total Average FTEs Per Year: 25.1	
<i>Title</i>	<i>Average FTEs</i>
Project Executive	0.1
Project Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
LAN Administrator	1.0
Kofax/.Net Senior Developer	1.0
Java Architects	3.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	6.0
QA Testers	0.0



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

<b>SFY2018 – SFY2020</b>	
<b>Total Average FTEs Per Year: 32.1</b>	
<i>Title</i>	<i>Average FTEs</i>
Project Executive	0.1
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
Kofax and Infrastructure Administrator	1.0
Kofax/.Net Senior Developer	1.0
Java Architects	3.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	10
QA Testers	2.0



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2021	
Total Average FTEs Per Year: 30	
<i>Title</i>	<i>Average FTEs</i>
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
Kofax and Infrastructure Administrator	1.0
Java Architects	2.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	10
QA Testers	2.0



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2022	
Total Average FTEs Per Year: 28	
<i>Title</i>	<i>Average FTEs</i>
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
LAN Administrator	1.0
Java Architects	1.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	2.0
Developer	10
QA Testers	2.0





New Hampshire

Department of Health and Human Services

Attachment A - 2  
New HEIGHTS  
Statement of Work for Expanded Scope  
Amendment 3

---



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services (DHHS)  
Attachment A-3 New HEIGHTS Statement of Work for Amendment 3 Enhancements

Table of Contents

<b>1</b>	<b>INTRODUCTION .....</b>	<b>2</b>
1.1	New HEIGHTS Background.....	2
1.2	Purpose.....	2
<b>2</b>	<b>FUNCTIONAL REQUIREMENTS FOR ENHANCEMENTS .....</b>	<b>3</b>
2.1	Pandemic EBT.....	3
2.2	Special Medicaid Eligibility for Uninsured Individuals.....	3
2.3	EA (Supplements) to SNAP Households .....	3
2.4	Continuous Coverage for Medicaid Beneficiaries .....	3
2.5	Stopping Benefit Recovery Processes.....	3
2.6	Extend Certification Periods for SNAP, Child Care & Cash .....	3
2.7	Zero Cost Share and Continuous Coverage for Child Care.....	3
2.8	Remote Work Case Management .....	3
2.9	OCR - FS Rede Application .....	4
2.10	Recertification Tracking.....	4
<b>3</b>	<b>PROJECT MANAGEMENT PLAN .....</b>	<b>4</b>
<b>4</b>	<b>Assumptions .....</b>	<b>4</b>
<b>5</b>	<b>Milestones.....</b>	<b>5</b>
<b>6</b>	<b>Deliverables .....</b>	<b>5</b>



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-3 New HEIGHTS Statement of Work for Amendment 3 Enhancements**

## **1 INTRODUCTION**

### **1.1 New HEIGHTS Background**

The New HEIGHTS system is the backbone of the eligibility determination and case management for the New Hampshire Department of Health and Human Services (DHHS). New HEIGHTS supports approximately 1,100 DHHS staff that process new applications, determine eligibility, issue benefits, manage cases, and complete redeterminations. It automates more than 125 public assistance program variations, including 55 different Medicaid categories with 180,000+ Medicaid consumers and manages approximately \$1.4 billion in annual benefits for SANP and Cash programs. New HEIGHTS is a fully integrated eligibility system that provides shared client intake, eligibility, client notices, and other features seamlessly across programs to fully automate multi-program case management.

The New Hampshire EASY Gateway to Services is an innovative, web-based application that is fully integrated with New HEIGHTS and enables clients and providers to access many programs and functions via self-service, including screening for potential eligibility, apply, change reporting, appointment scheduling, redetermination, check benefit status, online client notices, medical assessments, service authorization planning. Presumptive, Foster Care & Adoption Parents, WIC Referral and more.

New HEIGHTS is fully integrated with a document imaging solution which includes scanning and indexing, document workflow, and enterprise content management. The document imaging solution also supports scanning & indexing documents for Child Welfare and Child Support systems. Additionally, New HEIGHTS supports extensive interfaces with federal and state systems such as the Federally Facilitate Marketplace (FFM), SSA, CMS, NECSES (New England Child Support), MMIS, and Bridges (Child Welfare).

### **1.2 Purpose**

This scope of services supports DHHS's needs to make Eligibility and Enrollment system changes that help mitigate the impact of COVID-19 on citizens through the benefit programs supported by New HEIGHTS.



## **2 FUNCTIONAL REQUIREMENTS FOR ENHANCEMENTS**

The scope of services is comprised of multiple projects, each of the below include establishment, where applicable the termination of the program:

### **2.1 Pandemic EBT**

This project will provide Pandemic Electronic Benefits Transfer (P-EBT) to households of children whose schools were closed for at least 5 consecutive days during the emergency designation and who would have received free or reduced-price meals under the Richard B. Russell National School Lunch Act if not for the school closures.

### **2.2 Special Medicaid Eligibility for Uninsured Individuals**

This project will create a special medical eligibility group for uninsured individuals who are not eligible for any other Medicaid category. The group would expire when the emergency period ends. The medical service under this Medicaid eligibility is limited to testing, treatment of COVID-19.

### **2.3 EA (Supplements) to SNAP Households**

This project will provide an Emergency Allotment (EA) to address temporary food needs to households to bring all households up to the maximum benefit due to COVID-19 pandemic related economic conditions.

### **2.4 Continuous Coverage for Medicaid Beneficiaries**

This project will provide a continuous coverage for all Medicaid beneficiaries through the end of the month in which the emergency period ends.

### **2.5 Stopping Benefit Recovery Processes**

This project will stop the recoupment, prevents offsets and suspend TOP processing during emergency period for COVID-19

### **2.6 Extend Certification Periods for SNAP, Child Care & Cash**

This project will extend the recertification for SNAP and Cash by 6 months and for Child Care by 4 months for cases in which the recertification was due initially during the emergency period

### **2.7 Cost Share and Continuous Coverage for Child Care**

This project will implement \$0 Cost Share, suspend 92 days clock, support school vacation changes, and provide continuous coverage for child care during this emergency period

### **2.8 Remote Work Case Management**

This project will move face to face interviews to phone to support stay at home and social distance measures, allow to upload wave files for voice signatures, allow to access New HEIGHTS on Internet, send messages to clients to create an account in NH EASY Self-service application, and generate reports to track various activities related COVID-19



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-3 New HEIGHTS Statement of Work for Amendment 3 Enhancements**

## **2.9 OCR - FS Rede Application**

This project is to automate data extraction for paper-based SNAP Redetermination applications using Kofax OCR Technology (KTM). Extracted data will be presented to the case worker for validation and if required corrections before systematically importing the application for processing through New HEIGHTS. This will help reduce the workload on case workers while processing redeterminations during October to December timeframe where the volume of SNAP redes are expected to be high due to COVID-19.

## **2.10 Recertification Tracking**

This project is to provide multi-channel notifications to clients for their unsubmitted recertification applications for SNAP. This would help reduce an unwanted SNAP closing due to failure to submit the verifications. This will be required to manage extended recertification as a result of COVID-19.

# **3 PROJECT MANAGEMENT PLAN**

Key activities will be managed using a structured project management methodology including:

- Adherence to the established New HEIGHTS project management and application development standards and best practices
- Lifecycle management and (defect/change) tracking by project
- Risk/issue status and tracking using JIRA
- Weekly joint delivery and State team lead project status meetings and
- Weekly Project Management reporting and status meeting

# **4 Assumptions**

- a) The New HEIGHTS maintenance contractor will provide DBA, desktop/LAN support (for staff housed in the State-provided facility), operations cycle support, change/configuration management, subject matter expertise, and post implementation support for work associated with this Agreement.
- b) The New HEIGHTS maintenance and State Operations staff will be available during and after normal business hours to assist the Contractor's enhancement team to successfully run batch jobs in the Integration and Systems/acceptance test environments and for implementation support.
- c) State staff will complete systems and regression testing.
- d) The State will develop and execute training plans, materials, and programs in support of work associated with this Agreement.
- e) Milestone and deliverable dates of this agreement and the Project Plan shall be regarded as estimates. The Contractor shall use diligent efforts to meet such dates and shall notify the State promptly if significant delays are encountered in completing the services or deliverables.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-3 New HEIGHTS Statement of Work for Amendment 3 Enhancements**

- f) DHHS is responsible for procuring and maintaining licensing for Kofax KTM.
- g) DoIT and the DoIT Technical Service Group (TSG) will complete installation and initial configuration of on-premise hardware/software to be deployed in the DoIT data center.
- h) The State shall have all necessary authority to commit the State with respect to the subject matter of this Amendment, including approval of the requirements to address any applicable policies, laws and regulations and of business rules and content

## 5 Milestones

The scope of work includes enhancement projects which require modifications to the New HEIGHTS and NH EASY Applications. DHHS will work with the Contractor to manage the functional requirements within the estimates provided in the table below. If the scope of an individual project causes the Contractor to exceed the hours budgeted, the Department will work with the Contractor to process scope adjustments, including adjustments across other projects, in order for the Contractor to complete the cumulative scope of work within the defined resources constraints (defined by the hours per project in the table below). If resources are required beyond the exhibit below, the Department will request a change order or prioritize New HEIGHTS Maintenance Contractor resources to support the additional effort.

<b>Project Name</b>	<b>Hours</b>
Pandemic EBT	1,628
Special Medicaid Eligibility for Uninsured Individuals	2,418
EA (Supplements) to SNAP Households	526
Continuous Coverage for Medicaid Beneficiaries	2,464
Stopping Benefit Recovery Processes	324
Extend Certification periods for SNAP, Child Care & Cash	337
Cost Share and Continuous coverage for Child Care	313
Remote Work Case Management	2,558
OCR - SNAP Rede Application	4,167
Recertification Tracking	1,184
<b>TOTAL</b>	<b>15,919</b>

## 6 Deliverables

The State will approve all Deliverables according to the review process described below.

- a) Each Deliverable that conforms in all material respects with the applicable specifications agreed by the parties in writing ("Specifications") will be approved by the State, without



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-3 New HEIGHTS Statement of Work for Amendment 3 Enhancements**

condition. Within ten working days from its receipt of a Deliverable, the State will provide the Contractor with (i) written approval of such Deliverable or (ii) a written statement of conditional approval (in which case the State will proceed to pay the Contractor for the Deliverable) or rejection, which identifies in reasonable detail the deficiencies preventing approval without condition (the "Deficiencies"). The review process begins with receipt of the Deliverable by the State. The date of receipt is the first working day after the date of delivery to the State.

- b) Within five working days of the Contractor's receipt of a notice of Deficiencies, it will clarify with the State the reasons for conditional approval or rejection. The Contractor will have thirty working days from the end of the clarification period to complete corrective actions in order for such Deliverable to conform in all material respects to the applicable Specifications. Within five working days of the State's receipt thereof, it will complete its review of the corrected Deliverable and notify the Contractor in writing of acceptance, conditional acceptance, or rejection.
- c) Notwithstanding the foregoing provisions of this Section, approval of a Deliverable (including a Deliverable that was previously conditionally approved or rejected) will be deemed given by the State without condition if the State has not delivered to the Contractor a notice of Deficiencies for such Deliverable during the period for State review thereof as set forth in this Section, or if the State uses the Deliverable in Production.
- d) The Contractor shall be entitled to rely on Deliverable approval for purposes of subsequent stages of Contractor's performance.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
1	Maintenance and Enhancements - July 2013	07/31/13	\$ 458,333.33	\$ 458,333.33	\$ 458,333.33
2	Maintenance and Enhancements - August 2013	08/30/13	\$ 458,333.33	\$ 916,666.66	\$ 916,666.66
3	Maintenance and Enhancements - September 2013	09/30/13	\$ 458,333.33	\$ 1,374,999.99	\$ 1,374,999.99
4	Maintenance and Enhancements - October 2013	10/31/13	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
5	Maintenance and Enhancements - November 2013	11/29/13	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
6	Maintenance and Enhancements - December 2013	12/31/13	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
7	Maintenance and Enhancements - January 2014	01/31/14	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
8	Maintenance and Enhancements - February 2014	02/28/14	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
9	Maintenance and Enhancements - March 2014	03/31/14	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
10	Maintenance and Enhancements - April 2014	04/30/14	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
11	Maintenance and Enhancements - May 2014	05/30/14	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
12	Maintenance and Enhancements - June 2014	06/30/14	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
13	Maintenance and Enhancements - July 2014	07/31/14	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
14	Maintenance and Enhancements - August 2014	08/29/14	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
15	Maintenance and Enhancements - September 2014	09/30/14	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
16	Maintenance and Enhancements - October 2014	10/31/14	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
17	Maintenance and Enhancements - November 2014	11/28/14	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
18	Maintenance and Enhancements - December 2014	12/31/14	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
19	Maintenance and Enhancements - January 2015	01/30/15	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
20	Maintenance and Enhancements - February 2015	02/27/15	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
21	Maintenance and Enhancements - March 2015	03/31/15	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
22	Maintenance and Enhancements - April 2015	04/30/15	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
23	Maintenance and Enhancements - May 2015	05/29/15	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
24	Maintenance and Enhancements - June 2015	06/30/15	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
25	Maintenance and Enhancements - July 2015	07/31/15	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
26	Maintenance and Enhancements - August 2015	08/31/15	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 1 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
27	Maintenance and Enhancements - September 2015	09/30/15	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
28	Maintenance and Enhancements - October 2015	10/30/15	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
29	Maintenance and Enhancements - November 2015	11/30/15	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
30	Maintenance and Enhancements - December 2015	12/31/15	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
31	Maintenance and Enhancements - January 2016	01/29/16	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
32	Maintenance and Enhancements - February 2016	02/29/16	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
33	Maintenance and Enhancements - March 2016	03/31/16	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
34	Maintenance and Enhancements - April 2016	04/29/16	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
35	Maintenance and Enhancements - May 2016	05/31/16	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
36	Maintenance and Enhancements - June 2016	06/30/16	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
37	Maintenance and Enhancements - July 2016	07/29/16	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
38	Maintenance and Enhancements - August 2016	08/31/16	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
39	Maintenance and Enhancements - September 2016	09/30/16	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
40	Maintenance and Enhancements - October 2016	10/31/16	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
41	Maintenance and Enhancements - November 2016	11/30/16	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
42	Maintenance and Enhancements - December 2016	12/30/16	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
43	Maintenance and Enhancements - January 2017	01/31/17	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
44	Maintenance and Enhancements - February 2017	02/28/17	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
45	Maintenance and Enhancements - March 2017	03/31/17	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
46	Maintenance and Enhancements - April 2017	04/28/17	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
47	Maintenance and Enhancements - May 2017	05/31/17	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
48	Maintenance and Enhancements - June 2017	06/30/17	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
49	Maintenance and Enhancements - July 2017	07/31/17	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
50	Maintenance and Enhancements - August 2017	08/31/17	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
51	Maintenance and Enhancements - September 2017	09/29/17	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
52	Maintenance and Enhancements - October 2017	10/31/17	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
53	Maintenance and Enhancements - November 2017	11/30/17	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 2 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
54	Maintenance and Enhancements - December 2017	12/29/17	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
55	Maintenance and Enhancements - January 2018	01/31/18	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
56	Maintenance and Enhancements - February 2018	02/28/18	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
57	Maintenance and Enhancements - April 2018	05/12/18	\$ 958,333.33	\$ 4,624,999.97	\$ 3,249,999.98
58	Maintenance and Enhancements - March 2018	05/15/18	\$ 958,333.33	\$ 5,583,333.30	\$ 4,208,333.31
59	Batch Application Migration - Release 1 (Java) - Requirements & Design	06/01/18	\$ 152,565.00	\$ 5,735,898.30	\$ 4,360,898.31
60	Client Scheduling Enhancements - Requirements & Design	06/01/18	\$ 20,364.95	\$ 5,756,263.25	\$ 4,381,263.26
61	Online Applications Migration - New HEIGHTS RPC, Kofax & Mule Applications	06/01/18	\$ 145,200.00	\$ 5,901,463.25	\$ 4,526,463.26
62	Batch Application Migration - Release 2 (Cobol) - Requirements & Design	06/01/18	\$ 167,055.00	\$ 6,068,518.25	\$ 4,693,518.26
63	Address Verification and Fraud Alert - Requirements & Design	06/01/18	\$ 76,368.34	\$ 6,144,886.59	\$ 4,769,886.60
64	Maintenance and Enhancements - May 2018	06/01/18	\$ 958,333.33	\$ 7,103,219.92	\$ 5,728,219.93
65	Access Front End Modernization - Requirements & Design	07/26/18	\$ 28,600.00	\$ 28,600.00	\$ 5,756,819.93
66	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 1)	07/26/18	\$ 10,000.00	\$ 38,600.00	\$ 5,766,819.93
67	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 2)	07/26/18	\$ 10,000.00	\$ 48,600.00	\$ 5,776,819.93
68	Quality Assurance - Testing Support - 1	07/26/18	\$ 181,650.00	\$ 230,250.00	\$ 5,958,469.93
69	NH EASY Application Modernization - Requirements & Design	07/26/18	\$ 210,830.00	\$ 441,080.00	\$ 6,169,299.93
70	Estate Recovery Integration - Requirements & Design	07/26/18	\$ 69,140.00	\$ 510,220.00	\$ 6,238,439.93
71	Automated Help Desk Tickets - Requirements & Design	07/26/18	\$ 40,729.78	\$ 550,949.78	\$ 6,279,169.71
72	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Requirements & Design	07/26/18	\$ 30,547.34	\$ 581,497.12	\$ 6,309,717.05

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 3 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
73	New HEIGHTS Privacy Program and Data Flow Mapping - Draft privacy policy	07/26/18	\$ 35,000.00	\$ 616,497.12	\$ 6,344,717.05
74	Verification Checklist Enhancements - Requirements & Design	07/26/18	\$ 109,461.34	\$ 725,958.46	\$ 6,454,178.39
75	Quality Assurance - Testing Support - 2	07/26/18	\$ 399,630.00	\$ 1,125,588.46	\$ 6,853,808.39
76	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 1	07/26/18	\$ 35,000.00	\$ 1,160,588.46	\$ 6,888,808.39
77	Enhanced Expected Change Functionality - Requirements & Design	07/26/18	\$ 68,731.50	\$ 1,229,319.96	\$ 6,957,539.89
78	Case Comment Templates & Voice Driven Updates to Comments - Requirements & Design	07/26/18	\$ 35,638.59	\$ 1,264,958.55	\$ 6,993,178.48
79	Client Scheduling Enhancements - Construction & Integration	07/26/18	\$ 134,987.54	\$ 1,399,946.09	\$ 7,128,166.02
80	Verification Checklist Enhancements - Construction & Unit	07/26/18	\$ 725,556.40	\$ 2,125,502.49	\$ 7,853,722.42
81	Automated Help Desk Tickets - Construction & Unit	07/26/18	\$ 269,974.34	\$ 2,395,476.83	\$ 8,123,696.76
82	Case Comment Templates & Voice Driven Updates to Comments - Construction & Unit	07/26/18	\$ 236,227.73	\$ 2,631,704.56	\$ 8,359,924.49
83	Verification Checklist Enhancements - Systems Testing	07/26/18	\$ 199,442.39	\$ 2,831,146.95	\$ 8,559,366.88
84	MCI Integration - Requirements & Design	07/26/18	\$ 50,000.00	\$ 2,881,146.95	\$ 8,609,366.88
85	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 2	07/26/18	\$ 35,000.00	\$ 2,916,146.95	\$ 8,644,366.88
86	Batch Application Migration - Release 3 (Cobol) - Requirements & Design	07/26/18	\$ 167,055.00	\$ 3,083,201.95	\$ 8,811,421.88
87	Specified Closing/Denial Reasons - Requirements & Design	07/26/18	\$ 35,638.59	\$ 3,118,840.54	\$ 8,847,060.47
88	Client Scheduling Enhancements - Implementation	07/26/18	\$ 47,235.02	\$ 3,166,075.56	\$ 8,894,295.49
89	Verification Checklist Enhancements - Implementation	07/26/18	\$ 54,445.27	\$ 3,220,520.83	\$ 8,948,740.76
90	Automated Help Desk Tickets - Systems Testing	07/26/18	\$ 94,469.77	\$ 3,314,990.60	\$ 9,043,210.53
91	Address Verification and Fraud Alert - Construction & Unit	07/26/18	\$ 506,201.88	\$ 3,821,192.48	\$ 9,549,412.41

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 4 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
92	Enhanced Expected Change Functionality - Construction & Unit	07/26/18	\$ 455,581.69	\$ 4,276,774.17	\$ 10,004,994.10
93	Case Comment Templates & Voice Driven Updates to Comments - Systems Testing	07/26/18	\$ 82,661.12	\$ 4,359,435.29	\$ 10,087,655.22
94	New HEIGHTS Privacy Program and Data Flow Mapping - Annual Privacy Impact Assessment (PIA)	07/26/18	\$ 75,000.00	\$ 4,434,435.29	\$ 10,162,655.22
95	New HEIGHTS Privacy Program and Data Flow Mapping - New HEIGHTS Data Flow Mapping	07/26/18	\$ 90,000.00	\$ 4,524,435.29	\$ 10,252,655.22
96	Address Verification and Fraud Alert - Systems Testing	07/26/18	\$ 177,130.83	\$ 4,701,566.12	\$ 10,429,786.05
97	Enhanced Expected Change Functionality - Systems Testing	07/26/18	\$ 159,417.75	\$ 4,860,983.87	\$ 10,589,203.80
98	Specified Closing/Denial Reasons - Construction & Integration	07/26/18	\$ 236,227.73	\$ 5,097,211.60	\$ 10,825,431.53
99	Maintenance and Enhancements - June 2018	07/30/18	\$ 958,333.33	\$ 6,055,544.93	\$ 11,783,764.86
100	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 3)	09/14/18	\$ 10,000.00	\$ 6,065,544.93	\$ 11,793,764.86
101	Quality Assurance - Testing Support - 3	09/14/18	\$ 508,620.00	\$ 6,574,164.93	\$ 12,302,384.86
102	New HEIGHTS Privacy Program and Data Flow Mapping - Draft privacy incidence response plan	09/14/18	\$ 45,000.00	\$ 6,619,164.93	\$ 12,347,384.86
103	Enhanced Document Imaging and Content Management - Define "As-Is" Workflow	09/14/18	\$ 89,892.00	\$ 6,709,056.93	\$ 12,437,276.86
104	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 3	09/14/18	\$ 35,000.00	\$ 6,744,056.93	\$ 12,472,276.86
105	Eligibility Status Determination and Initial Implementation - Requirements	09/14/18	\$ 48,978.80	\$ 6,793,035.73	\$ 12,521,255.66
106	Digital Information Campaign - Multimedia - Requirements	09/14/18	\$ 105,193.40	\$ 6,898,229.13	\$ 12,626,449.06
107	Digital Information Campaign - Multimedia - Design	09/14/18	\$ 105,193.40	\$ 7,003,422.53	\$ 12,731,642.46
108	Maintenance and Enhancements - July 2018	09/17/18	\$ 625,000.00	\$ 7,628,422.53	\$ 13,356,642.46

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 5 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
109	Maintenance and Enhancements - August 2018	09/17/18	\$ 625,000.00	\$ 8,253,422.53	\$ 13,981,642.46
110	Online Applications Migration - New HEIGHTS WEB, Kiosk, FFM Inbound/Outbound Conversion	10/03/18	\$ 145,200.00	\$ 8,398,622.53	\$ 145,200.00
111	Online & Batch Utility Migration - SORT & ADHOC SQL Generic Process	10/03/18	\$ 90,825.00	\$ 8,489,447.53	\$ 236,025.00
112	Ongoing New HEIGHTS Risk and Compliance Management - Risk and compliance management calendar	10/03/18	\$ 60,000.00	\$ 8,549,447.53	\$ 296,025.00
113	Online & Batch Utility Migration - REXX Conversion - Group-1	10/03/18	\$ 102,900.00	\$ 8,652,347.53	\$ 398,925.00
114	Estate Recovery Integration - Construction & Integration	10/03/18	\$ 304,648.00	\$ 8,956,995.53	\$ 703,573.00
115	Enhanced Document Imaging and Content Management - Define "To-Be" Workflow	10/03/18	\$ 132,143.00	\$ 9,089,138.53	\$ 835,716.00
116	Batch Application Migration - Release 2 (Cobol) - Construction & Integration	10/03/18	\$ 222,810.00	\$ 9,311,948.53	\$ 1,058,526.00
117	NH EASY Application Modernization - Construction & Integration	10/03/18	\$ 1,370,400.00	\$ 10,682,348.53	\$ 2,428,926.00
118	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Construction & Integration	10/03/18	\$ 202,480.75	\$ 10,884,829.28	\$ 2,631,406.75
119	Fraud Prevention Using Behavioral Prompts in Self-service - Requirements & Design	10/03/18	\$ 35,638.59	\$ 10,920,467.87	\$ 2,667,045.34
120	Online & Batch Utility Migration - REXX Conversion - Group-2	10/03/18	\$ 102,900.00	\$ 11,023,367.87	\$ 2,769,945.34
121	Job Scheduler & Batch Jobs Migration - Requirements	10/03/18	\$ 144,375.00	\$ 11,167,742.87	\$ 2,914,320.34
122	Enhanced Document Imaging and Content Management - Requirements & Design	10/03/18	\$ 89,790.00	\$ 11,257,532.87	\$ 3,004,110.34
123	Date Specific Enrollment - Requirements & Design	10/03/18	\$ 9,499.00	\$ 11,267,031.87	\$ 3,013,609.34
124	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 4	10/03/18	\$ 35,000.00	\$ 11,302,031.87	\$ 3,048,609.34
125	Job Scheduler & Batch Jobs Migration - Design	10/03/18	\$ 144,375.00	\$ 11,446,406.87	\$ 3,192,984.34

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 6 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
126	Eligibility Status Determination and Initial Implementation - Design	10/03/18	\$ 48,978.80	\$ 11,495,385.67	\$ 3,241,963.14
127	Quality Assurance - Testing Support - 4	10/03/18	\$ 508,620.00	\$ 12,004,005.67	\$ 3,750,583.14
128	MCO Pre-Selection at Application - Requirements & Design	10/03/18	\$ 38,591.00	\$ 12,042,596.67	\$ 3,789,174.14
129	MCO Passive Enrollment - Requirements & Design	10/03/18	\$ 11,874.00	\$ 12,054,470.67	\$ 3,801,048.14
130	New HEIGHTS Member Eligibility - Requirements & Design	10/03/18	\$ 8,906.00	\$ 12,063,376.67	\$ 3,809,954.14
131	Eligibility Status Determination and Initial Implementation - Construction & Unit Testing	10/03/18	\$ 171,425.80	\$ 12,234,802.47	\$ 3,981,379.94
132	Activity Tracking - New HEIGHTS - Requirements	10/03/18	\$ 134,865.28	\$ 12,369,667.75	\$ 4,116,245.22
133	Online Applications Migration - Rule Engine Application Conversion	10/03/18	\$ 145,200.00	\$ 12,514,867.75	\$ 4,261,445.22
134	Specified Closing/Denial Reasons - Implementation	10/03/18	\$ 82,661.12	\$ 12,597,528.87	\$ 4,344,106.34
135	Digital Information Campaign - Multimedia - Development	10/03/18	\$ 140,256.77	\$ 12,737,785.64	\$ 4,484,363.11
136	CMS Annual Attestation - CMS Annual Attestation Final Report	10/03/18	\$ 120,000.00	\$ 12,857,785.64	\$ 4,604,363.11
137	Maintenance and Enhancements - September 2018	10/10/18	\$ 625,000.00	\$ 13,482,785.64	\$ 5,229,363.11
138	Maintenance and Enhancements - October 2018	10/29/18	\$ 625,000.00	\$ 14,107,785.64	\$ 5,854,363.11
139	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 4)	10/30/18	\$ 10,000.00	\$ 14,117,785.64	\$ 5,864,363.11
140	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 5	10/30/18	\$ 35,000.00	\$ 14,152,785.64	\$ 5,899,363.11
141	Estate Recovery Integration - System Test	10/30/18	\$ 54,016.00	\$ 14,206,801.64	\$ 5,953,379.11
142	MCO Pre-Selection at Application - Construction & Integration	10/30/18	\$ 156,960.00	\$ 14,363,761.64	\$ 6,110,339.11
143	Infrastructure Install & Training - Tool and Platform Evaluation	11/29/18	\$ 72,800.00	\$ 14,436,561.64	\$ 6,183,139.11
144	Infrastructure Install & Training - Requirements & Design	11/29/18	\$ 249,600.00	\$ 14,686,161.64	\$ 6,432,739.11
145	Batch Application Migration - Release 4 (Cobol) - Requirements & Design	11/29/18	\$ 167,055.00	\$ 14,853,216.64	\$ 6,599,794.11

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 7 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
146	Online & Batch Utility Migration - Data Access Design for Batch Jobs	11/29/18	\$ 163,485.00	\$ 15,016,701.64	\$ 6,763,279.11
147	Improve Security Governance over Unstructured Data - UDM roadmap and operating model	11/29/18	\$ 60,000.00	\$ 15,076,701.64	\$ 6,823,279.11
148	Application & Server Security - Requirements & Design	11/29/18	\$ 152,565.00	\$ 15,229,266.64	\$ 6,975,844.11
149	Activity Tracking - NH EASY - Requirements	11/29/18	\$ 63,519.56	\$ 15,292,786.20	\$ 7,039,363.67
150	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 6	11/29/18	\$ 35,000.00	\$ 15,327,786.20	\$ 7,074,363.67
151	Estate Recovery Integration - Implementation	11/29/18	\$ 102,148.00	\$ 15,429,934.20	\$ 7,176,511.67
152	Fraud Prevention Using Behavioral Prompts in Self-service - Construction & Integration	11/29/18	\$ 236,227.73	\$ 15,666,161.93	\$ 7,412,739.40
153	Eligibility Status Determination and Initial Implementation - Integration Testing	11/29/18	\$ 97,957.60	\$ 15,764,119.53	\$ 7,510,697.00
154	Quality Assurance - Testing Support - 5	11/29/18	\$ 508,620.00	\$ 16,272,739.53	\$ 8,019,317.00
155	Digital Information Campaign - Content Development - Requirements	11/29/18	\$ 105,193.40	\$ 16,377,932.93	\$ 8,124,510.40
156	Ongoing New HEIGHTS Application Vulnerability Assessments - Penetration testing of new HEIGHTS environment	12/12/18	\$ 40,000.00	\$ 16,417,932.93	\$ 8,164,510.40
157	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 1)	12/12/18	\$ 10,000.00	\$ 16,427,932.93	\$ 8,174,510.40
158	Data File Migration & Archival/Retention Process - PDF Migration	12/12/18	\$ 108,990.00	\$ 16,536,922.93	\$ 8,283,500.40
159	Maintenance and Enhancements - November 2018	12/18/18	\$ 625,000.00	\$ 17,161,922.93	\$ 8,908,500.40
160	Maintenance and Enhancements - December 2018	01/03/19	\$ 625,000.00	\$ 17,786,922.93	\$ 9,533,500.40
161	Extract & Schema - Sourced from Existing EDW - Requirements & Design	01/10/19	\$ 104,000.00	\$ 17,890,922.93	\$ 9,637,500.40
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 8 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

162	EBI Security - Security and Privacy Requirements	01/10/19	\$ 50,000.00	\$ 17,940,922.93	\$ 9,687,500.40
163	Data Mart Extension - Data Sourced from New HEIGHTS - Requirements & Design	01/10/19	\$ 95,000.00	\$ 18,035,922.93	\$ 9,782,500.40
164	Extract & Schema - New Data Based on Data Mart Extension - Requirements & Design	01/10/19	\$ 104,000.00	\$ 18,139,922.93	\$ 9,886,500.40
165	New HIEGHTS Security Incident Response Plan - Security incident response plan updates and knowledge transfer	01/10/19	\$ 60,000.00	\$ 18,199,922.93	\$ 9,946,500.40
166	Job Scheduler & Batch Jobs Migration - Batch Scheduler - Jobs Configuration Group - 1	01/10/19	\$ 163,485.00	\$ 18,363,407.93	\$ 10,109,985.40
167	Batch Application Migration - Release 1(Java) - Construction & Integration	01/10/19	\$ 203,385.00	\$ 18,566,792.93	\$ 10,313,370.40
168	EBI Security - Architecture & Design	01/10/19	\$ 75,000.00	\$ 18,641,792.93	\$ 10,388,370.40
169	Infrastructure Install & Training - Construction & Integration	01/10/19	\$ 301,600.00	\$ 18,943,392.93	\$ 10,689,970.40
170	Access Front End Modernization - Construction & Integration	01/10/19	\$ 46,800.00	\$ 18,990,192.93	\$ 10,736,770.40
171	Job Scheduler & Batch Jobs Migration - Batch Scheduler - Jobs Configuration Group - 2	01/10/19	\$ 163,485.00	\$ 19,153,677.93	\$ 10,900,255.40
172	Extract & Schema - New Data Based on Data Mart Extension - Construction & Integration	01/10/19	\$ 156,000.00	\$ 19,309,677.93	\$ 11,056,255.40
173	MCI Integration - Construction & Integration	01/10/19	\$ 70,000.00	\$ 19,379,677.93	\$ 11,126,255.40
174	Batch Application Migration - Release 3 (Cobol) - Construction & Integration	01/10/19	\$ 222,810.00	\$ 19,602,487.93	\$ 11,349,065.40
175	Infrastructure Install & Training - System Test	01/10/19	\$ 156,000.00	\$ 19,758,487.93	\$ 11,505,065.40
176	Batch Application Migration - Release 1(Java) - System Test	01/10/19	\$ 101,640.00	\$ 19,860,127.93	\$ 11,606,705.40
177	Batch Application Migration - Release 2 (Cobol) - System Test	01/10/19	\$ 111,300.00	\$ 19,971,427.93	\$ 11,718,005.40
178	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 5)	01/10/19	\$ 10,000.00	\$ 19,981,427.93	\$ 11,728,005.40
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
179	Online & Batch Utility Migration - REXX Conversion - Group-3	01/10/19	\$ 102,900.00	\$ 20,084,327.93	\$ 11,830,905.40

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 9 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

180	Access Front End Modernization - System Test	01/10/19	\$ 15,600.00	\$ 20,099,927.93	\$ 11,846,505.40
181	Batch Application Migration - Release 1(Java) - Implementation	01/10/19	\$ 51,030.00	\$ 20,150,957.93	\$ 11,897,535.40
182	Infrastructure Install & Training - Implementation	01/10/19	\$ 104,000.00	\$ 20,254,957.93	\$ 12,001,535.40
183	Batch Application Migration - Release 2 (Cobol) - Implementation	01/10/19	\$ 55,860.00	\$ 20,310,817.93	\$ 12,057,395.40
184	Access Front End Modernization - Implementation	01/10/19	\$ 5,200.00	\$ 20,316,017.93	\$ 12,062,595.40
185	Batch Application Migration - Release 3 (Cobol) - System Test	01/10/19	\$ 111,300.00	\$ 20,427,317.93	\$ 12,173,895.40
186	NH EASY Application Modernization - Systems Testing	01/10/19	\$ 421,662.00	\$ 20,848,979.93	\$ 12,595,557.40
187	Study to migrate New HEIGHTS to the Other Platform - Requirements	01/10/19	\$ 108,990.00	\$ 20,957,969.93	\$ 12,704,547.40
188	Infrastructure Install & Training - Installation and configuration of the primary platform components	01/10/19	\$ 150,000.00	\$ 21,107,969.93	\$ 12,854,547.40
189	Extract & Schema - New Data Based on Data Mart Extension - System Test	01/10/19	\$ 104,000.00	\$ 21,211,969.93	\$ 12,958,547.40
190	MCI Integration - System Test	01/10/19	\$ 40,000.00	\$ 21,251,969.93	\$ 12,998,547.40
191	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (full source code)	01/10/19	\$ 25,000.00	\$ 21,276,969.93	\$ 13,023,547.40
192	Data File Migration & Archival/Retention Process - Design & Implement Logs Maintenance	01/10/19	\$ 108,990.00	\$ 21,385,959.93	\$ 13,132,537.40
193	Enhanced Document Imaging and Content Management - Construction	01/10/19	\$ 340,000.00	\$ 21,725,959.93	\$ 13,472,537.40
194	Infrastructure Install & Training - Power Users Train the Trainer / Access Front End Modernization	01/10/19	\$ 100,000.00	\$ 21,825,959.93	\$ 13,572,537.40
195	Extract & Schema - New Data Based on Data Mart Extension - Implementation	01/10/19	\$ 78,000.00	\$ 21,903,959.93	\$ 13,650,537.40
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
196	MCI Integration - Implementation	01/10/19	\$ 20,000.00	\$ 21,923,959.93	\$ 13,670,537.40
197	Online & Batch Utility Migration - File Transfer Conversion	01/10/19	\$ 163,485.00	\$ 22,087,444.93	\$ 13,834,022.40

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 10 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

198	Batch Application Migration - Release 3 (Cobol) - Implementation	01/10/19	\$ 55,860.00	\$ 22,143,304.93	\$ 13,889,882.40
199	Batch Application Migration - Release 4 (Cobol) - Construction & Integration	01/10/19	\$ 222,810.00	\$ 22,366,114.93	\$ 14,112,692.40
200	Job Scheduler & Batch Jobs Migration - Construction & Unit Testing	01/10/19	\$ 256,620.00	\$ 22,622,734.93	\$ 14,369,312.40
201	Enhanced Document Imaging and Content Management - Unit/Integration Testing	01/10/19	\$ 241,780.00	\$ 22,864,514.93	\$ 14,611,092.40
202	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 6)	01/10/19	\$ 10,000.00	\$ 22,874,514.93	\$ 14,621,092.40
203	Study to migrate New HEIGHTS to the Other Platform - Analysis & Design	01/10/19	\$ 108,990.00	\$ 22,983,504.93	\$ 14,730,082.40
204	Data File Migration & Archival/Retention Process - MVS Dataset Migration	01/10/19	\$ 108,990.00	\$ 23,092,494.93	\$ 14,839,072.40
205	NH EASY Application Modernization - Implementation	01/10/19	\$ 105,415.56	\$ 23,197,910.49	\$ 14,944,487.96
206	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Implementation	01/10/19	\$ 70,852.33	\$ 23,268,762.82	\$ 15,015,340.29
207	Batch Application Migration - Release 4 (Cobol) - System Test	01/10/19	\$ 111,300.00	\$ 23,380,062.82	\$ 15,126,640.29
208	Activity Tracking - New HEIGHTS - Design	01/10/19	\$ 134,865.28	\$ 23,514,928.10	\$ 15,261,505.57
209	Application & Server Security - Construction & Integration	01/10/19	\$ 203,385.00	\$ 23,718,313.10	\$ 15,464,890.57
210	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 7	01/10/19	\$ 35,000.00	\$ 23,753,313.10	\$ 15,499,890.57
211	Activity Tracking - NH EASY - Design	01/10/19	\$ 63,519.56	\$ 23,816,832.66	\$ 15,563,410.13
212	Job Scheduler & Batch Jobs Migration - Integration Testing	01/10/19	\$ 128,310.00	\$ 23,945,142.66	\$ 15,691,720.13



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
213	Enhanced Document Imaging and Content Management - Systems/UAT	01/10/19	\$ 107,740.00	\$ 24,052,882.66	\$ 15,799,460.13
214	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 2)	01/10/19	\$ 10,000.00	\$ 24,062,882.66	\$ 15,809,460.13
215	Batch Application Migration - Release 4 (Cobol) - Implementation	01/10/19	\$ 55,860.00	\$ 24,118,742.66	\$ 15,865,320.13
216	Date Specific Enrollment - System Test	01/10/19	\$ 24,639.00	\$ 24,143,381.66	\$ 15,889,959.13
217	MCO Passive Enrollment - System Test	01/10/19	\$ 55,437.00	\$ 24,198,818.66	\$ 15,945,396.13
218	MCO Pre-Selection at Application - System Test	01/10/19	\$ 27,830.00	\$ 24,226,648.66	\$ 15,973,226.13
219	Application & Server Security - System Test	01/10/19	\$ 152,670.00	\$ 24,379,318.66	\$ 16,125,896.13
220	Eligibility Status Determination and Initial Implementation - Systems Testing	01/10/19	\$ 97,957.60	\$ 24,477,276.26	\$ 16,223,853.73
221	Infrastructure Install & Training - Post Implementation	01/10/19	\$ 500,000.00	\$ 24,977,276.26	\$ 16,723,853.73
222	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 7)	01/10/19	\$ 10,000.00	\$ 24,987,276.26	\$ 16,733,853.73
223	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 8	01/10/19	\$ 35,000.00	\$ 25,022,276.26	\$ 16,768,853.73
224	Digital Information Campaign - Content Development - Design	01/10/19	\$ 105,193.40	\$ 25,127,469.66	\$ 16,874,047.13
225	Data File Migration & Archival/Retention Process - Retention & Archival Process	01/10/19	\$ 108,990.00	\$ 25,236,459.66	\$ 16,983,037.13
226	Online Applications Migration - NH EASY Gateway & Core Application Conversion	01/10/19	\$ 145,200.00	\$ 25,381,659.66	\$ 17,128,237.13
227	Date Specific Enrollment - Implementation	01/10/19	\$ 7,496.00	\$ 25,389,155.66	\$ 17,135,733.13
228	MCO Passive Enrollment - Implementation	01/10/19	\$ 15,915.00	\$ 25,405,070.66	\$ 17,151,648.13
229	MCO Pre-Selection at Application - Implementation	01/10/19	\$ 52,951.00	\$ 25,458,021.66	\$ 17,204,599.13

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 12 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
230	Infrastructure Install & Training - Power and Business Users / All Functionality	01/10/19	\$ 150,000.00	\$ 25,608,021.66	\$ 17,354,599.13
231	Quality Assurance - Testing Support - 6	01/10/19	\$ 508,620.00	\$ 26,116,641.66	\$ 17,863,219.13
232	Fraud Prevention Using Behavioral Prompts in Self-service - Implementation	01/10/19	\$ 82,661.12	\$ 26,199,302.78	\$ 17,945,880.25
233	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 3)	01/10/19	\$ 10,000.00	\$ 26,209,302.78	\$ 17,955,880.25
234	Eligibility Status Determination and Initial Implementation - Implementation	01/10/19	\$ 24,489.40	\$ 26,233,792.18	\$ 17,980,369.65
235	Job Scheduler & Batch Jobs Migration - System Test	01/10/19	\$ 289,170.00	\$ 26,522,962.18	\$ 18,269,539.65
236	Study to migrate New HEIGHTS to the Other Platform - Final Strategy	01/10/19	\$ 108,990.00	\$ 26,631,952.18	\$ 18,378,529.65
237	New HEIGHTS Member Eligibility - System Test	01/10/19	\$ 54,205.00	\$ 26,686,157.18	\$ 18,432,734.65
238	Enhanced Document Imaging and Content Management - Production Pilot	03/05/19	\$ 13,598.00	\$ 26,699,755.18	\$ 18,446,332.65
239	Enhanced Document Imaging and Content Management - Post Production Support	03/05/19	\$ 11,143.00	\$ 26,710,898.18	\$ 18,457,475.65
240	New HEIGHTS Member Eligibility - Implementation	03/05/19	\$ 15,291.00	\$ 26,726,189.18	\$ 18,472,766.65
241	Intake Workflow - Requirements	03/06/19	\$ 162,426.00	\$ 26,888,615.18	\$ 18,635,192.65
242	Activity Tracking - New HEIGHTS - Construction & Unit Testing	03/06/19	\$ 472,028.48	\$ 27,360,643.66	\$ 19,107,221.13
243	Activity Tracking - NH EASY - Construction & Unit Testing	03/06/19	\$ 222,318.46	\$ 27,582,962.12	\$ 19,329,539.59
244	Federal, State Reporting & QC Sampling - Requirements	03/06/19	\$ 51,526.80	\$ 27,634,488.92	\$ 19,381,066.39
245	Maintenance and Enhancements - January 2019	03/06/19	\$ 625,000.00	\$ 28,259,488.92	\$ 20,006,066.39
246	Maintenance and Enhancements - February 2019	03/06/19	\$ 625,000.00	\$ 28,884,488.92	\$ 20,631,066.39
247	Maintenance and Enhancements - March 2019	04/01/19	\$ 625,000.00	\$ 29,509,488.92	\$ 21,256,066.39
248	Managed Care PMO - PMO Q1-18	04/29/19	\$ 43,264.00	\$ 29,552,752.92	\$ 21,299,330.39

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 13 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**

**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**

**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
249	NH EASY Individual Accounts - Requirements & Design	04/29/19	\$ 44,528.00	\$ 29,597,280.92	\$ 21,343,858.39
250	Core Managed Care Enhancements - Requirements & Design	04/29/19	\$ 53,434.00	\$ 29,650,714.92	\$ 21,397,292.39
251	NH EASY Individual Accounts - Construction & Integration	04/29/19	\$ 83,712.00	\$ 29,734,426.92	\$ 21,481,004.39
252	Addition of a New MCO - Requirements & Design	04/29/19	\$ 8,312.00	\$ 29,742,738.92	\$ 21,489,316.39
253	NH EASY Individual Accounts - System Test	04/29/19	\$ 14,843.00	\$ 29,757,581.92	\$ 21,504,159.39
254	Activity Tracking - New HEIGHTS - Integration Testing	05/01/19	\$ 269,730.56	\$ 30,027,312.48	\$ 21,773,889.95
255	Digital Information Campaign - Content Development - Development	05/01/19	\$ 140,257.77	\$ 30,167,570.25	\$ 21,914,147.72
256	Maintenance and Enhancements - April 2019	05/01/19	\$ 625,000.00	\$ 30,792,570.25	\$ 22,539,147.72
257	Data Mart Extension - Data Sourced from New HEIGHTS - System Test	05/06/19	\$ 55,000.00	\$ 30,847,570.25	\$ 22,594,147.72
258	Data Mart Extension - Claims Data from MMIS - Requirements & Design	05/14/19	\$ 245,000.00	\$ 31,092,570.25	\$ 22,839,147.72
259	Data Mart Extension - Data Sourced from New Heights - Construction & Integration	05/14/19	\$ 119,000.00	\$ 31,211,570.25	\$ 22,958,147.72
260	Data Mart Extension - Data Sourced from New Heights - Implementation	05/14/19	\$ 40,000.00	\$ 31,251,570.25	\$ 22,998,147.72
261	Improve Security Governance over Unstructured Data - Data risk remediation	05/14/19	\$ 165,000.00	\$ 31,416,570.25	\$ 23,163,147.72
262	Managed Care PMO - PMO Q4-18	05/14/19	\$ 43,264.00	\$ 31,459,834.25	\$ 23,206,411.72
263	Activity Tracking - NH EASY - Integration Testing	05/14/19	\$ 127,039.12	\$ 31,586,873.37	\$ 23,333,450.84
264	Conversion Notices - Requirements & Design	05/14/19	\$ 7,124.00	\$ 31,593,997.37	\$ 23,340,574.84
265	Core Managed Care Enhancements - Construction & Integration	05/14/19	\$ 167,424.00	\$ 31,761,421.37	\$ 23,507,998.84
266	Maintenance and Enhancements - May 2019	05/28/19	\$ 625,000.00	\$ 32,386,421.37	\$ 24,132,998.84
267	LTSS Dashboard - Requirements & Design	06/24/19	\$ 208,000.00	\$ 32,594,421.37	\$ 24,340,998.84
268	Managed Care PMO - PMO Q1-19	06/24/19	\$ 43,264.00	\$ 32,637,685.37	\$ 24,384,262.84
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009

Page 14 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

269	NH EASY Individual Accounts - Implementation	06/24/19	\$ 30,635.00	\$ 32,668,320.37	\$ 24,414,897.84
270	Suspension & Re-Application - Requirements	06/25/19	\$ 34,216.00	\$ 32,702,536.37	\$ 24,449,113.84
271	Federal, State Reporting & QC Sampling - Design	06/25/19	\$ 51,526.80	\$ 32,754,063.17	\$ 24,500,640.64
272	Suspension & Re-Application - Design	06/25/19	\$ 34,216.00	\$ 32,788,279.17	\$ 24,534,856.64
273	Activity Tracking - New HEIGHTS - Systems Testing	06/25/19	\$ 269,730.56	\$ 33,058,009.73	\$ 24,804,587.20
274	Activity Tracking - NH EASY - Systems Testing	06/25/19	\$ 127,039.12	\$ 33,185,048.85	\$ 24,931,626.32
275	Federal, State Reporting & QC Sampling - Construction & Unit Testing	06/25/19	\$ 180,343.80	\$ 33,365,392.65	\$ 25,111,970.12
276	Activity Tracking - New HEIGHTS - Implementation	06/25/19	\$ 67,432.64	\$ 33,432,825.29	\$ 25,179,402.76
277	Activity Tracking - NH EASY - Implementation	06/25/19	\$ 31,759.78	\$ 33,464,585.07	\$ 25,211,162.54
278	Maintenance and Enhancements - June 2019	06/26/19	\$ 625,000.00	\$ 34,089,585.07	\$ 25,836,162.54
279	Extract & Schema - Sourced from Existing EDW - Construction & Integration	07/19/19	\$ 130,000.00	\$ 130,000.00	\$ 25,966,162.54
280	Improve Security Governance over Unstructured Data - UDM tool integration, configuration, and data discovery	07/19/19	\$ 80,000.00	\$ 210,000.00	\$ 26,046,162.54
281	Improve Security Governance over Unstructured Data - Unstructured Data Risk Remediation Preparation and Plan	07/19/19	\$ 140,000.00	\$ 350,000.00	\$ 26,186,162.54
282	Data Mart Extension - Claims Data from MMIS - Construction & Integration	07/19/19	\$ 335,430.86	\$ 685,430.86	\$ 26,521,593.40
283	LTSS Dashboard - Construction & Integration	07/19/19	\$ 176,800.00	\$ 862,230.86	\$ 26,698,393.40
284	Digital Information Campaign - Navigation Delivery model - Requirements	07/19/19	\$ 105,193.40	\$ 967,424.26	\$ 26,803,586.80
285	Digital Information Campaign - Navigation Delivery model - Design	07/19/19	\$ 105,193.40	\$ 1,072,617.66	\$ 26,908,780.20
286	Automatically Run Newborns from DOB - Requirements & Design	07/19/19	\$ 48,366.64	\$ 1,120,984.30	\$ 26,957,146.84
287	Suspension & Re-Application - Construction & Unit Testing	07/19/19	\$ 119,756.00	\$ 1,240,740.30	\$ 27,076,902.84
<b>Payment No.</b>	<b>Deliverable Description</b>	<b>Invoice Date</b>	<b>Payment Amount</b>	<b>St Fiscal Yr Totals</b>	<b>Fed Fiscal Yr Totals</b>
288	Federal, State Reporting & QC Sampling - Integration Testing	07/19/19	\$ 103,053.60	\$ 1,343,793.90	\$ 27,179,956.44

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 15 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

289	Suspension & Re-Application - Integration Testing	07/19/19	\$ 68,432.00	\$ 1,412,225.90	\$ 27,248,388.44
290	Federal, State Reporting & QC Sampling - Systems Testing	07/19/19	\$ 103,053.60	\$ 1,515,279.50	\$ 27,351,442.04
291	Maintenance and Enhancements - July 2019	07/26/19	\$ 625,000.00	\$ 2,140,279.50	\$ 27,976,442.04
292	LTSS Dashboard Changes for MEA Processing - Requirements & Design	08/07/19	\$ 9,499.00	\$ 2,149,778.50	\$ 27,985,941.04
293	Extract & Schema - Sourced from Existing EDW - System Test	08/07/19	\$ 83,200.00	\$ 2,232,978.50	\$ 28,069,141.04
294	Data Mart Extension - Claims Data from MMIS - System Test	08/07/19	\$ 200,000.00	\$ 2,432,978.50	\$ 28,269,141.04
295	LTSS Unit Workflow Management - Requirements & Design	08/07/19	\$ 44,528.00	\$ 2,477,506.50	\$ 28,313,669.04
296	EBI Security - Control Evaluation & Security Testing	08/07/19	\$ 75,000.00	\$ 2,552,506.50	\$ 28,388,669.04
297	LTSS Dashboard - System Test	08/07/19	\$ 218,400.00	\$ 2,770,906.50	\$ 28,607,069.04
298	Digital Information Campaign - Navigation Delivery model - Development	08/07/19	\$ 140,257.77	\$ 2,911,164.27	\$ 28,747,326.81
299	Conversion Notices - System Test	08/07/19	\$ 12,319.00	\$ 2,923,483.27	\$ 28,759,645.81
300	Suspension & Re-Application - Systems Testing	08/07/19	\$ 68,432.00	\$ 2,991,915.27	\$ 28,828,077.81
301	Core Managed Care Enhancements - System Test	08/07/19	\$ 29,685.00	\$ 3,021,600.27	\$ 28,857,762.81
302	Federal, State Reporting & QC Sampling - Implementation	08/07/19	\$ 25,763.40	\$ 3,047,363.67	\$ 28,883,526.21
303	Suspension & Re-Application - Implementation	08/07/19	\$ 17,108.00	\$ 3,064,471.67	\$ 28,900,634.21
304	Addition of a New MCO - System Test	08/07/19	\$ 49,277.00	\$ 3,113,748.67	\$ 28,949,911.21
305	Intake Workflow - Reverse Engineering, Framework Development and User Story Development	08/07/19	\$ 207,606.00	\$ 3,321,354.67	\$ 29,157,517.21
306	Intake Workflow - Salesforce Infrastructure, Product Backlog, User Engagement, Business proof-of-concept	08/07/19	\$ 227,140.00	\$ 3,548,494.67	\$ 29,384,657.21
307	Intake Workflow - Salesforce security, architecture and Framework Setup, Code and Data Schema Walkthrough, Data Integration	08/07/19	\$ 216,310.00	\$ 3,764,804.67	\$ 29,600,967.21
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
308	Intake Workflow - Hybrid Agile Planning, Infrastructure, Security, Communications and Change Management Plan, Sprint Planning	08/07/19	\$ 94,018.00	\$ 3,858,822.67	\$ 29,694,985.21

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 16 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

309	Intake Workflow - Sprint 1 (Enterprise Planning, Infrastructure and Framework Setup, User Story Alignment)	08/07/19	\$ 120,250.00	\$ 3,979,072.67	\$ 29,815,235.21
310	Intake Workflow - Sprint 2 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,099,322.67	\$ 29,935,485.21
311	Intake Workflow - Sprint 3 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,219,572.67	\$ 30,055,735.21
312	Intake Workflow - Sprint 4 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,339,822.67	\$ 30,175,985.21
313	Intake Workflow - Sprint 5 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,460,072.67	\$ 30,296,235.21
314	Extract & Schema - Sourced from Existing EDW - Implementation	08/09/19	\$ 52,000.00	\$ 4,512,072.67	\$ 30,348,235.21
315	Data Mart Extension - Claims Data from MMIS - Implementation	08/09/19	\$ 55,000.00	\$ 4,567,072.67	\$ 30,403,235.21
316	Conversion Notices - Implementation	08/09/19	\$ 3,985.00	\$ 4,571,057.67	\$ 30,407,220.21
317	Core Managed Care Enhancements - Implementation	08/09/19	\$ 57,708.00	\$ 4,628,765.67	\$ 30,464,928.21
318	Addition of a New MCO - Implementation	08/09/19	\$ 13,922.00	\$ 4,642,687.67	\$ 30,478,850.21
319	Intake Workflow - Sprint 6 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/13/19	\$ 120,250.00	\$ 4,762,937.67	\$ 30,599,100.21
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
320	Maintenance and Enhancements - August 2019	08/23/19	\$ 625,000.00	\$ 5,387,937.67	\$ 31,224,100.21
321	LTSS Unit Workflow Management - Construction & Integration	09/19/19	\$ 83,712.00	\$ 5,471,649.67	\$ 31,307,812.21
322	Database & DB Tools Migration - DB Conversion - Requirements & Design	09/19/19	\$ 130,725.00	\$ 5,602,374.67	\$ 31,438,537.21

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 17 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

323	Automatically Run Newborns from DOB - Construction & Unit	09/19/19	\$ 320,594.71	\$ 5,922,969.38	\$ 31,759,131.92
324	Intake Workflow - Sprint 7 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	09/19/19	\$ 120,250.00	\$ 6,043,219.38	\$ 31,879,381.92
325	DD Waitlist Dashboard - Requirements & Design	10/01/19	\$ 9,499.00	\$ 6,052,718.38	\$ 9,499.00
326	DD Waitlist Dashboard - System Test	10/01/19	\$ 24,639.00	\$ 6,077,357.38	\$ 34,138.00
327	DD Waitlist Dashboard - Implementation	10/01/19	\$ 7,496.00	\$ 6,084,853.38	\$ 41,634.00
328	Sprint 10 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets)	10/01/19	\$ 92,010.00	\$ 6,176,863.38	\$ 133,644.00
329	Maintenance and Enhancements - September 2019	10/16/19	\$ 625,000.00	\$ 6,801,863.38	\$ 758,644.00
330	Sprint 11 (Development of User Stories, Defect Fixes, Contact Refactoring Changes, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets)	10/22/19	\$ 92,010.00	\$ 6,893,873.38	\$ 850,654.00
331	LTSS Dashboard Changes for MEA Processing - System Test	11/08/19	\$ 34,494.00	\$ 6,928,367.38	\$ 885,148.00
332	LTSS Unit Workflow Management - System Test	11/08/19	\$ 14,843.00	\$ 6,943,210.38	\$ 899,991.00
333	LTSS Dashboard Changes for MEA Processing - Implementation	11/08/19	\$ 10,114.00	\$ 6,953,324.38	\$ 910,105.00
334	LTSS Unit Workflow Management - Implementation	11/08/19	\$ 30,635.00	\$ 6,983,959.38	\$ 940,740.00
335	Managed Care PMO - PMO Q2-19	11/08/19	\$ 43,264.00	\$ 7,027,223.38	\$ 984,004.00
336	Automatically Run Newborns from DOB - Systems Testing	11/08/19	\$ 88,125.71	\$ 7,115,349.09	\$ 1,072,129.71
337	Automatically Run Newborns from DOB - Implementation	11/08/19	\$ 24,057.21	\$ 7,139,406.30	\$ 1,096,186.92
Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
338	Improve Security Governance over Unstructured Data - UDM transition and knowledge transfer	11/08/19	\$ 35,000.00	\$ 7,174,406.30	\$ 1,131,186.92
339	Managed Care PMO - PMO Q3-19	11/08/19	\$ 43,264.00	\$ 7,217,670.30	\$ 1,174,450.92
340	Intake Workflow - Sprint 8 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	11/08/19	\$ 120,250.00	\$ 7,337,920.30	\$ 1,294,700.92

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 18 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

341	Intake Workflow - Sprint 9 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	11/08/19	\$ 120,250.00	\$ 7,458,170.30	\$ 1,414,950.92
342	Infrastructure Install & Training - Power Users / DHHS Dashboard	11/08/19	\$ 100,000.00	\$ 7,558,170.30	\$ 1,514,950.92
343	Maintenance and Enhancements - October 2019	11/11/19	\$ 625,000.00	\$ 8,183,170.30	\$ 2,139,950.92
344	Sprint 12 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets)	11/12/19	\$ 85,250.00	\$ 8,268,420.30	\$ 2,225,200.92
345	Database & DB Tools Migration - DB Conversion - Construction & Integration	11/27/19	\$ 174,300.00	\$ 8,442,720.30	\$ 2,399,500.92
346	Database & DB Tools Migration - Setting up DB Tools & Configuration - Development	11/27/19	\$ 72,660.00	\$ 8,515,380.30	\$ 2,472,160.92
347	Database & DB Tools Migration - Performance Testing & Tuning - 1	11/27/19	\$ 54,600.00	\$ 8,569,980.30	\$ 2,526,760.92
348	Database & DB Tools Migration - Setting up DB Tools & Configuration - Testing	11/29/19	\$ 72,660.00	\$ 8,642,640.30	\$ 2,599,420.92
349	Database & DB Tools Migration - DB Conversion - System Test	11/29/19	\$ 87,150.00	\$ 8,729,790.30	\$ 2,686,570.92
350	Maintenance and Enhancements - November 2019	11/30/19	\$ 625,000.00	\$ 9,354,790.30	\$ 3,311,570.92



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
351	Sprint 13 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Code Merge, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets)	12/03/19	\$ 130,000.00	\$ 9,484,790.30	\$ 3,441,570.92
352	Sprint 14 (Design and Development of User Stories, Defect Fixes, Contact Refactoring Changes, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets)	12/24/19	\$ 130,000.00	\$ 9,614,790.30	\$ 3,571,570.92
353	Database & DB Tools Migration - DB Conversion - Implementation	12/27/19	\$ 43,785.00	\$ 9,658,575.30	\$ 3,615,355.92
354	Database & DB Tools Migration - Performance Testing & Tuning - 2	12/27/19	\$ 54,600.00	\$ 9,713,175.30	\$ 3,669,955.92
355	Database & DB Tools Migration - Setting up DB Tools & Configuration - Production	12/27/19	\$ 72,600.00	\$ 9,785,775.30	\$ 3,742,555.92
356	Maintenance and Enhancements - December 2019	12/31/19	\$ 625,000.00	\$ 10,410,775.30	\$ 4,367,555.92
357	Sprint 15 (Design and Development of User Stories, Defect Fixes, Contact Refactoring Changes, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets, DevOps)	01/14/20	\$ 227,086.00	\$ 10,637,861.30	\$ 4,594,641.92
358	Maintenance and Enhancements - January 2020	01/31/20	\$ 625,000.00	\$ 11,262,861.30	\$ 5,219,641.92
359	Sprint 16 (Completion of Development of User Stories, Defect Fixes, Testing in Different Environments, Provisioning of Infrastructure and Extending eEnterprise Assets, DevOps - SIT)	02/04/20	\$ 144,094.00	\$ 11,406,955.30	\$ 5,363,735.92
360	Financial Passive Renewal - Requirements & Design	02/07/20	\$ 71,244.00	\$ 11,478,199.30	\$ 5,434,979.92
361	Sprint 17 (Defect Fixes, Testing in Different Environments, Provisioning of Infrastructure and Extending Enterprise Assets, DevOps - UAT)	02/25/20	\$ 143,307.00	\$ 11,621,506.30	\$ 5,578,286.92
362	Maintenance and Enhancements - February 2020	02/29/20	\$ 625,000.00	\$ 12,246,506.30	\$ 6,203,286.92

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 20 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
363	Sprint 18 (Regression, Data Migration, Hardening and Go-live, Post Go-Live)	03/17/20	\$ 125,759.00	\$ 12,372,265.30	\$ 6,329,045.92
364	Financial Passive Renewal - Construction & Integration	03/20/20	\$ 409,405.00	\$ 12,781,670.30	\$ 6,738,450.92
365	Enhanced Case Task Workflow Management - Requirements & Design	03/27/20	\$ 35,000.00	\$ 12,816,670.30	\$ 6,773,450.92
366	System Security Plan (SSP) - Part A: System Identification	03/27/20	\$ 50,000.00	\$ 12,866,670.30	\$ 6,823,450.92
367	Maintenance and Enhancements - March 2020	03/31/20	\$ 625,000.00	\$ 13,491,670.30	\$ 7,448,450.92
368	Sprint 19 (Post Go-Live Support) Summary	04/07/20	\$ 42,000.00	\$ 13,533,670.30	\$ 7,490,450.92
369	Privacy Impact Assessment (PIA)	04/17/20	\$ 65,000.00	\$ 13,598,670.30	\$ 7,555,450.92
370	Financial Passive Renewal - System Test	04/24/20	\$ 72,590.00	\$ 13,671,260.30	\$ 7,628,040.92
371	Sprint 20 (Post Go-Live Support) Summary	04/28/20	\$ 17,754.00	\$ 13,689,014.30	\$ 7,645,794.92
372	Maintenance and Enhancements - April 2020	04/30/20	\$ 625,000.00	\$ 14,314,014.30	\$ 8,270,794.92
373	Information Security Risk Assessment (ISRA)	05/01/20	\$ 55,000.00	\$ 14,369,014.30	\$ 8,325,794.92
374	System Security Plan (SSP) - Part C: Privacy Controls	05/15/20	\$ 75,000.00	\$ 14,444,014.30	\$ 8,400,794.92
375	Security & Privacy Assessment Report (SAR)	05/15/20	\$ 55,000.00	\$ 14,499,014.30	\$ 8,455,794.92
376	System Security Plan (SSP) - Part B: Security Controls	05/22/20	\$ 75,000.00	\$ 14,574,014.30	\$ 8,530,794.92
377	Enhanced Case Task Workflow Management - Construction & Integration Testing	05/29/20	\$ 234,500.00	\$ 14,808,514.30	\$ 8,765,294.92
378	System Security Plan (SSP) - Controls workbooks	05/29/20	\$ 40,000.00	\$ 14,848,514.30	\$ 8,805,294.92
379	Automate Processing Medicaid Applications Using OCR - Requirements	05/29/20	\$ 54,750.00	\$ 14,903,264.30	\$ 8,860,044.92
380	Pandemic EBT - Development & Implementation	05/29/20	\$ 146,520.00	\$ 15,049,784.30	\$ 9,006,564.92
381	EA (Supplements) to SNAP Households - Development & Implementation	05/29/20	\$ 33,840.00	\$ 15,083,624.30	\$ 9,040,404.92
382	Continuous Coverage for Medicaid Beneficiaries - Development & Implementation	05/29/20	\$ 131,280.00	\$ 15,214,904.30	\$ 9,171,684.92

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 21 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
383	Stopping Benefit Recovery Processes - Development & Implementation	05/29/20	\$ 21,000.00	\$ 15,235,904.30	\$ 9,192,684.92
384	Extend Certification periods for SNAP, Child Care & Cash - Development & Implementation	05/29/20	\$ 30,840.00	\$ 15,266,744.30	\$ 9,223,524.92
385	Zero Cost Share and Continuous coverage for Child Care - Development & Implementation	05/29/20	\$ 24,000.00	\$ 15,290,744.30	\$ 9,247,524.92
386	Remote Case Management - Development & Implementation	05/29/20	\$ 124,920.00	\$ 15,415,664.30	\$ 9,372,444.92
387	Maintenance and Enhancements - May 2020	05/31/20	\$ 625,000.00	\$ 16,040,664.30	\$ 9,997,444.92
388	Final Consolidated SSP (Ready for Submission)	06/02/20	\$ 50,000.00	\$ 16,090,664.30	\$ 10,047,444.92
389	Plan of Action and Milestone (POAM)	06/08/20	\$ 50,000.00	\$ 16,140,664.30	\$ 10,097,444.92
390	Financial Passive Renewal - Implementation	06/26/20	\$ 135,172.00	\$ 16,275,836.30	\$ 10,232,616.92
391	Enhanced Case Task Workflow Management - Systems Testing	06/26/20	\$ 63,000.00	\$ 16,338,836.30	\$ 10,295,616.92
392	Pandemic EBT - Post Implementation Review	06/26/20	\$ 25,200.00	\$ 16,364,036.30	\$ 10,320,816.92
393	Special Medicaid Eligibility for Uninsured Individuals - Development & Implementation	06/26/20	\$ 242,160.00	\$ 16,606,196.30	\$ 10,562,976.92
394	EA (Supplements) to SNAP Households - Post Implementation Review	06/26/20	\$ 29,280.00	\$ 16,635,476.30	\$ 10,592,256.92
395	Continuous Coverage for Medicaid Beneficiaries - Post Implementation Review	06/26/20	\$ 98,400.00	\$ 16,733,876.30	\$ 10,690,656.92
396	Stopping Benefit Recovery Processes - Post Implementation Review	06/26/20	\$ 7,920.00	\$ 16,741,796.30	\$ 10,698,576.92
397	Remote Case Management - Post Implementation Review	06/26/20	\$ 73,920.00	\$ 16,815,716.30	\$ 10,772,496.92
398	OCR - SNAP Rede Application - Requirements & Design	06/26/20	\$ 100,008.00	\$ 16,915,724.30	\$ 10,872,504.92
399	Recertification Tracking - Requirements & Design	06/26/20	\$ 28,416.00	\$ 16,944,140.30	\$ 10,900,920.92
400	Maintenance and Enhancements - June 2020	06/30/20	\$ 625,000.00	\$ 17,569,140.30	\$ 11,525,920.92



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
401	Automate Processing Medicaid Applications Using OCR - Design	07/02/20	\$ 54,750.00	\$ 54,750.00	\$ 11,580,670.92
402	Maintenance and Enhancements - July 2020	07/31/20	\$ 625,000.00	\$ 679,750.00	\$ 12,205,670.92
403	Special Medicaid Eligibility for Uninsured Individuals - Post Implementation Review	07/31/20	\$ 24,000.00	\$ 703,750.00	\$ 12,229,670.92
404	CMS ATC Approval Hold Back (10%)	08/14/20	\$ 60,000.00	\$ 763,750.00	\$ 12,289,670.92
405	Enhanced Case Task Workflow Management - Implementation	08/28/20	\$ 17,500.00	\$ 781,250.00	\$ 12,307,170.92
406	Interconnection Security Agreement (ISA)	08/28/20	\$ 25,000.00	\$ 806,250.00	\$ 12,332,170.92
407	Automate Processing Medicaid Applications using OCR - Construction & Unit Testing	08/28/20	\$ 219,000.00	\$ 1,025,250.00	\$ 12,551,170.92
408	Maintenance and Enhancements - August 2020	08/31/20	\$ 625,000.00	\$ 1,650,250.00	\$ 13,176,170.92
409	Pandemic EBT - Program Termination	08/31/20	\$ 23,640.00	\$ 1,673,890.00	\$ 13,199,810.92
410	Special Medicaid Eligibility for Uninsured Individuals - Program Termination	08/31/20	\$ 24,000.00	\$ 1,697,890.00	\$ 13,223,810.92
411	Continuous Coverage for Medicaid Beneficiaries - Program Termination	08/31/20	\$ 66,000.00	\$ 1,763,890.00	\$ 13,289,810.92
412	Stopping Benefit Recovery Processes - Program Termination	08/31/20	\$ 9,960.00	\$ 1,773,850.00	\$ 13,299,770.92
413	Extend Certification periods for SNAP, Child Care & Cash - Program Termination	08/31/20	\$ 9,600.00	\$ 1,783,450.00	\$ 13,309,370.92
414	Zero Cost Share and Continuous coverage for Child Care - Program Termination	08/31/20	\$ 13,560.00	\$ 1,797,010.00	\$ 13,322,930.92
415	Remote Case Management - Program Termination	08/31/20	\$ 108,120.00	\$ 1,905,130.00	\$ 13,431,050.92
416	OCR - SNAP Rede Application - Construction & Integration Testing	08/31/20	\$ 250,020.00	\$ 2,155,150.00	\$ 13,681,070.92
417	Recertification Tracking - Construction & Integration Testing	08/31/20	\$ 71,040.00	\$ 2,226,190.00	\$ 13,752,110.92
418	Client Notice Consolidation for Medicaid - Requirements & Design	09/25/20	\$ 32,500.00	\$ 2,258,690.00	\$ 13,784,610.92

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 23 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
419	Automate Processing Medicaid Applications using OCR - Integration Testing	09/25/20	\$ 82,125.00	\$ 2,340,815.00	\$ 13,866,735.92
420	Maintenance and Enhancements - September 2020	09/30/20	\$ 625,000.00	\$ 2,965,815.00	\$ 14,491,735.92
421	OCR - SNAP Rede Application - Systems Testing	09/30/20	\$ 150,012.00	\$ 3,115,827.00	\$ 14,641,747.92
422	Recertification Tracking - Systems Testing	09/30/20	\$ 42,624.00	\$ 3,158,451.00	\$ 14,684,371.92
423	Client Notice Consolidation for Medicaid - Construction & Integration Testing	10/30/20	\$ 217,750.00	\$ 3,376,201.00	\$ 217,750.00
424	Maintenance and Enhancements - October 2020	10/31/20	\$ 625,000.00	\$ 4,001,201.00	\$ 842,750.00
425	Automate Processing Medicaid Applications using OCR - Systems Testing	11/13/20	\$ 109,500.00	\$ 4,110,701.00	\$ 952,250.00
426	Client Notice Consolidation for Medicaid - Systems Testing	11/27/20	\$ 58,500.00	\$ 4,169,201.00	\$ 1,010,750.00
427	Maintenance and Enhancements - November 2020	11/30/20	\$ 625,000.00	\$ 4,794,201.00	\$ 1,635,750.00
428	LTSS Enhancements - Requirements & Design	11/30/20	\$ 19,418.00	\$ 4,813,619.00	\$ 1,655,168.00
429	Automate Processing Medicaid Applications Using OCR - Implementation	12/10/20	\$ 27,375.00	\$ 4,840,994.00	\$ 1,682,543.00
430	Client Notice Consolidation for Medicaid - Implementation	12/11/20	\$ 16,250.00	\$ 4,857,244.00	\$ 1,698,793.00
431	Maintenance and Enhancements - December 2020	12/31/20	\$ 625,000.00	\$ 5,482,244.00	\$ 2,323,793.00
432	LTSS Enhancements - Construction & Integration Testing	01/08/21	\$ 130,105.00	\$ 5,612,349.00	\$ 2,453,898.00
433	Maintenance and Enhancements - January 2021	01/31/21	\$ 625,000.00	\$ 6,237,349.00	\$ 3,078,898.00
434	LTSS Enhancements - Systems Testing	02/05/21	\$ 34,954.00	\$ 6,272,303.00	\$ 3,113,852.00
435	LTSS Enhancements - Implementation	02/26/21	\$ 9,709.00	\$ 6,282,012.00	\$ 3,123,561.00
436	Maintenance and Enhancements - February 2021	02/28/21	\$ 625,000.00	\$ 6,907,012.00	\$ 3,748,561.00
437	Maintenance and Enhancements - March 2021	03/31/21	\$ 625,000.00	\$ 7,532,012.00	\$ 4,373,561.00
438	Maintenance and Enhancements - April 2021	04/30/21	\$ 625,000.00	\$ 8,157,012.00	\$ 4,998,561.00
439	Maintenance and Enhancements - May 2021	05/31/21	\$ 625,000.00	\$ 8,782,012.00	\$ 5,623,561.00
440	Maintenance and Enhancements - June 2021	06/30/21	\$ 625,000.00	\$ 9,407,012.00	\$ 6,248,561.00
441	Maintenance and Enhancements - July 2021	07/31/21	\$ 625,000.00	\$ 625,000.00	\$ 6,873,561.00

Deloitte Consulting LLP  
Vendor Initials SW  
Date 06/16/20

RFP #2013-009  
Page 24 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 3**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
442	Maintenance and Enhancements - August 2021	08/31/21	\$ 625,000.00	\$ 1,250,000.00	\$ 7,498,561.00
443	Maintenance and Enhancements - September 2021	09/30/21	\$ 625,000.00	\$ 1,875,000.00	\$ 8,123,561.00
444	Maintenance and Enhancements - October 2021	10/31/21	\$ 625,000.00	\$ 2,500,000.00	\$ 625,000.00
445	Maintenance and Enhancements - November 2021	11/30/21	\$ 625,000.00	\$ 3,125,000.00	\$ 1,250,000.00
446	Maintenance and Enhancements - December 2021	12/31/21	\$ 625,000.00	\$ 3,750,000.00	\$ 1,875,000.00
447	Maintenance and Enhancements - January 2022	01/31/22	\$ 625,000.00	\$ 4,375,000.00	\$ 2,500,000.00
448	Maintenance and Enhancements - February 2022	02/28/22	\$ 625,000.00	\$ 5,000,000.00	\$ 3,125,000.00
449	Maintenance and Enhancements - March 2022	03/31/22	\$ 625,000.00	\$ 5,625,000.00	\$ 3,750,000.00
450	Maintenance and Enhancements - April 2022	04/30/22	\$ 625,000.00	\$ 6,250,000.00	\$ 4,375,000.00
451	Maintenance and Enhancements - May 2022	05/31/22	\$ 625,000.00	\$ 6,875,000.00	\$ 5,000,000.00
452	Maintenance and Enhancements - June 2022	06/30/22	\$ 625,000.00	\$ 7,500,000.00	\$ 5,625,000.00
453	Maintenance and Enhancements - July 2022	07/31/22	\$ 625,000.00	\$ 8,125,000.00	\$ 6,250,000.00
454	Maintenance and Enhancements - August 2022	08/31/22	\$ 625,000.00	\$ 8,750,000.00	\$ 6,875,000.00
455	Maintenance and Enhancements - September 2022	09/30/22	\$ 625,000.00	\$ 9,375,000.00	\$ 7,500,000.00
		Grand Total	\$ 99,543,957.13	\$ 99,543,957.13	\$ 99,543,957.13



# State of New Hampshire

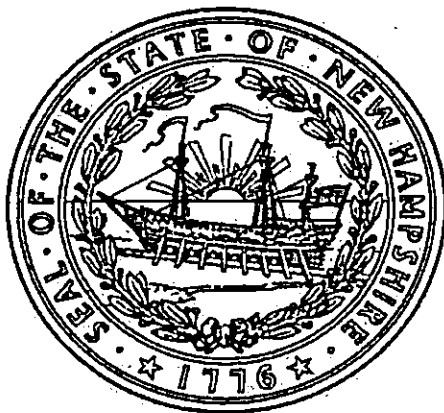
## Department of State

### CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that DELOITTE CONSULTING LLP is a Delaware Limited Liability Partnership registered to transact business in New Hampshire on March 10, 2004. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 467399

Certificate Number: 0004913941



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 13th day of May A.D. 2020.

A handwritten signature in black ink, appearing to read "Wm Gardner".

William M. Gardner  
Secretary of State



### Limited Partnership or LLC Certification of Authority

I, Arthur C. Stephens, hereby certify that I am a Partner, Member, or Manager of

Deloitte Consulting LLP, a limited liability partnership under RSA 304-B or a limited liability company under RSA 304-C.

I certify that Scott Workman is authorized to bind the partnership or LLC.

I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person listed above currently occupies the position indicated and that they have full authority to bind the partnership or LLC and that this authorization has not expired.

Dated: 06/16/20

Sign to Attest: Arthur C. Stephens

Name: Arthur Stephens

Title: Consulting Managing Director





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
05/29/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER  
Marsh USA, Inc.  
1166 Avenue of the Americas  
New York, NY 10036  
Attn: realestate.certrequest@marsh.com

CONTACT  
NAME:  
PHONE  
(A/C No. Ext):  
FAX  
(A/C No.):  
E-MAIL  
ADDRESS:

CN102871568-STND-GAWU-20-21

INSURED  
Deloitte LLP; Deloitte & Touche LLP;  
Deloitte Consulting LLP; Deloitte Tax LLP;  
Deloitte Financial Advisory Services LLP;  
Deloitte Transactions and Business Analytics LLP  
30 Rockefeller Plaza  
New York, NY 10112

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A :	Continental Casualty Company	20443
INSURER B :	Endurance Assurance Corporation	11551
INSURER C :	American Casualty Company of Reading, PA	20427
INSURER D :	Valley Forge Insurance Company	20508
INSURER E :		
INSURER F :		

**COVERAGES**

CERTIFICATE NUMBER:

NYC-009468291-28

REVISION NUMBER: 18

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE		ADOL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			GL 6024588868	06/01/2020	06/01/2021	EACH OCCURRENCE	\$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
A	AUTOMOBILE LIABILITY			BUA 6024588871	06/01/2020	06/01/2021	COMBINED SINGLE LIMIT (Ea accident)	\$ 2,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> OWNED AUTOS ONLY	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> HIRED AUTOS ONLY	<input type="checkbox"/> NON-OWNED AUTOS ONLY					PROPERTY DAMAGE (Per accident)	\$
								\$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB	<input checked="" type="checkbox"/> OCCUR		GUP30001105101	06/01/2020	06/01/2021	EACH OCCURRENCE	\$ 4,000,000
	<input type="checkbox"/> EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE					AGGREGATE	\$ 4,000,000
	<input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 25,000							\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WC 6024588837 (AOS)	06/01/2020	06/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
C	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?		Y/N	WC 6024588840 (CA)	06/01/2020	06/01/2021	E.L. EACH ACCIDENT	\$ 1,000,000
D	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y	WC 6024588854 (AZ, OR, WI)	06/01/2020	06/01/2021	E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
D	Stop Gap (OH, ND, WA)			GAP 6042880616 (OH, ND, WA)	06/01/2020	06/01/2021	E.L. DISEASE - POLICY LIMIT	\$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

STATE OF NEW HAMPSHIRE IS INCLUDED AS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE.

\*WORKERS COMPENSATION INSURANCE COVERAGE IS PROVIDED UNDER DELOITTE'S POLICY, MEETING NEW HAMPSHIRE'S STATUTORY REQUIREMENTS.\*

**CERTIFICATE HOLDER**

NH DoIT  
27 Hazen Drive  
Concord, NH 03301

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE  
of Marsh USA Inc.

Robert A. Mazzaro

*Robert A. Mazzaro*

© 1988-2016 ACORD CORPORATION. All rights reserved.



MAR25'20 AM 9:12 DAS



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

mau 24

Denis Goulet  
Commissioner

February 12, 2020

His Excellency, Governor Christopher T. Sununu  
and the Honorable Executive Council  
State House  
Concord, NH 03301

**REQUESTED ACTION**

1. Authorize the Department of Information Technology, on behalf of the Department of Health and Human Services, to amend an existing contract with Deloitte Consulting LLP, 30 N. Third Street, Suite 800, Harrisburg, PA 17101 (Vendor# 174776) (PO# 1002699) for the implementation of several necessary enhancements and continued maintenance and operations of the New HEIGHTS system by exercising a contract renewal option by increasing the price limitation by \$10,216,686 from \$78,041,991 to \$88,258,677 and by extending the completion date from June 30, 2020 to June 30, 2021 effective upon Governor and Council approval. The original contract was approved by Governor and Council on June 19, 2013, Item #19 and amended on May 2, 2018 Item #43.

2. Further authorize the Department of Information Technology, on behalf of the Department of Health and Human Services, to enter into a **Sole Source** amendment to the contract, by increasing the price limitation by \$9,375,000 from \$88,258,677 to \$97,633,677 for continued maintenance and support of the New HEIGHTS system, and by extending the completion date from June 30, 2020 to September 30, 2022, effective upon Governor and Council approval.

Source of Funds for Maintenance and Operations: 65% Federal, 35% General.  
Source of Funds for Enhancement Services: 87% Federal, 12% General, and 1% Other.

Funds are available in the following account(s) for SFY 2020, SFY 2021 and anticipated to be available in SFY 2022 and SFY 2023, upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust encumbrances between fiscal years within the price limitation through the Budget Office, if needed and justified.



**01-03-03-030010-76950000 Department of Information Technology, DoIT - IT for DHHS**  
100% Other (Agency Class 27) funds: the Agency Class 027 used by the Department of Health and Human Services to reimburse DoIT is 65% Federal, 35% General. Activity Code - 03950041

SFY 2016	046-500465	03950041	Consultants	\$ 6,200,000	\$ -	\$ 6,200,000
SFY 2017	046-500465	03950041	Consultants	\$ 6,200,000	\$ -	\$ 6,200,000
SFY 2018	046-500465	03950041	Consultants	\$ 7,500,000	\$ -	\$ 7,500,000
SFY 2019	046-500465	03950041	Consultants	\$ 7,500,000	\$ -	\$ 7,500,000
SFY 2020	046-500465	03950041	Consultants	\$ 7,500,000	\$ -	\$ 7,500,000
SFY 2021	046-500465	03950041	Consultants	\$ -	\$ 7,500,000	\$ 7,500,000
SFY 2022	046-500465	03950041	Consultants	\$ -	\$ 7,500,000	\$ 7,500,000
SFY 2023	046-500465	03950041	Consultants	\$ -	\$ 1,875,000	\$ 1,875,000
<b>Sub Total</b>				<b>\$ 44,500,000</b>	<b>\$ 16,875,000</b>	<b>\$ 61,375,000</b>

**05-95-45-451010-79930000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,**  
**HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DFA FIELD SVCS**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	046-500465	TBD	Consultants	\$ 12,781,103	\$ -	\$ 12,781,103
SFY 2020	046-500465	TBD	Consultants	\$ -	\$ 1,773,179	\$ 1,773,179
<b>Sub Total</b>				<b>\$ 12,781,103</b>	<b>\$ 1,773,179</b>	<b>\$ 14,554,282</b>

**05-95-95-954030-16970000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,**  
**OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SERVICES, 17-228:1-X:F DCYF SCAN UNIT**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ 499,729	\$ -	\$ 499,729
SFY 2019	034-500099	TBD	Capital Projects	\$ 499,728	\$ -	\$ 499,728
<b>Sub Total</b>				<b>\$ 999,457</b>	<b>\$ -</b>	<b>\$ 999,457</b>



**05-95-95-950030-18190000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF THE COMMISSIONER, 09-145:17IVC LEGACY SYSTEMS**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ 250,000	\$ -	\$ 250,000
SFY 2019	034-500099	TBD	Capital Projects	\$ 250,000	\$ -	\$ 250,000
<b>Sub Total</b>				<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>

**05-95-90-900030-29470000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
PUBLIC HEALTH DIVISION, HEALTH AND SOCIAL SERVICES, 13-195:VII-I BRIDGES MODERN**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ 500,000	\$ -	\$ 500,000
SFY 2019	034-500099	TBD	Capital Projects	\$ 500,000	\$ -	\$ 500,000
<b>Sub Total</b>				<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

**05-95-95-954030-16960000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 17-228:1-X:E NEW HEIGHTS  
MODERN**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ 7,518,836	\$ -	\$ 7,518,836
SFY 2019	034-500099	TBD	Capital Projects	\$ 7,080,535	\$ -	\$ 7,080,535
<b>Sub Total</b>				<b>\$ 14,599,371</b>	<b>\$ -</b>	<b>\$ 14,599,371</b>

**05-95-95-954030-09690000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 11-253:1:VII-H REG ASSESS  
DBII**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ 50,066	\$ -	\$ 50,066
SFY 2019	034-500099	TBD	Capital Projects	\$ 50,066	\$ -	\$ 50,066
<b>Sub Total</b>				<b>\$ 100,132</b>	<b>\$ -</b>	<b>\$ 100,132</b>



**05-95-45-451030-52690000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, 15-220:1-VII H NEW HEIGHTS A**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ 1,209,564	\$ -	\$ 1,209,564
SFY 2019	034-500099	TBD	Capital Projects	\$ 1,235,564	\$ -	\$ 1,235,564
<b>Sub Total</b>				<b>\$ 2,445,128</b>	<b>\$ -</b>	<b>\$ 2,445,128</b>

**05-95-47-470010-30990000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF HHS:  
MEDICAID & BUS POLICY OFC, OFF. OF MEDICAID & BUS. POLICY, NH HPP TRUST FUND**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2019	102-500731	TBD	Contracts for Program Services	\$ 438,300	\$ -	\$ 438,300
<b>Sub Total</b>				<b>\$ 438,300</b>	<b>\$ -</b>	<b>\$ 438,300</b>

**05-95-45-451010-79970000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DISABILITY  
DETERMINATION UNIT**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2018	046-500465	TBD	Consultants	\$ 292,500	\$ -	\$ 292,500
SFY 2019	046-500465	TBD	Consultants	\$ 126,000	\$ -	\$ 126,000
SFY 2020	046-500465	TBD	Consultants	\$ -	\$ 243,507	\$ 243,507
<b>Sub Total</b>				<b>\$ 418,500</b>	<b>\$ 243,507</b>	<b>\$ 662,007</b>

**05-95-95-950030-13050000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 19-146:1-VIIIA DCYF CHILD  
WELFARE**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2020	034-500099	TBD	Capital Projects	\$ 260,000	\$ 700,000	\$ 960,000
<b>Sub Total</b>				<b>\$ 260,000</b>	<b>\$ 700,000</b>	<b>\$ 960,000</b>
<b>Total</b>				<b>\$ 78,041,991</b>	<b>\$ 19,591,686</b>	<b>\$ 97,633,677</b>



### **EXPLANATION**

New HEIGHTS is the enterprise case management system for DHHS and supports extensive and complex business functions. The initial request to exercising a contract renewal option is necessary to support required ongoing maintenance and to deliver time-sensitive functionality necessary to meet Federal and State mandates. This second item requested is Sole Source because the extension request is beyond the extension period allowed in the original contract. This extension will provide for additional maintenance and support while DHHS continues to plan for the release of an RFP as defined below. The original contract allowed for an extension of up to three (3) years from the original contract end date of June 30, 2018. This extension request will extend the contract to September 30, 2022 (one year and three months beyond the allowable option years).

DHHS has been working with the Centers for Medicaid and Medicare Services (CMS), Administration for Children and Families (ACF) and Food and Nutrition Services (FNS) to identify a strategy to leverage the State's investment in the New HEIGHTS platform and strategically plan for its replacement. The key concepts for the replacement of New HEIGHTS will be leveraging enterprise platforms to increase interoperability and integration, reuse existing solutions, and optimize hardware, software and services for maintenance and support of the system. The plan is to utilize this amendment's timeframe to complete existing federal and state mandates from previous sessions and complete the planning and requirements associated with replacing the system. This will include a rigorous review process through the three (3) federal agencies mentioned above for approval, capital budget submittals for biennium budgeting, integration and architectural to align with State enterprise platforms. This will result in an RFP, currently planned for the 2022/2023 biennium with an implementation in the 2024/2025 biennium.

As DHHS's enterprise eligibility and case management platform, ongoing maintenance and operations of New HEIGHTS is essential to the provision of services to New Hampshire citizens and the fulfillment of the mission of DHHS as well as mandates based on State and Federal requirements. DHHS has utilized New HEIGHTS to consolidate and replace siloed legacy systems, automate manual tasks supporting increased caseloads, engage clients and community stakeholders through the NH EASY Gateway to Services web portal, and to improve person-centric care through enhanced interoperability. These investments in more efficient, effective and secure service delivery required new technologies, including an Identity Management System for security integrated with the Lawson human resources system, a Master Client Index (MCI), an Enterprise Service Bus (ESB), a rules engine, integration with the Federal Data Services Hub (FDSH) and Federally Facilitated Exchange (FFE), and much more.

### **ENHANCEMENTS**

This amendment also includes a number of necessary enhancements allowed for within the scope of the original contract. The scope of these enhancement services include:

#### **Medicaid Compliance and Efficiencies**

These projects support Medicaid policy compliance and efficiencies including client notice consolidation, enhanced case management task workflow management, improvements to Long



Term Supports and Services functionality, and automated processing of Medicaid applications using OCR.

#### **CMS Required Security Assessment**

This includes an assessment of New HEIGHTS based on the security and privacy controls in Minimum Acceptable Risk Standards for Exchanges (MARS-E) 2.1 Moderate Baseline Level. CMS security and privacy compliance are required to attain the full three (3) -year Authority to Connect (ATC) between New Hampshire, Dept. of Health and Human Services' New HEIGHTS application and CMS's Federal Data Services Hub (FDSH).

#### **DCYF Contact Refactoring**

DCYF is in the process of migrating aging legacy functions support on PowerBuilder with Salesforce on the DoIT enterprise platform. This project offers DCYF the benefits of Salesforce no-code/low-code capabilities, shared enterprise service capabilities facilitated by DoIT, enhanced capabilities for DCYF staff, and improved adaptability for evolving need of the State overtime.

The decision to include the enhancement work in this amendment was made after carefully considering alternative approaches such as a separate competitive procurement. Based on the standard duration of the request for proposal and contracting cycles, a bid for the scope of work would impede DHHS's ability to meet federal and state mandated timelines.

The scope of this contract amendment is strictly limited to the New HEIGHTS Integrated Eligibility and Enrollment (E&E) system, for which the State contracted with Deloitte Consulting to maintain through a competitively procured contract.

New HEIGHTS supports extensive and complex business functions, including:

- DHHS enterprise case management system, including self-service & imaging
- 100+ categories of assistance including Medicaid, SNAP, TANF, Childcare, etc.
- 275,000+ clients serving 1 in 5 NH citizens
- 1,100 DHHS users & 750,000 transactions per day
- 1,150 online pages, 850 reports, 8.5M lines of code, 2.2M documents scanned annually

For this contract scope of work, it is in the best interest of the State to use the existing vendor to maintain continuity of support, efficient delivery of services and to minimize cost. The vendor rate of service is fixed with no escalator over the current contract rate and has been evaluated by Department staff as extremely competitive. The vendor has a strong track record for quality of service and a large national practice, which enables DHHS to leverage the experience of other states. Additionally, there would be added risk to having multiple vendors support a single system with enhancement and maintenance threads that impact overlapping application components.

Should the Governor and Executive Council determine to deny this request; the Department of Health and Human Services will be unable to implement DHHS mandates and priorities and to fulfill commitments to citizens, CMS, and FNS. This scope of work supports mission-critical goals to improve access to community based long-term service supports, enhance worker effectiveness and efficiency, harden security of sensitive citizen data, enhance program transparency and oversight as well as better coordinate service delivery and management among providers, payers, guardians and stakeholders.



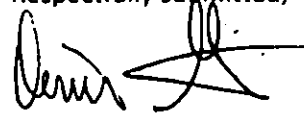
His Excellency, Governor Christopher T. Sununu  
and the Honorable Executive Council  
Page 7

The State will be working with Deloitte Consulting on a daily basis ensuring that the deliverables outlined in this contract amendment are met. Additionally, the Centers for Medicare & Medicaid Services are also working closely with both the State and the vendor to ensure timely implementation.

Geographic area served: Statewide

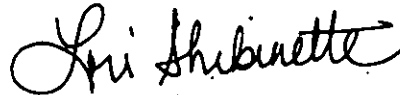
In the event the Federal Funds become no longer available, General Funds will not be requested to support this activity. The Department of Information Technology and the Department of Health and Human Services respectfully request approval of this contract.

Respectfully submitted,



Denis Goulet  
DoIT Commissioner

Respectfully submitted,



Lori A. Shabinette  
DHHS Commissioner

DG/tv  
DoIT #2013-009B  
RID: 33890/44770

cc: Bruce Smith, DoIT IT Leader  
Laurie Snow, New HEIGHTS Project Manager  
Mary Calise, DHHS Financial Officer





**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**

27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

**Denis Goulet**  
*Commissioner*

March 3, 2020

Lori A. Shibinette, Commissioner  
Department of Health and Human Services  
State of New Hampshire  
129 Pleasant Street  
Concord, NH 03301

Dear Commissioner Shibinette:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request for DoIT, on behalf of the Department of Health and Human Services, to enter into a contract amendment with Deloitte Consulting, LLP of Harrisburg, PA, as described below and referenced as DoIT 2013-009B.

This amendment authorizes Deloitte Consulting LLP, to continue to provide support and maintenance and implement several necessary enhancements to the New HEIGHTS system.

The contract price will increase from \$78,041,991 to \$97,633,677 and the completion date will extend from June 30, 2020 to September 30, 2022, effective upon Governor and Executive Council approval.

A copy of this letter will accompany the Department of Information Technology's submission to the Governor and Executive Council for approval.

Sincerely,

**Denis Goulet**

DG/ik  
DoIT #2013-009B

cc: Mike Williams, IT Manager, DoIT



**Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



**State of New Hampshire  
Department of Information Technology  
Amendment #2 to the  
New HEIGHTS Maintenance**

This 2nd Amendment to the New HEIGHTS Maintenance contract (hereinafter referred to as "Amendment Two", is by and between the State of New Hampshire, Department of Information Technology (hereinafter referred to as the "State" or the "Department" or "DoIT") and Deloitte Consulting LLP, (hereinafter referred to as "the Contractor"), a limited partnership organized under the laws of the State of Delaware with a place of business at 30 N. Third Street, Suite 800, Harrisburg, PA 17101.

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 19, 2013, Item #19, and amended May 2, 2018, Item #43, the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract and in consideration of certain sums specified; and

WHEREAS, pursuant to the General Provisions, Paragraph 18, the State may modify the scope of work and the payment schedule of the contract by written agreement of the parties; and

WHEREAS, the parties agree to extend the Completion Date, increase the price limitation and modify the scope of services to support continued delivery of and enhancements to New HEIGHTS to meet program requirements, promote client self-service, and conduct the Centers of Medicare and Medicaid (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) version 2.1 assessment to renew the Authority to Connect (ATC) between DHHS and CMS's Federal Service hub; and

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties agree to amend as follows:

1. Form P-37, General Provisions, Block 1.7, Completion Date, to read:  
September 30, 2022.
2. Form P-37, General Provisions, Block 1.8, Price Limitation, to read:  
\$97,633,677.
3. Form P-37, General Provisions, Block 1.9, Contracting Officer for State Agency to read: Denis Goulet, Commissioner Department of Information Technology and  
Lori A Shibinette Commissioner Department of Health and Human Services.
4. Form P-37, General Provisions, Block 1.15 Name and Title of State Agency Signatory to read:  
Denis Goulet, Commissioner Department of Information Technology and  
Lori A Shibinette Commissioner Department of Health and Human Services
5. Modify Exhibit A, Scope of Work, Section 1.1, Purpose, by deleting the text in its entirety and replacing it with the following:  
  
1.1 PURPOSE  
  
a) Attachment A-2, New HEIGHTS Statement of Work for Expanded Scope, is attached hereto and incorporated by reference.





- b) This document defines the specific services Deloitte Consulting LLP (Contractor) will provide to the State. In general, these services include maintenance and enhancement of the New HEIGHTS system and New HEIGHTS data mart application and overall production operations support, management and implementation of system software releases. In addition, the Contractor will provide adequate facilities in the Concord, New Hampshire area to house project staff and management of Contractor resources to meet project work plan and service level agreement performance standards.
  - c) The Contractor shall provide New HEIGHTS enhancement services as defined in Attachment A-2 New HEIGHTS Statement of Work for Expanded Scope Amendment 1. These services are intended to support improvements to the system functionality through enhancements related to the following categories of projects: Access Front Door (AFD)/Medicaid Modernization, Enterprise Business Intelligence, Legacy Platform Modernization, Medicaid Enhancements, Medicaid Program Enhancements, New HEIGHTS Enhancements, NH EASY Self-Service Enhancements.
  - d) The Contractor shall provide New HEIGHTS enhancement services as defined in Attachment A-2 New HEIGHTS Statement of Work for Expanded Scope Amendment 2. These services are intended to support improvements to the system functionality through enhancements related to the following categories of projects: Medicaid program services, security, child protective services intake as well as continual maintenance and operations activities for the New HEIGHTS and NH EASY systems.
6. Modify Exhibit A, Scope of Work, Section 1.3, Period of Performance, by deleting the text in its entirety and replacing it with the following:
- 1.3 Period of Performance
- The work defined by this document begins on July 1, 2013 and shall comprise enhancement, maintenance, and operations support services to be rendered through the Contract Completion Date of September 30, 2022. The effective date of Amendment 2 is the date of the New Hampshire Governor and Executive Council approval of Amendment #2 or the date of Federal approval and funding availability, for this Amendment and the associated scope of work, whichever is later. The Contractor will be notified by the DHHS New HEIGHTS project manager in writing once all of the required approvals are in place in order to proceed.
7. Modify Exhibit A, Scope of Work, Section 1.5.1 by deleting the text in its entirety and replacing it with the following:
- 1.5.1 For interpretive purposes, in the event of conflict or ambiguity among the document elements of this agreement, such conflict or ambiguity shall be resolved by giving precedence to the document elements in the following order:
- 1. New Hampshire Standard Agreement Terms and Conditions, Form P-37;
  - 2. Exhibits A, B, C, C-1, D, E, F, G, H, I, and J;
    - a. Exhibit A – Scope of Work
      - i. Amendment 2
      - ii. Attachment A-1 - New HEIGHTS Maintenance and Enhancement Staff Loading Amendment 2





- iii. Attachment A-2 - New HEIGHTS Statement of Work for Amendment 1 Enhancements
  - iv. Attachment A-2 - New HEIGHTS Statement of Work for Amendment 2 Enhancements
  - b. Exhibit B – Payment Terms
    - i. Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment 2
  - c. Exhibit C – Special Provisions
  - d. Exhibit C- I – Additional Special Provisions
  - e. Exhibit D – Certification Regarding Drug-Free Workplace Requirements
  - f. Exhibit E – Certification Regarding Lobbying
  - g. Exhibit F – Certification Regarding Debarment, Suspension and Other Responsibility - Matters Primary Covered Transactions
  - h. Exhibit G – Certification Regarding the Americans with Disabilities Act Compliance
  - i. Exhibit H – Certification Regarding Environmental Traffic Smoke
  - j. Exhibit I – Business Associate Agreement
  - k. Exhibit J - Certification Regarding the Federal Funding Accountability and Transparency (FFATA) Compliance
  - l. Certificates and Attachments
    - i. Certificate and Certificate of Authority
    - ii. Certificate of Good Standing
    - iii. Certificate of Insurance
    - iv. Computer Access and Use Agreement
  - 3. Request For Proposals (RFP) 2013-009 dated August 6, 2012 by reference;
  - 4. Deloitte Consulting LLP response to RFP 2013-009 dated September 17, 2012 by reference.
5. Modify Exhibit B, Payment Terms, Section 1, Price, , Item a), to read as follows:
- a) The total price for all services and facilities provided under this agreement shall not exceed \$97,633,677.00, Contract Price Limitation in Form P-37, General Provisions Block 1.8, Price Limitation.
6. Modify Exhibit B, Section 2, Item a) by deleting the text in its entirety and replacing it with the following:
- a) This agreement is funded with funds from the New Hampshire General Fund in the amount of \$31,955,094.00 and with federal funds made available under the following Catalog of Federal Domestic Assistance (CFDA), as follows:
    - i. CFDA #93.558, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-A (TANF) in the amount of \$3,165,380.00
    - ii. CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$7,361,947.00.
    - iii. CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$53,606,554.00.



**Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



- 
- iv. CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$1,544,702.00.
  - 7. Modify Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule by deleting the text in its entirety and replacing it with Attachment B-1 New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment 2, which is attached hereto and incorporated by reference.



Hampshire Department of Information Technology  
New HEIGHTS Maintenance



This amendment shall be effective upon the date of Governor and Executive Council approval.  
IN WITNESS WHEREOF, the parties have set their hands as of the date written below.

3/5/2020  
Date

State of New Hampshire  
Department of Information Technology

Denis Goulet  
Commissioner

State of New Hampshire  
Department of Health and Human Services

2/14/20  
Date

Lori A. Shubinette  
Commissioner

Deloitte Consulting LLP

1/31/2020  
Date

Scott Workman  
Consulting Managing Director

Acknowledgement of Contractor's signature:

State of NEW HAMPSHIRE County of MERRIMACK on JANUARY 31, 2020 before the undersigned officer, personally appeared the person identified directly above, or satisfactorily proven to be the person whose name is signed above, and acknowledged that s/he executed this document in the capacity indicated above.

Signature of Notary Public or Justice of the Peace

TRISTIN CRAIGUE, Notary Public  
My Commission Expires June 6, 2023

TRISTIN CRAIGUE  
Name and Title of Notary or Justice of the Peace

My Commission Expires: JUNE 6, 2023



Hampshire Department of Information Technology  
New HEIGHTS Maintenance



The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

3/24/2020

Date

Name:

Title:

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: \_\_\_\_\_ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:

Title:



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2013 – SFY2017	
Total Average FTEs Per Year: 25.1	
<i>Title</i>	<i>Average FTEs</i>
Project Executive	0.1
Project Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
LAN Administrator	1.0
Kofax/.Net Senior Developer	1.0
Java Architects	3.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	6.0
QA Testers	0.0



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2018 – SFY2020	
Total Average FTEs Per Year: 32.1	
<i>Title</i>	<i>Average FTEs</i>
Project Executive	0.1
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
Kofax and Infrastructure Administrator	1.0
Kofax/.Net Senior Developer	1.0
Java Architects	3.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	10
QA Testers	2.0



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2021	
Total Average FTEs Per Year: 30	
<i>Title</i>	<i>Average FTEs</i>
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
Kofax and Infrastructure Administrator	1.0
Java Architects	2.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	10
QA Testers	2.0



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 2**

SFY2022	
Total Average FTEs Per Year: 28	
<i>Title</i>	<i>Average FTEs</i>
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
LAN Administrator	1.0
Java Architects	1.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	2.0
Developer	10
QA Testers	2.0





**New Hampshire**

**Department of Health and Human Services**

**Attachment A - 2  
New HEIGHTS  
Statement of Work for Expanded Scope  
Amendment 2**

---



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

**Table of Contents**

<b>1</b>	<b>INTRODUCTION .....</b>	<b>5</b>
1.1	New HEIGHTS Background.....	5
<b>2</b>	<b>FUNCTIONAL REQUIREMENTS FOR ENHANCEMENTS .....</b>	<b>5</b>
2.1	Medicaid Policy, Administration and Operational Efficiency.....	5
2.1.1	Client Notice Consolidation for Medicaid .....	5
2.1.2	Case Worker and Call Center Task Management.....	6
2.1.3	LTSS Enhancements .....	6
2.1.4	Automate Processing Medicaid Applications using OCR .....	6
2.2	MARS-E 2.1 Assessment.....	6
2.3	DCYF Contact Refactoring, SDM and Prioritized Backlog.....	7
2.3.1	Contact Refactoring .....	7
2.3.2	Structured Decision Making® (SDM) .....	9
2.3.3	Prioritized Backlog.....	9
2.3.4	UAT, Migration and Post Deployment Support.....	9
<b>3</b>	<b>PROJECT MANAGEMENT PLAN .....</b>	<b>9</b>
3.1	Activity 1 – Project/Contract Management and Support.....	10
3.1.1	Task 1 – Perform Project Management Functions.....	10
3.2	Activity 2 – Technical Planning and Support.....	11
3.2.1	Task 1 – Define and Procure Application Infrastructure .....	11
3.3	Activity 3 – Requirements Definition & Design .....	11
3.3.1	Task 1 – Perform Requirements and Design Definition .....	11
3.4	Activity 4 – Application Development.....	12
3.4.1	Task 1 – Build and Unit Test System .....	12
3.5	Activity 5 – Testing .....	13
3.5.1	Task 1 – Develop Test Plans.....	13
3.5.2	Task 2 – Perform System and Regression Test .....	14
3.5.3	Task 3 – Perform Software Implementation .....	14
3.6	Activity 6 – MARS-E 2.0 Assessment.....	15
3.7	Activity – DCYF Contact Refactoring, SDM and Prioritized Backlog.....	18
3.7.1	Task 1 – Perform Project Management Functions.....	18
3.7.2	Task 2 - Perform User Story Sessions and Design Sessions.....	18
3.7.3	Task 3 - Perform Build, Unit Test and Systems Integration Test.....	20
3.7.4	Task 4 - Perform User Acceptance Testing .....	20
3.7.5	Task 5 - Perform Software Implementation.....	21



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

<b>4</b>	<b>Assumptions .....</b>	<b>22</b>
<b>5</b>	<b>Milestones.....</b>	<b>23</b>
<b>6</b>	<b>Deliverables .....</b>	<b>24</b>



## **1 INTRODUCTION**

### **1.1 New HEIGHTS Background**

The New HEIGHTS system is the backbone of the eligibility determination and case management for the New Hampshire Department of Health and Human Services (DHHS). New HEIGHTS supports approximately 1,100 DHHS staff that process new applications, determine eligibility, issue benefits, manage cases, and complete redeterminations. It automates more than 125 public assistance program variations, including 55 different Medicaid categories with 180,000+ Medicaid consumers and manages approximately \$1.4 billion in annual benefits for SANP and Cash programs. New HEIGHTS is a fully integrated eligibility system that provides shared client intake, eligibility, client notices, and other features seamlessly across programs to fully automate multi-program case management.

The New Hampshire EASY Gateway to Services is an innovative, web-based application that is fully integrated with New HEIGHTS and enables clients and providers to access many programs and functions via self-service, including screening for potential eligibility, apply, change reporting, appointment scheduling, redetermination, check benefit status, online client notices, medical assessments, service authorization planning. Presumptive, Foster Care & Adoption Parents, WIC Referral and more.

New HEIGHTS is fully integrated with a document imaging solution which includes scanning and indexing, document workflow, and enterprise content management. The document imaging solution also supports scanning & indexing documents for Child Welfare and Child Support systems. Additionally, New HEIGHTS supports extensive interfaces with federal and state systems such as the Federally Facilitate Marketplace (FFM), SSA, CMS, NECSES (New England Child Support), MMIS, and Bridges (Child Welfare).

## **2 FUNCTIONAL REQUIREMENTS FOR ENHANCEMENTS**

The scope of services is comprised of multiple projects, including:

### **2.1 Medicaid Policy, Administration and Operational Efficiency**

These projects expand the client self-service channels in NH EASY and enhance case worker access to case and individual information required to operate the Medicaid program promoting program integrity, efficiency of operations, quality and cost management.

#### **2.1.1 Client Notice Consolidation for Medicaid**

This project will use a holistic approach to consolidate Medicaid notices. The Centers of Medicare and Medicaid Services (CMS) has provided guidance of Medicaid notification best practices. This project supports the guidance provided by CMS while simplifying the client experience and reducing the cost associated with mailing as well as client confusion and customer relationship management via phone calls and in-person visits to District Offices to clarify health plan selection, health plan confirmation, status change, disenrollment, co-pay, and the associated reminders.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

**2.1.2 Enhanced Case Task Workflow Management**

DHHS is facing increased call volume and staff turnover. This project will enhance DHHS staff workflow management by providing a holistic "one stop shop" case and task view. The consolidation will include demographics, household relationship, income, resources, expenses, unprocessed documents, and eligibility information on one view. Outstanding activities related to a case such as expected changes, alerts, upcoming appointments, documents to be processed will be accessible from a single prioritized worklist. This will improve worker efficiency and reduce complexity through simplified access to essential tasks data.

**2.1.3 LTSS Enhancements**

This project includes improvements to LTSS functionality provided through the NH EASY Getaway to Services for Case Management Agencies (CMA), providers and DHHS staff, including:

- Provide CMAs with the ability to look up providers based on service types
- Provide a document Upload History for providers and CMA's
- Match SSN to pending Medical Eligibility Assessment (MEA) automatically using enhanced logic
- Automatically purge unmatched MEAs with assessment dates >1 year
- Report Preadmission Screening and Resident Review (PASSR) counts by Country or Service Link

**2.1.4 Automate Processing Medicaid Applications using OCR**

New Hampshire receives more than 50% of eligibility applications in paper form. This project will automate data extraction from paper-based Medicaid applications using Kofax OCR Technology (KTM). Extracted data will be validate and imported for processing through New HEIGHTS. The process will also trigger real-time (no-touch) eligibility determination for MAGI applications. This will enhance application process timeliness and staff productivity.

**2.2 MARS-E 2.1 Assessment**

This project includes an assessment of the New HEIGHTS based on the security and privacy controls in Minimum Acceptable Risk Standards for Exchanges (MARS-E) 2.1 Moderate Baseline Level. Through this project, security and privacy documentation will be competed for New HEIGHTS as required by the Centers for Medicare and Medicaid Services (CMS). CMS security and privacy compliance are required to attain the full 3 -year Authority to Connect (ATC) between New Hampshire, Dept. of Health and Human Services' New HEIGHTS application and CMS's Federal Data Services Hub (FDSH). Workshops will be conducted with the New HEIGHTS development teams, Department of Information Technology (DoIT) teams supporting the solution, and business stakeholders to obtain an understanding of the current processes, technology and the solution infrastructure. The information collected will be used to develop the CMS mandated artifacts that form the basis for the ATC with CMS. Based on the information collected through the workshops and documentation of the current-state, a Plan of Action and Milestone (POA&M) will be developed to align New HEIGHTS with the CMS MARS-E 2.1 requirements



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

where gaps are identified within the solution ecosystem that do not fully address the security/privacy controls within the MARS-E 2.1 set of controls requirements.

The security controls in place for New HEIGHTS will be assessed based on requirements from CMS and will be evaluated and documented based upon the current New HEIGHTS system boundary that covers the following components:

- New HEIGHTS application
- NH EASY application
- New HEIGHTS Mainframe (including z/OS, zLinux, Apache, WebSphere, and DB2)
- Supporting hosting infrastructure for the above-mentioned systems

The MARS-E 2.1 assessment effort will develop the following artifacts used by the State to be submitted to CMS as part of the requirements to renew the ATC:

- System Security Plan (SSP) -The SSP will include the completed workbooks and evidence for the security and privacy control families
- Security & Privacy Assessment Report (SAR)
- Information Security Risk Assessment (ISRA)
- Privacy Impact Assessment
- Plan of Action and Milestone (POAM)
- Interconnection Security Agreement (ISA)

### **2.3 DCYF Contact Refactoring, SDM and Prioritized Backlog**

DCYF is in the process of migrating aging legacy functions support on PowerBuilder with Salesforce on the DoIT enterprise platform. This project offers DCYF the benefits of Salesforce no-code/low-code capabilities, shared enterprise service capabilities facilitated by DoIT, enhanced capabilities for DCYF staff, and improved adaptability for evolving need of the State overtime. These DCYF services are being delivered using the Agile methodology. Following Agile principles, the final functional requirements will be jointly agreed by defining and prioritizing user stories from the project backlog and resource allocation based on State priorities. The State and Vendor staff will work collaboratively to refine the scope of work based on the constraints of the vendor resources. The backlog and tasks managed using the Agile method based on the burndown budget are defined in Section 5 Milestones include:

#### **2.3.1 Contact Refactoring**

The intake module will be enhanced to utilize the refactored enterprise common objects for "Contact" including demographics and address, including configuration of the Salesforce application, Mulesoft integration services, and data migration from NH Bridges. Contact refactoring will include completion of the following prioritized backlog items:

Item	Descriptions
CCWIS-1761	Contact Refactoring - Error Handling UI - Person/Address Validations are not bring thrown correctly



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

Item	Descriptions
CCWIS-1760	Contact Refactoring -- Date of Death_Avoid_Future_Date (Validation Rule)
CCWIS-1737	Person (Contact) 'AKA' not saving to Granite Families (GF) Contact
CCWIS-1731	Add/View Person 'Error' Received on Reporter Person Search
CCWIS-1716	Employer is null displaying at end of Business Address pulled in from an associated Employer Account
CCWIS-1706	Person (Contact) Recently Viewed Contacts List has Import button Displayed and Enabled
CCWIS-1704	Data Sync - Clients added to Bridges are synced to Salesforce but is not getting a GF number and when added into a new referral and being searched, a new client with a new GF number/Bridges ID is created
CCWIS-1691	Add Person Error on Save
CCWIS-1537	New: Search logic/sequencing needs to be updated to avoid potential data duplication
CCWIS-1529	Priors - Report in Salesforce is not locked down (point in time)
CCWIS-1528	Priors - Salesforce is not picking up correct priors. Added Allegations is not picked up as a prior. Bridges Priors report is correct, Salesforce priors report is incorrect
CCWIS-1524	Person (Contact) - display issue with Golden Record
CCWIS-1523	Add Address - Redundant data entry for Primary referral address if all addresses have been populated by the system when client s were searched
CCWIS-1522	Regression: Remove Search by Assessment & Case ID
CCWIS-1520	Add Person - User receives error message if dob and dod are entered without / between day, month, year
CCWIS-1512	No Start or End Date populated for any Relationship record loaded in data migration load
CCWIS-1462	Regression: Issues with Search Functionality
CCWIS-1453	Data sync-demo under Assessment in the Navigator
CCWIS-1440	Error Handling UI - Person/Address Validations are not bring thrown correctly
CCWIS-1435	Search Person Duplicate Message displayed when confirming and saving a person who was migrated from Bridges
CCWIS-1424	Search/View Person Anonymous reporter displaying with incorrect Verification Status
CCWIS-1422	Search Person - Error Received when selecting Save after Search/Confirm
CCWIS-1409	Data Sync - Ethnicity updated incorrectly on Bridges client
CCWIS-1408	Display Security Alert - security alert not displaying on contact or referral
CCWIS-1402	Search MCI - Seeing the word "null" in front of the address in several places
CCWIS-1392	Search Person - When user search for a client when certain search criteria has been eliminated, user cannot do the last "Save"



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

Item	Descriptions
CCWIS-1379	Relationships Revisit - User are able to delete Contact Relationships from the Contact record and should not be
CCWIS-1316	Employers - Adding new Employer account does not work
CCWIS-1291	Add Person Reporter and Collateral Type lists are missing the hierarchy categories
CCWIS-1274	Search Person - error message received on search
CCWIS-1231	Add Person User is able to add a person with the same SSN as an existing person
CCWIS-1087	Layout of the Home Page - Contact's DOB not displaying in Recent Items
CCWIS-830	Search Person Unable to view Person Contact Information if Referral not assigned to logged in worker
CCWIS-1777	Contact Refactoring - Data Migration - Change Data Migration scripts to align with address related changes for CR
CCWIS-1778	Contact Refactoring - Data Migration - Change Data Migration scripts to align with changes to contact object for CR

### 2.3.2 Structured Decision Making® (SDM)

DCYF is developing a Structured Decision Making® (SDM) model under a separate contract with the National Counsel of Crime and Delinquency (NCCD). The outputs of the DCYF/NCCD project will be used to develop the user stories for this project in collaboration with DCYF subject matter experts. The Salesforce intake module will be enhanced to use the SDM model for screening decision, response priority, allegations and the safety and risk assessment with a burndown allocation of 1,334 hours.

### 2.3.3 Prioritized Backlog

To support additional items to be prioritized from the intake backlog, the vendor will provide 518 hours of burndown capacity.

### 2.3.4 UAT, Migration and Post Deployment Support

The vendor will provide support for user acceptance testing, compliance issue resolution, and implementation with a burndown allocation Support the transition to the new enterprise DevOPS model with a burndown allocation of 1,188 hours. The post implementation support period is for seven weeks following implementation to support defect correction and optimization tasks prioritized based on impact and severity with a burndown allocation of 558 hours. In total the burndown allocation for UAT, migration and post deployment support are 1,746 hours.

## 3 PROJECT MANAGEMENT PLAN

Key activities will be managed using a structured project management methodology including:



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

- Adherence to the established New HEIGHTS project management and application development standards and best practices
- Lifecycle management and (defect/change) tracking by project
- Risk/issue status and tracking using JIRA
- Weekly joint delivery and State team lead project status meetings and
- Weekly Project Management reporting and status meeting

**3.1 Activity – Project/Contract Management and Support**

**3.1.1 Task 1 – Perform Project Management Functions**  
**Requirements of Task**

Throughout the execution of the project, the State's project management team (which is comprised of the New HEIGHTS Project Manager, Deputy Project Manager, Security Manager and core State staff and contracted Subject Matter Experts) will:

- Provide oversight for the activities conducted by the Contractor
- Provide review and approval of deliverables
- Help ensure the Contractor's access to critical State resources
- Facilitate ongoing status reporting and conduct periodic project reviews
- Serve as liaison to federal partner agencies, DHHS executive staff, systems external to New HEIGHTS, DoIT, and State regulatory agencies
- Procure hardware, software and infrastructure required to deliver the scope of work
- Manage the Technical Support Group (TSG) infrastructure services required to deliver the scope of work
- Conduct scope management in conjunction with the Contractor

The Contractor is generally responsible for managing the overall contract execution, including but not limited to:

- Financial management – producing bills/invoices
- Subcontractor management – managing subcontractors, contracts, and relationships
- Scope management in conjunction with State staff
- Delivery management in conjunction with State staff

**Deliverables from Task**

- Project tracking using the New HEIGHTS JIRA workflow
- Issue and risk management
- Resource time (effort) tracking/reporting using the FTE bank
- Producing and processing bills/invoices using standard procedures established for New HEIGHTS



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

- Status Reports – due to the State Project Manager on Thursday of each week for prior week's activities. Status reports shall include:
  - Major accomplishments
  - Major upcoming work
  - Significant issues and concerns for the overall project

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the project management functions/tasks.

Function/Task	Responsibility
Develop processes and procedures for development of the Project Plan	State, Contractor
Create the Project Plan content	Contractor
Execute and control the project	State, Contractor
Provide tools to facilitate the planning, execution, and control of the project	State
Participate in project status meetings	State, Contractor
Manage subcontractors	Contractor
Submit invoices	Contractor
Review, approve, and pay invoices	State
Provide the State Project Manager with a primary point of accountability for all Contractor activities	Contractor
Participate as critical members of the project management team	State, Contractor
Provide status reports for all Contractor activities, tasks, and deliverables	Contractor
Provide access to stakeholders and make project decisions based on the timelines agreed upon in the project plan	State

**3.2 Activity – Requirements Definition & Design**

**3.2.1 Task 1 – Perform Requirements and Design Definition**  
**Requirements of Task**

The functional requirements will be driven using joint application design (JAD) sessions. The State will be responsible for providing Subject Matter Experts and other analysts to define and clarify requirements for new functionality included in the scope of work.

The design task is intended to translate requirements into a set of deliverables that can be used to drive and support the building of software artifacts – code, configuration data, and rules. For new functionality, each standard unit of development effort—whether an iteration cycle, a milestone, a functional module, or a release—will be completed using the New HEIGHTS Change Control Document (CCD) standard which will typically require the following items:

- A list of proposed schema changes



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

- Web page mockups for new pages and pages with enhanced functionality
- Business rules and logic definitions
- Configuration changes in the application or framework to enable the necessary functionality
- Descriptions of common user interface objects such as menus and other navigational items

**Deliverables from Task**

- Change Control Document – identifies new or changed business processes based on the agreed upon requirements and design

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the analysis and requirements definition functions/tasks.

Function/Task	Responsibility
Provide access to business Subject Matter Experts on current State business policy and procedure as required in support of new functionality requirements definition	State
Create and maintain the logical and physical data model	New HEIGHTS Maintenance Team, Contractor
Provide change control documentation for new functions and complete design walk-through with the State	Contractor State
Approve requirements and design for new functionality	State

**3.3 Activity – Application Development**

**3.3.1 Task 1 – Build and Unit Test System**  
**Requirements of Task**

The Contractor will have responsibility for developing New HEIGHTS source code, configuration data with respect to frameworks, rules, the batch schedule, and the creation of build inputs for migration through the various environments. The Contractor shall Unit test all of the resulting artifacts.

In addition to Unit testing, the Development Team shall perform Integration testing in the Development environment when units of work are deployed as an integrated build.

The Contractor will mark components as ready for State Systems testing once Unit and Integration testing are complete. Components will be marked for migration to Regression and Production based on State approval.

**Deliverables from Task**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

- Software artifacts – timeframe to be determined based on Contractor's methodology and project schedule

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the application development functions/tasks.

Function/Task	Responsibility
Construct all software artifacts	Contractor
Unit test software artifacts	Contractor
Integration test software artifacts	Contractor
Initiate/submit database change requests	Contractor
Approve database change requests	State
Apply database change requests	New HEIGHTS Maintenance Team, Contractor
Complete configuration and build management	New HEIGHTS Maintenance Team, Contractor
Change to other systems (Legal Aid, NECSES, NH Bridges, Options, WIC, text services, and other systems outside of New HEIGHTS)	State

### 3.4 Activity – Testing

#### 3.4.1 Task 1 – Develop Test Plans

**Requirements of Task**

The Contractor is required to complete Integration testing.

**Deliverables from Task**

- Creation of Integration Test Plan and Results

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the testing functions/tasks.

Function/Task	Responsibility
Creation of Integration test plans	Contractor
Complete Integration testing	Contractor
Develop Systems and Regression test plan	State



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

**3.4.2 Task 2 – Perform System and Regression Test**

**Requirements of Task**

The State will execute Systems and Regression tests in accordance with the test plans developed by the State.

**Deliverables from Task**

- Systems Test Results Document – due at the completion of the Systems test cycle
- Regression Test Results Document – due at the completion of the Regression test cycle
- Production-ready system – due at the completion of Regression testing

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the Systems and Regression testing functions/tasks.

Function/Task	Responsibility
Execute test plans	State
Document test results	State
Review and approve test results	State

**3.4.3 Task 3 – Perform Software Implementation**

**Requirements of Task**

The Contractor is responsible for promoting the software to each environment, including Production, based on State approvals and will assist in the resolution of problems, issues, and errors as they arise.

**Deliverables from Task**

- Software Promotion Approval Form - due prior to each release for State approval

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the software promotion functions/tasks.

Function/Task	Responsibility
Define the order in which configurable items need to be built and applied	Contractor
Identify new batch jobs and order of execution when combined with other batch jobs	Contractor



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

Function/Task	Responsibility
Script the build process	New HEIGHTS Maintenance Team, Contractor
Approve the build components	State
Verify that the build is correct	New HEIGHTS Maintenance Team, Contractor
Promote releases to testing and environments	Contractor State
Create and review implementation plan	Contractor State
Create and execute post-implementation plan	Contractor State
Conduct retrospective meeting to determine best practices for ensuring recurrence of problems	Contractor State

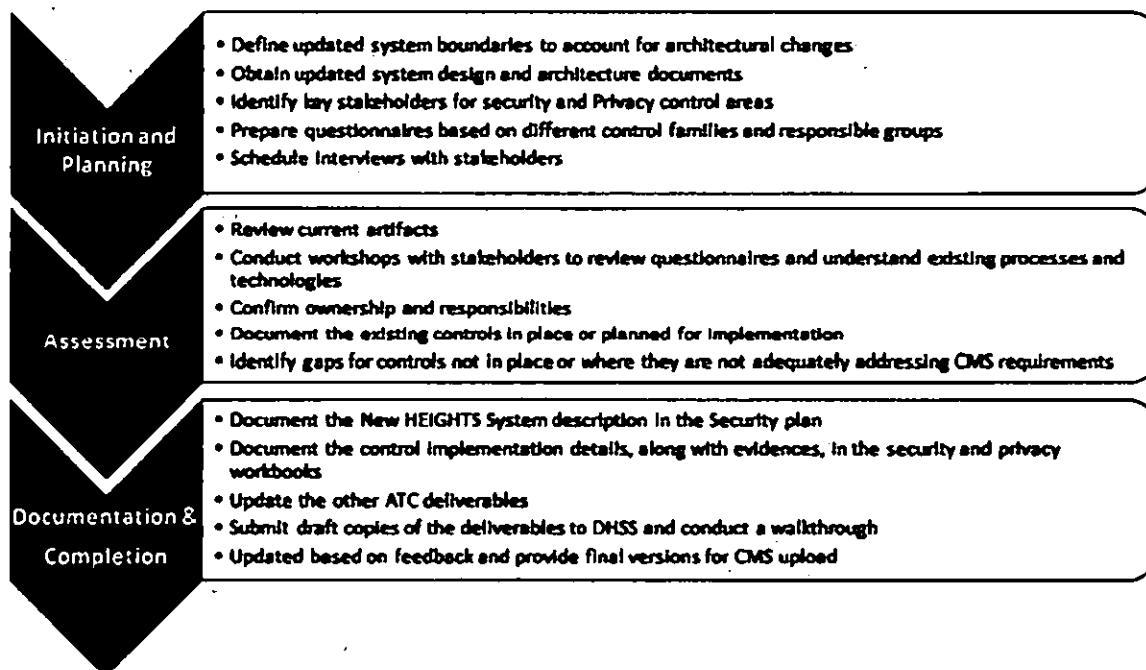
### 3.5 Activity – MARS-E 2.1 Assessment

#### Requirements & Approach of Task

The following is a high-level illustration of the approach that will be used:



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**



**Deliverables from Task**

The deliverables for the full MARS-E 2.0 security and privacy assessment will be as follows:

- System Security Plan (SSP) - Part A: System Identification
- System Security Plan (SSP) - Part B: Security Controls
- System Security Plan (SSP) - Part C: Privacy Controls
- System Security Plan (SSP) – Controls workbooks
- Final Consolidated SSP (ready for submission)
- Security & Privacy Assessment Report (SAR)
- Information Security Risk Assessment (ISRA)
- Privacy Impact Assessment (PIA)
- Plan of Action and Milestone (POAM)
- Interconnection Security Agreement (ISA) – After ATS is approved

**Roles and Responsibilities Related to Task**

The following state and contractor groups are anticipated to be a part of this project:

Group	Anticipated Role
State of New Hampshire:	<ul style="list-style-type: none"> <li>○ Ownership and oversight of the project</li> <li>○ Coordinate resources on the State side</li> </ul>



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

Group	Anticipated Role
<ul style="list-style-type: none"> <li>○ Department of Health and Human Services (DHHS)</li> </ul>	<ul style="list-style-type: none"> <li>○ Provide required documentation needed for the assessment</li> <li>○ Review and accept deliverables</li> <li>○ Upload and submit documentation to CMS</li> <li>○ Prepare the Interconnection Security Agreement (ISA) between DHSS and CMS once the MARS-E 2.1 ATC package is approved</li> <li>○ Maintain and provide quarterly updates to CMS on the POAMs</li> </ul>
<p>State of New Hampshire:</p> <ul style="list-style-type: none"> <li>○ Department of Health and Human Services (DHHS)</li> <li>○ Department of Information Technology (DoIT)</li> <li>○ Systems &amp; Communications Sciences, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>○ Answer questions/surveys and provide data as requested by Deloitte</li> <li>○ Participate in interviews &amp; workshops</li> <li>○ Provide strategic overview of current process &amp; procedures</li> <li>○ Provide an understanding of unique business operations, regulatory requirements, and risks specific to the institution</li> <li>○ Provide the relevant documents for New HEIGHTS as requested by Deloitte to support information provided during workshops</li> </ul>
<p>State of New Hampshire Contractors:</p> <ul style="list-style-type: none"> <li>○ Deloitte Consulting (Application Team)</li> <li>○ Deloitte Consulting (Security Team)</li> </ul>	<ul style="list-style-type: none"> <li>○ Lead the assessment activities</li> <li>○ Develop the SSP, Security and Privacy Workbooks, and PIA on behalf of DHHS</li> <li>○ Review and analyze the existing controls</li> <li>○ Identify gaps in existing implementation of the controls</li> <li>○ Develop the POA&amp;M on behalf of DHHS listing the gaps in existing implementation of the controls</li> <li>○ Assist DHHS and New HEIGHTS in developing a remediation strategy for the gaps identified</li> <li>○ Perform Project Management Office (PMO) functions</li> </ul>



### **3.6 Activity – DCYF Contact Refactoring, SDM and Prioritized Backlog**

#### **3.6.1 Task 1 – Perform Project Management Functions**

##### **Requirements of Task**

- Throughout the execution of the project, the State's project management team will:
  - Provide technical resources who will be available to support the creation and maintenance of Salesforce enterprise sandboxes
  - Provide three (3) business analysts who will be available part time with an allocation of approximately 50% for the project duration supporting requirements, design, quality assurance, and system documentation
  - Provide Salesforce enterprise resources as required to complete the scope of services
  - Provide training on the new application to DCYF end users
  - Provide end user documentation including user guides, manuals, help references and other similar documentation
  - Provide timely review and approval of artifacts and deliverables
  - Serve as liaison to federal partner agencies, DHHS executive staff, external systems, DoIT, and State regulatory agencies
  - Conduct scope management in conjunction with the Contractor

The Contractor is generally responsible for managing the overall contract execution, including but not limited to:

- Financial management – producing bills/invoices and backlog reporting
- Subcontractor management – managing subcontractors, contracts, and relationships
- Scope management in conjunction with State staff
- Delivery management in conjunction with State staff

#### **3.6.2 Task 2 - Perform User Story Sessions and Design Sessions**

##### **Requirements of Task**

The functional requirements will be driven using user story sessions. The State will be responsible for providing Subject Matter Experts and other analysts to define and clarify requirements for new functionality included in the scope of work.

The design task is intended to translate user stories into a set of deliverables that can be used to drive and support the building of software artifacts – Salesforce OOTB features, custom code where deemed necessary and approved by DCYF business stakeholders, configuration of Salesforce to meet the requirements of the user story which will typically require the following items:

- A list of proposed Salesforce configuration changes
- Business rules and logic definitions



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

- Salesforce configuration changes in the application to enable the necessary functionality
- Descriptions of common user interface objects such as menus and other navigational items

**Deliverables from Task**

- User Stories – identifies new or changed business processes based on the agreed upon requirements and design

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the analysis and requirements definition functions/tasks:

Function/Task	Responsibility
Identify user story participants	State - DCYF
Schedule user story sessions	State/Vendor
Facilitate user story sessions	Vendor
Provide subject matter expertise and business process flow requirements inputs	State - DCYF
Create/maintain project documentation and the Responsible, Accountable, Consulted and Informed (RACI) chart.	Vendor
Document user stories	Vendor
Support development of and approval of user stories	State - DoIT
State DoIT staff to provide required inputs for changes to the existing NH Bridges domain including Oracle database, PowerBuilder, APIs and other potential changes to the existing domain required for interoperability with the new framework and functions	State - DoIT
Refine scope prioritizing DCYF requirements and final requirements included in the user story based on the vendor and DoIT delivery resource constraints	Vendor/State
Review & approve user stories	State - DCYF



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

**3.6.3 Task 3 - Perform Build, Unit Test and Systems Integration Test**  
**Requirements of Task**

The State identified technical resources will share the responsibility with the Contractor for developing out-of-the-box (OOTB) functionality in Salesforce, developing custom code as deemed necessary to align with business end user expectations, and the migration through the various enterprise environments. The State identified technical resources, in collaboration with the Contractor, shall perform Unit testing of all the resulting artifacts and shall collaborate with DoIT and DCYF staff who will develop and execution of Systems Integration Testing (SIT) plans.

The State identified technical resources, in collaboration with the Contractor, will mark components as ready for User Acceptance testing once the unit and SIT is complete.

**Deliverables from Task**

- Software artifacts – unit test check list, unit test results, functionality in Salesforce and SIT test plan

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the application development functions/tasks.

Function/Task	Responsibility
Implement user stories in Salesforce including code review (excluding changes required within the existing NH Bridges application, e.g. PowerBuilder) and unit test*	Vendor, State-DoIT*
Complete development and test of changes that may be required to the existing Bridges solution (e.g. PowerBuilder)	State – DoIT
Complete SIT testing of changes.	State – DCYF and DoIT
Provisioning of enterprise Salesforce sandboxes for development, data migration related activities and testing activities	DoIT

\* Based on jointly agreed upon screen/scope assignments to DoIT staff

**3.6.4 Task 4 - Perform User Acceptance Testing**  
**Requirements of Tasks**

The State will execute user acceptance testing (UAT) in accordance with the test plans developed by the State and components will be marked for migration to Production based on State approval.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

**Deliverables from Task**

- User Acceptance Testing result document – due at the completion of the UAT
- Production-ready system – due at the completion of the UAT

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the Systems and Regression testing functions/tasks.

Function/Task	Responsibility
Complete user acceptance testing and enterprise compliance validation	State – DCYF and DoIT
Document test results	State – DCYF and DoIT
Review and approve test results	State – DCYF and DoIT
Provisioning of enterprise Salesforce sandboxes for development, data migration related activities and testing activities	DoIT
Complete prioritized backlog defects	Vendor

**3.6.5 Task 5 - Perform Software Implementation**

**Requirements of Tasks**

The State identified technical resources, in collaboration with the Contractor, will be responsible for submitting promotion requests for migration to UAT and Production and will be responsible for submitting and managing promotions to lower regions.

**Deliverables from Task**

- Software Promotion Approval - due prior to each release for State approval

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the software promotion functions/tasks.

Function/Task	Responsibility
Complete migration plan	Vendor, DoIT, DCYF
Provide build package	Vendor



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

Function/Task	Responsibility
Deploy build	DoIT
Complete Post Implementation Review (PIR) activities <ul style="list-style-type: none"> <li>• Validate code deployment</li> <li>• Verify any Database and Reference Table updates</li> </ul>	Vendor, State DoIT and DCYF
Complete any PIR test cases	Vendor, State DoIT and DCYF
Monitor production defect resolution and migration to higher regions and ensure timely migration requests are submitted	Vendor/ State - DoIT
Follow up with NH Bridges business team to ensure PIR activities are completed and project is closed	Vendor/ State - DoIT

#### 4 Aassumptions

- a) The New HEIGHTS maintenance contractor will provide DBA, desktop/LAN support (for staff housed in the State-provided facility), operations cycle support, change/configuration management, subject matter expertise, and post implementation support for work associated with this Agreement with the exception the Bridges platform and database which will be supported by DoIT staff.
- b) The New HEIGHTS maintenance and State Operations staff will be available during and after normal business hours to assist the Contractor's enhancement team to successfully run batch jobs in the Integration and Systems/acceptance test environments and for implementation support.
- c) State staff will complete systems and regression testing.
- d) The State will develop and execute training plans, materials, and programs in support of work associated with this Agreement.
- e) Milestone and deliverable dates of this agreement and the Project Plan shall be regarded as estimates. The Contractor shall use diligent efforts to meet such dates and shall notify the State promptly if significant delays are encountered in completing the services or deliverables.
- f) The State and contractor management team will manage to the overall project hours and/or augment with maintenance team support or additional resources using the change order process.
- g) The State will be responsible for executing the data risk remediation plan and POA&M. The contractor will develop the plan and coordinate the efforts across DHHS and DoIT, however will not directly manipulate files, folders and/or access to them.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

- h) The State will be responsible for ensuring that the surveys sent out as part of the security initiatives to its stakeholders are completed and returned based on the agreed upon timelines.
- i) The scope of the current initiatives does not include the execution of the reoccurring requirements identified in the risk and compliance calendar.
- j) The New HEIGHTS Incident Response (IR) plan will be based on the DHHS Cyber Incident Response Plan. This initiative will not include the testing of the IR plan or addressing the suggested enhancements to the current IR plan.
- k) DHHS is responsible for procuring and deploying the security tools required to perform the security enhancement tasks.
- l) DHHS is responsible for procuring and maintaining licensing for Kofax KTM.
- m) DoIT and the DoIT Technical Service Group (TSG) will complete installation and initial configuration of on-premise hardware/software to be deployed in the DoIT data center.
- n) DHHS is responsible for procuring for providing the Salesforce platform and other software and infrastructure required to execute the DCYF project work, application lifecycle management (ALM), DevOPS, and infrastructure and support
- o) DHHS is responsible for licensing the Structured Decision Making (SDM) tool and completion of the SDM project work being completed by National Counsel of Crime and Delinquency (NCCD) as pre-requisite to the SDM implementation project.
- p) The scope of work includes only changes to the Salesforce intake application and does not include any changes to Bridges, integration with Bridges, or modification for assessment.
- q) The DoIT technical staff will be responsible for operations, maintenance, and defect correction of the CCWIS Salesforce system following implementation and post implementation support period.

## **5 Milestones**

The scope of work includes enhancement projects which require modifications to the New HEIGHTS and NH EASY Applications. DHHS will work with the Contractor to manage the functional requirements within the estimates provided in the table below. If the scope of an individual project causes the Contractor to exceed the hours budgeted, the Department will work with the Contractor to process scope adjustments, including adjustments across other projects, in order for the Contractor to complete the cumulative scope of work within the defined resources constraints (defined by the hours per project in the table below). If resources are required beyond the exhibit below, the Department will request a change order or prioritize New HEIGHTS Maintenance Contractor resources to support the additional effort.

Category	Project Name	Hours
Medicaid Policy, Administration & Operational Efficiency	Client Notice Consolidation for Medicaid	2,876



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 2 Enhancements**

Category	Project Name	Hours
Medicaid Policy, Administration & Operational Efficiency	Enhanced Case Task Workflow Management	3,098
Medicaid Policy, Administration & Operational Efficiency	LTSS Enhancements	1,719
Medicaid Policy, Administration & Operational Efficiency	Automate Processing Medicaid Applications using OCR	4,845
Medicaid Policy, Administration & Operational Efficiency	Intake	3,598
<b>TOTAL</b>		<b>16,136</b>

## 6 Deliverables

The State will approve all Deliverables according to the review process described below.

- a) Each Deliverable that conforms in all material respects with the applicable specifications agreed by the parties in writing ("Specifications") will be approved by the State, without condition. Within ten working days from its receipt of a Deliverable, the State will provide the Contractor with (i) written approval of such Deliverable or (ii) a written statement of conditional approval (in which case the State will proceed to pay the Contractor for the Deliverable) or rejection, which identifies in reasonable detail the deficiencies preventing approval without condition (the "Deficiencies"). The review process begins with receipt of the Deliverable by the State. The date of receipt is the first working day after the date of delivery to the State.
- b) Within five working days of the Contractor's receipt of a notice of Deficiencies, it will clarify with the State the reasons for conditional approval or rejection. The Contractor will have thirty working days from the end of the clarification period to complete corrective actions in order for such Deliverable to conform in all material respects to the applicable Specifications. Within five working days of the State's receipt thereof, it will complete its review of the corrected Deliverable and notify the Contractor in writing of acceptance, conditional acceptance, or rejection.
- c) Notwithstanding the foregoing provisions of this Section, approval of a Deliverable (including a Deliverable that was previously conditionally approved or rejected) will be deemed given by the State without condition if the State has not delivered to the Contractor a notice of Deficiencies for such Deliverable during the period for State review thereof as set forth in this Section, or if the State uses the Deliverable in Production.
- d) The Contractor shall be entitled to rely on Deliverable approval for purposes of subsequent stages of Contractor's performance.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
1	Maintenance and Enhancements - July 2013	07/31/13	\$ 458,333.33	\$ 458,333.33	\$ 458,333.33
2	Maintenance and Enhancements - August 2013	08/30/13	\$ 458,333.33	\$ 916,666.66	\$ 916,666.66
3	Maintenance and Enhancements - September 2013	09/30/13	\$ 458,333.33	\$ 1,374,999.99	\$ 1,374,999.99
4	Maintenance and Enhancements - October 2013	10/31/13	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
5	Maintenance and Enhancements - November 2013	11/29/13	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
6	Maintenance and Enhancements - December 2013	12/31/13	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
7	Maintenance and Enhancements - January 2014	01/31/14	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
8	Maintenance and Enhancements - February 2014	02/28/14	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
9	Maintenance and Enhancements - March 2014	03/31/14	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
10	Maintenance and Enhancements - April 2014	04/30/14	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
11	Maintenance and Enhancements - May 2014	05/30/14	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
12	Maintenance and Enhancements - June 2014	06/30/14	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
13	Maintenance and Enhancements - July 2014	07/31/14	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
14	Maintenance and Enhancements - August 2014	08/29/14	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
15	Maintenance and Enhancements - September 2014	09/30/14	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
16	Maintenance and Enhancements - October 2014	10/31/14	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
17	Maintenance and Enhancements - November 2014	11/28/14	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
18	Maintenance and Enhancements - December 2014	12/31/14	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
19	Maintenance and Enhancements - January 2015	01/30/15	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
20	Maintenance and Enhancements - February 2015	02/27/15	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
21	Maintenance and Enhancements - March 2015	03/31/15	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
22	Maintenance and Enhancements - April 2015	04/30/15	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
23	Maintenance and Enhancements - May 2015	05/29/15	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
24	Maintenance and Enhancements - June 2015	06/30/15	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
25	Maintenance and Enhancements - July 2015	07/31/15	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 1 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

26	Maintenance and Enhancements - August 2015	08/31/15	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
27	Maintenance and Enhancements - September 2015	09/30/15	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
28	Maintenance and Enhancements - October 2015	10/30/15	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
29	Maintenance and Enhancements - November 2015	11/30/15	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
30	Maintenance and Enhancements - December 2015	12/31/15	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
31	Maintenance and Enhancements - January 2016	01/29/16	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
32	Maintenance and Enhancements - February 2016	02/29/16	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
33	Maintenance and Enhancements - March 2016	03/31/16	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
34	Maintenance and Enhancements - April 2016	04/29/16	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
35	Maintenance and Enhancements - May 2016	05/31/16	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
36	Maintenance and Enhancements - June 2016	06/30/16	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
37	Maintenance and Enhancements - July 2016	07/29/16	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
38	Maintenance and Enhancements - August 2016	08/31/16	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
39	Maintenance and Enhancements - September 2016	09/30/16	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
40	Maintenance and Enhancements - October 2016	10/31/16	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
41	Maintenance and Enhancements - November 2016	11/30/16	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
42	Maintenance and Enhancements - December 2016	12/30/16	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
43	Maintenance and Enhancements - January 2017	01/31/17	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
44	Maintenance and Enhancements - February 2017	02/28/17	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
45	Maintenance and Enhancements - March 2017	03/31/17	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
46	Maintenance and Enhancements - April 2017	04/28/17	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
47	Maintenance and Enhancements - May 2017	05/31/17	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
48	Maintenance and Enhancements - June 2017	06/30/17	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
49	Maintenance and Enhancements - July 2017	07/31/17	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
50	Maintenance and Enhancements - August 2017	08/31/17	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
51	Maintenance and Enhancements - September 2017	09/29/17	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96

Initial all pages  
Vendor Initials SW



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

52	Maintenance and Enhancements - October 2017	10/31/17	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
53	Maintenance and Enhancements - November 2017	11/30/17	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
54	Maintenance and Enhancements - December 2017	12/29/17	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
55	Maintenance and Enhancements - January 2018	01/31/18	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
56	Maintenance and Enhancements - February 2018	02/28/18	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
57	Maintenance and Enhancements - March 2018	05/15/18	\$ 958,333.33	\$ 4,624,999.97	\$ 3,249,999.98
58	Maintenance and Enhancements - April 2018	05/12/18	\$ 958,333.33	\$ 5,583,333.30	\$ 4,208,333.31
59	Batch Application Migration - Release 1(Java) - Requirements & Design	06/01/18	\$ 152,565.00	\$ 5,735,898.30	\$ 4,360,898.31
60	Client Scheduling Enhancements - Requirements & Design	06/01/18	\$ 20,364.95	\$ 5,756,263.25	\$ 4,381,263.26
61	Online Applications Migration - New HEIGHTS RPC, Kofax & Mule Applications	06/01/18	\$ 145,200.00	\$ 5,901,463.25	\$ 4,526,463.26
62	Batch Application Migration - Release 2 (Cobol) - Requirements & Design	06/01/18	\$ 167,055.00	\$ 6,068,518.25	\$ 4,693,518.26
63	Address Verification and Fraud Alert - Requirements & Design	06/01/18	\$ 76,368.34	\$ 6,144,886.59	\$ 4,769,886.60
64	Maintenance and Enhancements - May 2018	06/01/18	\$ 958,333.33	\$ 7,103,219.92	\$ 5,728,219.93
65	Access Front End Modernization - Requirements & Design	07/26/18	\$ 28,600.00	\$ 28,600.00	\$ 5,756,819.93
66	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 1)	07/26/18	\$ 10,000.00	\$ 38,600.00	\$ 5,766,819.93
67	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 2)	07/26/18	\$ 10,000.00	\$ 48,600.00	\$ 5,776,819.93
68	Quality Assurance - Testing Support - 1	07/26/18	\$ 181,650.00	\$ 230,250.00	\$ 5,958,469.93
69	NH EASY Application Modernization - Requirements & Design	07/26/18	\$ 210,830.00	\$ 441,080.00	\$ 6,169,299.93
70	Estate Recovery Integration - Requirements &	07/26/18	\$ 69,140.00	\$ 510,220.00	\$ 6,238,439.93

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 3 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

	Design				
71	Automated Help Desk Tickets - Requirements & Design	07/26/18	\$ 40,729.78	\$ 550,949.78	\$ 6,279,169.71
72	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Requirements & Design	07/26/18	\$ 30,547.34	\$ 581,497.12	\$ 6,309,717.05
73	New HEIGHTS Privacy Program and Data Flow Mapping - Draft privacy policy	07/26/18	\$ 35,000.00	\$ 616,497.12	\$ 6,344,717.05
74	Verification Checklist Enhancements - Requirements & Design	07/26/18	\$ 109,461.34	\$ 725,958.46	\$ 6,454,178.39
75	Quality Assurance - Testing Support - 2	07/26/18	\$ 399,630.00	\$ 1,125,588.46	\$ 6,853,808.39
76	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 1	07/26/18	\$ 35,000.00	\$ 1,160,588.46	\$ 6,888,808.39
77	Enhanced Expected Change Functionality - Requirements & Design	07/26/18	\$ 68,731.50	\$ 1,229,319.96	\$ 6,957,539.89
78	Case Comment Templates & Voice Driven Updates to Comments - Requirements & Design	07/26/18	\$ 35,638.59	\$ 1,264,958.55	\$ 6,993,178.48
79	Client Scheduling Enhancements - Construction & Integration	07/26/18	\$ 134,987.54	\$ 1,399,946.09	\$ 7,128,166.02
80	Verification Checklist Enhancements - Construction & Unit	07/26/18	\$ 725,556.40	\$ 2,125,502.49	\$ 7,853,722.42
81	Automated Help Desk Tickets - Construction & Unit	07/26/18	\$ 269,974.34	\$ 2,395,476.83	\$ 8,123,696.76
82	Case Comment Templates & Voice Driven Updates to Comments - Construction & Unit	07/26/18	\$ 236,227.73	\$ 2,631,704.56	\$ 8,359,924.49
83	Verification Checklist Enhancements - Systems Testing	07/26/18	\$ 199,442.39	\$ 2,831,146.95	\$ 8,559,366.88
84	MCI Integration - Requirements & Design	07/26/18	\$ 50,000.00	\$ 2,881,146.95	\$ 8,609,366.88
85	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly	07/26/18	\$ 35,000.00	\$ 2,916,146.95	\$ 8,644,366.88

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 4 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

	activity report 2				
86	Batch Application Migration - Release 3 (Cobol) - Requirements & Design	07/26/18	\$ 167,055.00	\$ 3,083,201.95	\$ 8,811,421.88
87	Specified Closing/Denial Reasons - Requirements & Design	07/26/18	\$ 35,638.59	\$ 3,118,840.54	\$ 8,847,060.47
88	Client Scheduling Enhancements - Implementation	07/26/18	\$ 47,235.02	\$ 3,166,075.56	\$ 8,894,295.49
89	Verification Checklist Enhancements - Implementation	07/26/18	\$ 54,445.27	\$ 3,220,520.83	\$ 8,948,740.76
90	Automated Help Desk Tickets - Systems Testing	07/26/18	\$ 94,469.77	\$ 3,314,990.60	\$ 9,043,210.53
91	Address Verification and Fraud Alert - Construction & Unit	07/26/18	\$ 506,201.88	\$ 3,821,192.48	\$ 9,549,412.41
92	Enhanced Expected Change Functionality - Construction & Unit	07/26/18	\$ 455,581.69	\$ 4,276,774.17	\$ 10,004,994.10
93	Case Comment Templates & Voice Driven Updates to Comments - Systems Testing	07/26/18	\$ 82,661.12	\$ 4,359,435.29	\$ 10,087,655.22
94	New HEIGHTS Privacy Program and Data Flow Mapping - Annual Privacy Impact Assessment (PIA)	07/26/18	\$ 75,000.00	\$ 4,434,435.29	\$ 10,162,655.22
95	New HEIGHTS Privacy Program and Data Flow Mapping - New HEIGHTS Data Flow Mapping	07/26/18	\$ 90,000.00	\$ 4,524,435.29	\$ 10,252,655.22
96	Address Verification and Fraud Alert - Systems Testing	07/26/18	\$ 177,130.83	\$ 4,701,566.12	\$ 10,429,786.05
97	Enhanced Expected Change Functionality - Systems Testing	07/26/18	\$ 159,417.75	\$ 4,860,983.87	\$ 10,589,203.80
98	Specified Closing/Denial Reasons - Construction & Integration	07/26/18	\$ 236,227.73	\$ 5,097,211.60	\$ 10,825,431.53
99	Maintenance and Enhancements - June 2018	07/30/18	\$ 958,333.33	\$ 6,055,544.93	\$ 11,783,764.86
100	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 3)	09/14/18	\$ 10,000.00	\$ 6,065,544.93	\$ 11,793,764.86

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 5 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

101	Quality Assurance - Testing Support - 3	09/14/18	\$ 508,620.00	\$ 6,574,164.93	\$ 12,302,384.86
102	New HEIGHTS Privacy Program and Data Flow Mapping - Draft privacy incidence response plan	09/14/18	\$ 45,000.00	\$ 6,619,164.93	\$ 12,347,384.86
103	Enhanced Document Imaging and Content Management - Define "As-Is" Workflow	09/14/18	\$ 89,892.00	\$ 6,709,056.93	\$ 12,437,276.86
104	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 3	09/14/18	\$ 35,000.00	\$ 6,744,056.93	\$ 12,472,276.86
105	Eligibility Status Determination and Initial Implementation - Requirements	09/14/18	\$ 48,978.80	\$ 6,793,035.73	\$ 12,521,255.66
106	Digital Information Campaign - Multimedia - Requirements	09/14/18	\$ 105,193.40	\$ 6,898,229.13	\$ 12,626,449.06
107	Digital Information Campaign - Multimedia - Design	09/14/18	\$ 105,193.40	\$ 7,003,422.53	\$ 12,731,642.46
108	Maintenance and Enhancements - July 2018	09/17/18	\$ 625,000.00	\$ 7,628,422.53	\$ 13,356,642.46
109	Maintenance and Enhancements - August 2018	09/17/18	\$ 625,000.00	\$ 8,253,422.53	\$ 13,981,642.46
110	Online Applications Migration - New HEIGHTS WEB, Kiosk, FFM Inbound/Outbound Conversion	10/03/18	\$ 145,200.00	\$ 8,398,622.53	\$ 145,200.00
111	Online & Batch Utility Migration - SORT & ADHOC SQL Generic Process	10/03/18	\$ 90,825.00	\$ 8,489,447.53	\$ 236,025.00
112	Ongoing New HEIGHTS Risk and Compliance Management - Risk and compliance management calendar	10/03/18	\$ 60,000.00	\$ 8,549,447.53	\$ 296,025.00
113	Online & Batch Utility Migration - REXX Conversion - Group-1	10/03/18	\$ 102,900.00	\$ 8,652,347.53	\$ 398,925.00
114	Estate Recovery Integration - Construction & Integration	10/03/18	\$ 304,648.00	\$ 8,956,995.53	\$ 703,573.00
115	Enhanced Document Imaging and Content Management - Define "To-Be" Workflow	10/03/18	\$ 132,143.00	\$ 9,089,138.53	\$ 835,716.00

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 6 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

116	Batch Application Migration - Release 2 (Cobol) - Construction & Integration	10/03/18	\$ 222,810.00	\$ 9,311,948.53	\$ 1,058,526.00
117	NH EASY Application Modernization - Construction & Integration	10/03/18	\$ 1,370,400.00	\$ 10,682,348.53	\$ 2,428,926.00
118	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Construction & Integration	10/03/18	\$ 202,480.75	\$ 10,884,829.28	\$ 2,631,406.75
119	Fraud Prevention Using Behavioral Prompts in Self-service - Requirements & Design	10/03/18	\$ 35,638.59	\$ 10,920,467.87	\$ 2,667,045.34
120	Online & Batch Utility Migration - REXX Conversion - Group-2	10/03/18	\$ 102,900.00	\$ 11,023,367.87	\$ 2,769,945.34
121	Job Scheduler & Batch Jobs Migration - Requirements	10/03/18	\$ 144,375.00	\$ 11,167,742.87	\$ 2,914,320.34
122	Enhanced Document Imaging and Content Management - Requirements & Design	10/03/18	\$ 89,790.00	\$ 11,257,532.87	\$ 3,004,110.34
123	Date Specific Enrollment - Requirements & Design	10/03/18	\$ 9,499.00	\$ 11,267,031.87	\$ 3,013,609.34
124	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 4	10/03/18	\$ 35,000.00	\$ 11,302,031.87	\$ 3,048,609.34
125	Job Scheduler & Batch Jobs Migration - Design	10/03/18	\$ 144,375.00	\$ 11,446,406.87	\$ 3,192,984.34
126	Eligibility Status Determination and Initial Implementation - Design	10/03/18	\$ 48,978.80	\$ 11,495,385.67	\$ 3,241,963.14
127	Quality Assurance - Testing Support - 4	10/03/18	\$ 508,620.00	\$ 12,004,005.67	\$ 3,750,583.14
128	MCO Pre-Selection at Application - Requirements & Design	10/03/18	\$ 38,591.00	\$ 12,042,596.67	\$ 3,789,174.14
129	MCO Passive Enrollment - Requirements & Design	10/03/18	\$ 11,874.00	\$ 12,054,470.67	\$ 3,801,048.14
130	New HEIGHTS Member Eligibility - Requirements & Design	10/03/18	\$ 8,906.00	\$ 12,063,376.67	\$ 3,809,954.14
131	Eligibility Status Determination and Initial Implementation - Construction & Unit Testing	10/03/18	\$ 171,425.80	\$ 12,234,802.47	\$ 3,981,379.94

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 7 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

132	Activity Tracking - NewHEIGHTS - Requirements	10/03/18	\$ 134,865.28	\$ 12,369,667.75	\$ 4,116,245.22
133	Online Applications Migration - Rule Engine Application Conversion	10/03/18	\$ 145,200.00	\$ 12,514,867.75	\$ 4,261,445.22
134	Specified Closing/Denial Reasons - Implementation	10/03/18	\$ 82,661.12	\$ 12,597,528.87	\$ 4,344,106.34
135	Digital Information Campaign - Multimedia - Development	10/03/18	\$ 140,256.77	\$ 12,737,785.64	\$ 4,484,363.11
136	CMS Annual Attestation - CMS Annual Attestation Final Report	10/03/18	\$ 120,000.00	\$ 12,857,785.64	\$ 4,604,363.11
137	Maintenance and Enhancements - September 2018	10/10/18	\$ 625,000.00	\$ 13,482,785.64	\$ 5,229,363.11
138	Maintenance and Enhancements - October 2018	10/29/18	\$ 625,000.00	\$ 14,107,785.64	\$ 5,854,363.11
139	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 4)	10/30/18	\$ 10,000.00	\$ 14,117,785.64	\$ 5,864,363.11
140	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 5	10/30/18	\$ 35,000.00	\$ 14,152,785.64	\$ 5,899,363.11
141	Estate Recovery Integration - System Test	10/30/18	\$ 54,016.00	\$ 14,206,801.64	\$ 5,953,379.11
142	MCO Pre-Selection at Application - Construction & Integration	10/30/18	\$ 156,960.00	\$ 14,363,761.64	\$ 6,110,339.11
143	Infrastructure Install & Training - Tool and Platform Evaluation	11/29/18	\$ 72,800.00	\$ 14,436,561.64	\$ 6,183,139.11
144	Infrastructure Install & Training - Requirements & Design	11/29/18	\$ 249,600.00	\$ 14,686,161.64	\$ 6,432,739.11
145	Batch Application Migration - Release 4 (Cobol) - Requirements & Design	11/29/18	\$ 167,055.00	\$ 14,853,216.64	\$ 6,599,794.11
146	Online & Batch Utility Migration - Data Access Design for Batch Jobs	11/29/18	\$ 163,485.00	\$ 15,016,701.64	\$ 6,763,279.11
147	Improve Security Governance over Unstructured Data - UDM roadmap and operating model	11/29/18	\$ 60,000.00	\$ 15,076,701.64	\$ 6,823,279.11

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 8 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

148	Application & Server Security - Requirements & Design	11/29/18	\$ 152,565.00	\$ 15,229,266.64	\$ 6,975,844.11
149	Activity Tracking - NH EASY - Requirements	11/29/18	\$ 63,519.56	\$ 15,292,786.20	\$ 7,039,363.67
150	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 6	11/29/18	\$ 35,000.00	\$ 15,327,786.20	\$ 7,074,363.67
151	Estate Recovery Integration - Implementation	11/29/18	\$ 102,148.00	\$ 15,429,934.20	\$ 7,176,511.67
152	Fraud Prevention Using Behavioral Prompts in Self-service - Construction & Integration	11/29/18	\$ 236,227.73	\$ 15,666,161.93	\$ 7,412,739.40
153	Eligibility Status Determination and Initial Implementation - Integration Testing	11/29/18	\$ 97,957.60	\$ 15,764,119.53	\$ 7,510,697.00
154	Quality Assurance - Testing Support - 5	11/29/18	\$ 508,620.00	\$ 16,272,739.53	\$ 8,019,317.00
155	Digital Information Campaign - Content Development - Requirements	11/29/18	\$ 105,193.40	\$ 16,377,932.93	\$ 8,124,510.40
156	Ongoing New HEIGHTS Application Vulnerability Assessments - Penetration testing of new HEIGHTS environment	12/12/18	\$ 40,000.00	\$ 16,417,932.93	\$ 8,164,510.40
157	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 1)	12/12/18	\$ 10,000.00	\$ 16,427,932.93	\$ 8,174,510.40
158	Data File Migration & Archival/Retention Process - PDF Migration	12/12/18	\$ 108,990.00	\$ 16,536,922.93	\$ 8,283,500.40
159	Maintenance and Enhancements - November 2018	12/18/18	\$ 625,000.00	\$ 17,161,922.93	\$ 8,908,500.40
160	Maintenance and Enhancements - December 2018	01/03/19	\$ 625,000.00	\$ 17,786,922.93	\$ 9,533,500.40
161	Extract & Schema - Sourced From Existing EDW - Requirements & Design	01/10/19	\$ 104,000.00	\$ 17,890,922.93	\$ 9,637,500.40
162	EBI Security - Security and Privacy Requirements	01/10/19	\$ 50,000.00	\$ 17,940,922.93	\$ 9,687,500.40
163	Data Mart Extension - Data Sourced From New HEIGHTS - Requirements & Design	01/10/19	\$ 95,000.00	\$ 18,035,922.93	\$ 9,782,500.40

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 9 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

164	Extract & Schema - New Data Based on Data Mart Extension - Requirements & Design	01/10/19	\$ 104,000.00	\$ 18,139,922.93	\$ 9,886,500.40
165	New HIEGHTS Security Incident Response Plan - Security incident response plan updates and knowledge transfer	01/10/19	\$ 60,000.00	\$ 18,199,922.93	\$ 9,946,500.40
166	Job Scheduler & Batch Jobs Migration - Batch Scheduler - Jobs Configuration Group - 1	01/10/19	\$ 163,485.00	\$ 18,363,407.93	\$ 10,109,985.40
167	Batch Application Migration - Release 1(Java) - Construction & Integration	01/10/19	\$ 203,385.00	\$ 18,566,792.93	\$ 10,313,370.40
168	EBI Security - Architecture & Design	01/10/19	\$ 75,000.00	\$ 18,641,792.93	\$ 10,388,370.40
169	Infrastructure Install & Training - Construction & Integration	01/10/19	\$ 301,600.00	\$ 18,943,392.93	\$ 10,689,970.40
170	Access Front End Modernization - Construction & Integration	01/10/19	\$ 46,800.00	\$ 18,990,192.93	\$ 10,736,770.40
171	Job Scheduler & Batch Jobs Migration - Batch Scheduler - Jobs Configuration Group - 2	01/10/19	\$ 163,485.00	\$ 19,153,677.93	\$ 10,900,255.40
172	Extract & Schema - New Data Based on Data Mart Extension - Construction & Integration	01/10/19	\$ 156,000.00	\$ 19,309,677.93	\$ 11,056,255.40
173	MCI Integration - Construction & Integration	01/10/19	\$ 70,000.00	\$ 19,379,677.93	\$ 11,126,255.40
174	Batch Application Migration - Release 3 (Cobol) - Construction & Integration	01/10/19	\$ 222,810.00	\$ 19,602,487.93	\$ 11,349,065.40
175	Infrastructure Install & Training - System Test	01/10/19	\$ 156,000.00	\$ 19,758,487.93	\$ 11,505,065.40
176	Batch Application Migration - Release 1(Java) - System Test	01/10/19	\$ 101,640.00	\$ 19,860,127.93	\$ 11,606,705.40
177	Batch Application Migration - Release 2 (Cobol) - System Test	01/10/19	\$ 111,300.00	\$ 19,971,427.93	\$ 11,718,005.40
178	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 5)	01/10/19	\$ 10,000.00	\$ 19,981,427.93	\$ 11,728,005.40
179	Online & Batch Utility Migration - REXX Conversion	01/10/19	\$ 102,900.00	\$ 20,084,327.93	\$ 11,830,905.40

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 10 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

	- Group-3				
180	Access Front End Modernization - System Test	01/10/19	\$ 15,600.00	\$ 20,099,927.93	\$ 11,846,505.40
181	Batch Application Migration - Release 1(Java) - Implementation	01/10/19	\$ 51,030.00	\$ 20,150,957.93	\$ 11,897,535.40
182	Infrastructure Install & Training - Implementation	01/10/19	\$ 104,000.00	\$ 20,254,957.93	\$ 12,001,535.40
183	Batch Application Migration - Release 2 (Cobol) - Implementation	01/10/19	\$ 55,860.00	\$ 20,310,817.93	\$ 12,057,395.40
184	Access Front End Modernization - Implementation	01/10/19	\$ 5,200.00	\$ 20,316,017.93	\$ 12,062,595.40
185	Batch Application Migration - Release 3 (Cobol) - System Test	01/10/19	\$ 111,300.00	\$ 20,427,317.93	\$ 12,173,895.40
186	NH EASY Application Modernization - Systems Testing	01/10/19	\$ 421,662.00	\$ 20,848,979.93	\$ 12,595,557.40
187	Study to migrate New HEIGHTS to the Other Platform - Requirements	01/10/19	\$ 108,990.00	\$ 20,957,969.93	\$ 12,704,547.40
188	Infrastructure Install & Training - Installation and configuration of the primary platform components	01/10/19	\$ 150,000.00	\$ 21,107,969.93	\$ 12,854,547.40
189	Extract & Schema - New Data Based on Data Mart Extension - System Test	01/10/19	\$ 104,000.00	\$ 21,211,969.93	\$ 12,958,547.40
190	MCI Integration - System Test	01/10/19	\$ 40,000.00	\$ 21,251,969.93	\$ 12,998,547.40
191	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (full source code)	01/10/19	\$ 25,000.00	\$ 21,276,969.93	\$ 13,023,547.40
192	Data File Migration & Archival/Retention Process - Design & Implement Logs Maintenance	01/10/19	\$ 108,990.00	\$ 21,385,959.93	\$ 13,132,537.40
193	Enhanced Document Imaging and Content Management - Construction	01/10/19	\$ 340,000.00	\$ 21,725,959.93	\$ 13,472,537.40
194	Infrastructure Install & Training - Power Users Train the Trainer / Access Front End Modernization	01/10/19	\$ 100,000.00	\$ 21,825,959.93	\$ 13,572,537.40
195	Extract & Schema - New Data Based on Data Mart Extension - Implementation	01/10/19	\$ 78,000.00	\$ 21,903,959.93	\$ 13,650,537.40

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 11 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment 8-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

196	MCI Integration - Implementation	01/10/19	\$ 20,000.00	\$ 21,923,959.93	\$ 13,670,537.40
197	Online & Batch Utility Migration - File Transfer Conversion	01/10/19	\$ 163,485.00	\$ 22,087,444.93	\$ 13,834,022.40
198	Batch Application Migration - Release 3 (Cobol) - Implementation	01/10/19	\$ 55,860.00	\$ 22,143,304.93	\$ 13,889,882.40
199	Batch Application Migration - Release 4 (Cobol) - Construction & Integration	01/10/19	\$ 222,810.00	\$ 22,366,114.93	\$ 14,112,692.40
200	Job Scheduler & Batch Jobs Migration - Construction & Unit Testing	01/10/19	\$ 256,620.00	\$ 22,622,734.93	\$ 14,369,312.40
201	Enhanced Document Imaging and Content Management - Unit/Integration Testing	01/10/19	\$ 241,780.00	\$ 22,864,514.93	\$ 14,611,092.40
202	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 6)	01/10/19	\$ 10,000.00	\$ 22,874,514.93	\$ 14,621,092.40
203	Study to migrate New HEIGHTS to the Other Platform - Analysis & Design	01/10/19	\$ 108,990.00	\$ 22,983,504.93	\$ 14,730,082.40
204	Data File Migration & Archival/Retention Process - MVS Dataset Migration	01/10/19	\$ 108,990.00	\$ 23,092,494.93	\$ 14,839,072.40
205	NH EASY Application Modernization - Implementation	01/10/19	\$ 105,415.56	\$ 23,197,910.49	\$ 14,944,487.96
206	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Implementation	01/10/19	\$ 70,852.33	\$ 23,268,762.82	\$ 15,015,340.29
207	Batch Application Migration - Release 4 (Cobol) - System Test	01/10/19	\$ 111,300.00	\$ 23,380,062.82	\$ 15,126,640.29
208	Activity Tracking - NewHEIGHTS - Design	01/10/19	\$ 134,865.28	\$ 23,514,928.10	\$ 15,261,505.57
209	Application & Server Security - Construction & Integration	01/10/19	\$ 203,385.00	\$ 23,718,313.10	\$ 15,464,890.57
210	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 7	01/10/19	\$ 35,000.00	\$ 23,753,313.10	\$ 15,499,890.57

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 12 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**

**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**

**AMENDMENT 2**

211	Activity Tracking - NH EASY - Design	01/10/19	\$ 63,519.56	\$ 23,816,832.66	\$ 15,563,410.13
212	Job Scheduler & Batch Jobs Migration - Integration Testing	01/10/19	\$ 128,310.00	\$ 23,945,142.66	\$ 15,691,720.13
213	Enhanced Document Imaging and Content Management - Systems/UAT	01/10/19	\$ 107,740.00	\$ 24,052,882.66	\$ 15,799,460.13
214	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 2)	01/10/19	\$ 10,000.00	\$ 24,062,882.66	\$ 15,809,460.13
215	Batch Application Migration - Release 4 (Cobol) - Implementation	01/10/19	\$ 55,860.00	\$ 24,118,742.66	\$ 15,865,320.13
216	Date Specific Enrollment - System Test	01/10/19	\$ 24,639.00	\$ 24,143,381.66	\$ 15,889,959.13
217	MCO Passive Enrollment - System Test	01/10/19	\$ 55,437.00	\$ 24,198,818.66	\$ 15,945,396.13
218	MCO Pre-Selection at Application - System Test	01/10/19	\$ 27,830.00	\$ 24,226,648.66	\$ 15,973,226.13
219	Application & Server Security - System Test	01/10/19	\$ 152,670.00	\$ 24,379,318.66	\$ 16,125,896.13
220	Eligibility Status Determination and Initial Implementation - Systems Testing	01/10/19	\$ 97,957.60	\$ 24,477,276.26	\$ 16,223,853.73
221	Infrastructure Install & Training - Post Implementation	01/10/19	\$ 500,000.00	\$ 24,977,276.26	\$ 16,723,853.73
222	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 7)	01/10/19	\$ 10,000.00	\$ 24,987,276.26	\$ 16,733,853.73
223	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 8	01/10/19	\$ 35,000.00	\$ 25,022,276.26	\$ 16,768,853.73
224	Digital Information Campaign - Content Development - Design	01/10/19	\$ 105,193.40	\$ 25,127,469.66	\$ 16,874,047.13
225	Data File Migration & Archival/Retention Process - Retention & Archival Process	01/10/19	\$ 108,990.00	\$ 25,236,459.66	\$ 16,983,037.13
226	Online Applications Migration - NH EASY Gateway & Core Application Conversion	01/10/19	\$ 145,200.00	\$ 25,381,659.66	\$ 17,128,237.13

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 13 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

227	Date Specific Enrollment - Implementation	01/10/19	\$ 7,496.00	\$ 25,389,155.66	\$ 17,135,733.13
228	MCO Passive Enrollment - Implementation	01/10/19	\$ 15,915.00	\$ 25,405,070.66	\$ 17,151,648.13
229	MCO Pre-Selection at Application - Implementation	01/10/19	\$ 52,951.00	\$ 25,458,021.66	\$ 17,204,599.13
230	Infrastructure Install & Training - Power and Business Users / All Functionality	01/10/19	\$ 150,000.00	\$ 25,608,021.66	\$ 17,354,599.13
231	Quality Assurance - Testing Support - 6	01/10/19	\$ 508,620.00	\$ 26,116,641.66	\$ 17,863,219.13
232	Fraud Prevention Using Behavioral Prompts in Self-service - Implementation	01/10/19	\$ 82,661.12	\$ 26,199,302.78	\$ 17,945,880.25
233	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 3)	01/10/19	\$ 10,000.00	\$ 26,209,302.78	\$ 17,955,880.25
234	Eligibility Status Determination and Initial Implementation - Implementation	01/10/19	\$ 24,489.40	\$ 26,233,792.18	\$ 17,980,369.65
235	Job Scheduler & Batch Jobs Migration - System Test	01/10/19	\$ 289,170.00	\$ 26,522,962.18	\$ 18,269,539.65
236	Study to migrate New HEIGHTS to the Other Platform - Final Strategy	01/10/19	\$ 108,990.00	\$ 26,631,952.18	\$ 18,378,529.65
237	New HEIGHTS Member Eligibility - System Test	01/10/19	\$ 54,205.00	\$ 26,686,157.18	\$ 18,432,734.65
238	Enhanced Document Imaging and Content Management - Production Pilot	03/05/19	\$ 13,598.00	\$ 26,699,755.18	\$ 18,446,332.65
239	Enhanced Document Imaging and Content Management - Post Production Support	03/05/19	\$ 11,143.00	\$ 26,710,898.18	\$ 18,457,475.65
240	New HEIGHTS Member Eligibility - Implementation	03/05/19	\$ 15,291.00	\$ 26,726,189.18	\$ 18,472,766.65
241	Intake Workflow - Requirements	03/06/19	\$ 162,426.00	\$ 26,888,615.18	\$ 18,635,192.65
242	Activity Tracking - New HEIGHTS - Construction & Unit Testing	03/06/19	\$ 472,028.48	\$ 27,360,643.66	\$ 19,107,221.13
243	Activity Tracking - NH EASY - Construction & Unit Testing	03/06/19	\$ 222,318.46	\$ 27,582,962.12	\$ 19,329,539.59

Initial all pages

Vendor Initials SL

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 14 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

244	Federal, State Reporting & QC Sampling - Requirements	03/06/19	\$ 51,526.80	\$ 27,634,488.92	\$ 19,381,066.39
245	Maintenance and Enhancements - January 2019	03/06/19	\$ 625,000.00	\$ 28,259,488.92	\$ 20,006,066.39
246	Maintenance and Enhancements - February 2019	03/06/19	\$ 625,000.00	\$ 28,884,488.92	\$ 20,631,066.39
247	Maintenance and Enhancements - March 2019	04/01/19	\$ 625,000.00	\$ 29,509,488.92	\$ 21,256,066.39
248	Managed Care PMO - PMO Q1-18	04/29/19	\$ 43,264.00	\$ 29,552,752.92	\$ 21,299,330.39
249	NH EASY Individual Accounts - Requirements & Design	04/29/19	\$ 44,528.00	\$ 29,597,280.92	\$ 21,343,858.39
250	Core Managed Care Enhancements - Requirements & Design	04/29/19	\$ 53,434.00	\$ 29,650,714.92	\$ 21,397,292.39
251	NH EASY Individual Accounts - Construction & Integration	04/29/19	\$ 83,712.00	\$ 29,734,426.92	\$ 21,481,004.39
252	Addition of a New MCO - Requirements & Design	04/29/19	\$ 8,312.00	\$ 29,742,738.92	\$ 21,489,316.39
253	NH EASY Individual Accounts - System Test	04/29/19	\$ 14,843.00	\$ 29,757,581.92	\$ 21,504,159.39
254	Activity Tracking - NewHEIGHTS - Integration Testing	05/01/19	\$ 269,730.56	\$ 30,027,312.48	\$ 21,773,889.95
255	Digital Information Campaign - Content Development - Development	05/01/19	\$ 140,257.77	\$ 30,167,570.25	\$ 21,914,147.72
256	Maintenance and Enhancements - April 2019	05/01/19	\$ 625,000.00	\$ 30,792,570.25	\$ 22,539,147.72
257	Data Mart Extension - Data Sourced From New HEIGHTS - System Test	05/06/19	\$ 55,000.00	\$ 30,847,570.25	\$ 22,594,147.72
258	Data Mart Extension - Claims Data From MMIS - Requirements & Design	05/14/19	\$ 245,000.00	\$ 31,092,570.25	\$ 22,839,147.72
259	Data Mart Extension - Data Sourced From New HEIGHTS - Construction & Integration	05/14/19	\$ 119,000.00	\$ 31,211,570.25	\$ 22,958,147.72
260	Data Mart Extension - Data Sourced From New HEIGHTS- Implementation	05/14/19	\$ 40,000.00	\$ 31,251,570.25	\$ 22,998,147.72
261	Improve Security Governance over Unstructured Data - Data risk remediation	05/14/19	\$ 165,000.00	\$ 31,416,570.25	\$ 23,163,147.72
262	Managed Care PMO - PMO Q4-18	05/14/19	\$ 43,264.00	\$ 31,459,834.25	\$ 23,206,411.72

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 15 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

263	Activity Tracking - NH EASY - Integration Testing	05/14/19	\$ 127,039.12	\$ 31,586,873.37	\$ 23,333,450.84
264	Conversion Notices - Requirements & Design	05/14/19	\$ 7,124.00	\$ 31,593,997.37	\$ 23,340,574.84
265	Core Managed Care Enhancements - Construction & Integration	05/14/19	\$ 167,424.00	\$ 31,761,421.37	\$ 23,507,998.84
266	Maintenance and Enhancements - May 2019	05/28/19	\$ 625,000.00	\$ 32,386,421.37	\$ 24,132,998.84
267	LTSS Dashboard - Requirements & Design	06/24/19	\$ 208,000.00	\$ 32,594,421.37	\$ 24,340,998.84
268	Managed Care PMO - PMO Q1-19	06/24/19	\$ 43,264.00	\$ 32,637,685.37	\$ 24,384,262.84
269	NH EASY Individual Accounts - Implementation	06/24/19	\$ 30,635.00	\$ 32,668,320.37	\$ 24,414,897.84
270	Suspension & Re-Application - Requirements	06/25/19	\$ 34,216.00	\$ 32,702,536.37	\$ 24,449,113.84
271	Federal, State Reporting & QC Sampling - Design	06/25/19	\$ 51,526.80	\$ 32,754,063.17	\$ 24,500,640.64
272	Suspension & Re-Application - Design	06/25/19	\$ 34,216.00	\$ 32,788,279.17	\$ 24,534,856.64
273	Activity Tracking - New HEIGHTS - Systems Testing	06/25/19	\$ 269,730.56	\$ 33,058,009.73	\$ 24,804,587.20
274	Activity Tracking - NH EASY - Systems Testing	06/25/19	\$ 127,039.12	\$ 33,185,048.85	\$ 24,931,626.32
275	Federal, State Reporting & QC Sampling - Construction & Unit Testing	06/25/19	\$ 180,343.80	\$ 33,365,392.65	\$ 25,111,970.12
276	Activity Tracking - New HEIGHTS - Implementation	06/25/19	\$ 67,432.64	\$ 33,432,825.29	\$ 25,179,402.76
277	Activity Tracking - NH EASY - Implementation	06/25/19	\$ 31,759.78	\$ 33,464,585.07	\$ 25,211,162.54
278	Maintenance and Enhancements - June 2019	06/26/19	\$ 625,000.00	\$ 34,089,585.07	\$ 25,836,162.54
279	Extract & Schema - Sourced From Existing EDW - Construction & Integration	07/19/19	\$ 130,000.00	\$ 130,000.00	\$ 25,966,162.54
280	Improve Security Governance over Unstructured Data - UDM tool integration, configuration, and data discovery	07/19/19	\$ 80,000.00	\$ 210,000.00	\$ 26,046,162.54
281	Improve Security Governance over Unstructured Data - Unstructured Data Risk Remediation Preparation and Plan	07/19/19	\$ 140,000.00	\$ 350,000.00	\$ 26,186,162.54
282	Data Mart Extension - Claims Data From MMIS - Construction & Integration	07/19/19	\$ 335,430.86	\$ 685,430.86	\$ 26,521,593.40
283	LTSS Dashboard - Construction & Integration	07/19/19	\$ 176,800.00	\$ 862,230.86	\$ 26,698,393.40

Initial all pages  
Vendor Initials SW



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

284	Digital Information Campaign - Navigation Delivery model - Requirements	07/19/19	\$ 105,193.40	\$ 967,424.26	\$ 26,803,586.80
285	Digital Information Campaign - Navigation Delivery model - Design	07/19/19	\$ 105,193.40	\$ 1,072,617.66	\$ 26,908,780.20
286	Automatically Run Newborns from DOB - Requirements & Design	07/19/19	\$ 48,366.64	\$ 1,120,984.30	\$ 26,957,146.84
287	Suspension & Re-Application - Construction & Unit Testing	07/19/19	\$ 119,756.00	\$ 1,240,740.30	\$ 27,076,902.84
288	Federal, State Reporting & QC Sampling - Integration Testing	07/19/19	\$ 103,053.60	\$ 1,343,793.90	\$ 27,179,956.44
289	Suspension & Re-Application - Integration Testing	07/19/19	\$ 68,432.00	\$ 1,412,225.90	\$ 27,248,388.44
290	Federal, State Reporting & QC Sampling - Systems Testing	07/19/19	\$ 103,053.60	\$ 1,515,279.50	\$ 27,351,442.04
291	Maintenance and Enhancements - July 2019	07/26/19	\$ 625,000.00	\$ 2,140,279.50	\$ 27,976,442.04
292	LTSS Dashboard Changes for MEA Processing - Requirements & Design	08/07/19	\$ 9,499.00	\$ 2,149,778.50	\$ 27,985,941.04
293	Extract & Schema - Sourced From Existing EDW - System Test	08/07/19	\$ 83,200.00	\$ 2,232,978.50	\$ 28,069,141.04
294	Data Mart Extension - Claims Data From MMIS - System Test	08/07/19	\$ 200,000.00	\$ 2,432,978.50	\$ 28,269,141.04
295	LTSS Unit Workflow Management - Requirements & Design	08/07/19	\$ 44,528.00	\$ 2,477,506.50	\$ 28,313,669.04
296	EBI Security - Control Evaluation & Security Testing	08/07/19	\$ 75,000.00	\$ 2,552,506.50	\$ 28,388,669.04
297	LTSS Dashboard - System Test	08/07/19	\$ 218,400.00	\$ 2,770,906.50	\$ 28,607,069.04
298	Digital Information Campaign - Navigation Delivery model - Development	08/07/19	\$ 140,257.77	\$ 2,911,164.27	\$ 28,747,326.81
299	Conversion Notices - System Test	08/07/19	\$ 12,319.00	\$ 2,923,483.27	\$ 28,759,645.81
300	Suspension & Re-Application - Systems Testing	08/07/19	\$ 68,432.00	\$ 2,991,915.27	\$ 28,828,077.81
301	Core Managed Care Enhancements - System Test	08/07/19	\$ 29,685.00	\$ 3,021,600.27	\$ 28,857,762.81
302	Federal, State Reporting & QC Sampling -	08/07/19	\$ 25,763.40	\$ 3,047,363.67	\$ 28,883,526.21

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 17 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

	Implementation				
303	Suspension & Re-Application - Implementation	08/07/19	\$ 17,108.00	\$ 3,064,471.67	\$ 28,900,634.21
304	Addition of a New MCO - System Test	08/07/19	\$ 49,277.00	\$ 3,113,748.67	\$ 28,949,911.21
305	Intake Workflow - Reverse Engineering, Framework Development and User Story Development	08/07/19	\$ 207,606.00	\$ 3,321,354.67	\$ 29,157,517.21
306	Intake Workflow - Salesforce Infrastructure, Product Backlog, User Engagement, Business proof-of-concept	08/07/19	\$ 227,140.00	\$ 3,548,494.67	\$ 29,384,657.21
307	Intake Workflow - Salesforce security, architecture and Framework Setup, Code and Data Schema Walkthrough, Data Integration	08/07/19	\$ 216,310.00	\$ 3,764,804.67	\$ 29,600,967.21
308	Intake Workflow - Hybrid Agile Planning, Infrastructure, Security, Communications and Change Management Plan, Sprint Planning	08/07/19	\$ 94,018.00	\$ 3,858,822.67	\$ 29,694,985.21
309	Intake Workflow - Sprint 1 (Enterprise Planning, Infrastructure and Framework Setup, User Story Alignment)	08/07/19	\$ 120,250.00	\$ 3,979,072.67	\$ 29,815,235.21
310	Intake Workflow - Sprint 2 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,099,322.67	\$ 29,935,485.21
311	Intake Workflow - Sprint 3 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,219,572.67	\$ 30,055,735.21
312	Intake Workflow - Sprint 4 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,339,822.67	\$ 30,175,985.21

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 18 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

313	Intake Workflow - Sprint 5 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/07/19	\$ 120,250.00	\$ 4,460,072.67	\$ 30,296,235.21
314	Extract & Schema - Sourced From Existing EDW - Implementation	08/09/19	\$ 52,000.00	\$ 4,512,072.67	\$ 30,348,235.21
315	Data Mart Extension - Claims Data From MMIS - Implementation	08/09/19	\$ 55,000.00	\$ 4,567,072.67	\$ 30,403,235.21
316	Conversion Notices - Implementation	08/09/19	\$ 3,985.00	\$ 4,571,057.67	\$ 30,407,220.21
317	Core Managed Care Enhancements - Implementation	08/09/19	\$ 57,708.00	\$ 4,628,765.67	\$ 30,464,928.21
318	Addition of a New MCO - Implementation	08/09/19	\$ 13,922.00	\$ 4,642,687.67	\$ 30,478,850.21
319	Intake Workflow - Sprint 6 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	08/13/19	\$ 120,250.00	\$ 4,762,937.67	\$ 30,599,100.21
320	Maintenance and Enhancements - August 2019	08/23/19	\$ 625,000.00	\$ 5,387,937.67	\$ 31,224,100.21
321	LTSS Unit Workflow Management - Construction & Integration	09/19/19	\$ 83,712.00	\$ 5,471,649.67	\$ 31,307,812.21
322	Database & DB Tools Migration - DB Conversion - Requirements & Design	09/19/19	\$ 130,725.00	\$ 5,602,374.67	\$ 31,438,537.21
323	Automatically Run Newborns from DOB - Construction & Unit	09/19/19	\$ 320,594.71	\$ 5,922,969.38	\$ 31,759,131.92
324	Intake Workflow - Sprint 7 (User Story Refinement, Design and Development of User Stories, Provisioning of infrastructure and Extending Enterprise Assets)	09/19/19	\$ 120,250.00	\$ 6,043,219.38	\$ 31,879,381.92
325	DD Waitlist Dashboard - Requirements & Design	10/01/19	\$ 9,499.00	\$ 6,052,718.38	\$ 9,499.00
326	DD Waitlist Dashboard - System Test	10/01/19	\$ 24,639.00	\$ 6,077,357.38	\$ 34,138.00
327	DD Waitlist Dashboard - Implementation	10/01/19	\$ 7,496.00	\$ 6,084,853.38	\$ 41,634.00

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 19 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

328	Sprint 10 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets)	10/01/19	\$ 92,010.00	\$ 6,176,863.38	\$ 133,644.00
329	Maintenance and Enhancements - September 2019	10/16/19	\$ 625,000.00	\$ 6,801,863.38	\$ 758,644.00
330	Sprint 11 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets)	10/22/19	\$ 92,010.00	\$ 6,893,873.38	\$ 850,654.00
331	LTSS Dashboard Changes for MEA Processing - System Test	11/08/19	\$ 34,494.00	\$ 6,928,367.38	\$ 885,148.00
332	LTSS Unit Workflow Management - System Test	11/08/19	\$ 14,843.00	\$ 6,943,210.38	\$ 899,991.00
333	LTSS Dashboard Changes for MEA Processing - Implementation	11/08/19	\$ 10,114.00	\$ 6,953,324.38	\$ 910,105.00
334	LTSS Unit Workflow Management - Implementation	11/08/19	\$ 30,635.00	\$ 6,983,959.38	\$ 940,740.00
335	Managed Care PMO - PMO Q2-19	11/08/19	\$ 43,264.00	\$ 7,027,223.38	\$ 984,004.00
336	Automatically Run Newborns from DOB - Systems Testing	11/08/19	\$ 88,125.71	\$ 7,115,349.09	\$ 1,072,129.71
337	Automatically Run Newborns from DOB - Implementation	11/08/19	\$ 24,057.21	\$ 7,139,406.30	\$ 1,096,186.92
338	Improve Security Governance over Unstructured Data - UDM transition and knowledge transfer	11/08/19	\$ 35,000.00	\$ 7,174,406.30	\$ 1,131,186.92
339	Managed Care PMO - PMO Q3-19	11/08/19	\$ 43,264.00	\$ 7,217,670.30	\$ 1,174,450.92
340	Intake Workflow - Sprint 8 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	11/08/19	\$ 120,250.00	\$ 7,337,920.30	\$ 1,294,700.92

Initial all pages  
Vendor Initials SW



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

341	Intake Workflow - Sprint 9 (User Story Refinement, Design and Development of User Stories, Provisioning of Infrastructure and Extending Enterprise Assets)	11/08/19	\$ 120,250.00	\$ 7,458,170.30	\$ 1,414,950.92
342	Infrastructure Install & Training - Power Users / DHHS Dashboard	11/08/19	\$ 100,000.00	\$ 7,558,170.30	\$ 1,514,950.92
343	Maintenance and Enhancements - October 2019	11/11/19	\$ 625,000.00	\$ 8,183,170.30	\$ 2,139,950.92
344	Sprint 12 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets)	11/12/19	\$ 85,250.00	\$ 8,268,420.30	\$ 2,225,200.92
345	Database & DB Tools Migration - DB Conversion - Construction & Integration	11/27/19	\$ 174,300.00	\$ 8,442,720.30	\$ 2,399,500.92
346	Database & DB Tools Migration - Setting up DB Tools & Configuration - Development	11/27/19	\$ 72,660.00	\$ 8,515,380.30	\$ 2,472,160.92
347	Database & DB Tools Migration - Performance Testing & Tuning - 1	11/27/19	\$ 54,600.00	\$ 8,569,980.30	\$ 2,526,760.92
348	Database & DB Tools Migration - Setting up DB Tools & Configuration - Testing	11/29/19	\$ 72,660.00	\$ 8,642,640.30	\$ 2,599,420.92
349	Database & DB Tools Migration - DB Conversion - System Test	11/29/19	\$ 87,150.00	\$ 8,729,790.30	\$ 2,686,570.92
350	Maintenance and Enhancements - November 2019	11/30/19	\$ 625,000.00	\$ 9,354,790.30	\$ 3,311,570.92
351	Sprint 13 (Development of user stories, Defect Fixes, Contact Refactoring Changes, Code Merge, Testing in different environments, Provisioning of infrastructure and extending enterprise assets)	12/03/19	\$ 130,000.00	\$ 9,484,790.30	\$ 3,441,570.92
352	Sprint 14 (Design and development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets)	12/24/19	\$ 130,000.00	\$ 9,614,790.30	\$ 3,571,570.92

Initial all pages  
Vendor Initials SW



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

353	Database & DB Tools Migration - DB Conversion - Implementation	12/27/19	\$ 43,785.00	\$ 9,658,575.30	\$ 3,615,355.92
354	Database & DB Tools Migration - Performance Testing & Tuning - 2	12/27/19	\$ 54,600.00	\$ 9,713,175.30	\$ 3,669,955.92
355	Database & DB Tools Migration - Setting up DB Tools & Configuration - Production	12/27/19	\$ 72,600.00	\$ 9,785,775.30	\$ 3,742,555.92
356	Maintenance and Enhancements - December 2019	12/31/19	\$ 625,000.00	\$ 10,410,775.30	\$ 4,367,555.92
357	Sprint 15 (Design and development of user stories, Defect Fixes, Contact Refactoring Changes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets, DevOps)	01/14/20	\$ 227,086.00	\$ 10,637,861.30	\$ 4,594,641.92
358	Maintenance and Enhancements - January 2020	01/31/20	\$ 625,000.00	\$ 11,262,861.30	\$ 5,219,641.92
359	Sprint 16 (Completion of development of user stories, Defect Fixes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets, DevOps - SIT)	02/04/20	\$ 144,094.00	\$ 11,406,955.30	\$ 5,363,735.92
360	Financial Passive Renewal - Requirements & Design	02/07/20	\$ 71,244.00	\$ 11,478,199.30	\$ 5,434,979.92
361	Sprint 17 (Defect Fixes, Testing in different environments, Provisioning of infrastructure and extending enterprise assets, DevOps - UAT)	02/25/20	\$ 143,307.00	\$ 11,621,506.30	\$ 5,578,286.92
362	Maintenance and Enhancements - February 2020	02/29/20	\$ 625,000.00	\$ 12,246,506.30	\$ 6,203,286.92
363	Sprint 18 (Regression, Data Migration, Hardening and Go-live, Post Go-Live)	03/17/20	\$ 125,759.00	\$ 12,372,265.30	\$ 6,329,045.92
364	Financial Passive Renewal - Construction & Integration	03/20/20	\$ 409,405.00	\$ 12,781,670.30	\$ 6,738,450.92
365	Enhanced Case Task Workflow Management - Requirements & Design	03/27/20	\$ 35,000.00	\$ 12,816,670.30	\$ 6,773,450.92
366	System Security Plan (SSP) - Part A: System Identification	03/27/20	\$ 50,000.00	\$ 12,866,670.30	\$ 6,823,450.92

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 22 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**

**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**

**AMENDMENT 2**

367	Maintenance and Enhancements - March 2020	03/31/20	\$ 625,000.00	\$ 13,491,670.30	\$ 7,448,450.92
368	Sprint 19 (Post Go-Live Support) Summary	04/07/20	\$ 42,000.00	\$ 13,533,670.30	\$ 7,490,450.92
369	Privacy Impact Assessment (PIA)	04/17/20	\$ 65,000.00	\$ 13,598,670.30	\$ 7,555,450.92
370	Financial Passive Renewal - System Test	04/24/20	\$ 72,590.00	\$ 13,671,260.30	\$ 7,628,040.92
371	Sprint 20 (Post Go-Live Support) Summary	04/28/20	\$ 17,754.00	\$ 13,689,014.30	\$ 7,645,794.92
372	Maintenance and Enhancements - April 2020	04/30/20	\$ 625,000.00	\$ 14,314,014.30	\$ 8,270,794.92
373	Information Security Risk Assessment (ISRA)	05/01/20	\$ 55,000.00	\$ 14,369,014.30	\$ 8,325,794.92
374	System Security Plan (SSP) - Part C: Privacy Controls	05/15/20	\$ 75,000.00	\$ 14,444,014.30	\$ 8,400,794.92
375	Security & Privacy Assessment Report (SAR)	05/15/20	\$ 55,000.00	\$ 14,499,014.30	\$ 8,455,794.92
376	System Security Plan (SSP) - Part B: Security Controls	05/22/20	\$ 75,000.00	\$ 14,574,014.30	\$ 8,530,794.92
377	Enhanced Case Task Workflow Management - Construction & Integration Testing	05/29/20	\$ 234,500.00	\$ 14,808,514.30	\$ 8,765,294.92
378	System Security Plan (SSP) - Controls workbooks	05/29/20	\$ 40,000.00	\$ 14,848,514.30	\$ 8,805,294.92
379	Automate Processing Medicaid Applications using OCR - Requirements	05/29/20	\$ 54,750.00	\$ 14,903,264.30	\$ 8,860,044.92
380	Maintenance and Enhancements - May 2020	05/31/20	\$ 625,000.00	\$ 15,528,264.30	\$ 9,485,044.92
381	Final Consolidated SSP (ready for submission)	06/02/20	\$ 50,000.00	\$ 15,578,264.30	\$ 9,535,044.92
382	Plan of Action and Milestone (POAM)	06/08/20	\$ 50,000.00	\$ 15,628,264.30	\$ 9,585,044.92
383	Financial Passive Renewal - Implementation	06/26/20	\$ 135,172.00	\$ 15,763,436.30	\$ 9,720,216.92
384	Enhanced Case Task Workflow Management - Systems Testing	06/26/20	\$ 63,000.00	\$ 15,826,436.30	\$ 9,783,216.92
385	Maintenance and Enhancements - June 2020	06/30/20	\$ 625,000.00	\$ 16,451,436.30	\$ 10,408,216.92
386	Automate Processing Medicaid Applications using OCR - Design	07/02/20	\$ 54,750.00	\$ 54,750.00	\$ 10,462,966.92
387	Maintenance and Enhancements - July 2020	07/31/20	\$ 625,000.00	\$ 679,750.00	\$ 11,087,966.92
388	CMS ATC Approval Hold Back (10%)	08/14/20	\$ 60,000.00	\$ 739,750.00	\$ 11,147,966.92
389	Enhanced Case Task Workflow Management -	08/28/20	\$ 17,500.00	\$ 757,250.00	\$ 11,165,466.92

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 23 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 2**

	Implementation				
390	Interconnection Security Agreement (ISA)	08/28/20	\$ 25,000.00	\$ 782,250.00	\$ 11,190,466.92
391	Automate Processing Medicaid Applications using OCR - Construction & Unit Testing	08/28/20	\$ 219,000.00	\$ 1,001,250.00	\$ 11,409,466.92
392	Maintenance and Enhancements - August 2020	08/31/20	\$ 625,000.00	\$ 1,626,250.00	\$ 12,034,466.92
393	Client Notice Consolidation for Medicaid - Requirements & Design	09/25/20	\$ 32,500.00	\$ 1,658,750.00	\$ 12,066,966.92
394	Automate Processing Medicaid Applications using OCR - Integration Testing	09/25/20	\$ 82,125.00	\$ 1,740,875.00	\$ 12,149,091.92
395	Maintenance and Enhancements - September 2020	09/30/20	\$ 625,000.00	\$ 2,365,875.00	\$ 12,774,091.92
396	Client Notice Consolidation for Medicaid - Construction & Integration Testing	10/30/20	\$ 217,750.00	\$ 2,583,625.00	\$ 217,750.00
397	Maintenance and Enhancements - October 2020	10/31/20	\$ 625,000.00	\$ 3,208,625.00	\$ 842,750.00
398	Automate Processing Medicaid Applications using OCR - Systems Testing	11/13/20	\$ 109,500.00	\$ 3,318,125.00	\$ 952,250.00
399	Client Notice Consolidation for Medicaid - Systems Testing	11/27/20	\$ 58,500.00	\$ 3,376,625.00	\$ 1,010,750.00
400	Maintenance and Enhancements - November 2020	11/30/20	\$ 625,000.00	\$ 4,001,625.00	\$ 1,635,750.00
401	LTSS Enhancements - Requirements & Design	11/30/20	\$ 19,418.00	\$ 4,021,043.00	\$ 1,655,168.00
402	Automate Processing Medicaid Applications using OCR - Implementation	12/10/20	\$ 27,375.00	\$ 4,048,418.00	\$ 1,682,543.00
403	Client Notice Consolidation for Medicaid - Implementation	12/11/20	\$ 16,250.00	\$ 4,064,668.00	\$ 1,698,793.00
404	Maintenance and Enhancements - December 2020	12/31/20	\$ 625,000.00	\$ 4,689,668.00	\$ 2,323,793.00
405	LTSS Enhancements - Construction & Integration Testing	01/08/21	\$ 130,105.00	\$ 4,819,773.00	\$ 2,453,898.00
406	Maintenance and Enhancements - January 2021	01/31/21	\$ 625,000.00	\$ 5,444,773.00	\$ 3,078,898.00
407	LTSS Enhancements - Systems Testing	02/05/21	\$ 34,954.00	\$ 5,479,727.00	\$ 3,113,852.00
408	LTSS Enhancements - Implementation	02/26/21	\$ 9,709.00	\$ 5,489,436.00	\$ 3,123,561.00

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 24 of 25



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**

**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**

**AMENDMENT 2**

409	Maintenance and Enhancements - February 2021	02/28/21	\$ 625,000.00	\$ 6,114,436.00	\$ 3,748,561.00
410	Maintenance and Enhancements - March 2021	03/31/21	\$ 625,000.00	\$ 6,739,436.00	\$ 4,373,561.00
411	Maintenance and Enhancements - April 2021	04/30/21	\$ 625,000.00	\$ 7,364,436.00	\$ 4,998,561.00
412	Maintenance and Enhancements - May 2021	05/31/21	\$ 625,000.00	\$ 7,989,436.00	\$ 5,623,561.00
413	Maintenance and Enhancements - June 2021	06/30/21	\$ 625,000.00	\$ 8,614,436.00	\$ 6,248,561.00
414	Maintenance and Enhancements - July 2021	07/31/21	\$ 625,000.00	\$ 625,000.00	\$ 6,873,561.00
415	Maintenance and Enhancements - August 2021	08/31/21	\$ 625,000.00	\$ 1,250,000.00	\$ 7,498,561.00
416	Maintenance and Enhancements - September 2021	09/30/21	\$ 625,000.00	\$ 1,875,000.00	\$ 8,123,561.00
417	Maintenance and Enhancements - October 2021	10/31/21	\$ 625,000.00	\$ 2,500,000.00	\$ 625,000.00
418	Maintenance and Enhancements - November 2021	11/30/21	\$ 625,000.00	\$ 3,125,000.00	\$ 1,250,000.00
419	Maintenance and Enhancements - December 2021	12/31/21	\$ 625,000.00	\$ 3,750,000.00	\$ 1,875,000.00
420	Maintenance and Enhancements - January 2022	01/31/22	\$ 625,000.00	\$ 4,375,000.00	\$ 2,500,000.00
421	Maintenance and Enhancements - February 2022	02/28/22	\$ 625,000.00	\$ 5,000,000.00	\$ 3,125,000.00
422	Maintenance and Enhancements - March 2022	03/31/22	\$ 625,000.00	\$ 5,625,000.00	\$ 3,750,000.00
423	Maintenance and Enhancements - April 2022	04/30/22	\$ 625,000.00	\$ 6,250,000.00	\$ 4,375,000.00
424	Maintenance and Enhancements - May 2022	05/31/22	\$ 625,000.00	\$ 6,875,000.00	\$ 5,000,000.00
425	Maintenance and Enhancements - June 2022	06/30/22	\$ 625,000.00	\$ 7,500,000.00	\$ 5,625,000.00
426	Maintenance and Enhancements - July 2022	07/31/22	\$ 625,000.00	\$ 8,125,000.00	\$ 6,250,000.00
427	Maintenance and Enhancements - August 2022	08/31/22	\$ 625,000.00	\$ 8,750,000.00	\$ 6,875,000.00
428	Maintenance and Enhancements - September 2022	09/30/22	\$ 625,000.00	\$ 9,375,000.00	\$ 7,500,000.00
<b>Grand Total</b>			<b>\$ 97,633,677.13</b>	<b>\$ 97,633,677.13</b>	<b>\$ 97,633,677.13</b>

Initial all pages

Vendor Initials SW

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 2

Page 25 of 25



# State of New Hampshire

## Department of State

### CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that DELOITTE CONSULTING LLP is a Delaware Limited Liability Partnership registered to transact business in New Hampshire on March 10, 2004. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 467399

Certificate Number: 0004608346



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 21st day of October A.D. 2019.

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner  
Secretary of State



### Limited Partnership or LLC Certification of Authority

I, Arthur C. Stephens, hereby certify that I am a Partner, Member, or Manager of

Deloitte Consulting LLP, a limited liability partnership under RSA 304-B or a limited liability company under RSA 304-C.

I certify that Scott Workman is authorized to bind the partnership or LLC.

I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person listed above currently occupies the position indicated and that they have full authority to bind the partnership or LLC and that this authorization has not expired.

Dated: 03/24/20 Sign to Attest: Arthur C. Stephens

Name: Arthur Stephens

Title: Consulting Managing Director





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
05/31/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Marsh USA, Inc. 1166 Avenue of the Americas New York, NY 10036 Attn: realestate.cerrequest@marsh.com	<b>CONTACT NAME:</b> <b>PHONE (A/C No. Ext):</b> <b>FAX (A/C No.):</b> <b>E-MAIL:</b> <b>ADDRESS:</b>
<b>CN102871568-STND-GAWJ-19-20</b>	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Continental Casualty Company <b>INSURER B:</b> N/A <b>INSURER C:</b> American Casualty Company of Reading, PA <b>INSURER D:</b> Valley Forge Insurance Company <b>INSURER E:</b> <b>INSURER F:</b>
<b>INSURED</b> Deloitte LLP; Deloitte & Touche LLP; Deloitte Consulting LLP; Deloitte Tax LLP; Deloitte Services LP; Deloitte Financial Advisory Services LLP; Deloitte Transactions and Business Analytics LLP 695 East Main Street Stamford, CT 06901	<b>NAIC #</b> 20443 N/A 20427 20508

**COVERAGES** **CERTIFICATE NUMBER:** NYC-010633984-03 **REVISION NUMBER:** 1

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER: -		GL 6024588868	06/01/2019	06/01/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPROP AGG \$ 2,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		BUA 6024588871	06/01/2019	06/01/2020	COMBINED SINGLE LIMIT (Per accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WC 6024588837 (AOS) WC 6024588840 (CA) WC 6024588854 (AZ, OR, WI)	06/01/2019 06/01/2019 06/01/2019	06/01/2020 06/01/2020 06/01/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Stop Gap (OH, ND, WA)		GAP 6042880616 (OH, ND, WA)	06/01/2019	06/01/2020	\$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## CERTIFICATE HOLDER

NH Department of Health and Human Services  
Attn: Nathan D. White, Director, Bureau of Contracts and Procurement  
129 Pleasant Street  
Concord, NH 03301-3857

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE  
of Marsh USA Inc.

Robert A. Mazzaro

Robert A. Mazzaro

© 1988-2016 ACORD CORPORATION. All rights reserved.



APR 20 '18 AM 8:28 DAS

43 B  
mac



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

Denis Goulet  
Commissioner

April 9, 2018

His Excellency, Governor Christopher T. Sununu  
and the Honorable Executive Council  
State House  
Concord, NH 03301

**Requested Action**

- 1) Authorize the Department of Information Technology, on behalf of the Department of Health and Human Services, to exercise a contract renewal option with Deloitte Consulting LLP, 30 N. Third street, Suite 800, Harrisburg, PA 17101 (Vendor# 174776) (PO# 1002699), increasing the price limitation by \$17,000,000 from \$27,500,000 to \$44,500,000, for the purpose of continued maintenance and operations of the New HEIGHTS system, and by extending the completion date from June 30, 2018 to June 30, 2020 effective upon Governor and Council approval. The Governor and Executive Council approved the original contract agreement on June 19, 2013, Item #19.
- 2) Further authorize the Department to amend the contract, increasing the price limitation by \$33,541,991 from \$44,500,000 to \$78,041,991, to implement several necessary enhancements to the New HEIGHTS system, effective upon Governor and Council approval through June 30, 2020.

Source of Funds for Maintenance and Operations: 65% Federal, 35% General. Source of Funds for Enhancement Services: 88% Federal, 11% General, and 1% Other.

Funds are available in the following account(s) for SFY 2018 and SFY 2019 and contingent upon the availability and continued appropriation of funds in SFY 2020 with the authority to adjust encumbrances between fiscal years through the Budget Office, if needed and justified.



**01-03-03-030010-76950000 Department of Information Technology, DoIT - IT for DHHS**  
100% Other (Agency Class 27) funds: the Agency Class 027 used by the Department of Health and Human Services to reimburse DoIT is 65% Federal, 35% General.

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	046-500465	03950041	Consultants	\$4,800,000		\$4,800,000
SFY 2015	046-500465	03950041	Consultants	\$4,800,000		\$4,800,000
SFY 2016	046-500465	03950041	Consultants	\$6,200,000		\$6,200,000
SFY 2017	046-500465	03950041	Consultants	\$6,200,000		\$6,200,000
SFY 2018	046-500465	03950041	Consultants	\$5,500,000	\$2,000,000	\$7,500,000
SFY 2019	046-500465	03950041	Consultants		\$7,500,000	\$7,500,000
SFY 2020	046-500465	03950041	Consultants		\$7,500,000	\$7,500,000
Sub Total				\$27,500,000	\$17,000,000	\$44,500,000

**05-95-45-451010-79930000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,**  
HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DFA FIELD SVCS

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	046-500464	TBD	Consultants	\$ -	\$ 13,015,103	\$ 13,015,103
Sub Total				\$ -	\$ 13,015,103	\$ 13,015,103

**05-95-95-954030-16970000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,**  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SERVICES, 17-228:1-X:F DCYF SCAN UNIT

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ -	\$ 499,729	\$ 499,729
SFY 2019	034-500099	TBD	Capital Projects	\$ -	\$ 499,728	\$ 499,728
Sub Total				\$ -	\$ 999,457	\$ 999,457

**05-95-95-950030-18190000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,**  
OFFICE OF THE COMMISSIONER, OFFICE OF THE COMMISSIONER, 09-145:17IVC LEGACY SYSTEMS

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ -	\$ 250,000	\$ 250,000
SFY 2019	034-500099	TBD	Capital Projects	\$ -	\$ 250,000	\$ 250,000
Sub Total				\$ -	\$ 500,000	\$ 500,000



**05-95-90-900030-29470000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
PUBLIC HEALTH DIVISION, HEALTH AND SOCIAL SERVICES, 13-195:VII-I BRIDGES MODERN**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ -	\$ 500,000	\$ 500,000
SFY 2019	034-500099	TBD	Capital Projects	\$ -	\$ 500,000	\$ 500,000
Sub Total				\$ -	\$ 1,000,000	\$ 1,000,000

**05-95-95-954030-16960000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 17-228:1-X:E NEW HEIGHTS  
MODERN**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ -	\$ 7,518,836	\$ 7,518,836
SFY 2019	034-500099	TBD	Capital Projects	\$ -	\$ 7,080,535	\$ 7,080,535
Sub Total				\$ -	\$ 14,599,371	\$ 14,599,371

**05-95-95-954030-09690000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
OFFICE OF THE COMMISSIONER, OFFICE OF INFORMATION SYSTEMS, 11-253:1-VII-H REG ASSESS  
DBII**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ -	\$ 50,066	\$ 50,066
SFY 2019	034-500099	TBD	Capital Projects	\$ -	\$ 50,066	\$ 50,066
Sub Total				\$ -	\$ 100,132	\$ 100,132

**05-95-45-451030-52690000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
HHS.TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, 15-220:1-VII H NEW HEIGHTS A**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	034-500099	TBD	Capital Projects	\$ -	\$ 1,235,564	\$ 1,235,564
SFY 2019	034-500099	TBD	Capital Projects	\$ -	\$ 1,235,564	\$ 1,235,564
Sub Total				\$ -	\$ 2,471,128	\$ 2,471,128

**05-95-47-470010-30990000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF HHS:  
MEDICAID & BUS POLICY OFC, OFF. OF MEDICAID & BUS. POLICY, NH HPP TRUST FUND**

State Fiscal Year	Class/ Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2019	102-500731	TBD	Contracts for Program Services	\$ -	\$ 438,300	\$ 438,300
Sub Total				\$ -	\$ 438,300	\$ 438,300



**05-95-45-451010-79970000 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS,  
HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DISABILITY  
DETERMINATION UNIT**

State Fiscal Year	Class/Object	Job Number	Description	Current Modified Budget	Increase Amount	Revised Modified Budget
SFY 2018	048-500464	TBD	Consultants	\$ -	\$ 292,500	\$ 292,500
SFY 2019	048-500464	TBD	Consultants	\$ -	\$ 126,000	\$ 126,000
Sub Total				\$ -	\$ 418,500	\$ 418,500
<b>Total</b>				<b>\$ 27,500,000</b>	<b>\$ 50,541,991</b>	<b>\$ 78,041,991</b>

**Explanation**

**Maintenance and Operations**

This amendment will exercise two (2) of the three (3) allowable option years provided for in the competitively procured maintenance and enhancement contract for the eligibility and enrollment system, New HEIGHTS. New HEIGHTS is the enterprise case management system for DHHS and supports extensive and complex business functions. Exercising these contract option years is necessary to support required ongoing maintenance and to deliver time-sensitive functionality necessary to meet Federal and State mandates. In parallel, DHHS will competitively re-procure New HEIGHTS maintenance and enhancement services.

This amendment includes an increase in the annual maintenance of New HEIGHTS from \$5,500,000 to \$7,500,000, which was approved in the DHHS 2018-2019 budget. As DHHS's enterprise eligibility and case management platform, ongoing maintenance and operations of New HEIGHTS is essential to the provision of services to New Hampshire citizens and the fulfillment of the mission of DHHS as well as mandates based on State and Federal requirements. DHHS has utilized New HEIGHTS to consolidate and replace siloed legacy systems, automate manual tasks supporting increased caseloads, engage clients and community stakeholders through the NH EASY Gateway to Services web portal, and to improve person-centric care through enhanced interoperability. These investments in more efficient, effective and secure service delivery required new technologies, including an Identity Management System for security integrated with the Lawson human resources system, a Master Client Index (MCI), an Enterprise Service Bus (ESB), a rules engine, and much more. In addition, New HEIGHTS was expanded to support managed care for Medicaid, the Medicaid expansion population, and integration with the Federal Data Services Hub (FDSH) and Federally Facilitated Exchange (FFE).

The option years will be utilized to complete a new procurement in accordance with requirements of the three Federal entities providing oversight and funding for New



HEIGHTS (Centers for Medicare and Medicaid (CMS), Food and Nutrition Services (FNS), and Administration for Children and Families (ACF). These federal agencies have issued updated guidance to States with prerequisite tasks, review requirements, and timelines for eligibility and enrollment systems procurement. Based on this guidance, the projected timeline is depicted below:

Task	Duration (Days)	Start Date	End Date
<b>Request For Proposal (RFP) Tasks</b>			
Develop RFP	90	2/6/2018	5/7/2018
DHHS Review & Refinement	30	5/7/2018	6/6/2018
DoIT Review & Refinement	30	6/7/2018	7/7/2018
CMS/FNS/ACF Review	90	7/8/2018	10/6/2018
RFP Posting and Vendor Response	45	10/7/2018	11/21/2018
Review Proposals and Selection	38	11/22/2018	12/30/2018
<b>Contracting Tasks</b>			
Create Contract Documents	30	12/31/18	1/30/19
DHHS Review	30	1/31/19	3/2/19
DoIT Review	45	3/3/19	4/2/19
Attorney General Review	45	4/3/19	5/18/19
CMS/FNS/ACF Review	90	5/19/19	7/3/19
G&C	30	7/4/19	10/2/19
<b>Transition Tasks</b>			
Project Start Up (if a new vendor)	30	11/3/19	12/3/19
Transition	180	12/4/19	6/1/20

#### **Enhancements**

This amendment also includes a number of necessary enhancements allowed for within the scope of the original contract. These enhancements qualify for a 90/10 Federal match using the time-limited cost allocation exception which expires on December 31, 2018 as defined in the Office of Management and Budget (OMB) Circular A-87 (Section C.3). The scope of these enhancement services, which were approved through the DHHS capital budget for fiscal years 2018 and 2019, include:

#### **Medicaid Compliance and Efficiencies**

These projects support Medicaid policy compliance and efficiencies including oversight of Long Term Services and Supports (LTSS), work and community engagement for the able-bodied expanded Medicaid population, Estate Recovery, operations management



dashboards, and enhanced verifications to reduce fraud and abuse. In addition, this category of work also includes operational efficiencies for DHHS workers alleviating pain points and automate time-consuming tasks, including automated help desk ticketing, document upload, case comment templates, voice recognition software, statewide client scheduling, enhance self-service document scan/upload, and improved verification checklist tracking.

#### **Enterprise Business Intelligence (EBI)**

The EBI projects support the Strategic Data Transformation Initiative (SDTI) to improve utilization of data for strategic planning and operational oversight. This includes platform upgrade to modernize business intelligence tooling, the addition of Medicaid data to the enterprise data warehouse, strategic dashboards for DHHS leadership, and LTSS oversight dashboards.

#### **New Hampshire EASY (NH EASY) Gateway to Services**

The NH EASY self-service enhancement projects support DHHS goals of independence and self-directed care management for citizens by providing a tailored application for parents or guardians applying for Home Care – Children with Severe Disabilities (HCCSD) benefits on behalf of their children, introducing positive behavioral “nudges” to promote program integrity and help prevent fraud, online Medicaid card requests, and access to eligibility information for case management.

#### **Medicaid Information Technology Architecture (MITA) 3.0 and Legacy Platform Modernization**

The modernization of New HEIGHTS and NH EASY legacy components is based on CMS MITA standards and will extend system longevity, reduce ongoing infrastructure costs, and improve support for state and federal requirements. This project includes migration from the mainframe zOS platform to a Linux operating system using a Service Oriented Architecture. Enhancements to the NH EASY web portal for citizen and community partners includes responsive design for mobile and tablet device usage to apply, re-determine, and report changes for programs including Medicaid, SNAP, and TANF.

#### **CMS Minimum Acceptable Risk Standards for Exchanges (MARS-E) 2.0**

Projects identified through the CMS mandated MARS-E 2.0 assessment which further strengthen the security and privacy posture of DHHS and the New HEIGHTS system. These projects include application vulnerability management, unstructured data management (UDM), a privacy program, incident response planning, and ongoing risk and compliance management.



The decision to include the enhancement work in this amendment was made after carefully considering alternative approaches such as a separate competitive procurement. Based on the standard duration of the request for proposal and contracting cycles, a bid for the scope of work would impede DHHS's ability to meet federal and state mandated timelines and would jeopardize usage of the A-87 cost allocation exception to minimize State general funds and maximize federal funding necessary to complete the required work.

The scope of this contract amendment is strictly limited to the New HEIGHTS Integrated Eligibility and Enrollment (E&E) system, for which the State contracted with Deloitte Consulting to maintain through a competitively procured contract which included option years exercised through this first amendment to the contract.

New HEIGHTS supports extensive and complex business functions, including:

- DHHS enterprise case management system, including self-service & imaging
- 100+ categories of assistance including Medicaid, SNAP, TANF, Childcare, etc.
- 275,000+ clients serving 1 in 5 NH citizens
- 1,100 DHHS users & 750,000 transactions per day
- 1,150 online pages, 850 reports, 8.5M lines of code, 2.2M documents scanned annually

For this contract scope of work, it is in the best interest of the State to use the existing vendor to maintain continuity of support, efficient delivery of services and to minimize cost. The vendor rate of service is fixed with no escalator over the current contract rate and has been evaluated by Department staff as extremely competitive. The vendor has a strong track record for quality of service and a large national practice which enables DHHS to leverage the experience of other states. Additionally, there would be added risk to having multiple vendors support a single system with enhancement and maintenance threads that impact overlapping application components.

Should the Governor and Executive Council determine to deny this request, the Department of Health and Human Services will be unable to utilize time-limited federal funds with a match rate of 90% to implement DHHS priorities approved by the legislature and to fulfill commitments to citizens, CMS, and FNS. This scope of work supports mission-critical goals to improve access to community-based long term service supports, enhance worker effectiveness and efficiency, harden security of sensitive citizen data, enhance program transparency and oversight as well as better coordinate service delivery and management among providers, payers, guardians and stakeholders.

The State will be working with Deloitte Consulting on a daily basis ensuring that the deliverables outlined in this contract amendment are met. Additionally, the Centers for Medicare & Medicaid Services are also working closely with both the State and the vendor to ensure timely implementation.



Geographic area served: Statewide


In the event the Federal Funds become no longer available, General Funds will not be requested to support this activity. The Department of Information Technology respectfully requests approval of this contract.

Respectfully submitted,



Denis Goulet  
DoIT Commissioner

Respectfully submitted,



Jeffrey A. Meyers  
DHHS Commissioner

DG/ik  
DoIT #2013-009A  
RID: 33890

cc: Bruce Smith, DoIT IT Leader  
Laurie Snow, New HEIGHTS Project Manager  
Mary Calise, DHHS Financial Officer





**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

Denis Goulet  
Commissioner

April 16, 2018

Jeffrey A. Meyers, Commissioner  
Department of Health and Human Services  
State of New Hampshire  
129 Pleasant Street  
Concord, NH 03301

Dear Commissioner Meyers:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request for DoIT, on behalf of the Department of Health and Human Services, to enter into a contract amendment with Deloitte Consulting, LLP of Harrisburg, PA, as described below and referenced as DoIT 2013-009A:

This amendment authorizes Deloitte Consulting LLP to continue to provide system operation and maintenance services, including, but not limited to production operational support, application maintenance, and project management for the New HEIGHTS system. The amendment also provides for a number of necessary enhancements to the New HEIGHTS system.

The funding amount of this amendment is \$50,541,991, increasing the current contract from \$27,500,000 to \$78,041,991. The contract amendment shall become effective upon Governor and Executive Council approval through June 30, 2020.

A copy of this letter will accompany the Department of Information Technology's submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/kaf  
DoIT #2013-009A

cc: Bruce Smith, IT Manager, DoIT



**New Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



**State of New Hampshire  
Department of Information Technology  
Amendment #1 to the  
New HEIGHTS Maintenance**

This 1<sup>st</sup> Amendment to the New HEIGHTS Maintenance contract (hereinafter referred to as "Amendment One") dated this 9th day of April, 2018, is by and between the State of New Hampshire, Department of Information Technology (hereinafter referred to as the "State" or the "Department" or "DoIT") and Deloitte Consulting LLP, (hereinafter referred to as "the Contractor"), a limited partnership organized under the laws of the State of Delaware with a place of business at 30 N. Third street, Suite 800, Harrisburg, PA 17101.

WHEREAS, pursuant to an agreement (the "Contract") approved by the Governor and Executive Council on June 13, 2013, Item #19, the Contractor agreed to perform certain services based upon the terms and conditions specified in the Contract and in consideration of certain sums specified; and

WHEREAS, pursuant to the General Provisions, Paragraph 18, the State may modify the scope of work and the payment schedule of the contract by written agreement of the parties;

WHEREAS, the parties agree to exercise two of the extension years allowed under the agreement and to increase the price limitation and modify the scope of services, to support continued delivery of and enhancements to New HEIGHTS to meet Medicaid program requirements, support strengthened security based on the Centers of Medicare and Medicaid (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) version 2.0, modernize the legacy platform modules to support reduction of ongoing costs of operation, enhance the Department of Health and Human Services business intelligence reporting, enhance document imaging and workflow, and promote client self-service.

WHEREAS, the Department wishes to add the Department of Health and Human Services (hereinafter referred to as DHHS) as a party to this agreement;

NOW THEREFORE, in consideration of the foregoing and the mutual covenants and conditions contained in the Contract and set forth herein, the parties agree to amend as follows:

1. Form P-37, General Provisions, Block 1.1, add the New Hampshire Department of Health and Human Services.
2. Form P-37, General Provisions, Block 1.2, add the New Hampshire Department of Health and Human Services address of 129 Pleasant St, Concord NH 03301.
3. Form P-37, General Provisions, Block 1.7, to extend Completion Date by two (2) years from 6/30/18 to read: 6/30/2020.
4. Form P-37, General Provisions, Block 1.8, to increase Price Limitation by \$50,541,991.00 from \$27,500,000.00 to read: \$78,041,991.00.
5. Form P-37, General Provisions, Block 1.9, Contracting Officer for State Agency to read: Denis Goulet, Commissioner Department of Information Technology and Jeffrey A. Meyers, Commissioner Department of Health and Human Services.
6. Form P-37, General Provisions, Block 1.10 State Agency Telephone Number to read: 603-223-5703 and 603-271-9300.
7. Form P-37, General Provisions, Block 1.15 Name and Title of State Agency Signatory to read: Denis Goulet, Commissioner Department of Information Technology and Jeffrey A. Meyers, Commissioner Department of Health and Human Services



**New Hampshire Department of Information Technology  
New HEIGHTS Maintenance**



8. Exhibit A, Delete Section 1.1, Purpose in its entirety and replace with the following:

**1.1 PURPOSE**

- a) This document defines the specific services Deloitte Consulting LLP (Contractor) will provide to the State. In general, these services include maintenance and enhancement of the New HEIGHTS system and New HEIGHTS data mart application and overall production operations support, management and implementation of system software releases. In addition, the Contractor will provide adequate facilities in the Concord, New Hampshire area to house project staff, maintenance of the New HEIGHTS Development LAN and management of Contractor resources to meet project work plan and service level agreement performance standards.
- b) The Contractor shall provide New HEIGHTS enhancement services as defined in Attachment A-2 New HEIGHTS Statement of Work for Expanded Scope Amendment 1. These services are intended to support improvements to the system functionality through enhancements related to the following categories of projects: Access Front Door (AFD)/Medicaid Modernization, Enterprise Business Intelligence, Legacy Platform Modernization, Medicaid Enhancements, Medicaid Program Enhancements, New HEIGHTS Enhancements, NH EASY Self-Service Enhancements, as well as continual maintenance and operations activities for the New HEIGHTS and NH EASY systems.

9. Exhibit A, Delete Section 1.3 Period of Performance in its entirety and replace with:

The work defined by this document begins on July 1, 2013 and shall comprise enhancement, maintenance, and operations support services to be rendered through June 30, 2020. The effective date of Amendment 1 is the date of the New Hampshire Governor and Executive Council approval or the date of Federal approval and funding availability, for this Amendment and the associated scope of work, whichever is later. The Vendor will be notified by the DHHS New HEIGHTS project manager in writing once the required approvals are in place in order to proceed.

10. Exhibit A, Delete Section 1.5.1 in its entirety and replace with the following:

1.5.1 For interpretive purposes, in the event of conflict or ambiguity among the document elements of this agreement, such conflict or ambiguity shall be resolved by giving precedence to the document elements in the following order:

1. New Hampshire Standard Agreement Terms and Conditions, Form P-37;
2. Exhibits A, B, C, C-1, D, E, F, G, H, I, and J;
  - a. Exhibit A – Scope of Work
    - i. Attachment A-1 - New Heights Maintenance and Enhancement Staff Loading
    - ii. Amendment 1
    - iii. Attachment A-2 - New HEIGHTS Statement of Work for Amendment 1 Enhancements
  - b. Exhibit B – Payment Terms
    - i. Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment 1
  - c. Exhibit C – Special Provisions
  - d. Exhibit C-1 – Additional Special Provisions
  - e. Exhibit D – Certification Regarding Drug-Free Workplace Requirements
  - f. Exhibit E – Certification Regarding Lobbying
  - g. Exhibit F – Certification Regarding Debarment, Suspension and Other Responsibility - Matters Primary Covered Transactions
  - h. Exhibit G – Certification Regarding the Americans with Disabilities Act Compliance
  - i. Exhibit H – Certification Regarding Environmental Traffic Smoke
  - j. Exhibit I – Business Associate Agreement

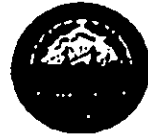


**New Hampshire Department of Information Technology**  
**New HEIGHTS Maintenance**

- k. Exhibit J - Certification Regarding the Federal Funding Accountability and Transparency (FFATA) Compliance
- l. Certificates and Attachments
  - i. Certificate and Certificate of Authority
  - ii. Certificate of Good Standing
  - iii. Certificate of Insurance
  - iv. Computer Access and Use Agreement
3. Request For Proposals (RFP) 2013-009 dated August 6, 2012 by reference;
4. Deloitte Consulting LLP response to RFP 2013-009 dated September 17th, 2012 by reference.
5. Exhibit B, Delete Section 1, Price, Item a) in its entirety and replace with the following:
  - a) The total price for all services and facilities provided under this agreement shall not exceed \$78,041,991.00.
6. Exhibit B, Delete Section 2, Item a) in its entirety and replace with the following:
  - a) This agreement is funded with funds from the New Hampshire General Fund in the amount of \$23,884,656.00 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
    - i. CFDA #93.558, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-A (TANF) in the amount of \$3,165,380.00
    - ii. CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$5,731,870.00.
    - iii. CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$44,426,354.00.
    - iv. CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$833,731.00.
7. Delete Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule in its entirety and replace with: New HEIGHTS Maintenance and Enhancement Payment Schedule Amendment 1



**New Hampshire Department of Information Technology**  
**New HEIGHTS Maintenance**



This amendment shall be effective upon the date of Governor and Executive Council approval.  
IN WITNESS WHEREOF, the parties have set their hands as of the date written below,

4/19/2019  
Date

State of New Hampshire  
Department of Information Technology

*Denis Goulet*

Denis Goulet  
Commissioner

\_\_\_\_\_  
Date

State of New Hampshire  
Department of Health and Human Services

*Jeffrey A. Meyers*

Jeffrey A. Meyers  
Commissioner

CONTRACTOR NAME

4/10/18  
Date

*David Wilson*  
Name:  
Title:

Acknowledgement of Contractor's signature:

State of New Hampshire County of Merrimack on April 10, 2018, before the undersigned officer, personally appeared the person identified directly above, or satisfactorily proven to be the person whose name is signed above, and acknowledged that s/he executed this document in the capacity indicated above.

*Julie Peters Hayward*  
Signature of Notary Public or Justice of the Peace  
**JULIE PETERS HAYWARD, Notary Public**  
My Commission Expires May 6, 2020

\_\_\_\_\_  
Name and Title of Notary or Justice of the Peace

My Commission Expires: May 6, 2020



New Hampshire Department of Information Technology  
New HEIGHTS Maintenance



The preceding Amendment, having been reviewed by this office, is approved as to form, substance, and execution.

OFFICE OF THE ATTORNEY GENERAL

4/19/18  
Date

[Signature]  
Name: John J. Conforti  
Title: Asst. Attorney General

I hereby certify that the foregoing Amendment was approved by the Governor and Executive Council of the State of New Hampshire at the Meeting on: \_\_\_\_\_ (date of meeting)

OFFICE OF THE SECRETARY OF STATE

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:  
Title:



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 1**

SFY2013 - SFY2017	
Total Average FTEs Per Year: 25.1	
<i>Title</i>	<i>Average FTEs</i>
Project Executive	0.1
Project Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
LAN Administrator	1.0
Kofax/.Net Senior Developer	1.0
Java Architects	3.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	6.0
QA Testers	0.0

Initial all pages

Vendor Initials 22

New HEIGHTS Maintenance and Enhancement Staff Loading, Amendment 1

Page 1 of 2



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment A-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT STAFF LOADING**  
**AMENDMENT 1**

SFY2018 – SFY2020	
Total Average FTEs Per Year: 32.1	
<i>Title</i>	<i>Average FTEs</i>
Project Executive	0.1
Project Manager	1.0
Application Manager	1.0
Technical Manager	1.0
Track Managers	3.0
DBAs	2.0
LAN Administrator	1.0
Kofax/.Net Senior Developer	1.0
Java Architects	3.0
Change Control Specialist	1.0
Operators	2.0
Business Intelligence Senior Developer	1.0
Senior Developer	3.0
Developer	10
QA Testers	2.0





**New Hampshire**

**Department of Health and Human Services**

**Attachment A - 2  
New HEIGHTS  
Statement of Work for Expanded Scope  
Amendment 1**

---



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**Table of Contents**

<b>1</b>	<b>INTRODUCTION .....</b>	<b>4</b>
1.1	New HEIGHTS Background.....	4
1.2	Purpose.....	4
<b>2</b>	<b>FUNCTIONAL REQUIREMENTS FOR ENHANCEMENTS .....</b>	<b>5</b>
2.1	Medicaid Policy, Administration and Operational Efficiency.....	5
2.1.1	Address Verification and Fraud Alert .....	5
2.1.2	Automated Help Desk Tickets .....	5
2.1.3	Automatically Run Newborns from DOB.....	5
2.1.4	Case Comment Templates & Voice Driven Updates to Comments.....	6
2.1.5	Client Scheduling Enhancements.....	6
2.1.6	Enhance Expected Change Functionality.....	6
2.1.7	Estate Recovery System Consolidation .....	6
2.1.8	Managed Long Term Services and Supports (MLTSS) .....	7
2.1.9	Specified Closing/Denial Reasons .....	10
2.1.10	Verification Checklist Enhancements.....	10
2.1.11	Granite Advantage Work and Community Engagement Requirement .....	10
2.1.12	Enhanced Document Imaging and Content Management.....	12
2.1.13	Intake and Assessment Workflow .....	16
2.2	NH EASY Self-Service Enhancements .....	18
2.2.1	Fraud Prevention Using Behavioral Prompts in Self-Service.....	18
2.2.2	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY .....	19
2.3	Enterprise Business Intelligence (EBI) .....	19
2.3.1	Enterprise Business Intelligence Platform Scope of Work.....	19
2.3.2	Enterprise Business Intelligence Reporting Scope of Work .....	21
2.3.3	Data Mart Extension .....	22
2.4	Legacy Platform Modernization.....	22
2.4.1	Application Migration to Host on Linux OS .....	23
2.4.2	Study to Migrate New HEIGHTS to an Alternate Platform .....	28
2.4.3	NH EASY Application Modernization .....	28
2.5	Strengthened Security Posture .....	28
2.5.1	Ongoing New HEIGHTS Application Vulnerability Assessments.....	28
2.5.2	Application Vulnerability Management (AVM) Program.....	29
2.5.3	Improve Security Governance over Unstructured Data .....	30
2.5.4	New HEIGHTS Privacy Program and Data Flow Mapping.....	32
2.5.5	Ongoing New HEIGHTS Risk and Compliance Management .....	33
2.5.6	New HEIGHTS Security Incident Response Plan .....	34
<b>3</b>	<b>PROJECT MANAGEMENT PLAN .....</b>	<b>36</b>



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

<b>3.1</b>	<b>Activity 1 – Project/Contract Management and Support.....</b>	<b>36</b>
3.1.1	Task 1 – Perform Project Management Functions.....	36
<b>3.2</b>	<b>Activity 2 – Technical Planning and Support.....</b>	<b>37</b>
3.2.1	Task 1 – Define and Procure Application Infrastructure .....	37
3.2.2	Task 2 – Install, Configure, and Maintain Technical Environments .....	38
<b>3.3</b>	<b>Activity 3 – Requirements Definition &amp; Design .....</b>	<b>39</b>
3.3.1	Task 1 – Perform Requirements and Design Definition .....	39
<b>3.4</b>	<b>Activity 4 – Application Development.....</b>	<b>40</b>
3.4.1	Task 1 – Build and Unit Test System .....	40
<b>3.5</b>	<b>Activity 5 – Testing .....</b>	<b>41</b>
3.5.1	Task 1 – Develop Test Plans.....	41
3.5.2	Task 2 – Perform System and Regression Test .....	41
3.5.3	Task 3 – Perform Software Implementation.....	42
<b>3.6</b>	<b>Activity 6 – Enhanced Document Imaging, Content Management and Workflow; Intake and Assessment.....</b>	<b>43</b>
3.6.1	Task 1 – Perform Project Management Functions.....	43
3.6.2	Task 2 – Define “As-Is” Workflow for Enhanced Document Imaging, Content Management and Workflow .....	47
3.6.3	Task 3 – Define “To-Be” Workflow .....	47
3.6.4	Task 4 – Perform Requirements and Design Definition .....	48
3.6.5	Task 5 – Build, Unit Test and Systems Integration Test.....	49
3.6.6	Task 6 – Perform User Acceptance Testing.....	50
3.6.7	Task 7 – Perform Software Implementation.....	51
<b>4</b>	<b>Assumptions .....</b>	<b>51</b>
<b>5</b>	<b>Milestones.....</b>	<b>53</b>
<b>6</b>	<b>Deliverables .....</b>	<b>55</b>



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

## **1 INTRODUCTION**

### **1.1 New HEIGHTS Background**

The New HEIGHTS system is the backbone of the eligibility determination and case management for the New Hampshire Department of Health and Human Services (DHHS). New HEIGHTS supports approximately 1,000 DHHS staff that process new applications, manage cases, and complete redeterminations. It automates more than 125 public assistance program variations, including 55 different Medicaid categories and manages approximately \$1.3 billion in annual benefits to over 180,000 Medicaid consumers with 50,000+ clients in the New Hampshire Health Protection Program (NHHPP) for expanded Medicaid. New HEIGHTS is a fully integrated eligibility system that provides shared client intake, eligibility, client notices, and other features seamlessly across programs to fully automate multi-program case management.

The New Hampshire EASY Gateway to Services is an innovative, web-based application that is fully integrated with New HEIGHTS and enables clients and providers to access many programs and functions via self-service, including screening for program eligibility, apply, change reporting, appointment scheduling, redetermination, check benefit status, and online client notices, medical assessments, service authorization planning and more.

New HEIGHTS is fully integrated with a document imaging solution which includes scanning and indexing, document workflow, and enterprise content management. Additionally, New HEIGHTS supports extensive interfaces with federal and state systems such as SSA, CMS, NECSES (New England Child Support), MMIS, and Bridges (Child Welfare).

### **1.2 Purpose**

This scope of services supports DHHS's needs to enhance Medicaid functionality, modernize the existing system platform, and provide service delivery improvements based on requirements requested by community partners and/or business units. The scope of services supports DHHS objectives, including:

- Improve operational efficiency
- Modernize business intelligence platform
- Modernize legacy eligibility determination platform
- Enhance long term care service delivery
- Augment web-based client self-service
- Improve program integrity
- Enhance document imaging and workflow
- Automate processes that support disability determinations for Medicaid
- Strengthen the security posture of DHHS and New HEIGHTS



## 2 FUNCTIONAL REQUIREMENTS FOR ENHANCEMENTS

The scope of services is comprised of multiple projects organized into groupings, including:

- Medicaid Policy, Administration and Operational Efficiency
- NH EASY Self-Service Enhancements
- Enterprise Business Intelligence (EBI)
- Legacy Platform Modernization
- Strengthened Security Posture

The scope of services for each category is described below:

### 2.1 Medicaid Policy, Administration and Operational Efficiency

This grouping of projects includes the creation of dashboards to enhance redetermination tracking and supervision, verifications to reduce fraud and abuse, enhancing existing functionality in order to improve operational efficiency, and improved information gathering to better data quality.

#### 2.1.1 Address Verification and Fraud Alert

This project will update the system functionality to allow workers to complete address searches and view a full list of individuals currently residing at a specific address, making it easier for them to validate the information provided and identify possible instances of fraud. In order to make address searches possible the enhancements will include address validation updates and existing data conversion.

#### 2.1.2 Automated Help Desk Tickets

This project will serve to automate the ticket creation process by allowing users to click on a button in New HEIGHTS to create the ticket and automatically capture standard information. The new button will be added to the New HEIGHTS page framework which, when selected, will automatically connect to JIRA, create a Help Desk ticket, and input basic information, such as the error code, the current time, and the page on which the error occurred, as well as a screenshot of the page; screen shot capture may require manual action to capture and link the screen image to the help desk ticket. The system will then display this information in a pop-up window in order to allow the user to validate the information captured is correct, add other relevant details, and enter an explanation of the workflow that led to the error or problem.

#### 2.1.3 Automatically Run Newborns from DOB

The New HEIGHTS system will be updated to automatically run eligibility on a case after a newborn is added in the system in circumstances where the mother was on Medicaid at the time of the birth. By automating the triggering of the eligibility determination once the newborn is added, the results will be more consistent and an extra step will be removed from the workers' task queue. After the eligibility determination is completed, the system will provide a notification describing the



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

determination decision. This will allow the worker to review the information in order to validate the outcome is correct.

**2.1.4 Case Comment Templates & Voice Driven Updates to Comments**

A set of common templates will be created and speech-to-text software will be integrated to relevant fields in New HEIGHTS. The voice-to-text software will also assist in the capture of information. As part of this project, each worker will be equipped with the necessary hardware (e.g., headsets with microphones) to capture voice driven case comments/notes. DHHS and DoIT will procure, install and maintain hardware and COTS software products for voice-to-text.

**2.1.5 Client Scheduling Enhancements**

This project will combine and consolidate the Appointment History, District Office Queue, Daily Schedule, and Transfer/Reschedule screens from New HEIGHTS into one cohesive scheduling screen providing the ability to view available timeslots for District Office, Worker, and Activity. Functionality will be added to decrease the number of screen clicks, prevent roundabout scheduling methods, and alleviate workloads.

**2.1.6 Enhance Expected Change Functionality**

This project will enhance the information provided as part of an expected change notification. It includes links to the screen where the relevant change is expected. By adding more details about the expected change, workers will have improved capability to process pending changes and navigate to the appropriate page to enact the change through functionality including:

Expected change notifications will be automatically removed after the worker has acted upon the pending item.

- An expected change flag will be added to any case that has an expected change. This flag will be visible anytime the case is accessed enabling the workers to act upon expected changes in a more timely manner and in combination with other required tasks.
- A systematic notification will be added to request Shared Shelter documentation from clients via the expected change screen. Workers will be able to click a button on the associated screen to request that a Shared Shelter form be sent to clients who require it.
- New notifications will be added to alert supervisors that a deadline is approaching and action is required.

**2.1.7 Estate Recovery System Consolidation**

The Estate Recovery Unit's (ERU) Money Manager system functionality will be integrated into New HEIGHTS providing greater continuity throughout the integrated eligibility cycles, reducing potential security exposure, and eliminating redundant infrastructure.

Money Manager, the ERU's Access database that tracks claims and payments, will be decommissioned once its equivalent functionality is incorporated into New HEIGHTS. The New HEIGHTS system will be augmented to calculate Medicaid and Cash Assistance recoveries across the



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

federal, state, and county governments. An import and export process between New HEIGHTS and Legal Files, a separate system which will not be modified as part of this scope of work, will be developed to reduce manual intervention and eliminate potential data entry errors. The project will also include the creation of four reports—three of which include claims and payment information and will be generated and transmitted to the Office of Finance and one of which will serve as a payment tracking report used by the ERU for court purposes.

**2.1.8 Managed Long Term Services and Supports (MLTSS)**

New HEIGHTS enhancements are required to deploy and support the Department's Long Term Services and Supports (LTSS) Initiatives. The LTSS initiative system modifications are categorized into two threads outlined below.

**2.1.8.1 LTSS Service Delivery Initiatives**

These projects involve system enhancements required to sustainably operate and manage the LTSS program. These projects are designed to streamline the administration of the LTSS program, decrease the time required to process initial applications and deliver ongoing services including:

- **New HEIGHTS MMIS Interface Enhancements** – This project will support the expansion of the existing New HEIGHTS interfaces with the MMIS. Additions include case manager, Supplemental Security Income (SSI) and Social Security Disability Income (SSDI) Indicators, a Special Medical Services (SMS) Indicator with effective dates, the Bureau of Developmental Services (BDS) Area Agency, living arrangement, as well as the Medicaid financial redetermination date. The new fields will enable the managed care organizations (MCOs) to more effectively administer benefits to their qualifying populations.
- **Date Specific Enrollment** – This project will change the MCO enrollment effective begin date to the day following selection, rather than on the first of the month. This will allow the State to achieve its goal to minimize the amount of time beneficiaries remain fee-for-service as well as enable clients to gain access sooner to coordinated care under a single care management entity.
- **MCO Passive Enrollment** – This project will enable auto-assignment of MCOs at the time of eligibility confirmation using the existing auto-assignment functionality employed by New HEIGHTS. Auto-assigned individuals will continue to receive a change window in accordance with current State statutes. Additionally, system notices will be modified to explain the auto-assignment process as well as inform clients of their right to change MCOs during their change window.
- **MCO Pre-Selection at Application** – This project will enable individuals to pre-select an MCO at the time of application and up until eligibility is confirmed, rather than having to wait until they are confirmed open for Medicaid. Both New HEIGHTS and NH EASY will be enhanced in order to facilitate pre-selection. Additionally, notices will be



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

modified to notify clients that they are able to pre-select via NH EASY or by contacting the Medicaid customer service center. Once an individual opens for Medicaid, his/her MCO pre-selection will supersede any assignment that would otherwise be made by the auto-assignment process.

- **LTSS Unit Workflow Management** – This project establishes a workflow to auto-approve HCBC-CFI Intakes and systematically set the annual medical review date for eligible cases based on a defined algorithm score from the Medical Eligibility Assessment (MEA). Additionally, the project entails assignment of a common set of services at the time of approval to further minimize manual administration. This enhancement will increase process efficiency by reducing the number of applications requiring manual intervention, thereby reducing the amount of time applications remain pending.
- **Medical Passive Renewal** – This project modifies the medical renewal process to allow for attestation by medical professionals outside of those under the LTSS unit. This attestation would be considered equivalent to the MEA and result in bypassing the MEA process and advancing an individual's medical redetermination date. By automating the manual administrative tasks, this process will become streamlined and more efficient, which will reduce operational costs and enable HCBC clients to continue receiving services without a potential interruption in services.
- **Financial Passive Renewal** – This project will modify the financial eligibility process to follow the MAGI passive redetermination model. The existing functionality renews eligibility for an individual without having the beneficiary submit a redetermination application if the income and other information within the case can be verified via available sources. This streamlines the redetermination process by leveraging available information rather than requiring the client to resubmit an application as well as necessary verifications.

**2.1.8.2 Managed Care LTSS Transition Initiatives**

The enhancements to New HEIGHTS required to support the transition to MLTSS are outlined below. Detailed requirements will be gathered as part of requirements sessions and will be managed based on the scope of the MLTSS project resource constraints and the deployment timelines for each phase of work.

- **Core MLTSS Enhancements** – This project will introduce a number of enhancements that are required in order to implement the MLTSS program including:
  - **New Medicaid/Choices for Independence (CFI) Enrollment** – This project will support the provision of fee-for-service coverage from the LTSS eligibility begin date until the effective date of the MCO/MLTSS enrollment for new clients who become eligible for Medicaid and CFI prior to enrollment with an MCO.
  - **Clients with MCO Medicaid Newly Eligible for CFI Notification** – This project will introduce a generic CFI welcome letter for clients who are already enrolled



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

with an MCO when their CFI coverage is approved. The client will be informed that the MCO will be developing a care plan and authorizing their home and community based services.

- *Change Windows for MLTSS* – When a client is open for Medicaid and enrolled in an MCO and then becomes eligible for CFI, this project will establish an MCO enrollment window. This will enable these individuals to change their enrollments based on their new HCBC/LTSS status, should they elect to do so.
- *Disenrollment for MLTSS Cause* – This project enables designated State staff to disenroll selected clients from MLTSS due to good cause for reasons such as network inadequacy and self-directed LTSS care. Once disenrolled, the clients will revert to the fee-for-service delivery model for their CFI services.
- *Advanced Notification of Pending CFI Application* – This project establishes a new notification process to advise MCOs when one of their enrolled members has applied for Nursing Facility/CFI. The advanced notice communicates to the impacted MCO that it may be assuming responsibility for the coordination and cost of care for the applicant.
- *Conversion Notification* – This project will provide a special enrollment notice to clients who are already open for CFI and enrolled with an MCO. The notice will advise clients who are currently receiving CFI services via fee-for-service and medical care from their MCO that their full spectrum of care will be provided by their chosen MCO; therefore, the clients should evaluate and choose the MCO that best reflects and covers their care and service needs. In addition, change windows will be created for these clients to select an MCO.
- *Conversion of MCO Clients Already Approved for CFI* – This project establishes a new process to end open service authorizations for fee-for-service clients who transition to Managed LTSS. This is currently expected to be a mass conversion for the entire population at a pre-set time (possibly 90 or 120 days from the MLTSS core implementation date of July 1, 2019). During the period of time between July 1, 2019 and the mass conversion date, the MCOs will establish care plans and clients will continue to be covered under the fee-for-service delivery model.
- *Auto Enrollment Modification for Nursing Facility (NF) Clients* – This project will modify the self-selection process to prevent individuals from selecting an MCO when their provider is not in-network. Additionally, the auto enrollment process will be adjusted to prevent automatically assigning an MCO to an individual when his/her provider is not in-network for that MCO. The system will allow designated profiles to enroll an individual in an MCO regardless of whether their provider is in network.
- *MLTSS Closures and Workflows* – This project auto-closes service authorizations when a client transitions from fee-for-service to Managed Care. When an individual's service authorizations are closed, the system will generate a letter to the case management



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

agency (CMA) and the client. Additionally, the project modifies the LTSS dashboard and workflow to accommodate CFI clients with and without Managed Care.

- **New HEIGHTS Project Management Office (PMO) Support** – The added complexities of managing multiple MLTSS project threads in addition to infrastructure and service modernization initiatives will require additional project management infrastructure and support. The vendor will provide a dedicated functional support specialist throughout the duration of the MLTSS engagement.

**2.1.9 Specified Closing/Denial Reasons**

This project will provide more specific closing and denial reasons and display them more prominently within the system. By adding this information, DHHS workers will be able to see the reason for the eligibility outcome, validate accuracy, and notify the client if any further action is required. The new information will also provide additional detail which can be used for reporting to build a better understanding of eligibility determination process outcomes.

**2.1.10 Verification Checklist Enhancements**

The verification checklist is the inventory of proofs and supporting documentation clients must provide to gain, retain, and manage eligibility and services. This project will enhance the verification checklist so that a comprehensive list of outstanding documents is displayed every time the screen is opened and statuses are added to help track document receipt. By allowing clients to view the status of documents received/processed and outstanding, they will be empowered to proactively manage the documentation that is required. Additionally, this project will enable caseworkers to enter document-specific comments for each pending or submitted verification document.

In addition to maintaining an inventory of outstanding verifications in NH EASY, case workers will also have access to this information through New HEIGHTS making it more efficient to respond to client inquiries at DOs or through the Customer Service Center.

**2.1.11 Granite Advantage Work and Community Engagement Requirement**

This project will implement the New HEIGHTS changes to support the Granite Advantage Healthcare Program once the program is approved. New HEIGHTS will manage program exemptions, good cause, activity tracking, compliance management, reporting, and communication.

*No general funds are being used to fund this initiative.*

**2.1.11.1 Digital Information Campaign**

The goal of the Digital Information Campaign is to provide individuals & community partners the tools and knowledge they need to understand and participate in the Granite Advantage Healthcare Program. The content will be designed to educate current and potential participants, as well as community partners. This includes information such as: who must participate, how to participate, requirements, and timelines relevant to participation. The content will be delivered interactively guiding individuals through a pre-screening to help them understand their status and participation requirements. A step-by-step walkthrough to instruct individuals on how to



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

track time for different types of activities, how to request exemptions, and how to request good cause will be presented using dynamic multi-media content.

***2.1.11.2 Eligibility Status Determination and Initial Implementation***

The Eligibility Status Determination and Initial Implementation consists of updates to the eligibility process, the conversion process for individuals currently receiving expanded Medicaid, and the letters and notices needed for the initial implementations. The eligibility process will be updated to determine an individual's status in the Granite Advantage Healthcare Program. Based on the information that has been gathered through eligibility, an individual will programmatically be set as Exempt, Deemed to Satisfy, or Mandatory. The second component is the conversion process for individuals who are currently in the expanded Medicaid program to the appropriate status. Once determined, an individual's status information will be accessible through the Customer Service Dashboard and Granite Advantage participation management screens in New HEIGHTS.

The notice and letters consists of updates to the existing Notice of Decision, which will be updated to include the participant's community engagement status, as well as a new Open/Status letter which will be specific to the participant's status. The Open/Status letter will provide the individual with information on how to request an exemption if applicable and will contain participation and compliance requirements based on the participants status.

***2.1.11.3 Activity Tracking through New HEIGHTS and Document Imaging/OCR***

Activity tracking through New HEIGHTS includes new functionality and modules, from creation, and IVR system updates, and OCR updates to track and manage individual's participation in the Granite Advantage Initiative. A new module will be created to provide the ability to search for individual participants; manage exemptions, good cause, and activities; and view a high-level dashboard of all participants. Batch processes will be added to monitor individual's status, as well as calculate monthly activity hours and determine compliance for Mandatory individuals. New OCR forms will be added to enable individuals to request exemptions, good cause, and track activities. In addition, the New HEIGHTS IVR web service will be enhanced to send the new forms when initiated by clients through the IVR phone system.

The Document Imaging/OCR will include an upgrade to the current OCR software using software procured by the State, web service development for OCR, and enhancements to the current processes for attachments, scanning, indexing, and the document inbox. The OCR functionality will allow participants to request exemptions, good cause, and track activities by completing the OCR forms. These forms will be scanned in, processed and auto-indexed to eliminate the need for manual intervention when validations are successful. Errors will be managed by updating the current mystery mail process to queue forms which are not successfully processed by the OCR solution.

***2.1.11.4 Activity Tracking through NH EASY***

Activity tracking through NH EASY includes new functionality to allow participants in the Granite Advantage Healthcare Program to self-manage. Through responsive design, individuals will be



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

able to view their participation summary, request exemptions and good cause, and track activities through a PC, tablet, or mobile device. Document upload through NH EASY will be auto-indexed, minimizing the need for manual intervention. This deliverable also includes functionality to allow those administering the Granite Workforce Pilot to access individual's information through NH EASY.

**2.1.11.5 Federal/State Reporting & QC Sampling**

The Federal/State Reporting & quality control (QC) Sampling consists of two components: reports and a Quality Control (QC) sampling process. The QC sample process will allow workers to randomly sample participant cases for auditing purposes. This includes a new module to programmatically select the sample population, and manage the sampling processes. Reporting requirements will be determined by both State & Federal and will include, but are not limited to:

- Number and percentage of individuals required to report each month
- Number and percentage of beneficiaries who are exempt from the community engagement requirement.
- Number and percentage of beneficiaries requesting good cause exemptions from reporting requirements
- Number and percentage of beneficiaries who requested reasonable accommodations
- Number and percentage of beneficiaries dis-enrolled for failing to comply with community engagement requirements
- Number and percentage of community engagement appeal requests from beneficiaries
- Number and percentage of applications made in-person, via phone, via mail and electronically

**2.1.11.6 Suspension & Re-Application**

The Suspension & Re-Application process includes the functionality needed to manage a participant once they become non-compliant. The process will track the participant's deficit hours, manage the cure process, administer suspension, and un-suspension (including communicating the participant's status with MMIS), and disenrollment. Notices included in this deliverable will pertain to noncompliance, suspension, cure, and disenrollment.

**2.1.12 Enhanced Document Imaging and Content Management**

This project will create the platform to allow the capture and storage of paper records associated with children entering the DHHS ecosystem for the purposes of both Medicaid and child welfare administration using an enterprise scanning and content management system. The Document Imaging and Workflow project will position DHHS to expand the utilization of the Department's enterprise Kofax document capture, OnBase content management, and New HEIGHTS workflow management capabilities to deploy an electronic document imaging and workflow solution for the Division of Children, Youth, & Families (DCYF).

The scope of work will include the following core capabilities:

- Document taxonomy definition



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Kofax scanning and indexing configuration
- DCYF caseworker document upload
- Export from Kofax to OnBase
- Retrieval from OnBase using the query block API
- Data Access and Workflow using the New HEIGHTS framework
- NH Bridges API Integration

This project will be subdivided into three phases:

- **Analysis Phase** – The current paper based case folders and workflow will be assessed to define the “as is” baseline.
- **Strategy Phase** – The digital strategy will define the “to be” approach for capturing documents, managing workflow, and accessing electronic case records based on industry best practice and collaborative input from DCYF case workers and supervisors.
- **Execution Phase** – The execution phase will include a production pilot followed by a statewide release of the agreed on “to be” model to manage risk and culture transformation.

**2.1.12.1 Analysis Phase**

Analysis phase will include assessment of current paper based case folders and workflows. The scope of services to be provided includes:

- **Analyze case folder structure** – Collect and analyze a sampling of case files across cases statuses and DCYF facilities to build a profile of the overall organization and structure of case folders.
- **Inventory document types** – Develop a preliminary taxonomy of document types captured in DCYF case folders with associated high-level attributes (document provider, document recipient, point of receipt, privacy/confidentiality, page count, etc.)
- **Define “as-is” workflow** – Develop high level workflows including actors, channels of communication, documents utilized and processes completed

**2.1.12.2 Strategy Phase**

The digital strategy will define the “to be” approach for capturing documents, managing workflow, and accessing electronic case records based on industry best practice and collaborative input from DCYF case workers and supervisors. The scope of services to be provided includes:

- **Define “to-be” workflow** – Utilize “as is” outputs including pain points and opportunities to develop the future state workflow including the time of document capture, the location of capture, the distribution of work, and priority of work.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- *Define Technical Architecture* – Assess opportunities to leverage existing assets and define the architecture that will meet the business needs.
- *Establish document taxonomy* – Utilize the codification of case records and target workflow to assess the appropriate granularity of metadata capture and document taxonomy assignment for documents. For required metadata determine which document or workflow attributes can be calculated systematically and which must be manually assigned during the indexing phase.
- *Management and oversight* – Define reporting requirements to capture operational metrics and provide transparency of work completed and pending for enhanced oversight and management.
- *Define Conversion Strategy* – Collaborate with DCYF and DoIT staff to determine a conversion strategy that is incremental and designed to moderate the impact on staff.

**2.1.12.3 Execution Phase**

The following activities to be performed during the execution phase include:

- *Design* – Solution design including screen illustrations, logic definitions, reports, and other required design artifacts for the change control document (CCD).
- *Develop* – Develop the solution including Kofax configuration, workflow using the New HEIGHTS framework, and API's to integrate with OnBase and the NH Bridges database including the technical specifications and knowledge transfer to the DHHS and DoIT staff.
- *Unit/SIT* – Complete unit and systems integration testing of the development work products.
- *UAT* – Support user acceptance testing to be completed by DCYF and DoIT staff.
- *Production Pilot* – Provide one on-site production pilot support resource to support training, defect tracking, and backlog capture for future releases.
- *Post Production Support* – Provide conversion, technical support, and defect resolution.

**2.1.12.4 Core Capabilities**

The baseline system features which will be refined, and augmented within the constraints of project budget based on the strategy results and design activities will include:

- **Document taxonomy definition**
  - Establishment of the initial document taxonomy including document categories, identifiers, and alias values using the current batch class
- **Kofax scanning and indexing configuration**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Document scanning using the existing default batch class and the DCYF agency code
  - Coversheet processing or equivalent for pre-index metadata assignment
  - Local (District Office) and central scanning (Central Scan Unit) using Kofax Capture
- **DCYF caseworker document upload**
  - Case worker manual electronic upload of documents/images from desktop
  - API for automated export from Bridges through Kofax into OnBase for documents generated by Bridges for inclusion in the case folder
- **Export from Kofax to OnBase and Bridges**
  - Export of documents/images to OnBase
  - Export of metadata (taxonomy, document ID, etc.) to Bridges Oracle database
- **Retrieval from OnBase using the query block API**
  - OnBase query block API to access images/document based on metadata stored in Bridges
  - Index metadata stored and maintained in Bridges
- **Document Access Workflow using the New HEIGHTS framework**
  - Coversheet generation for barcoded document scanning
  - Document taxonomy for maintenance of the taxonomy
  - Document inbox for workflow management
  - Document search for cross case access
  - eFolder for case based access
  - Batch tracking for management of the document lifecycle
  - Re-index for modification of document metadata subsequent to initial indexing
  - Audit trail for logging access to documents
  - Document upload allowing case workers to manually add electronic documents into OnBase
- **Bridges API Integration**
  - Bridges database services using JDBC or equivalent API to support usage of data stored in the Oracle database
  - Bridges API Integration for export of documents generated by Bridges into OnBase



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Bridges API to support re-use of roles-based security table in Bridges to manage document and metadata access based on privilege

**2.1.13 Intake and Assessment Workflow**

The vendor will utilize the New HEIGHTS enterprise assets to develop the intake and assessment modules supporting Title IV-E replacing the aging PowerBuilder modules that support intake and assessment. The intake and assessment functionality will be based on the existing application and requirements captured through Joint Application Design (JAD) sessions. The JAD sessions will be designed to elicit requirements to enhance workflow, management transparency, ease of use for case workers, overall user experience, and the underlying business and technical architecture. Inputs to the JAD sessions will include the "as is" functionality, DCYF requirements, Federal requirements, and recommendations from DoIT and vendor staff. The JAD inputs will be reviewed and evaluated to build DCYF stakeholder requirements consensus.

The JAD results will be used to develop design specifications captured in the Requirement/Design Documentation. The modernized intake and assessment will be the functional equivalent of the current system intake and assessment modules with enhancements prioritized through the JAD process within the constraints of the project budget.

The intake and assessment architecture and framework will extend usage of the New HEIGHTS enterprise assets. The user interface (UI) will be developed using responsive web design to offer DCYF staff browser-based access designed for a desktop UI and a mobile (or tablet) UI. The functions that will be provided through a mobile (or tablet) device will include online features commonly performed remotely by DCYF staff. The responsive design will provide device flexibility for DCYF staff working remotely with internet access.

The migration of functionality to the new framework will utilize the existing NH Bridges Oracle database and retain the required table structures to support continuity of downstream functions remaining in the existing Bridges framework.

The scope of NH Bridges screens to be replaced will be equivalent in scope to the inventory provided below. The final functional requirements will be jointly agreed upon during the requirements and design phase. During the requirements and design phase, the State and Vendor staff will work collaboratively to refine the scope of work based on the constraints of the vendor resources as defined in the Statement of Work and the DoIT and DCYF staff allocated to support the project. The screen inventory is provided to approximate the scope of work to be performed. The design activities will include business process modifications to workflow. As a result, the new system will not represent a "one to one" migration of the current screens. Screens may be consolidated, split, and adjusted based on the requirement and design outcomes.

- Abuse/Neglect Information
- Add Client
- Approval/Request



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Assessment Closure
- Assessment Extension
- Assessment Findings
- Assessment Findings - Prior Reports
- Assessment Notes
- Assign/Transfer
- Associated Referrals/Case
- Case Connection
- Central Registry Information
- Central Registry List
- Central Registry Search Results
- Client - Medical Information
- Client Demographics
- Client Details
- Client Information
- Client Medical/Psychological
- Client Search Results
- Collateral Information - Main
- Collateral Information - Response
- Collateral Search
- Collateral Search Results
- Contact Detail
- Contact screen
- Document Tracking
- Email Address
- General Referral
- Golden Record Details
- Injury Location Selection
- Law Enforcement
- MCI Address
- MCI Details
- MCI Notification Details
- MCI Search
- Medical Information
- NHIA
- Override
- Participants
- Race/Ethnicity Information
- Referral Acceptance



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Referral Narrative
- Relationships
- Screen-In
- Select Contact Participants
- Select Perpetrator
- USPS Zip code lookup webpage
- Worker Search
- 24H Safety Assessment
- Calendar
- Households
- In Home Risk Review
- Intake Disposition Rollback
- Intake Rollback Confirmation
- NHIA Printing
- Print Workload
- Risk Assessment
- Safety Review
- Strengths and Needs Assessment

**2.2 NH EASY Self-Service Enhancements**

The projects in this category will focus on improving the self-service functionality currently existing in NH EASY in order to allow clients to more easily view additional information, apply for services, and interact with DHHS.

**2.2.1 Fraud Prevention Using Behavioral Prompts in Self-Service**

Behavioral research in the public sector suggests that positive behavior for clients can be encouraged through the use of policy and procedural "nudges". The goal of the "nudges" is to improve and encourage positive behavior by making small changes to when or how questions are presented, what information is displayed, and the order of steps in a process. These small changes can lead to large positive results, saving state agencies money and improving desired outcomes.

Based on this research and the results seen in other states such as New Mexico, DHHS will be using "nudges" to help prevent fraud. Specifically, a carefully worded personal attestation will be added to the eligibility determination process and the language around eligibility requirements and expectations will be reviewed for clarity and simplicity. DHHS will review and refine application language such that it meets the legal requirements and also helps discourage fraud and submission of false information. These updates will not only help clients make the right decisions but also may reduce fraud over time, saving valuable resources for DHHS.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**2.2.2 Home Care – Children with Severe Disabilities (HCCSD) Application in NH EASY**  
This project will modify the application process in NH EASY adding an application type tailored for parents or guardians applying for HCCSD on behalf of their children. The navigation driver flow and data entry collection will be designed specifically for the HCCSD program. By developing an online application process specific to the needs of this group, parents will not have to submit manual application. This provides more efficient tools to complete the process and to disclose unique data gathering required for HCCSD applicants based on program policy.

**2.3 Enterprise Business Intelligence (EBI)**

This project is subdivided into three categories: Enterprise Data Warehouse (EDW) architecture refresh – platform, EDW architecture refresh – reporting, and data mart extension. The EDW architecture refresh projects will enable DHHS to meet current business needs and support the migration of hosting to the cloud for improved platform security, stability, and cost of operations. The data mart extension project will extend the available program data stored in the EDW for improved reporting.

**2.3.1 Enterprise Business Intelligence Platform Scope of Work**

The implementation of the SDTI Enterprise Business Intelligence (EBI) platform will include the deployment of the refactored architecture on an independent cloud platform with resources allocated across the following tasks:

- *Software (SW)/Cloud Configuration Recommendations<sup>1</sup>* – Collaboration with the DHHS and DoIT team to recommend the cloud hosting criteria and software specifications and recommendations for an ETL and business intelligence analytics tooling (Qlik, Tableau, and or Cognos<sup>2</sup>), and Oracle database sizing specifications.
- *Platform Installation* – Installation and configuration of the cloud-hosted platform to support business intelligence visualization, extraction, transform, and load (ETL) capability and Oracle database.
- *Medicaid Claims Data Transform and Load<sup>3</sup>* – Requirements, design, and implementation of a Medicaid claims schema along with the implementation of the transform and load into the EBI. The schema will be limited to a basic Fee-For-Service claims history. During the requirement phase, DHHS will prioritize the data elements and schema structure requirements based on the LTSS and broader Medicaid reporting within the constraints of project budget.
- *MCI Integration* – Integration of the data from the MCI into the EBI platform for cross-program analysis including the extraction and load of the MCI data into the EBI at pre-defined frequency into an MCI schema designed to support analytics with a persisted golden record

<sup>1</sup> The procurement of platform infrastructure, hardware, and software will be completed by DHHS.

<sup>2</sup> If Cognos is the selected BI tool, the scope of configuration will be limited to functions comparable to Qlik/Tableau and will not include the development of Cognos Cubes, Adhoc packages, or other similar pre-packaging of data.

<sup>3</sup> Extraction of Medicaid data to be completed by DHHS.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

and associated keys for each of the subscribing MCI systems (New HEIGHTS, NH Bridges and NECSES).

- **Current EDW Schema Replication** – The new EBI platform will be configured to replicate a sub-set of the current EDW schemas and ODS data stores based on DHHS requirements. The selected datasets will be replicated as is from the existing EDW utilizing the existing Oracle database structure using the EDW as the source system.<sup>4</sup> The single frequency of data replication from the existing EDW will be jointly agreed upon by the vendor, DHHS and DoIT.
- **Security** – The vendor will support requirements, design specifications, build support, and validation of the EBI platform security posture in collaboration with the DHHS Information Security Officer (ISO) and DoIT.
- **Training** – Training will be comprised of three activities to support knowledge transfer and utilization of the EBI:
  - Embedded participation and training of up to (2) DHHS and/or DoIT team members in the installation and configuration of each of the primary platform components (ETL, business intelligence analytics tooling, and database) and the opportunity to participate hands on the execution of the scope of work to support knowledge transfer and on-the-job learning. As part of this training new design and process documentation for the new ETL being developed for moving data from the existing EDW and for loading Medicaid claims will be used to support the users being trained but no new documentation will be created related to schema's and processes that exists in the current EDW and are being replicated in the new platform.
  - Train the trainer facilitated knowledge transfer for up to four (4) business intelligence analytics tool power users who will be using the new BI tooling and serve as evangelists and trainers for other DHHS and DoIT staff. As part of this training a combination of existing documentation on the BI tools being leveraged and new high level materials specific to the BI tooling being implemented for DHHS will be leveraged.
  - Facilitated training for up to twenty (20) DHHS/DoIT power users to utilize the new business intelligence analytics tooling to be completed in collaboration with the DHHS/DoIT train the trainer and embedded development participants. The documentation used / created for train the trainer sessions will be leveraged to support this training activity.
  - Facilitated training for up to forty (40) end-users (business users) to utilize the new business intelligence analytics tooling to be completed in collaboration with the DHHS/DoIT train-the-trainer and embedded development participants. New training materials specific to the business usage of the BI tooling will be created and used for this training.

---

<sup>4</sup> DHHS will continue to maintain the current EDW and associated source system extracts in order to support the EDW as the source system for replicated datasets to be included in the new EBI platform.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- **Post Implementation Support** – To facilitate operational stability, knowledge transfer, and refinement of new EBI platform the vendor will provide support services up to the hour's allocation defined section 2.10 Milestones exhibit.

**2.3.2 Enterprise Business Intelligence Reporting Scope of Work**

**2.3.2.1 DHHS Dashboard(s)**

This project will support the development of oversight and monitoring dashboards. The JAD sessions will be used to define the dashboards that will be most impactful for DHHS. Estimates will be established as part of JAD activities for each dashboard under consideration, including the provisioning of the requisite data in the EBI system. The final dashboards scope will be based on Department priorities within the constraints of the project budget (hours) allocated to dashboards. The sections below provide additional details on sample dashboards that will be considered as potential priorities during the JAD process.

**2.3.2.1.1 DHHS Executive Dashboard Samples**

The current DHHS executive reporting (dashboard) utilizes a series of independent data aggregation processes and manual compilation task to prepare reporting for the legislature and other stakeholders. These processes could be enhanced using the EBI platform. The data aggregation could be automated improving data accuracy and efficiency of aggregation. Executive dashboards visualization could be enhanced to improve the presentation of information to DHHS executives, legislators, and other external stakeholders.

**2.3.2.1.2 LTSS Dashboard Samples**

LTSS business intelligence reporting dashboard options would utilize data being loaded into the EBI from the existing EDW, the New HEIGHTS system, and basic claims data from the MMIS. This new BI tooling would provide the capability to support the monitoring of quality measures for core performance areas, including:

- **Program Oversight** – Measurement of overall program balance between home and community based care (HCBC) and Nursing Facilities (NF); participant usage of scheduled services; provider network composition and adequacy; and factors contributing to client institutionalization; and overall program participant experience.
- **LTSS Population Health** – Measures such as: general population health statistics; unmet consumer needs; overlap between substance abuse and LTSS, high risk program participants, and factors impacting their well-being; and patient care coordination and service delivery.

**2.3.2.1.3 Substance Use Disorder (SUD) Dashboard Samples**

SUD dashboard would support the states goals of understanding and controlling Substance Use Disorder (SUD) providing core metrics related to SUD treatment and SUD prevention.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- **Key Performance Indicators** – Measures such as: people enrolled in opioid/SUD treatment programs; drug overdose deaths; ER visits due to overdose; and retention rates for individuals in medication assisted treatment including benchmarks against the national averages.
- **Coordinated Service Delivery** – Correlations of service delivery (such as Medicaid, Foster Care, and Incarceration) enable the State to evaluate measures such as: children removed from a home impacted by addiction; child abuse/neglect impacted by addiction; individuals in SUD program who are re-admits; and individuals in SUD program correlated with incarceration and pregnancy data.

**2.3.2.2 Division of Client Services (DCS) Dashboard**

This project will replace the New HEIGHTS Access Front End used by end-users to filter and retrieve selected reports. The new business intelligence application will provide for secure access to generate the equivalent information based on pre-defined parameters using the most appropriate combination of enterprise architecture components, including the New HEIGHTS online reporting catalog, Jasper, and the new EBI reporting suite (visualization tooling).

**2.3.3 Data Mart Extension**

The EDW will be updated to include additional New HEIGHTS data across the following three categories:

- **Financial Information** – The EDW currently only stores MAGI budgets. As part of this project the information for all assistance category budgets (such as cash, food stamps, Medicaid and the like) will be transferred and stored in the EDW.
- **Long Term Care** – Limited Long Term Care data managed through New HEIGHTS is stored in the EDW. DHHS analysis and management of LTSS services has been identified as a key priority. Key LTSS information, including services plans, eligibility dates, and assessment information will begin to be stored in the EDW to support the LTSS analytics reporting described in section 2.2.2.2 LTSS Dashboard above.
- **Case and Individual Information** – Currently, the EDW only stores a limited amount of case and individual information. As part of this project, additional case and individual information identified will be added extending the range of data available for BI analysis.

The EDW data for New HEIGHTS will be replicated in the new EBI platform.

**2.4 Legacy Platform Modernization**

These projects will modernize New HEIGHTS and NH EASY legacy components for deployment on a Linux operating system using a Service Oriented Architecture and the analysis required to evaluate migration to a cloud platform.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**2.4.1 Application Migration to Host on Linux OS**

The following sub-projects are required to migrate application components of New HEIGHTS and NH EASY applications from z/OS to the Linux platform. After implementation of these projects, the entire application, with the exception of the database, will be hosted on the Redhat zLinux operating system and will be primed to migrate to an open server class or cloud hosting platform.

**2.4.1.1 Online Application Migration**

This initiative will entail transitioning online application components from the z/OS platform to the Linux-based operating system. The table below includes an inventory of the online applications which currently run using the WebSphere framework. For each of the applications, the underlying hooks into the web server will be modified to open standards; the core application logic and business functions have already been developed using Java Industry-based standards and will not require major modification.

Application	Description
New HEIGHTS Web Application	This application supports the user interface utilized by New Hampshire's case workers. This includes 1,200+ screens, all of which have been converted from legacy PowerBuilder to JavaServer Faces (JSF)/PrimeFaces pages.
New HEIGHTS Kiosk	The kiosk application is used by customers to "check-in" at district offices.
FFM Inbound & Outbound	The FFM Inbound application allows the FFM to invoke services hosted within the New HEIGHTS application (such as the Medicaid Eligibility Check service). The Outbound application allows for New HEIGHTS to call services hosted within the Marketplace.
NH EASY Gateway & Core Applications	NH EASY is DHHS's interactive portal for client self-service and digital collaboration with providers and other stakeholders. The portal supports education and awareness, screening for eligibility, application, case management, medical eligibility, prior authorization of services, find a form, find a benefit, DCYF foster care applications and other similar capabilities.
New HEIGHTS Business & Persistence (RPC) Applications	The New HEIGHTS RPC layer contains the bulk of the code that controls how the application functions. This layer combines a number of applications that are maintained and deployed separately via a split-application model. The applications are as follows: <ul style="list-style-type: none"><li>• Benefits Application</li><li>• Caseload Tools Application</li><li>• Core Application</li><li>• Data Entry Application</li><li>• Eligibility Application</li><li>• External Application</li><li>• Maintenance Application</li><li>• Reporting Application</li><li>• Work Programs Application</li></ul>



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Application	Description
New HEIGHTS MuleSoft Applications Rules Engine	New HEIGHTS uses an Enterprise Service Bus (ESB), MuleSoft, as a means of interfacing with external entities. The IBM Operational Decision Manager (ODM) rules engine is the backbone of the New HEIGHTS eligibility system. It contains a set of conditions that determine a household's benefits for a variety of different programs, such as Medicaid, Food Stamps, and Cash Assistance.
Kofax Application	The Kofax application provides scanning and indexing capabilities for our ECM solution.

**2.4.1.2 Batch Application Migration**

This project will migrate the New HEIGHTS Java programs to use JSR-352 standards so that these programs can be executed on Linux. The remaining COBOL programs not scheduled for migration to Java will be managed using a wrapper process allowing them to be executable via the Linux platform.

The table below includes an inventory of all the batch programs grouped by subsystem with metrics, current framework, and target framework. Components currently deployed using Java on the WebSphere Application Server framework will be migrated to provide for operating system portability. The remaining COBOL components will be migrated to the MicroFocus Enterprise Server for Linux.

Application Module	Programs	Lines of Code	Current Framework	Target Framework
Application Entry	62	320,679	Java (WAS)	Java (JSR-352)
NH Bridges Interface	22	89,771	COBOL	Cobol Wrapping
Benefit Issuance	84	182,716	COBOL	Cobol Wrapping
Benefit Recovery	98	189,546	COBOL	Cobol Wrapping
Caseload Management	90	232,740	COBOL	Java (JSR-352)
Client Notices	60	296,372	Java (WAS), COBOL	Java (JSR-352), HP Exstream
Client Registration	24	62,239	Java (WAS)	Java (JSR-352)
Client Scheduling	22	40,004	Java (WAS)	Java (JSR-352)
Document Imaging	25	37,430	Java (WAS)	Java (JSR-352)
Data Exchange	53	143,695	COBOL	Cobol Wrapping
Eligibility	120	980,693	COBOL, Rules	Java (JSR-352), Rules
NH EASY	13	34,026	Java (WAS)	Java (JSR-352)
Historic Maintenance	19	54,194	COBOL	Java (JSR-352)



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services (DHHS)  
Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements

Application Module	Programs	Lines of Code	Current Framework	Target Framework
NECSES Interface	13	32,754	COBOL	Cobol Wrapping
Mass Change	22	57,441	COBOL	Java (JSR-352)
MMIS Interface	37	216,167	COBOL	Cobol Wrapping
Periodic Reporting	12	21,228	COBOL	Java (JSR-352)
Quality Control	21	49,908	Java (WAS)	Java (JSR-352)
Reporting	134	521,986	Java (WAS)	Java (JSR-352)
Reference Tables	11	39,551	Java (WAS)	Java (JSR-352)
Security Maintenance	4	7,139	Java (WAS)	Java (JSR-352)
Work Programs	83	209,044	COBOL	Java (JSR-352)

In addition to the application code base migration, the following sub-categories of work will be performed to support migration to zLinux:

- **Batch and Online Utilities Migration** – The utilities identified below currently operate only on the legacy z/OS platform. The migration to a Linux-based operating server requires de-coupling these utilities from the native functions and replacing them with either inherent native functions of the Linux platform, open source COTS products, or Java functions that perform the same tasks. The referenced utilities to be converted are detailed in the table below. Each of the objects represents a current function that utilizes technology specific to z/OS which will be ported to an equivalent Linux compatible utility.

Application / Utility	# of Objects	Description
SORT Utility	1,279	DFSORT is IBM's sort, merge, copy, analysis, and reporting product for z/OS. The utility along with ICETOOL (a tool powered by SORT) are used extensively by the New HEIGHTS batch application.
Ad-hoc Query	459	Day-to-day business often requires execution of approved ad hoc SQL queries directly against the database to provide data for a variety of impact analysis reviews, including highlighting program inefficiencies, identifying impacted client information, etc. In any given day, the batch application is configured to run up to 20 different requests.
REXX	150	The REstructured eXtended eXecutor language, or REXX language, is a versatile, easy-to-use, structured z/OS programming language that can perform various administrative and configuration management activities.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

File Transfer	267	Many New HEIGHTS batch programs involve transmitting files to and from internal and external entities. New HEIGHTS uses SFTP, FTPS, and TIBCO products to transfer files securely between New HEIGHTS and various other agencies, such as CMS, FNS, and SSA. This functionality will be moved to the MuleSoft ESB to standardize file transfer protocols.
150 Other Utility Jobs	3475	These are other utility jobs that the New HEIGHTS batch application uses to perform many other miscellaneous functions.

- **Job Scheduler & Batch Jobs Migration** – Batch jobs and their associated steps are currently managed using legacy JCL (Job Control Language), PROC (Procedure), and Control Cards. This project will convert all the jobs using a COTS job scheduler product and Java/UNIX control functions for Linux. There are 2,547 jobs with 4,696 job steps for which this conversion will need to be performed.
- **Data File Migration & Archival/Retention Process** – This project will include migration of MVS data files currently stored in EBCDIC format. Notices, reports, log files, and source code will be migrated via an ASCII format to the Linux platform. In addition to supporting the data file versioning mechanism, a retention and archival process will be developed for the new environment. The table below includes the types of data files that will need to be migrated.

Type of Data File	# of Files	Description
MVS Datasets	108,201	These are traditional mainframe-based files in which data is stored in EBCDIC format.
Jasper Reports	4,973	Jasper has three components: CSV, PDF, and Jasper script files.
PDF Reports	393,839	COBOL jobs are currently creating reports in PDF format.
Notices & Letters	8.9 million	All the notices and letters are converted to PDFs and stored on a z/OS Unix file system.
Documents	4.2 million	New HEIGHTS stores all the verification documents in an OnBase repository for historical reference. Additionally, a copy of all the permanent documents, as well as any documents received within the last year is kept in the local repository.
Log files	Varies	All applications in New HEIGHTS will create logs depending on the log-level specified for each application in each environment.

- **User, Application & Server Security** – This project will replace zOS RACF used to secure the servers, application connections, and user logins with a non-z/OS solution. This will include the extension of the IBM IdM functionality. Additionally, the Experian self-service validation services will continue to be executed and hosted on the Linux platform.



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services (DHHS)  
Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements

**2.4.1.3 Database Migration to Linux Platform**

The final phase of this initiative includes migration of the existing DB2 database on z/OS and its associated components to UDB, removing the z/OS relational database hosting dependency. New HEIGHTS currently has approximately 2,000 DB2 tables with 1.25 terabytes of data. DB2 for z/OS is highly coupled with the mainframe system and this project will de-couple the database and operating system.

The migration will consist of the following steps:

- **Database Migration** – This project will move the data from the current DB2 instances to the new platform. The database corresponding to each application will be moved separately to minimize downtime and risk. The table below illustrates the list of database schemas and associated applications to be migrated to the Linux platform.

Application	Tables	Size (GB)	Database Details
NH EASY	261	12	NH EASY uses more than 260 tables to store data. Some of these tables have CLOB columns, which require special attention while migrating the data.
New HEIGHTS	749	1106	New HEIGHTS is comprised of 749 tables with record counts ranging from a few thousand rows to over 100 million rows in a table. Large tables will be divided into partitions so that the data extraction and conversion will be manageable.
New HEIGHTS Archival	90	108	The archival database consists of 90 application tables in which data is stored in a compressed format. The migration tool should be capable of decompressing the data before extracting it from these tables to improve migration speed.
Master Data Management (MDM)	1000	10GB	The MDM application data has been stored in these tables.
Other Miscellaneous	16	12.8	Additional applications requiring migration include: FFM Inbound & Outbound, Kiosk, MuleSoft, Documents, and XML Reports.

- **Database Monitoring and Maintenance Process Configuration** – The current implementation uses a suite of Computer Associates DB2 tools to perform a variety of database administrative activities such as backups, recovery, space maintenance, reorganization, new development support, application performance running, etc. With the migration to the new platform, these processes will need to be developed and configured either by acquiring new tools or through custom development.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- **Performance Testing & Tuning** – The migration process will include performance benchmarks for key functions and features (e.g., mass change) to validate framework and component-specific performance. This will include parallel benchmark analysis.

**2.4.2 Study to Migrate New HEIGHTS to an Alternate Platform**

This project will include a cost-benefit analysis to determine which potential migration option for the application hardware or platform hosting offers the best value to DHHS. The assessment will include analysis of existing investments in infrastructure, estimated cost of migration, and estimated cost of operations.

- **zLinux Platform** – This option leverages the State's existing New HEIGHTS platform operating on IBM hardware to host the New HEIGHTS application on zLinux.
- **Virtual Machine Platform** – This option leverages the State's existing VM platform to host the New HEIGHTS application.
- **Public Cloud Platform** – Utilization of a public cloud. A public cloud is based on the standard cloud computing model, in which a service provider makes resources, such as applications and storage, available to the general public over the Internet. Amazon EC2, IBM's Blude Cloud, Sun Cloud, Google AppEngine, and Windows Azure are some of the well-known public cloud platforms available in the market.
- **Hybrid Cloud Platform** – Utilization of a hybrid cloud with a mix of on-premises and public cloud services with orchestration between the two platforms. This option allows an organization to reuse or keep some of the key services on-premises while taking advantage of the cloud architecture. For example, the OnBase document repository can continue to be used for documents storage and retrieval on premise with the core New HEIGHTS application hosted in the cloud.

**2.4.3 NH EASY Application Modernization**

The legacy components of NH EASY application will be migrated to the modernized NH EASY Gateway to Services platform. The migrated components will utilize the application architecture and User Interface (UI)/User Experience (UX) standards of the Gateway to Services including responsive design, usability, navigation, and functionality standards. The modernization will include initial application for services, add a program, re-application, change reporting, and redetermination.

**2.5 Strengthened Security Posture**

The projects in this category will focus on additional security enhancements to further strengthen the security and privacy posture of DHHS and the New HEIGHTS.

**2.5.1 Ongoing New HEIGHTS Application Vulnerability Assessments**

As a compliance requirement from CMS MARS-E 2.0, these services extend the security testing for the new HEIGHTS environment through December 2018. The activities for this initiative include:

- **Ongoing vulnerability management assessments and penetration testing**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- o Conduct three (3) monthly vulnerability scans of the NH EASY web application
- o Conduct three (3) monthly vulnerability scans of the New HEIGHTS web application
- o Conduct one (1) static scan of the full source code for New HEIGHTS and NH EASY
- o Conduct six (6) static scan of the delta source code for New HEIGHTS and NH EASY before each bi-monthly deployment
- o Conduct one (1) penetration testing of the New HEIGHTS environment

**2.5.2 Application Vulnerability Management (AVM) Program**

As a compliance requirement from CMS MARS-E 2.0, these services will assist DHHS in the development of an AVM program that can be leveraged by DHHS for applications handling Medicaid data. The activities for this Initiative include:

- **Application catalog, scope, and plan**
  - o Document a project plan for AVM program development and review with stakeholders
  - o Conduct one (1) work session to understand the landscape and inventory of applications handling Medicaid data
  - o Conduct one (1) work session with DHHS stakeholders and obtain information on top 10 priority applications for DHHS
  - o Review the System Security Plan (SSP) (if available) for the identified priority applications to understand current application vulnerability management practices
  - o Conduct a survey for the identified priority applications to understand current application vulnerability management practices, where an SSP does not exist
- **AVM governance model**
  - o Develop a program charter, describing the applicability of the processes and the goals of the program
  - o Facilitate one work session to define governance model (i.e. centralized vs. federated vs. de-centralized) with DHHS and DoIT stakeholders.
  - o Document governance model, roles and responsibilities for the AVM program including a RACI matrix for parties involved
- **Application secure software development lifecycle (SSDLC) framework and tool rationalization**
  - o Develop a SSDLC framework to outline the applicable activities and where they fit within DHHS's SSDLC, addressing MARS-E 2.0 requirements
  - o Document SSDLC framework
  - o Identify requirements for different types of vulnerability scanning including code reviews, web application vulnerability scans and penetration testing
  - o Determine tools currently available for DHHS to perform AVM
  - o Identify additional tools (if required) to be procured by DHHS or DoIT
- **AVM operational processes**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Develop operational procedures for conducting web application scanning and source code testing incorporating the following:
  - Suggested triggers for conducting vulnerability scanning (e.g., threats, new systems, periodic re-scanning, or regulatory requirements for continual scanning, etc.)
  - Suggested framework to categorize and prioritize vulnerabilities for remediation
- Work with DHHS to document AVM scanning and monitoring frequencies for top 10 prioritized applications
- Document risk review and acceptance processes
- Document exception management processes
- **Pilot and transition**
  - Conduct one (1) web application vulnerability scan for NECSES application or equivalent system
  - Conduct one (1) static scan of the full source code for NECSES application or equivalent system
  - Document and share the results of the scan with the application team
  - Develop a transition plan and conduct a knowledge transfer session to walk-through the steps involved in the AVM pilot with identified DHHS stakeholders
  - Conduct one (1) training session for application developers on secure code development

**2.5.3 Improve Security Governance over Unstructured Data**

Deloitte will assist DHHS in improving their unstructured data management (UDM) processes by enhancing their UDM tool to integrate with various high-risk file shares, identify where sensitive data is stored through classification rules and remediate access issues associated with them to determine data is protected against misuse. The activities for this initiative include:

- **UDM tool integration, configuration, and data discovery**
  - Facilitate one (1) work session with DHHS stakeholders and obtain information on up to three (3) high risk file shares to be integrated with DHHS/DoIT deployed Incumbent UDM Tool (i.e. UDM tool procured and deployed by DHHS/DoIT)
  - Provide assistance to DHHS in integrating their deployed Incumbent UDM tool with up to three (3) high risk file shares
  - Configure up to five (5) classification rules in the UDM tool based as follows:
    - Activate up to three (3) out of the box rules within the UDM tool
    - Create up to two (2) user defined rules (custom rules that are manually defined using keywords and regular expressions matching)
  - Initiate discovery scans on the three (3) high risk file shares based on the five configured data classification rules
- **Unstructured data risk remediation preparation and plan**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Initiate discovery scans on the three high risk file shares based on the five (5) configured data classification rules
- Analyze discovery scan results to identify the following UDM risk factors:
  - Sensitive data folders and non-sensitive data folders
  - Sensitive data folders with open access through AD security groups (e.g., Everyone, Authenticated Users, Users and Domain Users)
  - Stale data folders
  - Unresolved security identifiers (SIDs)
  - Broken Inheritance / Access Control Lists (ACLs)
  - Inconsistent permission
  - Direct user permissions
  - Orphan data
- Perform event analysis to identify true positives (an actual match of sensitive information) and false positives (a match to the policy, but potentially not sensitive)
- Develop suggested high-level actions for remediating true positives for items contained within fifty (50) parent folders (not to exceed 250 subfolders)
- Conduct a workshop with DHHS stakeholders to review analysis results
- Develop remediation procedure document to remediate issues identified.
- **Data Risk Remediation**
  - Facilitate remediation activities on up to fifty (50) parent folders (not to exceed 250 subfolders):
    - Conduct one (1) business unit kickoff meeting associated with the in-scope parent folders and work with business unit leadership to identify data controllers / delegates
    - Review analysis and remediation procedures with data controllers / delegates
    - Obtain DHHS decisions and approvals on remediation plan including access management related decisions (e.g., access provisioning, de-provisioning and recertification)
    - Conduct a meeting to review decisions with user administrators to review the decisions
    - Coordinate data controllers / delegates activities to re-arrange in-scope folders such that parent folders are at level 2 or 3 of the folder structure hierarchy
    - Coordinate remediation activities to be performed by DHHS / DoIT / data controllers
    - Review remediation performed and re-run analysis to reconcile remediation
- **UDM roadmap and operating model**
  - Develop a roadmap with a prioritized list of UDM activities to use the incumbent UDM tool for management of unstructured data



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Develop steady state operating model to define and document UDM workflows and operational roles and responsibilities
- **UDM transition and knowledge transfer**
  - Conduct up to two (2) Train-the-trainer sessions (one technical integration and one operational) to transfer knowledge and transition UDM activities

**2.5.4 New HEIGHTS Privacy Program and Data Flow Mapping**

The collection, use, and storage of data, particularly personal information, and the threats of unauthorized disclosure of this data and MARS-E 2.0 privacy controls requirements necessitates the development of a privacy program to manage the information within the New HEIGHTS systems. To remediate the gaps identified during the MARS-E 2.0 assessment around privacy and data classification within the New HEIGHTS environment, this initiative expands upon the foundational data classification definition efforts to include high level (component level) data flow mapping for sensitive data within the New HEIGHTS ecosystem. The activities for this initiative include:

- **Privacy policy**
  - Assist DHHS privacy office to create a draft privacy policy by performing the following activities:
    - Conduct up to two (2) workshops with DHHS stakeholders on topic details and policy audience
    - Facilitate discussion on items to be included in the privacy policy
    - Assist with documentation of initial draft policy
  - Conduct alignment session(s) with relevant DHHS stakeholders for feedback and alignment
  - Update draft policy based on feedback
- **Data classification education**
  - Conduct qualitative interviews with up to five (5) DHHS business stakeholders to understand current awareness efforts associated with data classification and protection requirements
  - Conduct up to two (2) workshops with the identified resources (up to five (5) representative stakeholders; e.g. developer, tester, database administrator etc.) to understand the various types of data utilized within the New HEIGHTS environment
  - Develop survey to collect information related to awareness culture including participants understanding of challenges and improvement opportunities
  - Distribute the survey to DHHS participants (up to fifty (50))
  - Analyze results (based on submissions after 2 weeks from launch of survey) and develop a summary document with survey findings
  - Conduct one (1) education session for above identified resources on the DHHS data classification scheme and review results of the survey
- **Data flow mapping pilot - New HEIGHTS**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Identify the business processes and technical data entry points for the New HEIGHTS environment
- Develop questionnaire to collect information on sensitive data flow including:
  - Point of entry and exit of sensitive data within the New HEIGHTS environment
  - Infrastructure components the data traverses
  - Component where sensitive data is stored
- Conduct up to two (2) workshops with the identified resources to understand and document flow of sensitive data across New HEIGHTS
- Develop the initial draft of the PII data flow map illustrating data collection, transfer, storage and destruction points
- Review with applicable New HEIGHTS stakeholders for accuracy
- Update the data flow maps based on feedback received
- **Privacy incidence response plan**
  - Develop a draft privacy incidence response plan based on:
    - The defined privacy policy
    - Understanding and leveraging existing DHHS and DoIT capabilities for security breach response
  - Conduct a meeting to review with applicable DHHS and other State stakeholders for feedback and alignment
  - Update the response plan based on feedback received
  - Conduct an alignment session with stakeholders involved to educate them on the response procedures
- **New HEIGHTS privacy impact assessment**
  - Conduct the annual privacy impact assessment (PIA) of New HEIGHTS as required by CMS (due before July 2018)
  - Propose remediation recommendations for gaps identified during the assessment considering the following:
    - CMS requirements
    - Prioritization based on risk
  - Work with DHHS Privacy Office to develop a roadmap for remediation

**2.5.5 Ongoing New HEIGHTS Risk and Compliance Management**

CMS MARS-E 2.0 requirements have several requirements that should be enforced on an ongoing basis. This initiative addresses the ongoing governance responsibilities for compliance. The activities for this initiative include:

- **Risk and compliance management calendar**
  - Create a calendar of events to be performed for New HEIGHTS on a recurring basis per CMS MARS-E 2.0 DHHS and DoIT requirements
  - Identify schedule and frequency of events



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Document roles and responsibilities of individuals / teams required to perform the activities
- Identify documentation and reporting requirements with associated tasks/events
- Conduct a working session to review compliance calendar with DHHS stakeholders and update based on feedback
- Conduct a working session with DHHS stakeholders to walkthrough the compliance calendar and requirements
- **Information security risk management coordination**
  - Assist with the tracking, documentation and submission of Plan of Action and Milestones (POAM) documentation for New HEIGHTS to CMS
  - Assist with orchestration and awareness required to facilitate stakeholder participation in the execution of the defined security initiatives
  - Assist with preparation for meetings with federal agencies such as CMS for compliance-related activities
  - Coordinate actions among DHHS and DoIT stakeholders
  - Coordinate and plan meetings, provide quality control reviews, and check for alignment with scope for security documentation
  - Track progress, risks and issues
  - Coordinate audit responses, as well as other security-related ad-hoc requests
  - Compile a weekly and monthly status report on the risk management activities performed
  - Assist with identification and collection of existing DHHS security policies, procedures and standards
  - Assist with development of DHHS security policy life cycle management processes (i.e. ownership assignment, creation, maintenance, and annual reviews)
  - Suggest standardized format and file naming conventions for tracking DHHS security policies, procedures, and standards documents.

Provided coordination and support personnel will not make any management decisions for DHHS. Coordination and facilitation activities will be provided by an equivalent of one (1) FTE (average over a monthly period) for up to eight (8) months.

**2.5.6 New HEIGHTS Security Incident Response Plan**

A security incident response plan is essential to communicate the roles and responsibilities and activities for the individuals and groups responsible for responding to a cyber security incident. DHHS established a cyber incident response plan document in March 2016. The objective of this initiative is to review and socialize the current cyber incident response plan. The activities for this initiative include:

- **Review of the current DHHS cyber incident response plan**
  - Review existing incident response (IR) plan and supporting documentation



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Facilitate up to two (2) working sessions with DHHS stakeholders to discuss the following aspects of the current IR plan:
  - IR roles and responsibilities including executive leadership involvement
  - IR framework and processes
  - IR escalation paths
  - IR communication procedures
  - IR Quick Reference Card(s) (QRC), tools and templates
- Identify suggested enhancements to the current IR plan based on feedback received in the work sessions
- Facilitate one IR plan walk through session with up to 8 DHHS stakeholders (Note: Current DHHS IR plan will be utilized to conduct the walk through session)



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

### **3 PROJECT MANAGEMENT PLAN**

Key activities will be managed using a structured project management methodology including:

- Adherence to the established New HEIGHTS project management and application development standards and best practices
- Lifecycle management and (defect/change) tracking by project
- Risk/issue status and tracking
- Weekly joint delivery and State team lead project status meetings and
- Weekly Project Management reporting and status meeting

#### **3.1 Activity 1 – Project/Contract Management and Support**

##### **3.1.1 Task 1 – Perform Project Management Functions** **Requirements of Task**

Throughout the execution of the project, the State's project management team (which is comprised of the New HEIGHTS Project Manager, Deputy Project Manager, Security Manager and core State staff and contracted Subject Matter Experts) will:

- Provide oversight for the activities conducted by the Contractor
- Provide review and approval of deliverables
- Help ensure the Contractor's access to critical State resources
- Facilitate ongoing status reporting and conduct periodic project reviews
- Serve as liaison to federal partner agencies, DHHS executive staff, systems external to New HEIGHTS, DoIT, and State regulatory agencies
- Procure hardware, software and infrastructure required to deliver the scope of work
- Manage the Technical Support Group (TSG) infrastructure services required to deliver the scope of work
- Conduct scope management in conjunction with the Contractor

The Contractor is generally responsible for managing the overall contract execution, including but not limited to:

- Financial management – producing bills/invoices
- Subcontractor management – managing subcontractors, contracts, and relationships
- Scope management in conjunction with State staff
- Delivery management in conjunction with State staff

##### **Deliverables from Task**

- Project tracking using the New HEIGHTS Jira workflow
- Issue and risk management



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Resource time (effort) tracking/reporting using the FTE bank
- Producing and processing bills/invoices using standard procedures established for New HEIGHTS
- Status Reports – due to the State Project Manager on Thursday of each week for prior week's activities. Status reports shall include:
  - Major accomplishments
  - Major upcoming work
  - Significant issues and concerns for the overall project

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the project management functions/tasks.

Function/Task	Responsibility
Develop processes and procedures for development of the Project Plan	State, Contractor
Create the Project Plan content	Contractor
Execute and control the project	State, Contractor
Provide tools to facilitate the planning, execution, and control of the project	State
Participate in project status meetings	State, Contractor
Manage subcontractors	Contractor
Submit invoices	Contractor
Review, approve, and pay invoices	State
Provide the State Project Manager with a primary point of accountability for all Contractor activities	Contractor
Participate as critical members of the project management team	State, Contractor
Provide status reports for all Contractor activities, tasks, and deliverables	Contractor
Provide access to stakeholders and make project decisions based on the timelines agreed upon in the project plan	State

**3.2 Activity 2 – Technical Planning and Support**

**3.2.1 Task 1 – Define and Procure Application Infrastructure Requirements of Task**

Develop a technical architecture to support development, testing, training, and production of the proposed solution by project.

The Technical Architecture Plan will include:

- Required hardware and infrastructure specifications
- Required new software specifications, including number of licenses and versions



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**Deliverables from Task**

- Technical Architecture Procurement Plan – due prior to procuring infrastructure components with sufficient lead time for acquisition

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the application architecture procurement functions/tasks.

Function/Task	Responsibility
Produce Technical Architecture Procurement Plan	State, Technical Support Group (TSG), Contractor
Procure all New HEIGHTS hardware and software	State
Review deliverables	State

**3.2.2 Task 2 – Install, Configure, and Maintain Technical Environments Requirements of Task**

The Contractor will be responsible for collaborating with DoIT, TSG, and the New HEIGHTS maintenance team for the application to configure and install the technical environments for the New HEIGHTS project during the scope of the project.

**Deliverables from Task**

- Capacity Plan – Initial draft; updated as required thereafter
- Configuration Management (CM) Plan – initial draft; updated as required thereafter
- Technical Environments – due for each identified environment per timeframe outlined in Contractor's approved Project Plan

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the installation, configuration, and maintenance technical functions/tasks.

Function/Task	Responsibility
Setup/Install/configure hardware and software for identified environments	State, TSG
Assist in setup/installation/configuration of technical environments	New HEIGHTS Maintenance Team
Maintain and support NEW HEIGHTS technical environments	State, TSG
Develop Capacity Plans	State, TSG
Provide input for capacity planning	Contractor
Provide configuration items to enable builds and promotions	New HEIGHTS

Vendor Initials 82



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Function/Task	Responsibility
Build and promote application	Maintenance Team New HEIGHTS Maintenance Team, Contractor
Develop Configuration Management Plan	New HEIGHTS Maintenance Team, Contractor
Monitor/enforce adherence to Configuration Management Plan	New HEIGHTS Maintenance Team, Contractor, State

### 3.3 Activity 3 – Requirements Definition & Design

#### 3.3.1 Task 1 – Perform Requirements and Design Definition Requirements of Task

The functional requirements will be driven using joint application design (JAD) sessions. The State will be responsible for providing Subject Matter Experts and other analysts to define and clarify requirements for new functionality included in the scope of work.

The design task is intended to translate requirements into a set of deliverables that can be used to drive and support the building of software artifacts – code, configuration data, and rules. For new functionality, each standard unit of development effort—whether an iteration cycle, a milestone, a functional module, or a release—will be completed using the New HEIGHTS Change Control Document (CCD) standard which will typically require the following items:

- A list of proposed schema changes
- Web page mockups for new pages and pages with enhanced functionality
- Business rules and logic definitions
- Configuration changes in the application or framework to enable the necessary functionality
- Descriptions of common user interface objects such as menus and other navigational items

#### Deliverables from Task

- Change Control Document – identifies new or changed business processes based on the agreed upon requirements and design

#### Roles and Responsibilities Related to Task

The following table designates the responsible party/parties for each of the analysis and requirements definition functions/tasks.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Function/Task	Responsibility
Provide access to business Subject Matter Experts on current State business policy and procedure as required in support of new functionality requirements definition	State
Create and maintain the logical and physical data model	New HEIGHTS Maintenance Team, Contractor
Provide change control documentation for new functions	Contractor
Approve requirements and design for new functionality	State

### 3.4 Activity 4 – Application Development

#### 3.4.1 Task 1 – Build and Unit Test System Requirements of Task

The Contractor will have responsibility for developing New HEIGHTS source code, configuration data with respect to frameworks, rules, the batch schedule, and the creation of build inputs for migration through the various environments. The Contractor shall Unit test all of the resulting artifacts.

In addition to Unit testing, the Development Team shall perform Integration testing in the Development environment when units of work are deployed as an integrated build.

The Contractor will mark components as ready for State Systems testing once Unit and Integration testing are complete. Components will be marked for migration to Regression and Production based on State approval.

#### Deliverables from Task

- Software artifacts – timeframe to be determined based on Contractor's methodology and project schedule

#### Roles and Responsibilities Related to Task

The following table designates the responsible party/parties for each of the application development functions/tasks.

Function/Task	Responsibility
Construct all software artifacts	Contractor
Unit test software artifacts	Contractor
Integration test software artifacts	Contractor
Initiate/submit database change requests	Contractor
Approve database change requests	State
Apply database change requests	New HEIGHTS



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Function/Task	Responsibility
Complete configuration and build management	Maintenance Team, Contractor New HEIGHTS
Change to other systems (Legal Aid, NECSES, NH Bridges, Options, WIC, text services, and other systems outside of New HEIGHTS)	Maintenance Team, Contractor State

### 3.5 Activity 5 – Testing

#### 3.5.1 Task 1 – Develop Test Plans Requirements of Task

The Contractor is required to complete Unit and Integration testing:

#### Deliverables from Task

- Test software for in integration test for migration to Systems test

#### Roles and Responsibilities Related to Task

The following table designates the responsible party/parties for each of the testing functions/tasks.

Function/Task	Responsibility
Complete Unit and Integration testing; Submit approval for migration	Contractor
Develop Systems and Regression test plan using State staff and using resources provided through staff augmentation	State

#### 3.5.2 Task 2 – Perform System and Regression Test Requirements of Task

The State will execute Systems and Regression tests in accordance with the test plans developed by the State.

#### Deliverables from Task

- Systems Test Results Document – due at the completion of the Systems test cycle
- Regression Test Results Document – due at the completion of the Regression test cycle
- Production-ready system – due at the completion of Regression testing

#### Roles and Responsibilities Related to Task

The following table designates the responsible party/parties for each of the Systems and Regression testing functions/tasks.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Function/Task	Responsibility
Execute test plans	State
Document test results	State
Review and approve test results	State

**3.5.3 Task 3 - Perform Software Implementation**  
**Requirements of Task**

The Contractor is responsible for promoting the software to each environment, including Production, based on State approvals and will assist in the resolution of problems, issues, and errors as they arise.

**Deliverables from Task**

- Software Promotion Approval Form - due prior to each release for State approval

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the software promotion functions/tasks.

Function/Task	Responsibility
Define the order in which configurable items need to be built and applied	Contractor
Identify new batch jobs and order of execution when combined with other batch jobs	Contractor
Script the build process	New HEIGHTS Maintenance Team, Contractor
Approve the build components	State
Verify that the build is correct	New HEIGHTS Maintenance Team, Contractor
Promote releases to testing and environments	New HEIGHTS Maintenance Team, Contractor



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**3.6 Activity 6 – Enhanced Document Imaging, Content Management and Workflow, Intake and Assessment**

**3.6.1 Task 1 – Perform Project Management Functions**  
**Requirements of Task**

- Throughout the execution of the project, the State's project management team will:
  - Provide four (4) full time developers dedicated to the NH Bridges modernization effort with an expectation of approximately 1,400 hours of delivery after completing acclimation and training activities per resource in year one and 1,920 per resource in year two supporting the completion of delivery, defect correction, and system stabilization activities. The functions to be delivered (screens to be developed) by the State development resources will be jointly agreed upon by the State and Vendor and will include a combination of new screen development, PowerBuilder changes required to integrate the conversion, translation services between the new and existing data models, defect correction, and operations support
  - Provide three (3) business analysts who will be available part time with an allocation of approximately 50% for the project duration supporting requirements, design, quality assurance, and system documentation
  - Provide oversight for the activities conducted by the Contractor
  - Provide training on the new application to DCYF end users
  - Provide end user documentation including user guides, manuals, help references and other similar documentation
  - Provide review and approval of deliverables
  - Help ensure the Contractor's access to critical State resources
  - Facilitate ongoing status reporting and conduct periodic project reviews
  - Serve as liaison to federal partner agencies, DHHS executive staff, external systems, DoIT, and State regulatory agencies
  - Procure hardware, software and infrastructure required to deliver the scope of work
  - Manage the Information Technology Support Group (ITSG) and DoIT infrastructure services required to deliver the scope of work
  - Conduct scope management in conjunction with the Contractor

The Contractor is generally responsible for managing the overall contract execution, including but not limited to:

- Financial management – producing bills/invoices
- Subcontractor management – managing subcontractors, contracts, and relationships
- Scope management in conjunction with State staff
- Delivery management in conjunction with State staff



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Collaborate with the State to support onboarding of State development team (4 technical team members) using the approach and methodology as follows:
  - **Prerequisites** – The vendor will provide the State team with pre-requisite self-directed learning activities required to obtain and demonstrate the core Java capabilities necessary to begin training on the new NH.Bridges Java framework and development process including a Sun Java Foundations Certified Junior Associate Certification
  - **Train** – The vendor will train the State technical staff on technology utilized for this implementation using an approach defined in the table below
  - **Follow** – The State technical teams will each “follow” or observe as a vendor team member develops a screen of moderate complexity
  - **Lead** – The State technical team will develop a screen of moderate complexity with a vendor team member working side by side to provide support
  - **Support** – The State technical team, as joint team members working with the vendor, will assume responsibility for developing and delivering the agreed upon functionalities. The State technical team will receive the needed support estimated at approximately 25% of a vendor FTE during the construction phase of the project



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**Training Activities**

Task	Description	Outcome	Approximate Vendor Support Time Allocation
<b>Pre-Requisite</b>	State technical team will undergo self-directed pre-requisite activities with limited mentoring from the vendor, including lunch and learn introduction and Q/A sessions	State technical team will obtain Java certification	20 hours
<b>UI Development Introduction Training</b>	The vendor will conduct session with the State technical team to review Web Technologies (Scripting and Markup) reinforcing the pre-requisite learning activities	State technical team will have fundamental understanding of Web Based technologies utilized in the new NH Bridges Java architecture	10 hours
<b>NH Bridges Java UI Framework Training</b>	The vendor will provide training on the NH Bridges specific UI Java framework, including framework components, development standards, the workspace, and the development lifecycle using a mix of instruction, demonstration, assignments and group activities	State technical team will have an understanding of the front-end framework	40 hours
<b>NH Bridges Java Business and Persistence Framework Training</b>	The vendor will provide training on the NH Bridges specific business and persistence Java framework, including framework components, development standards, the workspace, and the development lifecycle using a mix of instruction, demonstration, assignments and group activities	State technical team will have an understanding of the new back end framework	40 hours

**Deliverables from Task**

- Project tracking of tasks and activities
- Issue and risk management

Vendor Initials 82



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Producing and processing bills/invoices using standard procedures established for New HEIGHTS
- Status Reports – due to the DCYF State Project Manager weekly for prior week's activities:  
 Status reports shall include:
  - Major accomplishments
  - Major upcoming work
  - Significant issues and concerns for the overall project

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the project management functions/tasks.

Function/Task	Responsibility
Maintain project plan and related tasks	Vendor with State support
Complete Project Initiation	State/Vendor
Functional team will coordinate stakeholder engagement and will participate in and validate analysis, strategy, and design tasks. The team will also participate and support system and user acceptance testing, including test planning, execution, validation, and defect tracking.	State - DCYF
Provide NH Bridges systems domain expertise, Oracle DBA support, PowerBuilder integration support (if required), and to collaborate in the overall delivery of services, including bidirectional knowledge transfer and sharing between the vendor and DoIT team members.	State - DoIT
Facilitate infrastructure planning and execution, including the purchase of any required hardware, software, and data center infrastructure support for installation and configuration.	State - DoIT
Identify resource constraints, changes or requests and escalate to the project management/resource coordination team as soon as possible	Vendor
Develop deployment communication plan	Vendor
Complete Weekly Project Status Updates	Vendor
Review deliverable Invoice documents prior to submission to client	Vendor
Attend deliverable review meetings and provide milestone delivery status updates	Vendor, State DoIT and DCYF
Complete training and end user documentation (user guides, user help, etc.)	State DCYF/DoIT
Train the State technical team on the new NH Bridges framework	Vendor and State - DoIT
Develop, test and migrate the agreed upon development functionality assigned to State staff	State - DoIT

Vendor Initials 



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

**3.6.2 Task 2 – Define “As-Is” Workflow for Enhanced Document Imaging, Content Management and Workflow**

**Requirements of Task**

- The Contractor, in collaboration with State-DCYF, will study and document the “as-is” workflow

**Deliverables from Task**

- High level workflows including actors, channels of communication, documents utilized and processes completed

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the “as-is” workflow definition functions/tasks.

Function/Task	Responsibility
Provide “as is” documentation and access to resources required to analyze current case folders, document workflow and intake & assessment process	State – DCYF
Document “as is” workflow for documents, intake, and assessment	Vendor based on State-DCYF Input

**3.6.3 Task 3 – Define “To-Be” Workflow**

**Requirements of Task**

The Contractor will utilize the output of the “As is” analysis and JADS in collaboration with the State DCYF and DoIT team to:

- Identify the target workflow including the time of document capture (before processing, after processing or on closure), the location of capture (remote, centralized, or local) the distribution of work, and priority of work
- Identify the potential areas of improvement and process streamline during intake and assessment

**Deliverables from Task**

- High level workflows including actors, channels of communication, documents utilized and processes completed for document management, intake and assessment
- Technical Architecture – due prior to procuring infrastructure components with sufficient lead time for acquisition
- Taxonomy Document – details appropriate granularity of metadata and document taxonomy assignment for documents



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- **Conversion Strategy** – identifies the strategy to convert the existing case folders and related data based on the agreed upon requirements and design and to convert or bridge intake and assessment data to support new functionality and downstream functions

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the "to-be" study definition functions/tasks.

Function/Task	Responsibility
Complete document category and taxonomy assignment	State - DCYF
Support document category and taxonomy assignment strategy and configuration and workflow definition	Vendor
Create & maintain technical architecture	Vendor
Review & approve technology architecture	State - DoIT

**3.6.4 Task 4 – Perform Requirements and Design Definition**  
**Requirements of Task**

The functional requirements will be driven using joint application design (JAD) sessions. The State will be responsible for providing Subject Matter Experts and other analysts to define and clarify requirements for new functionality included in the scope of work.

The design task is intended to translate requirements into a set of deliverables that can be used to drive and support the building of software artifacts – code, configuration data, and rules which will typically require the following items:

- A list of proposed schema changes
- Web page mockups for new pages and pages with enhanced functionality
- Business rules and logic definitions
- Configuration changes in the application or framework to enable the necessary functionality
- Descriptions of common user interface objects such as menus and other navigational items

**Deliverables from Task**

- **Change Control Document** – identifies new or changed business processes based on the agreed upon requirements and design

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the analysis and requirements definition functions/tasks.

Function/Task	Responsibility
---------------	----------------



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Function/Task	Responsibility
Identify JAD participants	State - DCYF
Schedule JAD sessions	State/Vendor
Facilitate JAD sessions	Vendor
Provide JAD subject matter expertise and business process flow requirements inputs	State - DCYF
Create/maintain project documentation and the Responsible, Accountable, Consulted and Informed (RACI) chart	Vendor
Complete change control document	Vendor
Support development of requirements and design specifications through the contribution of the (3) assigned State business analysts and DoIT developers	State - DoIT
State DoIT staff to provide required design inputs for changes to the existing NH Bridges domain including Oracle database, PowerBuilder, APIs and other potential changes to the existing domain required for interoperability with the new framework and functions	State - DoIT
Refine scope prioritizing DCYF requirements and final requirements included in the design documentation based on the vendor and DoIT delivery resource constraints	Vendor/State
Review & approve design documentation	State - DCYF

**3.6.5 Task 5 - Build, Unit Test and Systems Integration Test Requirements of Task**

The State identified technical resources will share the responsibility with the Contractor for developing source code, configuration data with respect to frameworks, rules, the batch schedule, and the creation of build inputs for migration through the various environments. The State identified technical resources, in collaboration with the Contractor, shall perform Unit testing of all the resulting artifacts and shall collaborate with DoIT and DCYF staff in the development and execution of Systems Integration Testing (SIT) plans. The SIT plans will be shared with the States to aid the development of User Acceptance Test plans to be developed and execution by DoIT and DCYF staff.

In addition to Unit testing, State identified technical resources, in collaboration with the Contractor, shall perform SIT testing when units of work are deployed as an integrated build prior to migration to higher regions.

The State identified technical resources, in collaboration with the Contractor, will mark components as ready for User Acceptance testing once the unit and SIT is complete.

**Deliverables from Task**



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- Software artifacts – unit test check list, unit test results, software code and SIT test plan

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the application development functions/tasks.

Function/Task	Responsibility
Complete Technical Specification document	Vendor, State-DoIT
Review and approve technical specification	Vendor and/or State designated Technical Lead
Complete framework and construction tasks, including software deployment and code review (excluding changes required within the existing NH Bridges application, e.g. PowerBuilder)	Vendor, State-DoIT*
Complete development of changes that may be required to the existing Bridges solution (e.g. PowerBuilder), including an API to export NH Bridges system generated document to OnBase	State – DoIT
Complete unit and SIT testing of changes made in the new NH Bridges application	Vendor, State – DCYF, DoIT
Complete unit and SIT testing of changes made in the existing NH Bridges application (e.g. PowerBuilder)	State – DCYF and DoIT
* Based on jointly agreed upon screen/scope assignments to DoIT staff	

**3.6.6 Task 6 – Perform User Acceptance Testing**  
**Requirements of Task**

The State will execute user acceptance testing (UAT) in accordance with the test plans developed by the State and components will be marked for migration to Production based on State approval.

**Deliverables from Task**

- User Acceptance Testing result document – due at the completion of the UAT
- Production-ready system – due at the completion of the UAT

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the Systems and Regression testing functions/tasks.

Function/Task	Responsibility
Complete user acceptance testing	State – DCYF and DoIT
Document test results	State – DCYF and DoIT

Vendor Initials 



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Function/Task	Responsibility
Review and approve test results	State – DCYF and DoIT

**3.6.7 Task 7 – Perform Software Implementation Requirements of Task**

The State identified technical resources, in collaboration with the Contractor, will be responsible for submitting promotion requests for migration to UAT and Production and will be responsible for submitting and managing promotions to lower regions.

**Deliverables from Task**

- Software Promotion Approval - due prior to each release for State approval

**Roles and Responsibilities Related to Task**

The following table designates the responsible party/parties for each of the software promotion functions/tasks.

Function/Task	Responsibility
Complete Post Implementation Review (PIR) activities	Vendor, State DoIT and DCYF
<ul style="list-style-type: none"> <li>• Validate code deployment</li> <li>• Verify any Database and Reference Table updates</li> </ul>	
Complete any PIR test cases	Vendor, State DoIT and DCYF
Monitor production defect resolution and migration to higher regions and ensure timely migration requests are submitted	Vendor/ State - DoIT
Follow up with NH Bridges business team to ensure PIR activities are completed and project is closed	Vendor/ State - DoIT

**4 Assumptions**

- The New HEIGHTS maintenance contractor will provide DBA, desktop/LAN support (for staff housed in the State-provided facility), operations cycle support, change/configuration management, subject matter expertise, and post implementation support for work associated with this Agreement with the exception the Bridges platform and database which will be supported by DoIT staff.
- The New HEIGHTS maintenance and State Operations staff will be available during and after normal business hours to assist the Contractor's enhancement team to successfully run batch jobs in the Integration and Systems/acceptance test environments and for conversion/implementation support.



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- c) Contractor support for Systems and Regression testing includes defect correction, cycle execution, and staff augmentation within the constraints of full time equivalent (FTE) months allocated to quality assurance.
- d) The State will develop and execute training plans, materials, and programs in support of work associated with this Agreement.
- e) Milestone and deliverable dates of this agreement and the Project Plan shall be regarded as estimates. The Contractor shall use diligent efforts to meet such dates and shall notify the State promptly if significant delays are encountered in completing the services or deliverables.
- f) The management team will manage to the overall project hours and/or augment with maintenance team support or additional resources using the change order process.
- g) The State will be responsible for executing the data risk remediation plan. The contractor will develop the plan and coordinate the efforts across DHHS and DoIT, however will not directly manipulate files, folders and/or access to them.
- h) The State will be responsible for ensuring that the surveys sent out as part of the security initiatives to its stakeholders are completed and returned based on the agreed upon timelines.
- i) The scope of the current initiatives does not include the execution of the reoccurring requirements identified in the risk and compliance calendar.
- j) The New HEIGHTS Incident Response (IR) plan will be based on the DHHS Cyber Incident Response Plan. This initiative will not include the testing of the IR plan or addressing the suggested enhancements to the current IR plan.
- k) DHHS is responsible for procuring and deploying the security tools required to perform the security enhancement tasks.
- l) The procurement of all platform infrastructure, hardware, and software will be completed by DHHS per a jointly agreed upon timeline, and, if applicable, cloud infrastructure for the EBI project.
- m) DoIT and the DoIT Technical Service Group (TSG) will complete installation and initial configuration of on premise hardware/software to be deployed in the DoIT data center.
- n) If Cognos is the selected BI tool, the scope of configuration will be limited to functions comparable to Qlik/Tableau and will not include the development of Cognos Cubes, Adhoc packages, or other similar pre-packaging of data.
- o) DHHS and DoIT to provide infrastructure, including hardware, software and platform support through the DoIT Technical Service Group (TSG)
- p) Security roles for DCYF Imaging access and workflow management will leverage the existing NH Bridges structure
- q) No back-file conversion or operational support (scanning/indexing) to be provided by the vendor for the DCYF Imaging and workflow scope of work
- r) Existing NH Bridges reporting will continue to be utilized with data replication from intake and assessment to existing table and/or replacement of select reports based on joint consensus of the vendor and State



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

- s) NH Bridges batch and PL/SQL will continue to be utilized where the underlying NH Bridges tables are re-used in the new processes or populated for downstream usage in NH Bridges
- t) The New HEIGHTS framework and enterprise assets will be used as project accelerators, including software and hardware for NH Bridges modernization
- u) The NH Bridges web server, application servers, and version control will be distinct instances with deployment and hours of operation independent of New HEIGHTS
- v) NH Bridges security will be extended and reused to provide role-based structures and retain continuity between the existing and new user interface

## 5 Milestones

The scope of work includes enhancements projects which require modifications to the New HEIGHTS and Bridges system. DHHS will work with the Contractor to manage the functional requirements within the estimates provided in the table below. If the scope of an individual project causes the Contractor to exceed the hours budgeted, the Department will work with the Contractor to process scope adjustments, including adjustments across other projects, in order for the Contractor to complete the cumulative scope of work within the defined resources constraints (defined by the hours per project in the table below). If resources are required beyond the exhibit below, the Department will request a change order or prioritize New HEIGHTS Maintenance Contractor resources to support the additional effort.

Category	Project Name	Hours
Enterprise Business Intelligence	Access Front End Modernization	925
Enterprise Business Intelligence	Data Mart Extension – Claims Data From MIMIS	3,706
Enterprise Business Intelligence	Data Mart Extension – Data Sourced From New HEIGHTS	2,971
Enterprise Business Intelligence	DHHS Dashboard – Group 2	4,327
Enterprise Business Intelligence	EBI Security	1,923
Enterprise Business Intelligence	Extract & Schema – New Data Based on Data Mart Extension	4,250
Enterprise Business Intelligence	Extract & Schema - Sourced From Existing EDW	3,550
Enterprise Business Intelligence	Infrastructure Install & Training	18,115
Enterprise Business Intelligence	DHHS Dashboard – Group 1	5,800
Enterprise Business Intelligence	MCI Integration	1,731
Legacy Modernization	Application & Server Security	4,890
Legacy Modernization	Batch Application Migration	20,959
Legacy Modernization	Data File Migration & Archival/Retention Process	4,192
Legacy Modernization	Database & DB Tools Migration	7,337



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Category	Project Name	Hours
Legacy Modernization	Job Scheduler & Batch Jobs Migration	12,402
Legacy Modernization	NH EASY Application Modernization	20,272
Legacy Modernization	Online & Batch Utility Migration	6,986
Legacy Modernization	Online Applications Migration	5,585
Legacy Modernization	Quality Assurance	25,151
Legacy Modernization	Study to migrate New HEIGHTS to the Other Platform	3,144
Medicaid Policy, Administration & Operational Efficiency	Activity Tracking – New HEIGHTS	12,968
Medicaid Policy, Administration & Operational Efficiency	Activity Tracking - NH EASY	6,108
Medicaid Policy, Administration & Operational Efficiency	Address Verification and Fraud Alert	7,305
Medicaid Policy, Administration & Operational Efficiency	Auto Enrollment Modification for NF Clients	400
Medicaid Policy, Administration & Operational Efficiency	Automated Help Desk Tickets	3,896
Medicaid Policy, Administration & Operational Efficiency	Automatically Run Newborns from DOB	4,626
Medicaid Policy, Administration & Operational Efficiency	Case Comment Templates & Voice Driven Updates to Comments	3,409
Medicaid Policy, Administration & Operational Efficiency	Client Scheduling Enhancements	1,948
Medicaid Policy, Administration & Operational Efficiency	Conversion Notices	225
Medicaid Policy, Administration & Operational Efficiency	Conversion of MCO Client Service Authorizations	687
Medicaid Policy, Administration & Operational Efficiency	Core MLTSS Enhancements	2,964
Medicaid Policy, Administration & Operational Efficiency	Date Specific Enrollment	400
Medicaid Policy, Administration & Operational Efficiency	Digital Information Campaign - Content Development	3,372
Medicaid Policy, Administration & Operational Efficiency	Digital Information Campaign - Navigation Delivery model	3,372
Medicaid Policy, Administration & Operational Efficiency	Digital Information Campaign - Multimedia	3,372
Medicaid Policy, Administration & Operational Efficiency	Eligibility Status Determination and Initial Implementation	4,710
Medicaid Policy, Administration & Operational Efficiency	Enhanced Expected Change Functionality	6,574
Medicaid Policy, Administration & Operational Efficiency	Estate Recovery Integration	5,096



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

Category	Project Name	Hours
Medicaid Policy, Administration & Operational Efficiency	Federal, State Reporting & QC Sampling	4,955
Medicaid Policy, Administration & Operational Efficiency	Financial Passive Renewal	6,619
Medicaid Policy, Administration & Operational Efficiency	LTSS Unit Workflow Management	1,670
Medicaid Policy, Administration & Operational Efficiency	MCO Passive Enrollment	800
Medicaid Policy, Administration & Operational Efficiency	MCO Pre-Selection at Application	2,657
Medicaid Policy, Administration & Operational Efficiency	Medical Passive Renewal	520
Medicaid Policy, Administration & Operational Efficiency	MLTSS Closures and Workflow	1,670
Medicaid Policy, Administration & Operational Efficiency	MLTSS PMO	2,080
Medicaid Policy, Administration & Operational Efficiency	New HEIGHTS Member Eligibility	754
Medicaid Policy, Administration & Operational Efficiency	Specified Closing/Denial Reasons	3,409
Medicaid Policy, Administration & Operational Efficiency	Suspension & Re-Application	3,290
Medicaid Policy, Administration & Operational Efficiency	Verification Checklist Enhancements	10,470
Medicaid Policy, Administration & Operational Efficiency	Document Imaging and Workflow (DCYF)	9,866
Medicaid Policy, Administration & Operational Efficiency	Intake	10,861
Medicaid Policy, Administration & Operational Efficiency	Assessment	10,861
NH EASY Self-Service Enhancements	Fraud Prevention Using Behavioral Prompts in Self-service	3,409
NH EASY Self-Service Enhancements	Home Care – Children with Severe Disabilities (HCCSD) Application in NH EASY	2,922
	<b>TOTAL</b>	<b>306,461</b>

## 6 Deliverables

The State will approve all Deliverables according to the review process described below.

- w) Each Deliverable that conforms in all material respects with the applicable specifications agreed by the parties in writing ("Specifications") will be approved by the State, without

Vendor Initials SN

Page 55 of 56



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services (DHHS)**  
**Attachment A-2 New HEIGHTS Statement of Work for Amendment 1 Enhancements**

condition. Within ten working days from its receipt of a Deliverable, the State will provide the Contractor with (i) written approval of such Deliverable or (ii) a written statement of conditional approval (in which case the State will proceed to pay the Contractor for the Deliverable) or rejection, which identifies in reasonable detail the deficiencies preventing approval without condition (the "Deficiencies"). The review process begins with receipt of the Deliverable by the State. The date of receipt is the first working day after the date of delivery to the State.

- x) Within five working days of the Contractor's receipt of a notice of Deficiencies, it will clarify with the State the reasons for conditional approval or rejection. The Contractor will have thirty working days from the end of the clarification period to complete corrective actions in order for such Deliverable to conform in all material respects to the applicable Specifications. Within five working days of the State's receipt thereof, it will complete its review of the corrected Deliverable and notify the Contractor in writing of acceptance, conditional acceptance, or rejection.
- y) Notwithstanding the foregoing provisions of this Section, approval of a Deliverable (including a Deliverable that was previously conditionally approved or rejected) will be deemed given by the State without condition if the State has not delivered to the Contractor a notice of Deficiencies for such Deliverable during the period for State review thereof as set forth in this Section, or if the State uses the Deliverable in Production.
- z) The Contractor shall be entitled to rely on Deliverable approval for purposes of subsequent stages of Contractor's performance.



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1  
NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
1	Maintenance and Enhancements - July 2013	07/31/13	\$ 458,333.33	\$ 458,333.33	\$ 458,333.33
2	Maintenance and Enhancements - August 2013	08/30/13	\$ 458,333.33	\$ 916,666.66	\$ 916,666.66
3	Maintenance and Enhancements - September 2013	09/30/13	\$ 458,333.33	\$ 1,374,999.99	\$ 1,374,999.99
4	Maintenance and Enhancements - October 2013	10/31/13	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
5	Maintenance and Enhancements - November 2013	11/29/13	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
6	Maintenance and Enhancements - December 2013	12/31/13	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
7	Maintenance and Enhancements - January 2014	01/31/14	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
8	Maintenance and Enhancements - February 2014	02/28/14	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
9	Maintenance and Enhancements - March 2014	03/31/14	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
10	Maintenance and Enhancements - April 2014	04/30/14	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
11	Maintenance and Enhancements - May 2014	05/30/14	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
12	Maintenance and Enhancements - June 2014	06/30/14	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
13	Maintenance and Enhancements - July 2014	07/31/14	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
14	Maintenance and Enhancements - August 2014	08/29/14	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
15	Maintenance and Enhancements - September 2014	09/30/14	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
16	Maintenance and Enhancements - October 2014	10/31/14	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
17	Maintenance and Enhancements - November 2014	11/28/14	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
18	Maintenance and Enhancements - December 2014	12/31/14	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
19	Maintenance and Enhancements - January 2015	01/30/15	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
20	Maintenance and Enhancements - February 2015	02/27/15	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
21	Maintenance and Enhancements - March 2015	03/31/15	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
22	Maintenance and Enhancements - April 2015	04/30/15	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
23	Maintenance and Enhancements - May 2015	05/29/15	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
24	Maintenance and Enhancements - June 2015	06/30/15	\$ 458,333.33	\$ 5,499,999.96	\$ 4,124,999.97
25	Maintenance and Enhancements - July 2015	07/31/15	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 1 of 23



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
26	Maintenance and Enhancements - August 2015	08/31/15	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
27	Maintenance and Enhancements - September 2015	09/30/15	\$ 458,333.33	\$ 1,374,999.99	\$ <del>5,499,999.96</del>
28	Maintenance and Enhancements - October 2015	10/30/15	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
29	Maintenance and Enhancements - November 2015	11/30/15	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
30	Maintenance and Enhancements - December 2015	12/31/15	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
31	Maintenance and Enhancements - January 2016	01/29/16	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
32	Maintenance and Enhancements - February 2016	02/29/16	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
33	Maintenance and Enhancements - March 2016	03/31/16	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
34	Maintenance and Enhancements - April 2016	04/29/16	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
35	Maintenance and Enhancements - May 2016	05/31/16	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
36	Maintenance and Enhancements - June 2016	06/30/16	\$ 458,333.33	\$ <del>5,499,999.96</del>	\$ 4,124,999.97
37	Maintenance and Enhancements - July 2016	07/29/16	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
38	Maintenance and Enhancements - August 2016	08/31/16	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63
39	Maintenance and Enhancements - September 2016	09/30/16	\$ 458,333.33	\$ 1,374,999.99	\$ <del>5,499,999.96</del>
40	Maintenance and Enhancements - October 2016	10/31/16	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
41	Maintenance and Enhancements - November 2016	11/30/16	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
42	Maintenance and Enhancements - December 2016	12/30/16	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
43	Maintenance and Enhancements - January 2017	01/31/17	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
44	Maintenance and Enhancements - February 2017	02/28/17	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
45	Maintenance and Enhancements - March 2017	03/31/17	\$ 458,333.33	\$ 4,124,999.97	\$ 2,749,999.98
46	Maintenance and Enhancements - April 2017	04/28/17	\$ 458,333.33	\$ 4,583,333.30	\$ 3,208,333.31
47	Maintenance and Enhancements - May 2017	05/31/17	\$ 458,333.33	\$ 5,041,666.63	\$ 3,666,666.64
48	Maintenance and Enhancements - June 2017	06/30/17	\$ 458,333.33	\$ <del>5,499,999.96</del>	\$ 4,124,999.97
49	Maintenance and Enhancements - July 2017	07/31/17	\$ 458,333.33	\$ 458,333.33	\$ 4,583,333.30
50	Maintenance and Enhancements - August 2017	08/31/17	\$ 458,333.33	\$ 916,666.66	\$ 5,041,666.63

Initial all pages

Vendor Initials *SS*

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 2 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
51	Maintenance and Enhancements - September 2017	09/29/17	\$ 458,333.33	\$ 1,374,999.99	\$ 5,499,999.96
52	Maintenance and Enhancements - October 2017	10/31/17	\$ 458,333.33	\$ 1,833,333.32	\$ 458,333.33
53	Maintenance and Enhancements - November 2017	11/30/17	\$ 458,333.33	\$ 2,291,666.65	\$ 916,666.66
54	Maintenance and Enhancements - December 2017	12/29/17	\$ 458,333.33	\$ 2,749,999.98	\$ 1,374,999.99
55	Maintenance and Enhancements - January 2018	01/31/18	\$ 458,333.33	\$ 3,208,333.31	\$ 1,833,333.32
56	Maintenance and Enhancements - February 2018	02/28/18	\$ 458,333.33	\$ 3,666,666.64	\$ 2,291,666.65
57	Maintenance and Enhancements - March 2018	05/15/18	\$ 958,333.33	\$ 4,624,999.97	\$ 3,249,999.98
58	Access Front End Modernization - Requirements & Design	05/16/18	\$ 28,600.00	\$ 4,653,599.97	\$ 3,278,599.98
59	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 1)	05/18/18	\$ 10,000.00	\$ 4,663,599.97	\$ 3,288,599.98
60	Online Applications Migration - New HEIGHTS WEB, Kiosk, FFM Inbound/Outbound Conversion	05/18/18	\$ 145,200.00	\$ 4,808,799.97	\$ 3,433,799.98
61	Infrastructure Install & Training - Tool and Platform Evaluation	05/18/18	\$ 72,800.00	\$ 4,881,599.97	\$ 3,506,599.98
62	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 2)	05/18/18	\$ 10,000.00	\$ 4,891,599.97	\$ 3,516,599.98
63	Batch Application Migration - Release 1 (Java) - Requirements & Design	05/18/18	\$ 152,565.00	\$ 5,044,164.97	\$ 3,669,164.98
64	Client Scheduling Enhancements - Requirements & Design	05/18/18	\$ 20,364.95	\$ 5,064,529.92	\$ 3,689,529.93
65	Online Applications Migration - New HEIGHTS RPC, Kofax & Mule Applications	05/18/18	\$ 145,200.00	\$ 5,209,729.92	\$ 3,834,729.93
66	Online & Batch Utility Migration - SORT & ADHOC SQL Generic Process	05/18/18	\$ 90,825.00	\$ 5,300,554.92	\$ 3,925,554.93

Initial all pages  
Vendor Initials 82



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1  
NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
67	Quality Assurance - Testing Support - 2/2018	05/18/18	\$ 181,650.00	\$ 5,482,204.92	\$ 4,107,204.93
68	NH EASY Application Modernization - Requirements & Design	05/18/18	\$ 210,830.00	\$ 5,693,034.92	\$ 4,318,034.93
69	Estate Recovery Integration - Requirements & Design	05/18/18	\$ 69,140.00	\$ 5,762,174.92	\$ 4,387,174.93
70	Automated Help Desk Tickets - Requirements & Design	05/18/18	\$ 40,729.78	\$ 5,802,904.70	\$ 4,427,904.71
71	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Requirements & Design	05/18/18	\$ 30,547.34	\$ 5,833,452.04	\$ 4,458,452.05
72	New HIEGHTS Privacy Program and Data Flow Mapping - Draft privacy policy	05/18/18	\$ 35,000.00	\$ 5,868,452.04	\$ 4,493,452.05
73	Extract & Schema - Sourced From Existing EDW - Requirements & Design	05/18/18	\$ 104,000.00	\$ 5,972,452.04	\$ 4,597,452.05
74	EBI Security - Security and Privacy Requirements	05/18/18	\$ 50,000.00	\$ 6,022,452.04	\$ 4,647,452.05
75	DHHS Dashboard - Requirements & Design	05/18/18	\$ 150,000.00	\$ 6,172,452.04	\$ 4,797,452.05
76	Data Mart Extension - Data Sourced From New Heights - Requirements & Design	05/18/18	\$ 95,000.00	\$ 6,267,452.04	\$ 4,892,452.05
77	Batch Application Migration - Release 2 (Cobol) - Requirements & Design	05/18/18	\$ 167,055.00	\$ 6,434,507.04	\$ 5,059,507.05
78	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 3)	05/18/18	\$ 10,000.00	\$ 6,444,507.04	\$ 5,069,507.05
79	Verification Checklist Enhancements - Requirements & Design	05/18/18	\$ 109,461.34	\$ 6,553,968.38	\$ 5,178,968.39
80	Quality Assurance - Testing Support - 4/2018	05/18/18	\$ 399,630.00	\$ 6,953,598.38	\$ 5,578,598.39

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 4 of 23



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
81	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 1	05/18/18	\$ 35,000.00	\$ 6,988,598.38	\$ 5,613,598.39
82	Ongoing New HEIGHTS Risk and Compliance Management - Risk and compliance management calendar	05/18/18	\$ 60,000.00	\$ 7,048,598.38	\$ 5,673,598.39
83	Address Verification and Fraud Alert - Requirements & Design	05/18/18	\$ 76,368.34	\$ 7,124,966.72	\$ 5,749,966.73
84	Enhanced Expected Change Functionality - Requirements & Design	05/18/18	\$ 68,731.50	\$ 7,193,698.22	\$ 5,818,698.23
85	Case Comment Templates & Voice Driven Updates to Comments - Requirements & Design	05/18/18	\$ 35,638.59	\$ 7,229,336.81	\$ 5,854,336.82
86	Maintenance and Enhancements - April 2018	05/30/18	\$ 958,333.33	\$ 8,187,670.14	\$ 6,812,670.15
87	Client Scheduling Enhancements - Construction & Integration	06/01/18	\$ 134,987.54	\$ 8,322,657.68	\$ 6,947,657.69
88	Verification Checklist Enhancements - Construction & Unit	06/01/18	\$ 725,556.40	\$ 9,048,214.08	\$ 7,673,214.09
89	Automated Help Desk Tickets - Construction & Unit	06/01/18	\$ 269,974.34	\$ 9,318,188.42	\$ 7,943,188.43
90	Case Comment Templates & Voice Driven Updates to Comments - Construction & Unit	06/01/18	\$ 236,227.73	\$ 9,554,416.15	\$ 8,179,416.16
91	Intake Workflow - Requirements	06/06/18	\$ 162,426.00	\$ 9,716,842.15	\$ 8,341,842.16
92	Assessment Workflow - Requirements	06/06/18	\$ 162,426.00	\$ 9,879,268.15	\$ 8,504,268.16
93	Infrastructure Install & Training - Requirements & Design	06/08/18	\$ 249,600.00	\$ 10,128,868.15	\$ 8,753,868.16
94	Verification Checklist Enhancements - Systems Testing	06/08/18	\$ 199,442.39	\$ 10,328,310.54	\$ 8,953,310.55

Initial all pages

Vendor Initials 

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 5 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
95	Extract & Schema - New Data Based on Data Mart Extension - Requirements & Design	06/08/18	\$ 104,000.00	\$ 10,432,310.54	\$ 9,057,310.55
96	MCI Integration - Requirements & Design	06/08/18	\$ 50,000.00	\$ 10,482,310.54	\$ 9,107,310.55
97	Data Mart Extension - Claims Data From MMIS - Requirements & Design	06/08/18	\$ 95,000.00	\$ 10,577,310.54	\$ 9,202,310.55
98	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 2	06/08/18	\$ 35,000.00	\$ 10,612,310.54	\$ 9,237,310.55
99	New HIEGHTS Security Incident Response Plan - Security incident response plan updates and knowledge transfer	06/13/18	\$ 60,000.00	\$ 10,672,310.54	\$ 9,297,310.55
100	Job Scheduler & Batch Jobs Migration - Batch Scheduler- Jobs Configuration Group-1	06/14/18	\$ 163,485.00	\$ 10,835,795.54	\$ 9,460,795.55
101	Maintenance and Enhancements - May 2018	06/15/18	\$ 958,333.33	\$ 11,794,128.87	\$ 10,419,128.88
102	Extract & Schema - Sourced From Existing EDW - Construction & Integration	06/15/18	\$ 130,000.00	\$ 11,924,128.87	\$ 10,549,128.88
103	Batch Application Migration - Release 3 (Cobol) - Requirements & Design	06/15/18	\$ 167,055.00	\$ 12,091,183.87	\$ 10,716,183.88
104	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 4)	06/15/18	\$ 10,000.00	\$ 12,101,183.87	\$ 10,726,183.88
105	Specified Closing/Denial Reasons - Requirements & Design	06/20/18	\$ 35,638.59	\$ 12,136,822.46	\$ 10,761,822.47
106	Information Security Awareness & Culture - Executive summary document	06/22/18	\$ 20,000.00	\$ 12,156,822.46	\$ 10,781,822.47
107	Quality Assurance - Testing Support - 6/2018	06/28/18	\$ 508,620.00	\$ 12,665,442.46	\$ 11,290,442.47
108	Medical Passive Renewal - Requirements & Design	06/29/18	\$ 9,499.00	\$ 12,674,941.46	\$ 11,299,941.47

Initial all pages  
Vendor Initials 



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
109	Financial Passive Renewal - Requirements & Design	06/29/18	\$ 71,244.00	\$ 12,746,185.46	\$ 11,371,185.47
110	Improve Security Governance over Unstructured Data - UDM tool integration, configuration, and data discovery	06/29/18	\$ 80,000.00	\$ 12,826,185.46	\$ 11,451,185.47
111	MLTSS PMO - PMO Q1-18	06/29/18	\$ 43,264.00	\$ 12,869,449.46	\$ 11,494,449.47
112	Batch Application Migration - Release 1 (Java) - Construction & Integration	06/29/18	\$ 203,385.00	\$ 13,072,834.46	\$ 11,697,834.47
113	New HIEGHTS Privacy Program and Data Flow Mapping - Draft privacy incidence response plan	06/29/18	\$ 45,000.00	\$ 13,117,834.46	\$ 11,742,834.47
114	Online & Batch Utility Migration - REXX Conversion - Group-1	06/29/18	\$ 102,900.00	\$ 13,220,734.46	\$ 11,845,734.47
115	LTSS Dashboard - Requirements & Design	06/29/18	\$ 208,000.00	\$ 13,428,734.46	\$ 12,053,734.47
116	Enhanced Document Imaging and Content Management - Define "As-Is" Workflow	06/29/18	\$ 89,892.00	\$ 13,518,626.46	\$ 12,143,626.47
117	Estate Recovery Integration - Construction & Integration	06/29/18	\$ 304,648.00	\$ 13,823,274.46	\$ 12,448,274.47
118	Enhanced Document Imaging and Content Management - Define "To-Be" Workflow	06/29/18	\$ 132,143.00	\$ 13,955,417.46	\$ 12,580,417.47
119	EBI Security - Architecture & Design	06/29/18	\$ 75,000.00	\$ 14,030,417.46	\$ 12,655,417.47
120	Batch Application Migration - Release 2 (Cobol) - Construction & Integration	06/29/18	\$ 222,810.00	\$ 14,253,227.46	\$ 12,878,227.47
121	Data Mart Extension - Data Sourced From New Heights - Construction & Integration	06/29/18	\$ 119,000.00	\$ 14,372,227.46	\$ 12,997,227.47
122	Client Scheduling Enhancements - Implementation	06/29/18	\$ 47,235.02	\$ 14,419,462.48	\$ 13,044,462.49
123	Verification Checklist Enhancements - Implementation	06/29/18	\$ 54,445.27	\$ 14,473,907.75	\$ 13,098,907.76

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 7 of 23



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
124	NH EASY Application Modernization - Construction & Integration	06/29/18	\$ 1,370,400.00	\$ 15,844,307.75	\$ 14,469,307.76
125	Automated Help Desk Tickets - Systems Testing	06/29/18	\$ 94,469.77	\$ 15,938,777.52	\$ 14,563,777.53
126	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Construction & Integration	06/29/18	\$ 202,480.75	\$ 16,141,258.27	\$ 14,766,258.28
127	Maintenance and Enhancements - June 2018	06/29/18	\$ 958,333.33	\$ 17,099,591.60	\$ 15,724,591.61
128	Address Verification and Fraud Alert - Construction & Unit	06/29/18	\$ 506,201.88	\$ 17,605,793.48	\$ 16,230,793.49
129	Enhanced Expected Change Functionality - Construction & Unit	06/29/18	\$ 455,581.69	\$ 18,061,375.17	\$ 16,686,375.18
130	Case Comment Templates & Voice Driven Updates to Comments - Systems Testing	06/29/18	\$ 82,661.12	\$ 18,144,036.29	\$ 16,769,036.30
131	New HEIGHTS Privacy Program and Data Flow Mapping - Remediation recommendations and roadmap	07/06/18	\$ 45,000.00	\$ 45,000.00	\$ 16,814,036.30
132	Infrastructure Install & Training - Construction & Integration	07/06/18	\$ 301,600.00	\$ 346,600.00	\$ 17,115,636.30
133	Application Vulnerability Management (AVM) Program - Application Catalog, Scope and Plan	07/06/18	\$ 25,000.00	\$ 371,600.00	\$ 17,140,636.30
134	Fraud Prevention Using Behavioral Prompts in Self-service - Requirements & Design	07/12/18	\$ 35,638.59	\$ 407,238.59	\$ 17,176,274.89
135	Online & Batch Utility Migration - REXX Conversion - Group-2	07/13/18	\$ 102,900.00	\$ 510,138.59	\$ 17,279,174.89
136	New HEIGHTS Privacy Program and Data Flow Mapping - Annual Privacy Impact Assessment (PIA)	07/13/18	\$ 75,000.00	\$ 585,138.59	\$ 17,354,174.89

Initial all pages

Vendor Initials *SK*

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 8 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
137	Access Front End Modernization - Construction & Integration	07/13/18	\$ 46,800.00	\$ 631,938.59	\$ 17,400,974.89
138	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 3	07/13/18	\$ 35,000.00	\$ 666,938.59	\$ 17,435,974.89
139	Job Scheduler & Batch Jobs Migration - Requirements	07/16/18	\$ 144,375.00	\$ 811,313.59	\$ 17,580,349.89
140	New HIEGHTS Privacy Program and Data Flow Mapping - New HEIGHTS data flow mapping	07/20/18	\$ 90,000.00	\$ 901,313.59	\$ 17,670,349.89
141	Information Security Awareness & Culture - Survey questionnaire	07/20/18	\$ 20,000.00	\$ 921,313.59	\$ 17,690,349.89
142	Application Vulnerability Management (AVM) Program - AVM governance model document	07/20/18	\$ 30,000.00	\$ 951,313.59	\$ 17,720,349.89
143	Job Scheduler & Batch Jobs Migration - Batch Scheduler- Jobs Configuration Group-2	07/26/18	\$ 163,485.00	\$ 1,114,798.59	\$ 17,883,834.89
144	Enhanced Document Imaging and Content Management - Requirements & Design	07/27/18	\$ 89,790.00	\$ 1,204,588.59	\$ 17,973,624.89
145	Extract & Schema - Sourced From Existing EDW - System Test	07/27/18	\$ 83,200.00	\$ 1,287,788.59	\$ 18,056,824.89
146	Data Mart Extension - Data Sourced From New Heights - System Test	07/27/18	\$ 55,000.00	\$ 1,342,788.59	\$ 18,111,824.89
147	Eligibility Status Determination and Initial Implementation - Requirements	07/27/18	\$ 48,978.80	\$ 1,391,767.39	\$ 18,160,803.69
148	Maintenance and Enhancements - July 2018	07/31/18	\$ 625,000.00	\$ 2,016,767.39	\$ 18,785,803.69
149	Application Vulnerability Management (AVM) Program - Application Secure Software Development Lifecycle (SSDLC) framework and tool	08/02/18	\$ 45,000.00	\$ 2,061,767.39	\$ 18,830,803.69

Initial all pages  
Vendor Initials SK



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
	rationalization				
150	Improve Security Governance over Unstructured Data - Unstructured data risk remediation preparation and plan	08/03/18	\$ 140,000.00	\$ 2,201,767.39	\$ 18,970,803.69
151	Extract & Schema - New Data Based on Data Mart Extension - Construction & Integration	08/03/18	\$ 156,000.00	\$ 2,357,767.39	\$ 19,126,803.69
152	MCI Integration - Construction & Integration	08/03/18	\$ 70,000.00	\$ 2,427,767.39	\$ 19,196,803.69
153	Data Mart Extension - Claims Data From MMIS - Construction & Integration	08/03/18	\$ 160,430.86	\$ 2,588,198.25	\$ 19,357,234.55
154	Batch Application Migration - Release 3 (Cobol) - Construction & Integration	08/03/18	\$ 222,810.00	\$ 2,811,008.25	\$ 19,580,044.55
155	Infrastructure Install & Training - System Test	08/07/18	\$ 156,000.00	\$ 2,967,008.25	\$ 19,736,044.55
156	Date Specific Enrollment - Requirements & Design	08/10/18	\$ 9,499.00	\$ 2,976,507.25	\$ 19,745,543.55
157	Batch Application Migration - Release 1(Java) - System Test	08/10/18	\$ 101,640.00	\$ 3,078,147.25	\$ 19,847,183.55
158	Batch Application Migration - Release 2 (Cobol) - System Test	08/10/18	\$ 111,300.00	\$ 3,189,447.25	\$ 19,958,483.55
159	Extract & Schema - Sourced From Existing EDW - Implementation	08/10/18	\$ 52,000.00	\$ 3,241,447.25	\$ 20,010,483.55
160	Data Mart Extension - Data Sourced From New Heights - Implementation	08/10/18	\$ 40,000.00	\$ 3,281,447.25	\$ 20,050,483.55
161	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 5)	08/10/18	\$ 10,000.00	\$ 3,291,447.25	\$ 20,060,483.55

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 10 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
162	Application Vulnerability Management (AVM) Program - AVM operational process document	08/10/18	\$ 75,000.00	\$ 3,366,447.25	\$ 20,135,483.55
163	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 4	08/10/18	\$ 35,000.00	\$ 3,401,447.25	\$ 20,170,483.55
164	Address Verification and Fraud Alert - Systems Testing	08/10/18	\$ 177,130.83	\$ 3,578,578.08	\$ 20,347,614.38
165	Enhanced Expected Change Functionality - Systems Testing	08/10/18	\$ 159,417.75	\$ 3,737,995.83	\$ 20,507,032.13
166	Job Scheduler & Batch Jobs Migration - Design	08/13/18	\$ 144,375.00	\$ 3,882,370.83	\$ 20,651,407.13
167	Information Security Awareness & Culture - Visioning lab	08/15/18	\$ 35,000.00	\$ 3,917,370.83	\$ 20,686,407.13
168	Online & Batch Utility Migration - REXX Conversion - Group-3	08/17/18	\$ 102,900.00	\$ 4,020,270.83	\$ 20,789,307.13
169	Access Front End Modernization - System Test	08/17/18	\$ 15,600.00	\$ 4,035,870.83	\$ 20,804,907.13
170	Batch Application Migration - Release 4 (Cobol) - Requirements & Design	08/17/18	\$ 167,055.00	\$ 4,202,925.83	\$ 20,971,962.13
171	Eligibility Status Determination and Initial Implementation - Design	08/17/18	\$ 48,978.80	\$ 4,251,904.63	\$ 21,020,940.93
172	Quality Assurance - Testing Support - 8/2018	08/28/18	\$ 508,620.00	\$ 4,760,524.63	\$ 21,529,560.93
173	MCO Pre-Selection at Application - Requirements & Design	08/31/18	\$ 38,591.00	\$ 4,799,115.63	\$ 21,568,151.93
174	MCO Passive Enrollment - Requirements & Design	08/31/18	\$ 11,874.00	\$ 4,810,989.63	\$ 21,580,025.93
175	Batch Application Migration - Release 1(Java) - Implementation	08/31/18	\$ 51,030.00	\$ 4,862,019.63	\$ 21,631,055.93
176	Improve Security Governance over Unstructured Data - Data risk remediation	08/31/18	\$ 165,000.00	\$ 5,027,019.63	\$ 21,796,055.93

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 11 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
177	Infrastructure Install & Training - Implementation	08/31/18	\$ 104,000.00	\$ 5,131,019.63	\$ 21,900,055.93
178	Financial Passive Renewal - Construction & Integration	08/31/18	\$ 409,405.00	\$ 5,540,424.63	\$ 22,309,460.93
179	Batch Application Migration - Release 2 (Cobol) - Implementation	08/31/18	\$ 55,860.00	\$ 5,596,284.63	\$ 22,365,320.93
180	Access Front End Modernization - Implementation	08/31/18	\$ 5,200.00	\$ 5,601,484.63	\$ 22,370,520.93
181	Batch Application Migration - Release 3 (Cobol) - System Test	08/31/18	\$ 111,300.00	\$ 5,712,784.63	\$ 22,481,820.93
182	NH EASY Application Modernization - Systems Testing	08/31/18	\$ 421,662.00	\$ 6,134,446.63	\$ 22,903,482.93
183	Maintenance and Enhancements - August 2018	08/31/18	\$ 625,000.00	\$ 6,759,446.63	\$ 23,528,482.93
184	Application Vulnerability Management (AVM) Program - NECSES application security assessment	08/31/18	\$ 80,000.00	\$ 6,839,446.63	\$ 23,608,482.93
185	Study to migrate New HEIGHTS to the Other Platform - Requirements	09/01/18	\$ 108,990.00	\$ 6,948,436.63	\$ 23,717,472.93
186	Infrastructure Install & Training - Training - installation and configuration of the primary platform components	09/07/18	\$ 150,000.00	\$ 7,098,436.63	\$ 23,867,472.93
187	Online & Batch Utility Migration - Data Access Design for Batch Jobs	09/07/18	\$ 163,485.00	\$ 7,261,921.63	\$ 24,030,957.93
188	Extract & Schema - New Data Based on Data Mart Extension - System Test	09/07/18	\$ 104,000.00	\$ 7,365,921.63	\$ 24,134,957.93
189	MCI Integration - System Test	09/07/18	\$ 40,000.00	\$ 7,405,921.63	\$ 24,174,957.93
190	Data Mart Extension - Claims Data From MMIS - System Test	09/07/18	\$ 75,000.00	\$ 7,480,921.63	\$ 24,249,957.93

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 12 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
191	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (full source code)	09/07/18	\$ 25,000.00	\$ 7,505,921.63	\$ 24,274,957.93
192	Application Vulnerability Management (AVM) Program - Secure code development training	09/07/18	\$ 5,000.00	\$ 7,510,921.63	\$ 24,279,957.93
193	Data File Migration & Archival/Retention Process - Design & Implement Logs Maintenance	09/13/18	\$ 108,990.00	\$ 7,619,911.63	\$ 24,388,947.93
194	Improve Security Governance over Unstructured Data - UDM roadmap and operating model	09/14/18	\$ 60,000.00	\$ 7,679,911.63	\$ 24,448,947.93
195	Enhanced Document Imaging and Content Management - Construction	09/14/18	\$ 340,000.00	\$ 8,019,911.63	\$ 24,788,947.93
196	Infrastructure Install & Training - Training - Power Users Train the Trainer / Access Front End Modernization	09/14/18	\$ 100,000.00	\$ 8,119,911.63	\$ 24,888,947.93
197	DHHS Dashboard - Construction & Integration	09/14/18	\$ 175,000.00	\$ 8,294,911.63	\$ 25,063,947.93
198	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 5	09/14/18	\$ 35,000.00	\$ 8,329,911.63	\$ 25,098,947.93
199	New HEIGHTS Member Eligibility - Requirements & Design	09/21/18	\$ 8,906.00	\$ 8,338,817.63	\$ 25,107,853.93
200	Extract & Schema - New Data Based on Data Mart Extension - Implementation	09/21/18	\$ 78,000.00	\$ 8,416,817.63	\$ 25,185,853.93
201	MCI Integration - Implementation	09/21/18	\$ 20,000.00	\$ 8,436,817.63	\$ 25,205,853.93
202	Data Mart Extension - Claims Data From MMIS - Implementation	09/21/18	\$ 55,000.00	\$ 8,491,817.63	\$ 25,260,853.93
203	Application & Server Security - Requirements & Design	09/21/18	\$ 152,565.00	\$ 8,644,382.63	\$ 25,413,418.93

Initial all pages

Vendor Initials *82*

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 13 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
204	Intake Workflow - Design	09/21/18	\$ 277,378.00	\$ 8,921,760.63	\$ 25,690,796.93
205	Assessment Workflow - Design	09/21/18	\$ 277,378.00	\$ 9,199,138.63	\$ 25,968,174.93
206	Eligibility Status Determination and Initial Implementation - Construction & Unit Testing	09/21/18	\$ 171,425.80	\$ 9,370,564.43	\$ 26,139,600.73
207	Online & Batch Utility Migration - File Transfer Conversion	09/28/18	\$ 163,485.00	\$ 9,534,049.43	\$ 26,303,085.73
208	Batch Application Migration - Release 3 (Cobol) - Implementation	09/28/18	\$ 55,860.00	\$ 9,589,909.43	\$ 26,358,945.73
209	Activity Tracking - NewHEIGHTS - Requirements	09/28/18	\$ 134,865.28	\$ 9,724,774.71	\$ 26,493,811.01
210	Maintenance and Enhancements - September 2018	09/30/18	\$ 625,000.00	\$ 10,349,774.71	\$ 27,118,811.01
211	LTSS Unit Workflow Management - Requirements & Design	10/05/18	\$ 44,528.00	\$ 10,394,302.71	\$ 44,528.00
212	Estate Recovery Integration - System Test	10/05/18	\$ 54,016.00	\$ 10,448,318.71	\$ 98,544.00
213	Batch Application Migration - Release 4 (Cobol) - Construction & Integration	10/05/18	\$ 222,810.00	\$ 10,671,128.71	\$ 321,354.00
214	Activity Tracking - NH EASY - Requirements	10/05/18	\$ 63,519.56	\$ 10,734,648.27	\$ 384,873.56
215	Job Scheduler & Batch Jobs Migration - Construction & Unit Testing	10/08/18	\$ 256,620.00	\$ 10,991,268.27	\$ 641,493.56
216	MCO Pre-Selection at Application - Construction & Integration	10/12/18	\$ 156,960.00	\$ 11,148,228.27	\$ 798,453.56
217	Enhanced Document Imaging and Content Management - Unit/Integration Testing	10/12/18	\$ 241,780.00	\$ 11,390,008.27	\$ 1,040,233.56
218	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 6)	10/12/18	\$ 10,000.00	\$ 11,400,008.27	\$ 1,050,233.56
219	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly	10/12/18	\$ 35,000.00	\$ 11,435,008.27	\$ 1,085,233.56

Initial all pages

Vendor Initials 22

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 14 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
	activity report 6				
220	Study to migrate New HEIGHTS to the Other Platform - Analysis & Design	10/15/18	\$ 108,990.00	\$ 11,543,998.27	\$ 1,194,223.56
221	Data File Migration & Archival/Retention Process - MVS Dataset Migration	10/18/18	\$ 108,990.00	\$ 11,652,988.27	\$ 1,303,213.56
222	LTSS Dashboard - Construction & Integration	10/19/18	\$ 176,800.00	\$ 11,829,788.27	\$ 1,480,013.56
223	DHHS Dashboard - System Test	10/19/18	\$ 125,000.00	\$ 11,954,788.27	\$ 1,605,013.56
224	Ongoing New HEIGHTS Application Vulnerability Assessments - Penetration testing of new HEIGHTS environment	10/19/18	\$ 40,000.00	\$ 11,994,788.27	\$ 1,645,013.56
225	Specified Closing/Denial Reasons - Construction & Integration	10/25/18	\$ 236,227.73	\$ 12,231,016.00	\$ 1,881,241.29
226	Online Applications Migration - Rule Engine Application Conversion	10/26/18	\$ 145,200.00	\$ 12,376,216.00	\$ 2,026,441.29
227	Estate Recovery Integration - Implementation	10/26/18	\$ 102,148.00	\$ 12,478,364.00	\$ 2,128,589.29
228	NH EASY Application Modernization - Implementation	10/26/18	\$ 105,415.56	\$ 12,583,779.56	\$ 2,234,004.85
229	Fraud Prevention Using Behavioral Prompts in Self-service - Construction & Integration	10/26/18	\$ 236,227.73	\$ 12,820,007.29	\$ 2,470,232.58
230	Home Care - Children with Severe Disabilities (HCCSD) Application in NH EASY - Implementation	10/26/18	\$ 70,852.33	\$ 12,890,859.62	\$ 2,541,084.91
231	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 1)	10/26/18	\$ 10,000.00	\$ 12,900,859.62	\$ 2,551,084.91
232	Eligibility Status Determination and Initial Implementation - Integration Testing	10/26/18	\$ 97,957.60	\$ 12,998,817.22	\$ 2,649,042.51

Initial all pages

Vendor Initials *82*

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 15 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
233	Quality Assurance - Testing Support - 10/2018	10/29/18	\$ 508,620.00	\$ 13,507,437.22	\$ 3,157,662.51
234	EBI Security - Control Evaluation & Security Testing	10/30/18	\$ 75,000.00	\$ 13,582,437.22	\$ 3,232,662.51
235	Maintenance and Enhancements - October 2018	10/31/18	\$ 625,000.00	\$ 14,207,437.22	\$ 3,857,662.51
236	LTSS Unit Workflow Management - Construction & Integration	11/02/18	\$ 83,712.00	\$ 14,291,149.22	\$ 3,941,374.51
237	Batch Application Migration - Release 4 (Cobol) - System Test	11/02/18	\$ 111,300.00	\$ 14,402,449.22	\$ 4,052,674.51
238	Activity Tracking - NewHEIGHTS - Design	11/02/18	\$ 134,865.28	\$ 14,537,314.50	\$ 4,187,539.79
239	Application & Server Security - Construction & Integration	11/09/18	\$ 203,385.00	\$ 14,740,699.50	\$ 4,390,924.79
240	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 7	11/09/18	\$ 35,000.00	\$ 14,775,699.50	\$ 4,425,924.79
241	Activity Tracking - NH EASY - Design	11/09/18	\$ 63,519.56	\$ 14,839,219.06	\$ 4,489,444.35
242	Digital Information Campaign - Content Development - Requirements	11/09/18	\$ 105,193.40	\$ 14,944,412.46	\$ 4,594,637.75
243	Job Scheduler & Batch Jobs Migration - Integration Testing	11/12/18	\$ 128,310.00	\$ 15,072,722.46	\$ 4,722,947.75
244	Infrastructure Install & Training - Training - Power Users / DHHS Dashboard	11/16/18	\$ 100,000.00	\$ 15,172,722.46	\$ 4,822,947.75
245	Data File Migration & Archival/Retention Process - PDF Migration	11/22/18	\$ 108,990.00	\$ 15,281,712.46	\$ 4,931,937.75
246	Enhanced Document Imaging and Content Management - Systems/UAT	11/23/18	\$ 107,740.00	\$ 15,389,452.46	\$ 5,039,677.75
247	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 2)	11/23/18	\$ 10,000.00	\$ 15,399,452.46	\$ 5,049,677.75

Initial all pages

Vendor Initials *82*

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 16 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
248	Enhanced Document Imaging and Content Management - Production Pilot	11/30/18	\$ 13,598.00	\$ 15,413,050.46	\$ 5,063,275.75
249	Batch Application Migration - Release 4 (Cobol) - Implementation	11/30/18	\$ 55,860.00	\$ 15,468,910.46	\$ 5,119,135.75
250	Maintenance and Enhancements - November 2018	11/30/18	\$ 625,000.00	\$ 16,093,910.46	\$ 5,744,135.75
251	Medical Passive Renewal - System Test	12/07/18	\$ 34,494.00	\$ 16,128,404.46	\$ 5,778,629.75
252	Date Specific Enrollment - System Test	12/07/18	\$ 24,639.00	\$ 16,153,043.46	\$ 5,803,268.75
253	MCO Passive Enrollment - System Test	12/07/18	\$ 55,437.00	\$ 16,208,480.46	\$ 5,858,705.75
254	MCO Pre-Selection at Application - System Test	12/07/18	\$ 27,830.00	\$ 16,236,310.46	\$ 5,886,535.75
255	Financial Passive Renewal - System Test	12/07/18	\$ 72,590.00	\$ 16,308,900.46	\$ 5,959,125.75
256	LTSS Dashboard - System Test	12/07/18	\$ 218,400.00	\$ 16,527,300.46	\$ 6,177,525.75
257	Application & Server Security - System Test	12/07/18	\$ 152,670.00	\$ 16,679,970.46	\$ 6,330,195.75
258	Eligibility Status Determination and Initial Implementation - Systems Testing	12/07/18	\$ 97,957.60	\$ 16,777,928.06	\$ 6,428,153.35
259	Activity Tracking - New HEIGHTS - Construction & Unit Testing	12/07/18	\$ 472,028.48	\$ 17,249,956.54	\$ 6,900,181.83
260	Activity Tracking - NH EASY - Construction & Unit Testing	12/07/18	\$ 222,318.46	\$ 17,472,275.00	\$ 7,122,500.29
261	LTSS Unit Workflow Management - System Test	12/10/18	\$ 14,843.00	\$ 17,487,118.00	\$ 7,137,343.29
262	Infrastructure Install & Training - Post Implementation	12/14/18	\$ 500,000.00	\$ 17,987,118.00	\$ 7,637,343.29
263	Ongoing New HEIGHTS Application Vulnerability Assessments - Secure code review for NH EASY and New HEIGHTS (delta source code review 7)	12/14/18	\$ 10,000.00	\$ 17,997,118.00	\$ 7,647,343.29
264	Ongoing New HEIGHTS Risk and Compliance Management - Information security monthly activity report 8	12/14/18	\$ 35,000.00	\$ 18,032,118.00	\$ 7,682,343.29

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 17 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
265	Digital Information Campaign - Content Development - Design	12/21/18	\$ 105,193.40	\$ 18,137,311.40	\$ 7,787,536.69
266	Data File Migration & Archival/Retention Process - Retention & Archival Process	12/27/18	\$ 108,990.00	\$ 18,246,301.40	\$ 7,896,526.69
267	Specified Closing/Denial Reasons - Implementation	12/27/18	\$ 82,661.12	\$ 18,328,962.52	\$ 7,979,187.81
268	Online Applications Migration - NH EASY Gateway & Core Application Conversion	12/28/18	\$ 145,200.00	\$ 18,474,162.52	\$ 8,124,387.81
269	Medical Passive Renewal - Implementation	12/28/18	\$ 10,114.00	\$ 18,484,276.52	\$ 8,134,501.81
270	Date Specific Enrollment - Implementation	12/28/18	\$ 7,496.00	\$ 18,491,772.52	\$ 8,141,997.81
271	MCO Passive Enrollment - Implementation	12/28/18	\$ 15,915.00	\$ 18,507,687.52	\$ 8,157,912.81
272	MCO Pre-Selection at Application - Implementation	12/28/18	\$ 52,951.00	\$ 18,560,638.52	\$ 8,210,863.81
273	Financial Passive Renewal - Implementation	12/28/18	\$ 135,172.00	\$ 18,695,810.52	\$ 8,346,035.81
274	Infrastructure Install & Training - Training Power and Business Users / All Functionality	12/28/18	\$ 150,000.00	\$ 18,845,810.52	\$ 8,496,035.81
275	Quality Assurance - Testing Support - 12/2018	12/28/18	\$ 508,620.00	\$ 19,354,430.52	\$ 9,004,655.81
276	Fraud Prevention Using Behavioral Prompts in Self-service - Implementation	12/28/18	\$ 82,661.12	\$ 19,437,091.64	\$ 9,087,316.93
277	Ongoing New HEIGHTS Application Vulnerability Assessments - Monthly NH EASY and New HEIGHTS web application vulnerability testing (Review 3)	12/28/18	\$ 10,000.00	\$ 19,447,091.64	\$ 9,097,316.93
278	Enhanced Document Imaging and Content Management - Post Production Support	12/28/18	\$ 11,143.00	\$ 19,458,234.64	\$ 9,108,459.93
279	Eligibility Status Determination and Initial Implementation - Implementation	12/28/18	\$ 24,489.40	\$ 19,482,724.04	\$ 9,132,949.33
280	LTSS Unit Workflow Management - Implementation	12/31/18	\$ 30,635.00	\$ 19,513,359.04	\$ 9,163,584.33
281	Job Scheduler & Batch Jobs Migration - System Test	12/31/18	\$ 289,170.00	\$ 19,802,529.04	\$ 9,452,754.33

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 18 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
282	Study to migrate New HEIGHTS to the Other Platform - Final Strategy	12/31/18	\$ 108,990.00	\$ 19,911,519.04	\$ 9,561,744.33
283	MLTSS PMO - PMO Q4-18	12/31/18	\$ 43,264.00	\$ 19,954,783.04	\$ 9,605,008.33
284	Maintenance and Enhancements - December 2018	12/31/18	\$ 625,000.00	\$ 20,579,783.04	\$ 10,230,008.33
285	New HEIGHTS Member Eligibility - System Test	01/04/19	\$ 54,205.00	\$ 20,633,988.04	\$ 10,284,213.33
286	Federal, State Reporting & QC Sampling - Requirements	01/04/19	\$ 51,526.80	\$ 20,685,514.84	\$ 10,335,740.13
287	Suspension & Re-Application - Requirements	01/04/19	\$ 34,216.00	\$ 20,719,730.84	\$ 10,369,956.13
288	Digital Information Campaign - Navigation Delivery model - Requirements	01/04/19	\$ 105,193.40	\$ 20,824,924.24	\$ 10,475,149.53
289	MLTSS Closures and Workflow - Requirements & Design	01/22/19	\$ 44,528.00	\$ 20,869,452.24	\$ 10,519,677.53
290	New HEIGHTS Member Eligibility - Implementation	01/25/19	\$ 15,291.00	\$ 20,884,743.24	\$ 10,534,968.53
291	Database & DB Tools Migration - DB Conversion - Requirements & Design	01/25/19	\$ 130,725.00	\$ 21,015,468.24	\$ 10,665,693.53
292	Activity Tracking - NewHEIGHTS - Integration Testing	01/25/19	\$ 269,730.56	\$ 21,285,198.80	\$ 10,935,424.09
293	Activity Tracking - NH EASY - Integration Testing	01/25/19	\$ 127,039.12	\$ 21,412,237.92	\$ 11,062,463.21
294	Maintenance and Enhancements - January 2019	01/31/19	\$ 625,000.00	\$ 22,037,237.92	\$ 11,687,463.21
295	Digital Information Campaign - Content Development - Development	02/01/19	\$ 140,257.77	\$ 22,177,495.69	\$ 11,827,720.98
296	Digital Information Campaign - Multimedia - Requirements	02/01/19	\$ 105,193.40	\$ 22,282,689.09	\$ 11,932,914.38
297	Intake Workflow - Construction	02/08/19	\$ 344,853.00	\$ 22,627,542.09	\$ 12,277,767.38
298	Assessment Workflow - Construction	02/08/19	\$ 344,853.00	\$ 22,972,395.09	\$ 12,622,620.38
299	Federal, State Reporting & QC Sampling - Design	02/08/19	\$ 51,526.80	\$ 23,023,921.89	\$ 12,674,147.18
300	Suspension & Re-Application - Design	02/08/19	\$ 34,216.00	\$ 23,058,137.89	\$ 12,708,363.18

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1


Page 19 of 23



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
301	Digital Information Campaign - Navigation Delivery model - Design	02/15/19	\$ 105,193.40	\$ 23,163,331.29	\$ 12,813,556.58
302	Core MLTSS Enhancements - Requirements & Design	02/19/19	\$ 53,434.00	\$ 23,216,765.29	\$ 12,866,990.58
303	Automatically Run Newborns from DOB - Requirements & Design	02/22/19	\$ 48,366.64	\$ 23,265,131.93	\$ 12,915,357.22
304	Maintenance and Enhancements - February 2019	02/28/19	\$ 625,000.00	\$ 23,890,131.93	\$ 13,540,357.22
305	Conversion Notices - Requirements & Design	03/01/19	\$ 7,124.00	\$ 23,897,255.93	\$ 13,547,481.22
306	Activity Tracking - NewHEIGHTS - Systems Testing	03/08/19	\$ 269,730.56	\$ 24,166,986.49	\$ 13,817,211.78
307	Activity Tracking - NH EASY - Systems Testing	03/08/19	\$ 127,039.12	\$ 24,294,025.61	\$ 13,944,250.90
308	Federal, State Reporting & QC Sampling - Construction & Unit Testing	03/15/19	\$ 180,343.80	\$ 24,474,369.41	\$ 14,124,594.70
309	Suspension & Re-Application - Construction & Unit Testing	03/15/19	\$ 119,756.00	\$ 24,594,125.41	\$ 14,244,350.70
310	Digital Information Campaign - Multimedia - Design	03/15/19	\$ 105,193.40	\$ 24,699,318.81	\$ 14,349,544.10
311	Database & DB Tools Migration - DB Conversion - Construction & Integration	03/22/19	\$ 174,300.00	\$ 24,873,618.81	\$ 14,523,844.10
312	Database & DB Tools Migration - Setting up DB Tools & Configuration - Development	03/22/19	\$ 72,660.00	\$ 24,946,278.81	\$ 14,596,504.10
313	Intake Workflow - Integration	03/25/19	\$ 114,951.00	\$ 25,061,229.81	\$ 14,711,455.10
314	Assessment Workflow - Integration	03/25/19	\$ 114,951.00	\$ 25,176,180.81	\$ 14,826,406.10
315	Activity Tracking - NewHEIGHTS - Implementation	03/29/19	\$ 67,432.64	\$ 25,243,613.45	\$ 14,893,838.74
316	Activity Tracking - NH EASY - Implementation	03/29/19	\$ 31,759.78	\$ 25,275,373.23	\$ 14,925,598.52
317	Digital Information Campaign - Navigation Delivery model - Development	03/29/19	\$ 140,257.77	\$ 25,415,631.00	\$ 15,065,856.29
318	MLTSS PMO - PMO Q1-19	03/31/19	\$ 43,264.00	\$ 25,458,895.00	\$ 15,109,120.29
319	Maintenance and Enhancements - March 2019	03/31/19	\$ 625,000.00	\$ 26,083,895.00	\$ 15,734,120.29

Initial all pages

Vendor Initials 

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 20 of 23



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**Attachment B-1**  
**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE**  
**AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
320	Auto Enrollment Modification for NF Clients - Requirements & Design.	04/11/19	\$ 9,499.00	\$ 26,093,394.00	\$ 15,743,619.29
321	Database & DB Tools Migration - Performance Testing & Tuning - 1	04/12/19	\$ 54,600.00	\$ 26,147,994.00	\$ 15,798,219.29
322	Database & DB Tools Migration - Setting up DB Tools & Configuration - Testing	04/26/19	\$ 72,660.00	\$ 26,220,654.00	\$ 15,870,879.29
323	Conversion Notices - System Test	04/26/19	\$ 12,319.00	\$ 26,232,973.00	\$ 15,883,198.29
324	Federal, State Reporting & QC Sampling - Integration Testing	04/26/19	\$ 103,053.60	\$ 26,336,026.60	\$ 15,986,251.89
325	Suspension & Re-Application - Integration Testing	04/26/19	\$ 68,432.00	\$ 26,404,458.60	\$ 16,054,683.89
326	Digital Information Campaign - Multimedia - Development	04/26/19	\$ 140,256.77	\$ 26,544,715.37	\$ 16,194,940.66
327	Maintenance and Enhancements - April 2019	04/30/19	\$ 625,000.00	\$ 27,169,715.37	\$ 16,819,940.66
328	Database & DB Tools Migration - DB Conversion - System Test	05/03/19	\$ 87,150.00	\$ 27,256,865.37	\$ 16,907,090.66
329	Intake Workflow - Systems Support	05/08/19	\$ 114,951.00	\$ 27,371,816.37	\$ 17,022,041.66
330	Assessment Workflow - Systems Support	05/08/19	\$ 114,951.00	\$ 27,486,767.37	\$ 17,136,992.66
331	Conversion Notices - Implementation	05/10/19	\$ 3,985.00	\$ 27,490,752.37	\$ 17,140,977.66
332	Core MLTSS Enhancements - Construction & Integration	05/17/19	\$ 167,424.00	\$ 27,658,176.37	\$ 17,308,401.66
333	MLTSS Closures and Workflow - Construction & Integration	05/17/19	\$ 83,712.00	\$ 27,741,888.37	\$ 17,392,113.66
334	Database & DB Tools Migration - DB Conversion - Implementation	05/31/19	\$ 43,785.00	\$ 27,785,673.37	\$ 17,435,898.66
335	Database & DB Tools Migration - Performance Testing & Tuning -2	05/31/19	\$ 54,600.00	\$ 27,840,273.37	\$ 17,490,498.66

Initial all pages  
Vendor Initials 82



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
336	Database & DB Tools Migration - Setting up DB Tools & Configuration - Production	05/31/19	\$ 72,600.00	\$ 27,912,873.37	\$ 17,563,098.66
337	Maintenance and Enhancements - May 2019	05/31/19	\$ 625,000.00	\$ 28,537,873.37	\$ 18,188,098.66
338	Intake Workflow - Implementation	05/31/19	\$ 57,475.50	\$ 28,595,348.87	\$ 18,245,574.16
339	Assessment Workflow - Implementation	05/31/19	\$ 57,475.50	\$ 28,652,824.37	\$ 18,303,049.66
340	Conversion of MCO Client Service Authorizations - Requirements & Design	06/06/19	\$ 8,312.00	\$ 28,661,136.37	\$ 18,311,361.66
341	Automatically Run Newborns from DOB - Construction & Unit	06/06/19	\$ 320,594.71	\$ 28,981,731.08	\$ 18,631,956.37
342	Federal, State Reporting & QC Sampling - Systems Testing	06/07/19	\$ 103,053.60	\$ 29,084,784.68	\$ 18,735,009.97
343	Suspension & Re-Application - Systems Testing	06/07/19	\$ 68,432.00	\$ 29,153,216.68	\$ 18,803,441.97
344	MLTSS Closures and Workflow - System Test	06/21/19	\$ 14,843.00	\$ 29,168,059.68	\$ 18,818,284.97
345	Intake Workflow - PIR	06/26/19	\$ 57,475.50	\$ 29,225,535.18	\$ 18,875,760.47
346	Assessment Workflow - PIR	06/26/19	\$ 57,475.50	\$ 29,283,010.68	\$ 18,933,235.97
347	Auto Enrollment Modification for NF Clients - System Test	06/27/19	\$ 24,639.00	\$ 29,307,649.68	\$ 18,957,874.97
348	Core MLTSS Enhancements - System Test	06/28/19	\$ 29,685.00	\$ 29,337,334.68	\$ 18,987,559.97
349	Federal, State Reporting & QC Sampling - Implementation	06/28/19	\$ 25,763.40	\$ 29,363,098.08	\$ 19,013,323.37
350	Suspension & Re-Application - Implementation	06/28/19	\$ 17,108.00	\$ 29,380,206.08	\$ 19,030,431.37
351	MLTSS PMO - PMO Q2-19	06/30/19	\$ 43,264.00	\$ 29,423,470.08	\$ 19,073,695.37
352	Maintenance and Enhancements - June 2019	06/30/19	\$ 625,000.00	<del>\$ 30,048,470.08</del>	\$ 19,698,695.37
353	Auto Enrollment Modification for NF Clients - Implementation	07/18/19	\$ 7,496.00	\$ 7,496.00	\$ 19,706,191.37
354	Automatically Run Newborns from DOB - Systems Testing	07/25/19	\$ 88,125.71	\$ 95,621.71	\$ 19,794,317.08

Initial all pages

Vendor Initials *82*

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 22 of 23



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
Attachment B-1

**NEW HEIGHTS MAINTENANCE AND ENHANCEMENT PAYMENT SCHEDULE  
AMENDMENT 1**

Payment No.	Deliverable Description	Invoice Date	Payment Amount	St Fiscal Yr Totals	Fed Fiscal Yr Totals
355	Core MLTSS Enhancements - Implementation	07/26/19	\$ 57,708.00	\$ 153,329.71	\$ 19,852,025.08
356	MLTSS Closures and Workflow - Implementation	07/26/19	\$ 30,635.00	\$ 183,964.71	\$ 19,882,660.08
357	Maintenance and Enhancements - July 2019	07/31/19	\$ 625,000.00	\$ 808,964.71	\$ 20,507,660.08
358	Automatically Run Newborns from DOB - Implementation	08/15/19	\$ 24,057.21	\$ 833,021.92	\$ 20,531,717.29
359	Maintenance and Enhancements - August 2019	08/31/19	\$ 625,000.00	\$ 1,458,021.92	\$ 21,156,717.29
360	Conversion of MCO Client Service Authorizations - System Test	09/26/19	\$ 49,277.00	\$ 1,507,298.92	\$ 21,205,994.29
361	Improve Security Governance over Unstructured Data - UDM transition and knowledge transfer	09/28/19	\$ 35,000.00	\$ 1,542,298.92	\$ 21,240,994.29
362	MLTSS PMO - PMO Q3-19	09/30/19	\$ 43,264.00	\$ 1,585,562.92	\$ 21,284,258.29
363	Maintenance and Enhancements - September 2019	09/30/19	\$ 625,000.00	\$ 2,210,562.92	\$ <del>21,909,258.29</del>
364	Conversion of MCO Client Service Authorizations - Implementation	10/10/19	\$ 13,922.00	\$ 2,224,484.92	\$ 13,922.00
365	Maintenance and Enhancements - October 2019	10/31/19	\$ 625,000.00	\$ 2,849,484.92	\$ 638,922.00
366	Maintenance and Enhancements - November 2019	11/30/19	\$ 625,000.00	\$ 3,474,484.92	\$ 1,263,922.00
367	Maintenance and Enhancements - December 2019	12/31/19	\$ 625,000.00	\$ 4,099,484.92	\$ 1,888,922.00
368	Maintenance and Enhancements - January 2020	01/31/20	\$ 625,000.00	\$ 4,724,484.92	\$ 2,513,922.00
369	Maintenance and Enhancements - February 2020	02/29/20	\$ 625,000.00	\$ 5,349,484.92	\$ 3,138,922.00
370	Maintenance and Enhancements - March 2020	03/31/20	\$ 625,000.00	\$ 5,974,484.92	\$ 3,763,922.00
371	Maintenance and Enhancements - April 2020	04/30/20	\$ 625,000.00	\$ 6,599,484.92	\$ 4,388,922.00
372	Maintenance and Enhancements - May 2020	05/31/20	\$ 625,000.00	\$ 7,224,484.92	\$ 5,013,922.00
373	Maintenance and Enhancements - June 2020	06/30/20	\$ 625,000.00	\$ <del>7,849,484.92</del>	\$ <del>5,638,922.00</del>
Grand Total			\$ 78,041,991	\$ 78,041,991	\$ 78,041,991

Initial all pages

Vendor Initials 82

New HEIGHTS Maintenance and Enhancement Payment Schedule, Amendment 1

Page 23 of 23



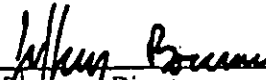
## CERTIFICATE

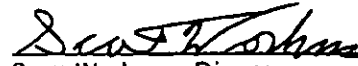
I, Jeffrey Bowman, Director of Deloitte Consulting LLP, do hereby certify that:

1. I am a Director of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting");
2. I maintain and have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of the Principals/Directors of Deloitte Consulting assigned to the Boston, Massachusetts Office;
3. I am duly authorized to issue certificates with respect to Deloitte Consulting and such Principals/Directors;
4. I have attached hereto as Certificate Exhibit A, a certificate of authority setting forth the authority of a Principal/Director of Deloitte Consulting to enter into and sign agreements in the name of and on behalf of Deloitte Consulting;
5. Scott Workman, is on the date hereof, and since 2016 has been, a Director of Deloitte Consulting as referred to in Certificate Exhibit A attached hereto;
6. As a Principal/Director of Deloitte Consulting, he is fully authorized on behalf of and in the name of Deloitte Consulting to enter into and take any and all actions to execute, acknowledge, and deliver the contract with the State of New Hampshire, acting through the Office of the Governor, providing for the performance by Deloitte Consulting of certain management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as he may deem necessary, desirable, or appropriate to accomplish the same;
7. The signatures of Scott Workman, as Director of Deloitte Consulting, affixed to any instruments or documents described in or contemplated by the preceding paragraph shall be exclusive evidence of the authority of said Principal/Director to bind Deloitte Consulting thereby;
8. The certificate of authority of Deloitte Consulting attached as Exhibit A has not been revoked, annulled, or amended in any manner whatsoever and remains in full force and effect as of the date thereof;




9. The following persons, whose signatures appear below, have been duly appointed or assigned to and now occupy the positions indicated below in Deloitte Consulting:

  
Jeffrey Bowman, Director  
Deloitte Consulting LLP  
Boston Office

  
Scott Workman, Director  
Deloitte Consulting LLP  
Pittsburgh Office

10. IN WITNESS WHEREOF, I have hereunto set my hand as Director of the Partnership this 10 day of April, 2018.

  
Jeffrey Bowman

**NEW HAMPSHIRE**

**COUNTY OF MERRIMACK**

On this 10th day of April, 2018, before me, Julie Peters Hayward, the undersigned officer, personally appeared Jeffrey Bowman who acknowledged himself to be a Director of Deloitte Consulting LLP, a Delaware limited partnership, and that he, as such Principal/Director, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing his name thereto as Principal/Director.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission Expires: \_\_\_\_\_

**JULIE PETERS HAYWARD, Notary Public**  
My Commission Expires May 6, 2020

  
Notary Republic



CERTIFICATE EXHIBIT A

I, SCOTT WORKMAN, DO HEREBY CERTIFY THAT:

1. I am a Director of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting").
2. I have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of Principal/Directors of Deloitte Consulting assigned to its Pittsburgh, Pennsylvania office.
3. Principal/Directors of Deloitte Consulting are fully authorized by the Memorandum of Agreement of Deloitte Consulting to enter into and to take any and all actions on behalf of and in the name of Deloitte Consulting to execute, acknowledge, and deliver contracts providing for the performance by Deloitte Consulting of management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as may be necessary, desirable, or appropriate to accomplish the same:
4. Deloitte Consulting LLP has no company seal.
5. I am duly authorized to issue this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand as a Principal/Director of Deloitte Consulting LLP this 10<sup>th</sup> day of April, 2018.

  
Scott Workman


NEW HAMPSHIRE

COUNTY OF MERRIMACK

On this 10<sup>th</sup> day of April, 2018, before me, Julia Peters Hayward, the undersigned officer, personally appeared Scott Workman who acknowledged himself to be a Director of Deloitte Consulting LLP, a Delaware limited partnership, and that he, as such Principal/Director, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing his name thereto as Principal/Director.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission Expires JULIE PETERS HAYWARD, Notary Public  
My Commission Expires May 6, 2020

  
Notary Republic



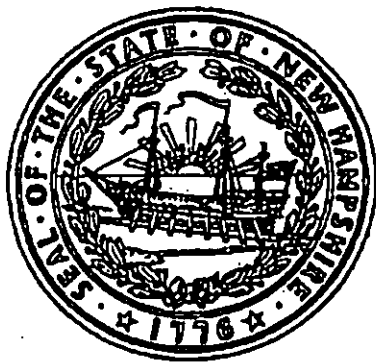
**State of New Hampshire**  
**Department of State**

**CERTIFICATE**

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that DELOITTE CONSULTING LLP is a Delaware Limited Liability Partnership registered to transact business in New Hampshire on March 10, 2004. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 467399

Certificate Number : 0004082065



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 16th day of April A.D. 2018.

A handwritten signature in black ink, appearing to read "Wm Gardner".

William M. Gardner  
Secretary of State





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
05/01/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER  
Marsh USA, Inc.  
1166 Avenue of the Americas  
New York, NY 10036  
Attn: realstate.certrequest@marsh.com

CONTACT  
NAME:  
PHONE (A/C, H/L, Ext):  
FAX (A/C, H/L):  
E-MAIL:  
ADDRESS:

709965-STND-GAYWJ-17-18

INSURED  
Deloitte LLP, Deloitte & Touche LLP;  
Deloitte Consulting LLP; Deloitte Tax LLP; Deloitte Services LP;  
Deloitte Financial Advisory Services LLP;  
Deloitte Transactions and Business Analytics LLP  
695 East Main Street  
Stamford, CT 06901

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	Continental Casualty Company	20443
INSURER B:	National Union Fire Ins Co Pittsburgh PA	19445
INSURER C:	American Casualty Company Of Reading, Pa	20427
INSURER D:	Valley Forge Insurance Company	20508
INSURER E:		
INSURER F:		

## COVERAGES

CERTIFICATE NUMBER:

NYC-007819845-22

REVISION NUMBER: 13

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	DOC NO.	SUBR NO.	POD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO- JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER				GL 602456888	05/01/2017	05/01/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				BJA 602456887	05/01/2017	05/01/2018	COMBINED SINGLE LIMIT (Per occurrence) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per occurrence) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LMB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LMB <input type="checkbox"/> CLAIMS-MADE  DED <input checked="" type="checkbox"/> RETENTION \$ 75,000				23189191	05/01/2017	05/01/2018	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/OWNER EXCLUDED? (Excluded in R44)	Y/N N			NYC 602456887 (AOS) NYC 602456884 (CA) NYC 602456884 (AZ, OR, WI) GAP 6042680618 (OH, MD, WA)	05/01/2017 05/01/2017 05/01/2017 05/01/2017	05/01/2018 05/01/2018 05/01/2018 05/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH- ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	DESCRIPTION OF OPERATIONS below							

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

STATE OF NEW HAMPSHIRE IS INCLUDED AS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE

"WORKERS COMPENSATION INSURANCE COVERAGE IS PROVIDED UNDER DELOITTE'S POLICY, MEETING NEW HAMPSHIRE'S STATUTORY REQUIREMENTS."

## CERTIFICATE HOLDER

State of New Hampshire  
Department of Information Technology  
Commissioner  
129 Pleasant Street  
Concord, NH 03301

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE  
of Marsh USA Inc.

Robert A. Mazzaro

*Robert A. Mazzaro*

© 1988-2014 ACORD CORPORATION. All rights reserved.





STATE OF NEW HAMPSHIRE 13 611:53 105  
 DEPARTMENT OF INFORMATION TECHNOLOGY  
 27 Hazen Dr., Concord, NH 03301  
 Fax: 603-271-1516 TDD Access: 1-800-735-2964  
 www.nh.gov/doit

Peter C. Hastings  
 Acting Commissioner

May 7, 2013

Her Excellency, Governor Margaret Wood Hassan  
 and the Honorable Executive Council  
 State House  
 Concord, New Hampshire 03301

Requested Action

Authorize the Department of Information Technology on behalf of the Department of Health and Human Services, to enter into a contract with Deloitte Consulting LLP, of 2601 Market Place, 2nd Floor, Harrisburg, PA 17110 (Vendor #174776) in an amount not to exceed \$27,500,000.00, to provide maintenance services for the New HEIGHTS system effective July 1, 2013 or the date of Governor and Executive Council approval, whichever is later through June 30, 2018.

Funds are anticipated to be available in the following accounts for State Fiscal Years 2014 - 2018 upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from Governor and Executive Council. Other Funds: 53.10% Federal Funds and 46.90% General Funds

FY	CAT#-DEPT#-AGENCY#-ACTIVITY#-ACCTG UNIT# DEPT NAME-AGENCY NAME-ACCTG UNIT NAME	JOB #	AMOUNT
	CLASS CODE-ACCOUNT CODE - OBJ (ACCOUNT) DESC		
2014	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$4,800,000.00
2015	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$4,800,000.00
2016	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$6,200,000.00
2017	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$6,200,000.00
2018	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$5,500,000.00
	TOTAL		\$27,500,000.00

Explanation

The requested action will provide the maintenance and operation support of the New HEIGHTS system. New HEIGHTS is the computer system that supports many of the business goals of the Department of Health and Human Services. Since its implementation in 1998, it has been maintained with a combination of Division of



Her Excellency, Governor Margaret Wood Hassan  
May 7, 2013  
Page 2

Client Services program staff (previously in the Division of Family Assistance) and contractor staff from Deloitte Consulting, LLP. Under this contract, Deloitte Consulting, LLP will continue to provide the technical staff that perform the daily operational tasks necessary to run the system, make modifications to the system as required as a result of state or federal law changes, and identify and fix problems encountered with the system. Specifically, the technical contractor staff provides Production Operational Support, Application Maintenance and Project Management.

A Request for Proposals (RFP) for maintenance of the New HEIGHTS system was issued on August 6, 2012, number 2013-009. A bidders conference was held on August 15, 2012 with representatives from three (3) vendors in attendance. The list of vendors in attendance at the bidders conference is contained in Attachment A. One proposal, from Deloitte Consulting LLP, was submitted in response to the RFP by the due date of September 17, 2012.

The evaluation of proposals process was based on a 1000 point scoring system. A total of 800 points were allocated to the technical proposal. This score rates the vendor's approach to project management, maintenance activities, operations and production support, data mart support, technical innovations, and corporate and staff qualifications. Deloitte Consulting LLP received a total of 777 points for the technical proposal section. A total of 200 points were allocated to the cost proposal. As there was only one bid, the full 200 cost points were awarded to Deloitte Consulting LLP. Deloitte Consulting LLP was awarded a total of 977 out of a possible 1000 points.

Without this contract, as of July 1, 2013, the daily operational activities necessary to run the system will not occur and there is risk that the system may become inoperable. DHHS technical staff are not available to conduct the required tasks.

Performance under this contract is managed by the Division of Client Services Information Technology Manager V, responsible for the New HEIGHTS system operation. The project management process employed at the New HEIGHTS is quite extensive and there are many processes in place to ensure that the project stays on track and that the contractor adheres to the contract scope, thus ensuring that the State gets the best value possible.

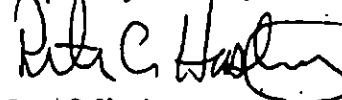
Geographic area served: Statewide

This project was identified in the New Hampshire Information Technology Plan 2005 – 2009, Appendix VII, Project ID 79 – Contractor operational support of existing system with the Strategic Theme of Improving and Standardizing State Government IT Infrastructure.

Source of Funds: 53.10% Federal Funds and 46.90% General Funds

In the event the Federal Funds become no longer available, General funds will not be requested to support this activity.

Respectfully submitted,



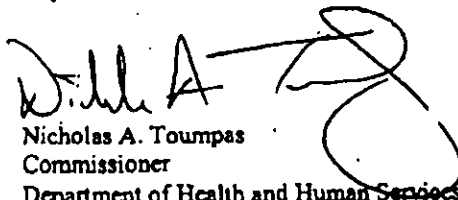
Peter C. Hastings  
Acting Commissioner  
Department of Information Technology



Her Excellency, Governor Margaret Wood Hassan  
May 7, 2013  
Page 3



Carol E. Sideris  
Director of Client Services  
Department of Health and Human Services



Nicholas A. Toumpas  
Commissioner  
Department of Health and Human Services

PCH/lum  
A&E RID 14046  
2013-009

cc: Leslie Mason, DoIT  
Laurie Snow, DHHS



DHHS RFP 2013-009 Evaluation Team		
Name	Agency	Title
William Baggeroer	DHHS	Chief Information Officer
Mary Calise	DHHS	Administrator III
Frank Catanese	DoIT	Chief Technical Officer
Melinda Cox	DoIT	Information Technology Manager II
Laurie Snow	DHHS	Information Technology Manager V
Shanthi Venkatesan	DHHS	Director Of Reorganization Planning



Reviewer Name:	Page Unit	RFP Section Reference	Maximum Points	Score	Ready	Fresh	Many	Average
<b>Requirement Narratives</b>								
<b>Section III: Project Management Topics</b>								
Topic 1 - Management Judgment and Methodology	3	C-1.1.1	20	20	20	20	19	19
Topic 2 - Project Communication and Coordination	2	C-1.1.2	20	20	20	20	19	20
Topic 3 - Risk Management	5	C-1.1.3	40	38	40	38	38	37
Topic 4 - Resource Management	2	C-1.1.4	20	20	20	20	20	20
Topic 5 - Quality Assurance	2	C-1.1.5	20	20	20	20	18	19
Topic 6 - Service Level Agreements	2	C-1.1.6	10	10	10	10	10	10
Topic 29 - Transition Plan	8	C-1.6	20	20	20	20	20	20
<b>Section IV: Maintenance Activities Topics</b>								
Topic 7 - Neo HEIGHTS	5	C-1.2.1	20	20	20	20	20	20
Topic 8 - NH EASY	5	C-1.2.2	20	20	20	20	19	20
Topic 9 - Document Imaging	3	C-1.2.3	20	20	20	20	20	20
Topic 10 - Neo HEIGHTS Data Mgmt	3	C-1.2.4	15	15	15	15	15	15
Topic 11 - System Development Life Cycle	5	C-1.2.5	15	15	15	15	15	15
Topic 12 - Time and Resource Estimation	2	C-1.2.6	15	15	15	15	14	15
Topic 13 - Help Desk Support	2	C-1.2.7	15	15	15	15	15	15
Topic 14 - Ad Hoc Reporting	2	C-1.2.8	15	15	15	15	15	15
Topic 15 - Documentation	3	C-1.2.9	15	15	15	15	15	15
<b>Section V: Operations and Production Support Topics</b>								
Topic 16 - Mainframe Configuration Support	3	C-1.3.1	15	15	15	15	15	15
Topic 17 - On-Line Production Operations	2	C-1.3.2	15	15	15	15	15	15
Topic 18 - Batch Cycles Execution and Management	4	C-1.3.3	15	15	15	15	15	15
Topic 19 - Mainframe Software Migration	2	C-1.3.4	15	15	15	15	15	15
Topic 20 - Client Software Builds/LAN Support	3	C-1.3.5	10	10	10	10	10	10
Topic 21 - Application Database Administration and Maintenance	4	C-1.3.6	15	15	15	15	15	15
Topic 22 - Mass Change Support	3	C-1.3.7	10	10	10	10	10	10
Topic 23 - Data Archival & Retrieval	2	C-1.3.8	10	10	10	10	10	10
Topic 24 - On-Line & Batch Performance Tuning	2	C-1.3.9	15	15	15	15	15	15
Topic 25 - Batch Turnaround	2	C-1.3.10	15	15	15	15	15	15
Topic 26 - Security and Privacy	3	C-1.3.11	15	15	15	15	15	15
<b>Section VI: Other Topics</b>								
Topic 27 - Technology Innovation	4	C-1.4	50	50	47	50	47	48
<b>Total</b>				498	494	498	489	492



Attachment A

Request for Proposal (RFP) 2013-009 Vendor Conference Attendees

Name	Representative Name	Telephone Number	E-Mail Address
HP	Michelle Dodge	603-225-4899	<a href="mailto:Michelle.Dodge@hp.com">Michelle.Dodge@hp.com</a>
HP	Chris Williams	603-225-4899	<a href="mailto:Chris.Williams3@hp.com">Chris.Williams3@hp.com</a>
Abacus Service Corp	Sam Akunuri	248-767-7999	<a href="mailto:sam@abacusservice.com">sam@abacusservice.com</a> <a href="mailto:snril@abacusservice.com">snril@abacusservice.com</a>
Deloitte Consulting	James Holl	603-227-0327	<a href="mailto:jholl@deloitte.com">jholl@deloitte.com</a>
Deloitte Consulting	Scott Workman	603-630-2355	<a href="mailto:sworkman@deloitte.com">sworkman@deloitte.com</a>





**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF INFORMATION TECHNOLOGY**

27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

**Peter C. Hastings**  
*Acting Commissioner*

May 21, 2013

Nicholas Toumpas, Commissioner  
State of New Hampshire  
Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301-3857

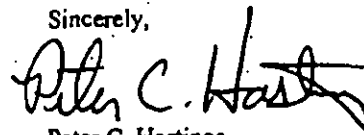
Dear Commissioner Toumpas:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request for DoIT to enter into a contract with Deloitte Consulting, LLP of Harrisburg, PA for the procurement of operation and maintenance services for the DHHS New HEIGHTS system, as described below and referenced as DoIT 2013-009.

This contract authorizes Deloitte Consulting LLP to provide system operation and maintenance services, including, but not limited to production operational support, application maintenance, and project management. The amount of the contract is \$27,500,000.00 and it shall be effective upon Governor and Executive Council approval through June 30, 2018.

A copy of this letter will accompany the Department of Information Technology's submission to the Governor and Executive Council.

Sincerely,

  
Peter C. Hastings

PCH/ltm  
RFP 2013-009

cc: Laurie Snow, DHHS  
Leslie Mason, DoIT



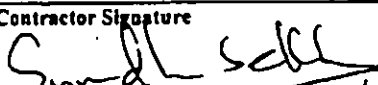
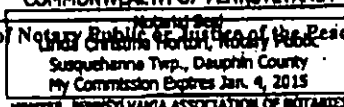
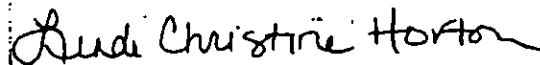


Subject: New HEIGHTS Maintenance

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name Department of Information Technology		1.2 State Agency Address 27 Hazen Drive Concord, NH 03301	
1.3 Contractor Name Deloitte Consulting LLP		1.4 Contractor Address 26-1 Market Place 2 <sup>nd</sup> Floor Harrisburg, PA 17110	
1.5 Contractor Phone Number 717-651-6240	1.6 Account Number As attached	1.7 Completion Date 06/30/2018	1.8 Price Limitation \$27,500,000.00
1.9 Contracting Officer for State Agency Peter C. Hastings, Acting Commissioner		1.10 State Agency Telephone Number 603-271-1516	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Sundhar Sekhar, Principal	
1.13 Acknowledgement: State of <u>PA</u> , County of <u>Cambridge</u> On <u>5/24/13</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12. <div style="text-align: center;"><b>COMMONWEALTH OF PENNSYLVANIA</b>  Linda Christine Horton, Notary Public Susquehanna Twp., Dauphin County My Commission Expires Jan. 4, 2015 MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES</div>			
1.13.1 Signature of Notary Public or Justice of the Peace [Seal]			
1.13.2 Name and Title of Notary or Justice of the Peace Linda Christine Horton, PA Commissioned Notary			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory Peter C. Hastings, Acting Commissioner Department of Information Technology	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) By:  On: <u>5/24/13</u>			
1.18 Approval by the Governor and Executive Council By: _____ On: _____			



Attachment to Form P-37 Section 1.6 Account Number:

Year	Agency/Account Name	UIC	Amount
2014	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$4,800,000.00
2015	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$4,800,000.00
2016	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$6,200,000.00
2017	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$6,200,000.00
2018	01-03-03-030010-76950000 - DoIT- IT for DHHS 046-500465 - Consultants	03950041	\$5,500,000.00
TOTAL			\$27,500,000.00



**2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement, and all obligations of the parties hereunder, shall not become effective until the date the Governor and Executive Council approve this Agreement ("Effective Date").  
3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor; and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.  
5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.  
5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-e or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. In addition, the Contractor shall comply with all applicable copyright laws.  
6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.  
6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.  
7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State Employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.  
7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

Contractor Initials:  
Date:

*[Signature]*  
5/3/15



#### 8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

#### 9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

10. TERMINATION. In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination

Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

#### 12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the N.H. Department of Administrative Services. None of the Services shall be subcontracted by the Contractor without the prior written consent of the State.

13. INDEMNIFICATION. The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

#### 14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$250,000 per claim and \$2,000,000 per occurrence; and

14.1.2 fire and extended coverage insurance covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than fifteen (15) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each



certificate(s) of insurance shall contain a clause requiring the insurer to endeavor to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than ten (10) days prior written notice of cancellation or modification of the policy.

**15. WORKERS' COMPENSATION.**

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("Workers' Compensation").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

**16. WAIVER OF BREACH.** No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

**17. NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

**18. AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire.

**19. CONSTRUCTION OF AGREEMENT AND TERMS.** This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

**20. THIRD PARTIES.** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

**21. HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

**22. SPECIAL PROVISIONS.** Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

**23. SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

**24. ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

Contractor Initials:                     

Date:                     

*[Handwritten signature]*  
5/3/14



## EXHIBIT A SCOPE OF WORK

### 1.0 INTRODUCTION

#### 1.1 PURPOSE

This document defines the specific services Deloitte Consulting LLP ("Contractor") will provide to the State. In general, these services include maintenance and enhancement of the New HEIGHTS system and New HEIGHTS data mart application and overall production operations support, management and implementation of system software releases. In addition, the Contractor will provide adequate facilities in the Concord, New Hampshire area to house project staff, maintenance of the New HEIGHTS Development LAN and management of Contractor resources to meet project work plan and service level agreement performance standards.

#### 1.2 SCOPE

Contractor will provide the above services as specified in this Scope of Work (as hereinafter defined; "SOW"). The SOW defines the tasks related to the maintenance and enhancement of the New HEIGHTS system and production operations support.

#### 1.3 PERIOD OF PERFORMANCE

The work defined by this document begins on July 1, 2013 and shall comprise enhancement, maintenance, and operations support services to be rendered through June 30, 2018. If requested by the State and by mutual agreement of the Parties, this Agreement may be extended for up to three (3) additional extension years without further competitive procurement, with the approval of the State of New Hampshire Governor and Executive Council.

#### 1.4 DEFINITIONS

- |                                   |   |
|-----------------------------------|---|
| 1.4.1 Contractor Project Manager  | Representative designated by Contractor   |
| 1.4.2 DCS                         | Department of Health and Human Services<br>Division of Client Services  |
| 1.4.3 New HEIGHTS Project Manager | Representative designated by the State  |
| 1.4.4 DoIT                        | Department of Information Technology  |
| 1.4.5 Project Management Team     | The New HEIGHTS Project Manager, the Contractor Project Manager and Contractor Project Partner  |
| 1.4.6 RFP                         | State of New Hampshire Request for Proposal for Maintenance and Enhancements for the New HEIGHTS System (RFP 2013-009), dated August 6, 2012. |
| 1.4.7 State                       | The NH Department of Health and Human Services and/or the NH Department of Information Technology as applicable                               |
| 1.4.8 Scope of Work (SOW)         | The term "Scope of Work" means this document, including all Exhibits, Attachments, Specifications   |

Contractor Initials:   RGT    
Date: 5/15/14



or materials referenced within this document, which are either physically included with this portion of the Scope of Work or available separately, and are incorporated herein by reference.

- 1.4.9 System
- 1.4.10 TSG

New HEIGHTS  
Technical support group responsible for zOS mainframe operations, upgrades including system administration and systems database administration.

### 1.5 Order of Precedence

The Agreement between the State and Contractor shall comprise 1) this Agreement (including all Exhibits and Attachments), 2) the Request for Proposal (RFP) 2013-009 Department of Health and Human Services Division of Family Assistance New HEIGHTS Maintenance, dated August 6, 2012 and 3) the Contractor's proposal submitted in response to the RFP.

- 1.5.1 For interpretive purposes, in the event of conflict or ambiguity among the document elements of this Agreement, such conflict or ambiguity shall be resolved by giving precedence to the document elements in the following order:

- New Hampshire Standard Agreement Terms and Conditions, Form P-37;
- Exhibits A, B, C, C-1, D, E, F, G, H, I, J and K:
  - Exhibit A – Scope of Work
    - Attachment A-1 – New Heights Maintenance and Enhancement Staff Loading
  - Exhibit B – Payment Terms
    - Attachment B-1 – New HEIGHTS Maintenance and Enhancement Payment Schedule
  - Exhibit C – Special Provisions
  - Exhibit C-1 – Additional Special Provisions
  - Exhibit D – Certification Regarding Drug-Free Workplace Requirements
  - Exhibit E – Certification Regarding Lobbying
  - Exhibit F – Certification Regarding Debarment, Suspension and Other Responsibility - Matters Primary Covered Transactions
  - Exhibit G – Certification Regarding the Americans with Disabilities Act Compliance
  - Exhibit H – Certification Regarding Environmental Traffic Smoke
  - Exhibit I – Business Associate Agreement
  - Exhibit J – Certification Regarding the Federal Funding Accountability and Transparency (FFATA) Compliance
  - Exhibit K – Certificates and Attachments
    - Certificate and Certificate of Authority
    - Certificate of Good Standing
    - Certificate of Insurance
    - Computer Access and Use Agreement
- Request For Proposals (RFP) 2013-009 dated August 6, 2012 by reference;
- Deloitte Consulting LLP response to RFP 2013-009 dated September 17th, 2012 by reference.

### 1.6 Reviews

Reviews are the process of Contractor and State agreeing upon the validity and content of system documentation, deliverables, and weekly project status reviews. All approvals of deliverables will be done in writing through the New HEIGHTS Project Manager or designee.



## 2. NOTICES

All notices under this Agreement shall be deemed duly given: 1) upon delivery, if delivered by hand against receipt, or 2) three days after posting if sent by registered or certified mail, return receipt requested.

Notices to the Contractor shall be delivered to the address below:

Mr. Sundhar Sekhar  
Deloitte Consulting LLP  
2601 Market Place  
2<sup>nd</sup> Floor  
Harrisburg, PA 17110-9373  
Phone: +1.717.651.6240  
Fax: (717) 412-9640  
[sssekhar@deloitte.com](mailto:sssekhar@deloitte.com)

Notices to the State shall be delivered to the address below:

Ms. Laurie Snow  
7 Eagle Square  
Suite 101  
Concord, NH 03301  
Phone: +603-227-0326  
Fax: +603.226.2154  
[lsnow@dhhs.state.nh.us](mailto:lsnow@dhhs.state.nh.us)

Either party may change its address for notification purposes by giving written notice of the change and setting forth the new address and an effective date.

## 3. SCOPE OF SERVICES

3.1 The Contractor shall provide the State with:

- a) The baseline complement of full time Contractor staff will be provided according to the staff loading charts included as Attachment A-1 to this Agreement to perform work under the Services, Requirements, and Staffing as defined the State's RFP and the Contractor's response dated September 17th, 2012 (the "Work"). The standard work day shall be scheduled as 8:30 to 5:30 p.m. Eastern Standard Time. Batch operations staff, database administrators, and migrators will be required to work alternative hours as needed to support New HEIGHTS batch cycles and other Production Operations support activities outside of normal business hours. Occasionally other individuals may be required to work hours outside of the normal business hours.

The Contractor's staff will occasionally participate in firm related events and professional development activities such as training, marketing, and administrative meetings. Such time away from the project will be subject to approval by the New HEIGHTS Project Manager. Such approval will not be unreasonably withheld. On those days the Contractor will provide cellular phone support. The Contractor will also provide on-site back up for critical areas.

- b) The Contractor shall provide facilities for State and Contractor staff according to the requirements in RFP Section C.1.2.5 and the Contractor's proposal dated September 17th, 2012.



- c) The Contractor shall provide PC's (including Microsoft Office operating system, Microsoft Office and McAfee virus protection software) and printers for Vendor maintenance and operations staff.

3.2 The State shall provide the Contractor with:

- a) Timely access to the State's New HEIGHTS Project Team.
- b) Personnel knowledgeable in the business requirements of the State and operation of State information systems to participate, in a timely manner, for work associated with this Agreement including all phases of design, review, testing and implementation of approved change orders.
- c) The State will assist the Contractor by providing adequate access to resources that are outside the control of the Contractor. This will include technical and operations support of the Department of Information Technology (DoIT) Data Center, telecommunications and network environments. Printing and mailing facilities are the responsibility of the State. The State will provide assistance in facilitating the communication between the Contractor and outside agencies with whom New HEIGHTS must interface.
- d) The State will provide adequate support and coverage for maintenance and back up of DASD, tapes, cartridges, and other storage media to help ensure the security and safety of New HEIGHTS related data and software.
- e) The State will provide for maintenance and necessary upgrades to all New HEIGHTS servers and associated software, including those housed at the Contractor facility.
- f) The State will provide all development software, including but not limited to Rational Application Developer (RAD) or equal, change management software, change control software, performance software, testing utilities and other similar development tools.
- g) The State Operations staff will be available during and after normal business hours, based upon a released Production Operations schedule to assist the Contractor's Production Operations Team to successfully run batch jobs in the production and system/acceptance test environments.
- h) The State will provide adequate disk space for effective operations of current and newly agreed upon database regions. This disk space must accommodate any growth of current data as a result of normal data growth, major enhancements, welfare reform changes, or legislative directives.
- i) The State shall provide a minimum of 30 days notice to the Contractor in order to reduce resource allocation to the New HEIGHTS Maintenance and Enhancement scope of work.
- j) The State's DoIT Team will provide support to the Contractor by distributing the packaged New HEIGHTS software to the field. It will also provide assistance for emergency software distributions.

3.3 The State shall notify the Contractor of its intent to exercise any of the three extension years allowed under this Agreement at least 90 days prior to the beginning of such period.



#### 4. PROJECT MANAGEMENT AND RESPONSIBILITIES

The State and the Contractor agree that the success of the project requires a highly coordinated joint project management effort. The State and the Contractor shall provide adequate resources to manage the project. Both Parties are committed to sharing of project management. Project Management Responsibilities are detailed in Section C-1.1.1 of the RFP and the Contractor's response dated September 17th, 2012.

All maintenance and enhancement work will be performed based upon priorities established jointly by the New HEIGHTS Project Manager and the Contractor Project Manager or their designee. All priorities will be established and work assigned based upon the Contractor's staffing levels according to this Agreement.

#### 5. COMMUNICATION AND REPORTING

The Contractor shall establish and maintain communication in accordance with Section C-1.1.2 of the RFP and the Contractor's response dated September 17th, 2012.

The Contractor shall provide the State with a status report on a mutually agreed upon frequency. The status report will give an update of current activities in all areas of the project.

#### 6. TESTING

A comprehensive testing approach, which includes Unit, System, Regression, and Integration testing, will be followed as described in RFP Section C-1.2.5, as well as in the Contractor's proposal dated September 17th, 2012.

#### 7. SYSTEM DOCUMENTATION

The Contractor will be responsible for system technical documentation according to the requirements in RFP Section C-1.2.9 and the Contractor's proposal dated September 17th, 2012. The State shall be responsible for the content of the User Guide, Policy Manuals, and On-Line Screen Help and the definition of links to New HEIGHTS screens for on-line access.

#### 8. ASSUMPTIONS AND DEPENDENCIES

The State requires that the Contractor commit a cohesive, dedicated, skilled core team of key personnel to the New HEIGHTS Project as described in RFP Section C-1.8.2: "Staff Retention and Diversion" and in the Contractor's proposal dated September 17th, 2012. Key Personnel, as defined in the RFP and the Contractor's response must spend their time on-site in Concord, New Hampshire unless otherwise approved by the New HEIGHTS Project Manager; such approval will not be unreasonably withheld. Personnel commitments are a mandatory requirement for the work to be performed under this Agreement.

During the course of the Agreement the State reserves the right to require the Contractor to reassign or otherwise remove from the project any Contractor or subcontractor employee found unacceptable by the State within 30 days from written notification from the New HEIGHTS Project Manager.

In connection with the services contemplated by the agreement, each party shall comply with the obligations applicable to such party under the Health Information Technology for Economic and Clinical Health Act provisions at 42 USC §§17921-17954 and all associated implementing regulations, as amended ("HITECH"), as of the date that compliance with such obligation is required under such law, and the obligations applicable to such party under HIPAA (as defined in Exhibit I). In furtherance thereof (1) each provision of HITECH and HIPAA that is required to be included in business associate agreements pursuant



to HITECH and is not already set forth in Exhibit I is hereby incorporated into Exhibit I by reference; and (2) to the extent that the provisions of Exhibit I are unclear, such provisions shall be construed to allow for compliance by the parties with HIPAA and HITECH.

Regarding Protected Health Information, and other personally identifiable information ("PII"), the State will provide such data to the Contractor to the minimum extent necessary to perform the services. The State will also ensure that access by Contractor to PHI and PII is limited to access within the State's facilities, network, data, equipment, software and working space at the State's facilities which are in secured environments and only where there is controlled access.

## 9. CHANGE ORDERS

The State may request that the Contractor provide a fixed price bid for major enhancements to the New HEIGHTS system.

The State may, with written notice to the Contractor and written consent of the Contractor, make changes within the general scope of this Agreement. Such changes may include modification in the functional requirements and processing procedures, other changes specifically required by new or amended Federal or State laws and regulations.

The written order issued by the State shall specify whether the change is to be made on a certain date or placed into effect only after approval of the Contractor price proposal as described in the following paragraph. The State and Contractor will agree upon the impact of the change order on the total project schedule and upon the date of implementation of the change.

As soon as possible after receipt of a written change order request, but in no event more than thirty (30) days thereafter, the Contractor shall provide the State with a written statement detailing the change request analysis and fixed price or time and materials cost involved in implementing the change. The cost to the State resulting in a change in the work shall specify the total cost based on the number of staff-hours required to complete the change, times the change order rate. The change order rates will be negotiated based on the specific circumstances for each change order. This Agreement shall be amended to include the additional scope of services and shall be subject to and effective upon approval of Governor and Council.

If the State does not accept the Contractor's proposal, the State may:

- a) withdraw its change request; or
- b) modify its change request, in which case the procedures set forth above will apply to Contractor's response to the modified change request

The Contractor will be required to use all commercially reasonable efforts to implement a change request described in the change order in accordance with the terms of such change order.

All claims, disputes, and other matters in question between the State and Contractor arising out of or relating to change orders shall be decided in the manner set forth in Section 10 Dispute Resolution.

## 10. DISPUTE RESOLUTION

The Contractor and the State shall work in good faith toward accomplishment of the objectives that form the basis of this Agreement. Notwithstanding Section 11.5 of the Agreement, the following dispute resolution process shall be followed in the event of any dispute or disagreement between the parties relating to any provision of the Agreement or an interpretation thereof and before exercising any termination right for default or breach or any other right to remedy under or relating to the Agreement whether provided by law or under the Agreement, within thirty days of such a dispute may pursue in good faith the dispute resolution process set forth below.



All dispute resolution meetings, consistent with the intent of the Agreement, shall be conducted at the State's place of business, 129 Pleasant Street, Concord New Hampshire 03301.

10.1 Invocation of Progressive Dispute Negotiation.

The party believing itself aggrieved (the "Invoking Party") shall call for progressive management involvement in the dispute negotiation by written notice to the other party.

10.2 Progression of Management Involvement.

The Parties shall use their best efforts to arrange personal meetings and/or telephone conferences as needed, at mutually convenient times, between negotiators for the parties at the successive management levels set forth below:

- Level 1
  - ⇒ New HEIGHTS Project Manager
  - ⇒ Contractor Project Manager
- Level 2
  - ⇒ Division of Client Services Director and the New HEIGHTS Project Manager
  - ⇒ Contractor Project Partner and the Contractor Project Manager
- Level 3
  - ⇒ Commissioner of the Department of Health and Human Services and/or the Chief Information Officer of the Office of Information Technology.
  - ⇒ The Contractor Project Partner

The negotiators at each level shall have a period of ten business days in which to attempt to resolve the dispute. The allotted time for first level negotiators shall begin on the date of receipt of the Invoking Party's notice.

If a resolution is not achieved by negotiators at any given management level at the end of their allotted time, then the allotted time for the negotiators at the next management level, if any shall begin immediately.

If resolution is not achieved by negotiators at the final management level, each party reserves all rights at law or in equity.

Initiation of the dispute resolution process cannot, in and of itself, cause work to stop on any part of the project. Work must continue for all portions of the work not in dispute during dispute resolution unless suspended by the State per this RFP.



## EXHIBIT B PAYMENT TERMS

1. Price:

- a) The total price for all services and facilities provided under this Agreement shall not exceed \$27,500,000.00.

2. Terms of Payment

- a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$12,894,301.00 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
  - CFDA #93.558, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-A (TANF) in the amount of \$2,047,330.00.
  - CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$4,122,850.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$8,408,279.00.
  - CFDA #s 93.658 and 93.659 Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Titles IV-E (Foster Care) and Adoption Assistance in the amount of \$27,240.00.
- b) The State will pay the Contractor monthly as defined in the Maintenance and Enhancements Payment Schedule included as Attachment B-1. The schedule of payments pursuant to Attachment B-1 schedule may be modified in writing with the mutual agreement of both the State and the Contractor, provided the modifications do not result in total state fiscal year amounts that exceed the total state fiscal year amounts of Attachment B-1.
- c) Prior to approving the Contractor's invoice for payment each month, the State Project Manager will compare the actual number of hours provided by the Contractor to the number of hours required under this Agreement.
- d) The State will make reasonable efforts to achieve Contractor payments within 45 workdays after receipt of invoice. The Contractor may halt further services hereunder until payment is received on past due invoices, which have been outstanding for more than 75 days and are not in good faith dispute between the Parties.
- e) The Parties further agree that the invoices will contain the payment number and time period of the services included in the invoice per the Maintenance and Enhancements Payment Schedule included as Attachment B-1 and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations. In addition, the invoice will include the actual number of hours provided in that month. Prior to approving the Contractor's invoice for payment each month, the State Project Manager will compare the actual number of hours provided by the Contractor to the number of hours required under this Agreement.
- f) The State's liability for deliverables in each of the next five fiscal years shall not exceed the amount appropriated for each of those fiscal years.

Contractor Initials  
Date: 5/5/17



- g) This Agreement may be extended by mutual agreement of the Parties for up to three (3) additional years subject to formal approval by the Governor and Council of the State of New Hampshire; such extension shall be subject to all terms and conditions herein. Any amendments to this Agreement regarding the price limitation shall require approval of the Governor and Council of the State of New Hampshire.



## EXHIBIT C SPECIAL REQUIREMENTS

1 Standard State Agreement Paragraph 13, Indemnification, is deleted, and in place thereof is inserted:

- 13.1 The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor, its subcontractors, and assignees.
- 13.2 The Contractor shall require any subcontractor, delegates, or transferees to agree in writing to defend, indemnify and hold harmless the State, its officers and employees from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the subcontractor, delegate, or transferee.
- 13.3 In no event shall either party, its subsidiaries, subcontractors, or their respective personnel be liable for any loss of use, data, goodwill, revenues or profits (whether or not deemed to constitute a direct Claim), or any consequential, special, indirect, incidental, punitive or exemplary loss, damage, or expense (including, without limitation, lost profits and opportunity costs), relating to this engagement. The Contractor's monetary limitation of liability to the State for direct damages shall not exceed the greater of \$3,000,000 or two times the Fees paid for each State fiscal year, except it shall not apply to Section 13.4
- 13.4 Notwithstanding the monetary limitation contained in paragraph 13.3 above, in the event a claim or action is brought against the State in which infringement and/or a violation of HIPAA is alleged, the Contractor, at its own expense, shall defend, indemnify and hold harmless the State against all such claims or actions for any expenses, costs or damages, including legal fees and expenses, incurred by the State in connection with such claims or actions.
- 13.5 Further, notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State.
- 13.6 This covenant shall survive the termination of the Agreement.

2 Following Standard State Agreement Paragraph 9.3 insert:

9.3.1 All applicant and/or recipient materials and information provided to the Contractor by the State or acquired by the Contractor on behalf of the State whether oral, written, magnetic tape, cards or otherwise shall be regarded as confidential information in accordance with the provisions of federal and State law and ethical standards, and all necessary steps shall be taken by the Contractor to safeguard the confidentiality of such material or information in conformance with federal and State law and ethical standards.

9.3.2 This provision shall not apply to any information, or any portion thereof, which is required to be disclosed by order of a court of competent jurisdiction, administrative agency or governmental body, or by subpoena, summons or other legal process, or by law, rule or regulation provided that prior to such disclosure by the Contractor the State is given reasonable advance notice of such order and an opportunity to object to such disclosure. The Contractor shall carry out its confidentiality obligations using the same degree of care that it uses in protecting its own proprietary information, but at least a reasonable degree of care. Notwithstanding anything herein to the contrary, the Contractor shall have

Contractor Initials: 3/2/17  
Date: 3/2/17



the right to retain one copy of confidential information and any summaries, analyses, notes or extracts prepared by the Contractor which are based on or contain portions of confidential information evidencing its services for the State as required by law, regulation, professional standards or reasonable business practice.

- 3 Notwithstanding anything to the contrary in this Agreement, the State shall have all rights of ownership of all deliverables, application software and documentation associated with this project for which the State has made payment in accordance with the terms and conditions of this Agreement.
  - The State shall have the unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, any deliverable, application software and documentation associated with this project for which the State has made payment in accordance with the terms and conditions of this Agreement.
  - With the prior approval of the State, to the extent that the Contractor utilizes any of its property (including, without limitation, any hardware or proprietary software of the Contractor or any proprietary or confidential information of the Contractor or any trade secrets of Contractor and excluding the State's application software, deliverables, and documentation) in performing services hereunder, such property shall remain the property of the Contractor and the State shall acquire no right or interest in such property. Nothing in this Agreement shall be construed as precluding or limiting in any way the right of the Contractor to provide consulting, auditing or other services of any kind or nature whatsoever to any person or entity as the Contractor in its sole discretion deems appropriate. In furtherance of the foregoing and not in limitation and notwithstanding any contrary provision of this Agreement, the Parties hereby acknowledge and agree that the Contractor shall have ownership and copyright ownership of, including, without limitation, all rights to use, disclose and otherwise employ its ideas, concepts, know-how, methods, techniques, processes, and skills, and adaptations thereof (including, without limitation, function, system and data models; the generalized features of the structure, sequence and organization of software and the user interfaces and screen designs; general purpose routines, tools and utilities; and procedures, processes, logic coherence and methods of operation of systems) in conducting its business (including, without limitation, providing services or creating programming or materials for other clients), and the State shall not assert against Contractor or its personnel any prohibitions or restraint from so doing.
  - Appropriate Federal and/or State representatives will have access to work in progress and to pertinent cost records of the Contractor and its subcontractors at such intervals, as any representative shall deem necessary. All records associated with this project must be retained for a period of five years after final payment or resolution of any litigation.
- 4 The State, or any of its entities, shall not hire or contract with any Contractor personnel or subcontractor personnel that have been directly and substantively involved in the work related to this Agreement during the term of this Agreement and for three (3) months following the end of this Agreement unless written consent is granted by the Contractor.
- 5 Should the State fail to make all payments in a timely manner as required hereunder, or otherwise be in breach of this Agreement, including, without limitation, failure of the State to timely perform its obligations under this Agreement, following the unsuccessful conclusion of dispute resolution as described in Section 10 of Exhibit A, Contractor upon thirty (30) days written notice to the State, may terminate this Agreement if the State fails to cure its breach within such thirty (30) days notice period or in the absence of a greater specification of time. The State shall have all rights to dispute any determination by the Contractor of breach, or the cure thereof, by use of the Dispute Resolution provisions of Section 10 of Exhibit A or other legal process.
- 6 The federal government reserves a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use, for federal government purposes, the



copyright in any work developed under a grant, sub-grant, or contract under a grant or sub-grant or any rights of copyright to which a contractor purchases ownership.

- 7 The Contractor shall comply with the Clean Air Act, Section 306 and Clean Water Act, Section 309.

*[Handwritten signature]*  
*5/13/17*



**Exhibit C-1**  
**Additional Special Provisions**

**1) Gratuities or Kickbacks**

The Contractor agrees that it is a breach of this Agreement to accept or make a payment, gratuity or offer of employment on behalf of the Contractor, any Sub-Contractor or the State in order to influence the performance of the Scope of Work detailed in Exhibit A of this Agreement. The State may terminate this Agreement and any sub-contract or sub-agreement if it is determined that payments, gratuities or offers of employment of any kind were offered or received by any officials, officers, employees or agents of the Contractor or Sub-Contractor.

**2) Retroactive Payments-Individual Services**

Notwithstanding anything to the contrary contained in this Agreement or in any other document, agreement or understanding, it is expressly understood and agreed by the parties hereto, that no payments will be made hereunder to reimburse the Contractor for any services provided to any individual prior to the Effective Date of this Agreement and no payments shall be made for expenses incurred by the Contractor for any services provided prior to the date on which the individual applies for services or (except as otherwise provided by the federal regulations) prior to a determination that the individual is eligible for such services.

**3) Retroactive Payments-Contractor Services**

Notwithstanding anything to the contrary contained in this Agreement or in any other document, agreement or understanding, it is expressly understood and agreed by the parties hereto, that no payments will be made hereunder to reimburse the Contractor for any costs incurred for any purposes prior to the Effective Date of the Agreement.

**4) Audit Requirement**

On or before the date set forth in Section 1.7 of these General Provisions, the Contractor shall deliver to the State, at the address set forth in Section 1.2 of these General Provisions, an independent audit performed by a Certified Public Accountant, of the Contractor, including the funds received under this Agreement.

The following requirement shall apply if the Contractor is a State or Local Government or an Institution of Higher Education or Other Non-Profit Organization: If the federal funds expended under this or any other Agreement from any and all sources exceeds \$300,000 in the aggregate in a one year fiscal period the required audit shall be performed in accordance with the provisions of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations for fiscal years ending on or after June 30, 1997.

**5) Credits**

All documents, notices, press releases, research reports, and other materials prepared during or resulting from the performance of the services or the Agreement shall include the following statement: "The preparation of this (report, document, etc.) was financed under an Agreement with the State of New Hampshire, Department of Health and Human Services, Division of (name), with funds provided in part or in whole by the (State of New Hampshire and/or United States Department of Health and Human Services.)"

**6) Debarment, Suspension and Other Responsibility Matters**

If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with the provisions of Section 319 of the Public Law 101-121, Limitation on use of appropriated funds to influence certain Federal contracting and financial transactions; with the provisions of Executive Order 12549 and 45 CFR Subpart A, B, C, D, and E Section 76 regarding Debarment, Suspension and Other Responsibility Matters, and shall complete and submit to the State the appropriate certificates of compliance upon approval of the Agreement by the Governor and Council.

Contractor Initials: \_\_\_\_\_  
Date: \_\_\_\_\_





STANDARD EXHIBIT D

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS  
ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS**

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner, NH Department of Health and Human Services, 129 Pleasant Street,  
Concord, NH 03301-6505.

- (A) The grantee certifies that it will or will continue to provide a drug-free workplace by:
- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - (b) Establishing an ongoing drug-free awareness program to inform employees about—
    - (1) The dangers of drug abuse in the workplace;
    - (2) The grantee's policy of maintaining a drug-free workplace;
    - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
    - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will—
    - (1) Abide by the terms of the statement; and
    - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

Contractor Initials: \_\_\_\_\_  
Date: \_\_\_\_\_





**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS  
ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS, cont'd**


**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

- (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted—
- (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).
- (B) The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

Place of Performance (street address, city, county, State, zip code) (list each location)

New HEIGHTS Project  
7 Eagle Square, Suite 101  
Concord, New Hampshire 03301

Check ☐ if there are workplaces on file that are not identified here.

Deloitte Consulting LLP	From: 07/01/13 – 06/30/18
Contractor Name	Period Covered by this Certification
Sundhar Sekhar, Principal	
Name and Title of Authorized Contractor Representative	
	5/3/17
Contractor Representative Signature	Date

Contractor Initials:   
Date: 5/3/17



**STANDARD EXHIBIT E**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**CERTIFICATION REGARDING LOBBYING**

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

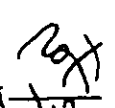
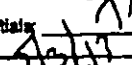
Programs (indicate applicable program covered):

Aid to Families with Dependent Children Program under Title IV-A  
Child Support Enforcement Program under Title IV-D  
Job Opportunities and Basic Skills (JOBS) Program under Title IV-F  
Medicaid Program under Title XIX  
Social Services Block Grant Program under Title XX  
The Food Stamp Program under Title VII

Contract Period: 07/01/13 - 06/30/18

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

- (1) No Federal appropriated funds have been paid or will 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, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor).
- (2) If any funds other than Federal appropriated funds have been paid or will 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 (and by specific mention sub-grantee or sub-contractor), the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-1.
- (3) The undersigned shall require that the language of this certification be included in the award document for 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.

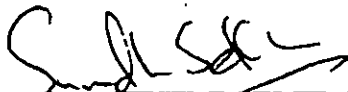
Contractor Initials:   
Date: 



CERTIFICATION REGARDING LOBBYING, cont'd

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

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, Title 31, 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.



Contractor Signature

Principal

Contractor's Representative Title

Deloitte Consulting LLP

Contractor Name

9/3/13

Date

Contractor Initials: 

Date: 



STANDARD EXHIBIT F

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12529 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER  
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS**

Instructions for Certification

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549; 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Non-procurement List (of excluded parties).

Contractor Initials: \_\_\_\_\_  
Date: \_\_\_\_\_





**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER  
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS, cont'd**

9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

**Certification Regarding Debarment, Suspension, and Other  
Responsibility Matters - Primary Covered Transactions**

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - (b) have not within a three-year period preceding this proposal (contract) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

Contractor Initials: \_\_\_\_\_  
Date: \_\_\_\_\_

*3/17*  
*AB/17*



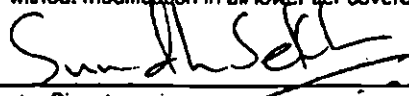
**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER  
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS, cont'd**

**Certification Regarding Debarment, Suspension, Ineligibility and  
Voluntary Exclusion - Lower Tier Covered Transactions**  
(To Be Supplied to Lower Tier Participants)

By signing and submitting this lower tier proposal (contract), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:

- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
- (b) where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (contract).

The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

 _____ Contractor Signature	Principal _____ Contractor's Representative Title
Deloitte Consulting LLP _____ Contractor Name	5/1/17 _____ Date

Contractor Initials:   
Date: 



STANDARD EXHIBIT G

CERTIFICATION REGARDING THE  
AMERICANS WITH DISABILITIES ACT COMPLIANCE

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this proposal (contract) the Contractor agrees to make reasonable efforts to comply with all applicable provisions of the Americans with Disabilities Act of 1990.



Contractor Signature

Principal

Contractor's Representative Title

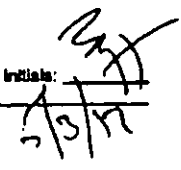
Deloitte Consulting LLP

Contractor Name

Date

5/3/17

Contractor Initials:  
Date:

  
5/3/17



NH Department of Health and Human Services

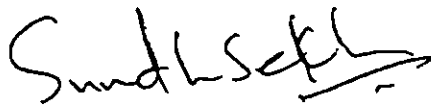
STANDARD EXHIBIT H

CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this contract, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.



Contractor Signature

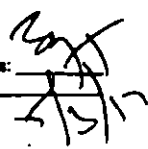
Principal

Contractor's Representative Title

Deloitte Consulting LLP  
Contractor Name

5/2/12  
Date

Contractor Initials:  
Date:





## STANDARD EXHIBIT I

The Contractor identified in Section 1.3 of the General Provisions of the Agreement agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-91 and with the Standards for Privacy of Individually Identifiable Health Information, 45 CFR Parts 160 and 164. As defined herein, "Business Associate" shall mean the Contractor and "Covered Entity" shall mean the State of New Hampshire, Department of Health and Human Services.

### BUSINESS ASSOCIATE AGREEMENT

(1) Definitions.

- a. "Designated Record Set" shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 CFR Section 164.501.
- b. "Data Aggregation" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- c. "Health Care Operations" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- d. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-91.
- e. "Individual" shall have the same meaning as the term "individual" in 45 CFR Section 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- f. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- g. "Protected Health Information" shall have the same meaning as the term "protected health information" in 45 CFR Section 164.501, limited to the information created or received by Business Associate from or on behalf of Covered Entity.
- h. "Required by Law" shall have the same meaning as the term "required by law" in 45 CFR Section 164.501.
- i. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- j. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time.



(2) Use and Disclosure of Protected Health Information.

- a. Business Associate shall not use or disclose PHI except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement, as amended to include this Exhibit H. Further, the Business Associate shall not, and shall ensure that its directors, officers, employees and agents, do not use or disclose PHI in any manner that would constitute a violation of the Privacy Rule if so used by Covered Entity.
- b. Business Associate may use or disclose PHI:
  - (i) for the proper management and administration of the Business Associate;
  - (ii) as required by law, pursuant to the terms set forth in paragraph c. below; or
  - (iii) for data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to immediately notify Business Associate of any breaches of the confidentiality of the PHI, to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A of the Agreement, as amended to include this Exhibit H, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying covered entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.
- e. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions on the uses or disclosures of PHI pursuant to the Privacy Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions.

(3) Obligations and Activities of Business Associate

- a. Business Associate shall report to the designated Privacy Officer of Covered Entity, in writing, any use or disclosure of PHI in violation of the Agreement, as amended to include this Exhibit H, of which it becomes aware, within two (2) business days of becoming aware of such unauthorized use or disclosure.
- b. Business Associate shall use appropriate safeguards to prevent the use or disclosure of PHI other than as permitted by the Agreement, as amended to include this Exhibit H.
- c. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the

*[Handwritten signature]*  
*7/13/13*



Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy Rule.

- d. Business Associate shall require all of its directors, officers, employees and agents, subcontractors, and third parties that receive, use or have access to PHI under the Agreement, as amended to include this Exhibit H, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section (3)k. herein. Business Associate shall also require its agents, subcontractors, and third parties to indemnify, defend and hold harmless Covered Entity from and against any claim, liability, or expense arising out of or relating to any non-permitted use or disclosure of PHI by the agents, subcontractors and third parties.
- e. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement, as amended to include this Exhibit H.
- f. Within ten (10) days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a designated record set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- g. Within ten (10) days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
- h. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
- i. Within ten (10) days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- j. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.

*[Handwritten signature]*  
5/13/17



k. Within ten (10) business days of termination of the Agreement, as amended to include this Exhibit H, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, Business Associate shall continue to extend the protections of the Agreement, as amended by this Exhibit H, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

l. Business Associate shall only request, use and disclose the minimum amount of PHI necessary to accomplish the purpose of the request, use or disclosure.

**(4) Obligations of Covered Entity**

a. Covered Entity shall notify Business Associate of any changes or limitation(s) in its Notice of Privacy Practices provided to individuals in accordance with 45 CFR Section 164.520, to the extent that such change or limitation may affect Business Associate's use or disclosure of PHI.

b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this Agreement, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.

c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

**(5) Term and Termination**

a. Term. The Agreement, as amended to include this Exhibit H, shall become effective as of {insert effective date} and shall continue in effect until (i) termination of the Agreement, (ii) termination as provided herein, or (iii) termination by mutual agreement of the parties.

b. Termination for Cause.

Covered Entity may immediately terminate the Agreement, as amended to include this Exhibit H, if it determines that Business Associate has violated the Agreement. Upon Covered Entity's knowledge of a breach by Business Associate, Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

Insert  
date

Contractor Initials: \_\_\_\_\_  
Date: \_\_\_\_\_

Signature  
5/13/17



(6) Miscellaneous

a. Definitions and Regulatory References. All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy Rule, as amended from time to time. A reference in the Agreement, as amended to include this Exhibit H, to a Section in the Privacy Rule means the Section as in effect or as amended.

b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, as amended to include this Exhibit H, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy Rule, and applicable federal and state law.

c. No Third Party Beneficiaries. Nothing express or implied in the Agreement, as amended to include Exhibit H, is intended or shall be deemed to confer upon any person or entity other than the Covered Entity, the Business Associate, and their respective successors and assigns, any rights, obligations, remedies or liabilities whatsoever.

d. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.

f. Interpretation. The parties agree that any ambiguity in the Agreement, as amended to include this Exhibit H, shall be resolved to permit Covered Entity to comply with HIPAA and the Privacy Rule.

g. Indemnification. Business Associate shall indemnify, defend and hold harmless Covered Entity from and against any claim, liability, or expense arising out of or relating to any non-permitted use or disclosure of PHI by the Business Associate, including without limitation its directors, officers, and employees.

h. Segregation. If any term or condition of this Exhibit H or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit H are declared severable.

i. Survival. Provisions in this Exhibit H regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section 3 k., the defense and indemnification provisions of section 3 d., and section 6 g. shall survive the termination of the Agreement.



IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

Division of Client Services  
The State of New Hampshire

Carol E. Sideris  
Signature of Authorized Representative

Name of Authorized Representative

Director  
Title of Authorized Representative

6/3/13  
Date

Deloitte Consulting, LLP  
Name of the Contractor

Sundhar Sekhar  
Signature of Authorized Representative

Sundhar Sekhar  
Name of Authorized Representative

Principal  
Title of Authorized Representative

6/3/13  
Date

Contractor Initials: SS  
Date: 6/3/13



NH Department of Health and Human Services

STANDARD EXHIBIT J

CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND  
TRANSPARENCY ACT (FFATA) COMPLIANCE

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (*Reporting Subaward and Executive Compensation Information*), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

- 1) Name of entity
- 2) Amount of award
- 3) Funding agency
- 4) NAICS code for contracts / CFDA program number for grants
- 5) Program source
- 6) Award title descriptive of the purpose of the funding action
- 7) Location of the entity
- 8) Principle place of performance
- 9) Unique identifier of the entity (DUNS #)
- 10) Total compensation and names of the top five executives if:
  - a. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
  - b. Compensation information is not already available through reporting to the SEC.

Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (*Reporting Subaward and Executive Compensation Information*), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

Sumit Saha

Principal

(Contractor Representative Signature)

(Authorized Contractor Representative Name & Title)

Delante Consulting LLC

5/10/13

(Contractor Name)

(Date)

Contractor Initials: SS

Date: 5/10/13

Page # 1 of Page # 2



NH Department of Health and Human Services

STANDARD EXHIBIT J

FORM A

As the Contractor identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The DUNS number for your entity is: 00-256-3455

2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

X NO

\_\_\_ YES

If the answer to #2 above is NO, stop here

If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

X NO

\_\_\_ YES

If the answer to #3 above is YES, stop here

If the answer to #3 above is NO, please answer the following:

4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name: \_\_\_\_\_

Amount: \_\_\_\_\_

Name: \_\_\_\_\_

Amount: \_\_\_\_\_

Name: \_\_\_\_\_

Amount: \_\_\_\_\_

Name: \_\_\_\_\_

Amount: \_\_\_\_\_

Name: \_\_\_\_\_

Amount: \_\_\_\_\_

Contractor Initials: JSX

Date: 5/3/22

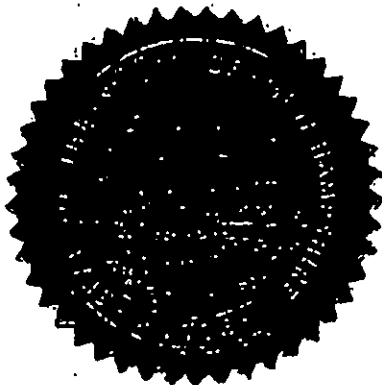
Page # 2 of Page # 2



State of New Hampshire  
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that a notice of registration to transact business in this state was filed by DELOITTE CONSULTING LLP, a Delaware registered limited liability partnership, on March 10, 2004. I further certify that all fees including annual fees required by the Secretary of State's office have been paid.



In TESTIMONY WHEREOF, I hereto  
set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 26<sup>th</sup> day of April, A.D. 2013

A handwritten signature in cursive script, appearing to read "Wm Gardner", written in dark ink.

William M. Gardner  
Secretary of State



### CERTIFICATE

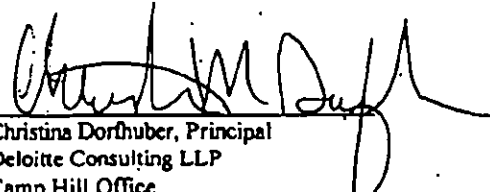
I, Christina Dorfhuber, Principal of Deloitte Consulting LLP, do hereby certify that:

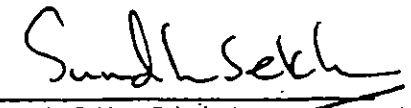
1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting");
2. I maintain and have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of the Principals of Deloitte Consulting assigned to the Camp Hill, Pennsylvania Office;
3. I am duly authorized to issue certificates with respect to Deloitte Consulting and such Principals;
4. I have attached hereto as Certificate Exhibit A, a certificate of authority setting forth the authority of a Principal of Deloitte Consulting to enter into and sign agreements in the name of and on behalf of Deloitte Consulting;
5. Sundhar Sekhar, is on the date hereof, and since 2003 has been, a Principal of Deloitte Consulting as referred to in Certificate Exhibit A attached hereto;
6. As a Principal of Deloitte Consulting, he is fully authorized on behalf of and in the name of Deloitte Consulting to enter into and take any and all actions to execute, acknowledge, and deliver the contract with the State of New Hampshire, acting through the Office of the Governor, providing for the performance by Deloitte Consulting of certain management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as he may deem necessary, desirable, or appropriate to accomplish the same;
7. The signatures of Sundhar Sekhar, as Principal of Deloitte Consulting, affixed to any instruments or documents described in or contemplated by the preceding paragraph shall be exclusive evidence of the authority of said Principal to bind Deloitte Consulting thereby;
8. The certificate of authority of Deloitte Consulting attached as Exhibit A has not been revoked, annulled, or amended in any manner whatsoever and remains in full force and effect as of the date thereof;

Contractor Initials: SS  
Date: 5/3/17

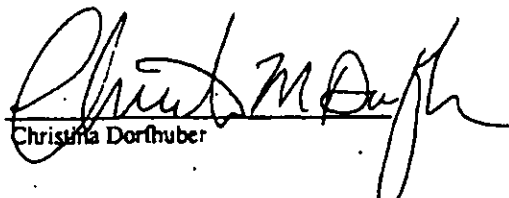


9. The following persons, whose signatures appear below, have been duly appointed or assigned to and now occupy the positions indicated below in Deloitte Consulting:

  
Christina Dornhuber, Principal  
Deloitte Consulting LLP  
Camp Hill Office

  
Sundhar Sekhar, Principal  
Deloitte Consulting LLP  
Camp Hill Office

10. IN WITNESS WHEREOF, I have hereunto set my hand as Principal of the Partnership this  
3<sup>RD</sup> day of May, 2013.

  
Christina Dornhuber

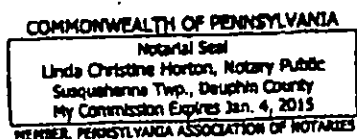
PENNSYLVANIA

COUNTY OF CUMBERLAND

On this 3<sup>RD</sup> day of May, 2013, before me, Linda Christine Horton  
the undersigned officer, personally appeared Christina Dornhuber who acknowledged herself to be a  
Principal of Deloitte Consulting LLP, a Delaware limited partnership, and that she, as such  
Principal, being authorized to do so, executed the foregoing instrument for the purposes therein  
contained, by signing her name thereto as Principal.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission Expires: January 4<sup>th</sup>, 2015 Linda Christine Horton  
Notary Republic



Contractor Initials: CSH  
Date: 5/3/13



CERTIFICATE EXHIBIT A

I, SUNDHAR SEKHAR, DO HEREBY CERTIFY THAT:

1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting").
2. I have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of Principals of Deloitte Consulting assigned to its Camp Hill, Pennsylvania office.
3. Principals of Deloitte Consulting are fully authorized by the Memorandum of Agreement of Deloitte Consulting to enter into and to take any and all actions on behalf of and in the name of Deloitte Consulting to execute, acknowledge, and deliver contracts providing for the performance by Deloitte Consulting of management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as may be necessary, desirable, or appropriate to accomplish the same.
4. Deloitte Consulting LLP has no company seal.
5. I am duly authorized to issue this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand as a Principal of Deloitte Consulting LLP this 30 day of May, 2013.

Sundhar Sekhar  
Sundhar Sekhar

PENNSYLVANIA

COUNTY OF CUMBERLAND

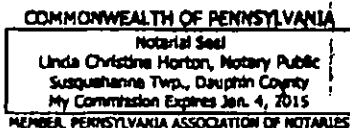
On this 30 day of May, 2013, before me, Linda Christine Fort, the undersigned officer, personally appeared Sundhar Sekhar who acknowledged himself to be a Principal of Deloitte Consulting LLP, a Delaware limited partnership, and that he, as such Principal, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing his name thereto as Principal.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission Expires:

January 4, 2015

Linda Christine Fort  
Notary Republic



Contractor Initials:

Date:

SJS  
5/31/13





# CERTIFICATE OF LIABILITY INSURANCE

DATE: 09/14/2012  
POLICY NUMBER: 19445

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements.

PRODUCER Marsh USA, Inc. 1185 Avenue of the Americas New York, NY 10036	INSURED 709945-1234-12-13 Dedco LLP Dedco & Touche LLP Dedco Consulting LLP Dedco TIS LLP, Dedco Financial Services LLP 120 Westport Road Westport, CT 06897-0000
INSURANCE A: National Union Fire Co. Pittsburgh, PA 19445	
INSURANCE B: Insurance Company of the State of PA 19425	
INSURANCE C: State Indemnity Co. 22817	
INSURANCE D: 19445	
INSURANCE E: 19445	
INSURANCE F: 19445	
INSURANCE G: 19445	
INSURANCE H: 19445	
INSURANCE I: 19445	
INSURANCE J: 19445	
INSURANCE K: 19445	
INSURANCE L: 19445	
INSURANCE M: 19445	
INSURANCE N: 19445	
INSURANCE O: 19445	
INSURANCE P: 19445	
INSURANCE Q: 19445	
INSURANCE R: 19445	
INSURANCE S: 19445	
INSURANCE T: 19445	
INSURANCE U: 19445	
INSURANCE V: 19445	
INSURANCE W: 19445	
INSURANCE X: 19445	
INSURANCE Y: 19445	
INSURANCE Z: 19445	

COVERAGES  
CERTIFICATE NUMBER: NYC-00036272-07  
REVISION NUMBER: 1

THIS IS TO CERTIFY THAT THE POLICES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

LINE	TYPE OF INSURANCE	POLICY NUMBER	POLICY PERIOD	LIMITS
A	GENERAL LIABILITY	015076462	09/01/2012 - 09/01/2013	EACH OCCURRENCE 1,000,000 AGGREGATE 1,000,000 PRODUCTS - COMPOUND AGG. 2,000,000 GENERAL AGGREGATE 2,000,000 PERSONAL & ADV. LIABILITY 1,000,000 MED. EXP. (per person) 10,000 DAMAGES TO RENTALS 1,000,000 TOTALS (all coverages) 1,000,000
A	COMMERCIAL GENERAL LIABILITY	015076462	09/01/2012 - 09/01/2013	EACH OCCURRENCE 1,000,000 AGGREGATE 1,000,000 PRODUCTS - COMPOUND AGG. 2,000,000 GENERAL AGGREGATE 2,000,000 PERSONAL & ADV. LIABILITY 1,000,000 MED. EXP. (per person) 10,000 DAMAGES TO RENTALS 1,000,000 TOTALS (all coverages) 1,000,000
A	ANY AUTO SCHEDULED AUTOS HIRER AUTOS UNRENTED AUTOS	CA2714625	09/01/2012 - 09/01/2013	COMBINED SINGLE LIMIT 1,000,000 BODILY INJURY (per person) 1,000,000 BODILY INJURY (per accident) 1,000,000 PROPERTY DAMAGE 1,000,000 TOTALS (all coverages) 1,000,000
A	EXCESS UMB EXCESS UMB EXCESS UMB	13273208	09/01/2012 - 09/01/2013	EACH OCCURRENCE 4,000,000 AGGREGATE 4,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	WC15110259 (CA) WC15110261 (CA, MO) WC15110300 (FL)	09/01/2012 - 09/01/2013	E.L. DISEASE - POLICY LIMIT 1,000,000 E.L. DISEASE - EA EMPLOYEE 1,000,000 E.L. DISEASE - POLICY LIMIT 1,000,000
C	DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (attach schedule to back of certificate, if more space is required)			

STATE OF NEW HAMPSHIRE IS INCLUDED AS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE. WORKERS COMPENSATION INSURANCE COVERAGE IS PROVIDED UNDER DEBITABLE POLICY, MEETING NEW HAMPSHIRE'S STATUTORY REQUIREMENTS.

CERTIFICATE HOLDER  
CANCELLATION

STATE OF NEW HAMPSHIRE DEPT. OF HEALTH & HUMAN SERVICES OFFICE OF COMMISSIONER 100 PLEASANT STREET CONCORD, NH 03301	AUTHORIZED REPRESENTATIVE Marsh USA, Inc. 1185 Avenue of the Americas New York, NY 10036
--	---

ACORD 25 (12/01/05)  
The ACORD name and logo are registered marks of ACORD.  
© 1988-2010 ACORD CORPORATION. All rights reserved.





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/05/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Marsh USA, Inc. 1155 Avenue of the Americas New York, NY 10036	<b>CONTACT NAME</b> _____ <b>PHONE</b> (_____) _____ <b>FAX</b> (_____) _____ <b>ADDRESS</b> _____ _____ _____ <b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> National Union Fire Ins Co Pittsburgh PA <b>INSURER B:</b> New Hampshire Insurance Co. <b>INSURER C:</b> The Insurance Company of the State of PA <b>INSURER D:</b> _____ <b>INSURER E:</b> _____ <b>INSURER F:</b> _____	<b>RMC #</b> 19445 23841 19429
<b>70865-1234-13-14</b>		
<b>INSURED</b> Deloitte LLP Deloitte & Touche LLP Deloitte Consulting LLP Deloitte Tax LLP, Deloitte Financial Advisory Services LLP Ten Westport Road Weston, CT 06897-0820		

**COVERAGES** **CERTIFICATE NUMBER:** NYC-005362029-10 **REVISION NUMBER:** 8

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSUR LTR	TYPE OF INSURANCE	ADDL INSUR (Y/N)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC		GL 5361561	06/01/2013	06/01/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (EA OCCURRENCE) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPROP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> Hired AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS		CA 3611847 "Auto Physical Damage" "\$500 DEDUCTIBLE COMPCOLL"	06/01/2013	06/01/2014	COMBINED SINGLE LIMIT (EA OCCURRENCE) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LMB <input type="checkbox"/> EXCESS LMB <input type="checkbox"/> RETENTIONS	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE	20582120	06/01/2013	06/01/2014	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WC 039901223 (AOS) WC 039901224 (CA) WC 039901225 (AK,AZ,GA,VA) WC 039901227 (NJ,PA)	06/01/2013 06/01/2013 06/01/2013 06/01/2013	06/01/2014 06/01/2014 06/01/2014 06/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	WORKERS COMP		WC 039901228 (IL,KY,NC,NH,UT,VT)	06/01/2013	06/01/2014	
C	WORKERS COMP		WC 039901229 (MA,ND,OH,WA,WI)	06/01/2013	06/01/2014	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

STATE OF NEW HAMPSHIRE IS INCLUDED AS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE.

\*WORKERS COMPENSATION INSURANCE COVERAGE IS PROVIDED UNDER DELOITTE'S POLICY, MEETING NEW HAMPSHIRE'S STATUTORY REQUIREMENTS.\*

## CERTIFICATE HOLDER

State of New Hampshire  
Department of Information Technology  
Communications  
27 Hazen Drive  
Concord, NH 03301

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE  
of Marsh USA Inc.

Nancy Bartolone

Nancy Bartolone

© 1988-2010 ACORD CORPORATION. All rights reserved.



### COMPUTER ACCESS AND USE AGREEMENT

PLEASE READ THIS AGREEMENT CAREFULLY. IT CONTAINS IMPORTANT INFORMATION ABOUT THE DUTIES YOU MUST UNDERTAKE AND THE RULES YOU MUST ADHERE TO ONCE YOU ARE GRANTED ACCESS TO USE THE STATE OF NEW HAMPSHIRE'S COMPUTER FACILITIES.

In consideration for receiving access to and use of the computer facilities, network, licensed or developed software, software maintained or operated by any of the State entities, systems, equipment, documentation, information, reports, or data of any kind (hereinafter "Information"), User understands and agrees to the following rules:

1. That at all times utmost care shall be used in protecting Information from unauthorized access, misuse, theft, damage, destruction, modification, or disclosure.
2. That any person or any use not specifically known by the user as being authorized to access or use Information must be promptly reported to the appropriate supervisor.
3. That information shall be used solely for the purpose of conducting official State business, and all other use or access is strictly forbidden including, but not limited to, personal or other private use.
4. That at no time shall user access or attempt to access any information without having the express authority to do so.
5. That at no time shall user access or attempt to access any information in a manner inconsistent with the approved method of system entry.
6. That all information developed while on the job or while utilizing State facilities or resources shall be the exclusive property of the State of New Hampshire.
7. That all software licensed, developed, or being evaluated by the State cannot be copied, shared, distributed, sub-licensed, modified, reverse engineered, rented, or sold, and that at all times user must use utmost care to protect and keep such software strictly confidential in accordance with the license or any other Agreement executed by the State.
8. That only equipment or software owned, licensed, or being evaluated by the State can be used by user. Use of personal or a third party's equipment or software at State facilities is strictly forbidden unless prior written approval has been obtained, and in the case microcomputer software, a virus scan has been performed by the State LAN administrator.
9. That at no time shall user's confidential computer password(s) or premises access card be shared with or used by any other person.
10. That at no time shall user share or use another person's confidential computer password(s) or premises access card.
11. That at no time shall user leave a workstation without first ensuring that the workstation is properly secured from unauthorized access.



12. That user must report any and all violations of this Agreement to the appropriate supervisor promptly upon learning of such violation.
13. That if user is found to be in violation of any of the above-stated rules, the User may face disciplinary sanctions including a reprimand, suspension, termination from employment, or criminal or civil prosecution, if the act constitutes a violation of law.
14. That from time to time circumstances may require that this Agreement be modified by the State to reflect any changes in procedure or policy. The user will be notified in writing of any changes and will be required to adhere to such changes.
15. That the user acknowledges that he or she has read, fully understands, and agrees to abide by each of the above-stated rules as a condition of being granted access to use information.

*Remainder of this page intentionally left blank.*

Contractor Initials:             
Date:           

*Handwritten signature and date: 5/3/17*



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
New HEIGHTS Maintenance  
CONTRACT 2013-009

Attachment A-1

NEW HEIGHTS MAINTENANCE STAFF LOADING

For the term of this contract, the vendor will provide staffing based on the staff loading table below. The vendor in coordination with DHHS will adjust the skill set of the development staff to support New HEIGHTS as the system is transformed from a legacy application to a Java based application.

Position Title	SFY 2014 7/1/2013 - 6/30/14	SFY 2015 7/1/2014 - 6/30/2015	SFY 2016 7/1/2015 - 6/30/2016	SFY 2017 7/1/2016 - 6/30/2017	SFY 2018 7/1/2017 - 6/30/2018
Project Executive	1	1	1	1	1
Project Manager	1	1	1	1	1
Technical Manager	1	1	1	1	1
Track Managers	3	3	3	3	3
DBAs	2	2	2	2	2
LAN Administrator	1	1	1	1	1
Kofax/.Net Senior Developer	1	1	1	1	1
Java Architects	3	3	3	3	3
Change Control Specialist	1	1	1	1	1
Operators	2	2	2	2	2
Business Intelligence Senior Developer	1	1	1	1	1
Senior Developer	3	3	3	3	3
Developer	6	6	6	6	6
Total Staff Per Year	25.1	25.1	25.1	25.1	25.1

Contractor Initials: \_\_\_\_\_  
Date: \_\_\_\_\_



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
New HEIGHTS Maintenance  
CONTRACT 2013-009  
Attachment B-1  
NEW HEIGHTS MAINTENANCE PAYMENT SCHEDULE

		DATE	Amount	Pay Period	Amount	Amount
1	Maintenance and Enhancements - July 2013	07/31/2013	\$458,333.33	\$458,333.33	\$458,333.33	\$458,333.33
2	Maintenance and Enhancements - August 2013	08/30/2013	\$458,333.33	\$458,333.33	\$916,666.67	\$916,666.67
3	Maintenance and Enhancements - September 2013	09/30/2013	\$458,333.33	\$458,333.33	\$1,375,000.00	\$1,375,000.00
4	Maintenance and Enhancements - October 2013	10/31/2013	\$458,333.33	\$458,333.33	\$1,833,333.33	\$458,333.33
5	Maintenance and Enhancements - November 2013	11/29/2013	\$458,333.33	\$458,333.33	\$2,291,666.67	\$916,666.67
6	Maintenance and Enhancements - December 2013	12/31/2013	\$458,333.33	\$458,333.33	\$2,750,000.00	\$1,375,000.00
7	Maintenance and Enhancements - January 2014	01/31/2014	\$458,333.33	\$458,333.33	\$3,208,333.33	\$1,833,333.33
8	Maintenance and Enhancements - February 2014	02/28/2014	\$458,333.33	\$458,333.33	\$3,666,666.67	\$2,291,666.67
9	Maintenance and Enhancements - March 2014	03/31/2014	\$458,333.33	\$458,333.33	\$4,125,000.00	\$2,750,000.00
10	Maintenance and Enhancements - April 2014	04/30/2014	\$458,333.33	\$458,333.33	\$4,583,333.33	\$3,208,333.33
11	Maintenance and Enhancements - May 2014	05/30/2014	\$458,333.33	\$458,333.33	\$5,041,666.67	\$3,666,666.67
12	Maintenance and Enhancements - June 2014	06/30/2014	\$458,333.33	\$458,333.33	\$5,500,000.00	\$4,125,000.00
13	Maintenance and Enhancements - July 2014	07/31/2014	\$458,333.33	\$458,333.33	\$458,333.33	\$4,583,333.33
14	Maintenance and Enhancements - August 2014	08/29/2014	\$458,333.33	\$458,333.33	\$916,666.67	\$5,041,666.67
15	Maintenance and Enhancements - September 2014	09/30/2014	\$458,333.33	\$458,333.33	\$1,375,000.00	\$5,500,000.00

Contractor Initials:  
Date:

*[Handwritten Signature]*  
5/3/13



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
New HEIGHTS Maintenance  
CONTRACT 2013-009  
Attachment B-1

NEW HEIGHTS MAINTENANCE PAYMENT SCHEDULE

Line Item	Description	Due Date	Amount	Amount	Amount	Amount
16	Maintenance and Enhancements - October 2014	10/31/2014	\$458,333.33	\$458,333.33	\$1,833,333.33	\$458,333.33
17	Maintenance and Enhancements - November 2014	11/28/2014	\$458,333.33	\$458,333.33	\$2,291,666.67	\$916,666.67
18	Maintenance and Enhancements - December 2014	12/31/2014	\$458,333.33	\$458,333.33	\$2,750,000.00	\$1,375,000.00
19	Maintenance and Enhancements - January 2015	01/30/2015	\$458,333.33	\$458,333.33	\$3,208,333.33	\$1,833,333.33
20	Maintenance and Enhancements - February 2015	02/27/2015	\$458,333.33	\$458,333.33	\$3,666,666.67	\$2,291,666.67
21	Maintenance and Enhancements - March 2015	03/31/2015	\$458,333.33	\$458,333.33	\$4,125,000.00	\$2,750,000.00
22	Maintenance and Enhancements - April 2015	04/30/2015	\$458,333.33	\$458,333.33	\$4,583,333.33	\$3,208,333.33
23	Maintenance and Enhancements - May 2015	05/29/2015	\$458,333.33	\$458,333.33	\$5,041,666.67	\$3,666,666.67
24	Maintenance and Enhancements - June 2015	06/30/2015	\$458,333.33	\$458,333.33	\$5,500,000.00	\$4,125,000.00
25	Maintenance and Enhancements - July 2015	07/31/2015	\$458,333.33	\$458,333.33	\$5,958,333.33	\$4,583,333.33
26	Maintenance and Enhancements - August 2015	08/31/2015	\$458,333.33	\$458,333.33	\$6,416,666.67	\$5,041,666.67
27	Maintenance and Enhancements - September 2015	09/30/2015	\$458,333.33	\$458,333.33	\$6,875,000.00	\$5,500,000.00
28	Maintenance and Enhancements - October 2015	10/30/2015	\$458,333.33	\$458,333.33	\$7,333,333.33	\$5,958,333.33
29	Maintenance and Enhancements - November 2015	11/30/2015	\$458,333.33	\$458,333.33	\$7,791,666.67	\$6,416,666.67
30	Maintenance and Enhancements - December 2015	12/31/2015	\$458,333.33	\$458,333.33	\$8,250,000.00	\$6,875,000.00

*[Handwritten Signature]*  
*[Handwritten Date: 5/5/13]*



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
New HEIGHTS Maintenance  
CONTRACT 2013-009  
Attachment B-1

NEW HEIGHTS MAINTENANCE PAYMENT SCHEDULE

31	Maintenance and Enhancements - January 2016	01/29/2016	\$458,333.33	\$458,333.33	\$3,208,333.33	\$1,833,333.33
32	Maintenance and Enhancements - February 2016	02/29/2016	\$458,333.33	\$458,333.33	\$3,666,666.67	\$2,291,666.67
33	Maintenance and Enhancements - March 2016	03/31/2016	\$458,333.33	\$458,333.33	\$4,123,000.00	\$2,750,000.00
34	Maintenance and Enhancements - April 2016	04/29/2016	\$458,333.33	\$458,333.33	\$4,583,333.33	\$3,208,333.33
35	Maintenance and Enhancements - May 2016	05/31/2016	\$458,333.33	\$458,333.33	\$5,041,666.67	\$3,666,666.67
36	Maintenance and Enhancements - June 2016	06/30/2016	\$458,333.33	\$458,333.33	\$5,500,000.00	\$4,123,000.00
37	Maintenance and Enhancements - July 2016	07/29/2016	\$458,333.33	\$458,333.33	\$458,333.33	\$4,583,333.33
38	Maintenance and Enhancements - August 2016	08/31/2016	\$458,333.33	\$458,333.33	\$916,666.67	\$5,041,666.67
39	Maintenance and Enhancements - September 2016	09/30/2016	\$458,333.33	\$458,333.33	\$1,375,000.00	\$5,500,000.00
40	Maintenance and Enhancements - October 2016	10/31/2016	\$458,333.33	\$458,333.33	\$1,833,333.33	\$458,333.33
41	Maintenance and Enhancements - November 2016	11/30/2016	\$458,333.33	\$458,333.33	\$2,291,666.67	\$916,666.67
42	Maintenance and Enhancements - December 2016	12/30/2016	\$458,333.33	\$458,333.33	\$2,750,000.00	\$1,375,000.00
43	Maintenance and Enhancements - January 2017	01/31/2017	\$458,333.33	\$458,333.33	\$3,208,333.33	\$1,833,333.33
44	Maintenance and Enhancements - February 2017	02/28/2017	\$458,333.33	\$458,333.33	\$3,666,666.67	\$2,291,666.67
45	Maintenance and Enhancements - March 2017	03/31/2017	\$458,333.33	\$458,333.33	\$4,123,000.00	\$2,750,000.00

*[Handwritten signature]*  
3/31/17



STATE OF NEW HAMPSHIRE  
Department of Health and Human Services  
New HEIGHTS Maintenance  
CONTRACT 2013-009  
Attachment B-1  
NEW HEIGHTS MAINTENANCE PAYMENT SCHEDULE

Item	Description	Due Date	Amount	Amount	Amount	Amount
46	Maintenance and Enhancements - April 2017	04/28/2017	\$458,333.33	\$458,333.33	\$4,583,333.33	\$3,208,333.33
47	Maintenance and Enhancements - May 2017	05/31/2017	\$458,333.33	\$458,333.33	\$5,041,666.67	\$3,666,666.67
48	Maintenance and Enhancements - June 2017	06/30/2017	\$458,333.33	\$458,333.33	\$5,500,000.00	\$4,125,000.00
49	Maintenance and Enhancements - July 2017	07/31/2017	\$458,333.33	\$458,333.33	\$458,333.33	\$4,583,333.33
50	Maintenance and Enhancements - August 2017	08/31/2017	\$458,333.33	\$458,333.33	\$916,666.67	\$5,041,666.67
51	Maintenance and Enhancements - September 2017	09/29/2017	\$458,333.33	\$458,333.33	\$1,375,000.00	\$5,500,000.00
52	Maintenance and Enhancements - October 2017	10/31/2017	\$458,333.33	\$458,333.33	\$1,833,333.33	\$458,333.33
53	Maintenance and Enhancements - November 2017	11/30/2017	\$458,333.33	\$458,333.33	\$2,291,666.67	\$916,666.67
54	Maintenance and Enhancements - December 2017	12/29/2017	\$458,333.33	\$458,333.33	\$2,750,000.00	\$1,375,000.00
55	Maintenance and Enhancements - January 2018	01/31/2018	\$458,333.33	\$458,333.33	\$3,208,333.33	\$1,833,333.33
56	Maintenance and Enhancements - February 2018	02/28/2018	\$458,333.33	\$458,333.33	\$3,666,666.67	\$2,291,666.67
57	Maintenance and Enhancements - March 2018	03/30/2018	\$458,333.33	\$458,333.33	\$4,125,000.00	\$2,750,000.00
58	Maintenance and Enhancements - April 2018	04/30/2018	\$458,333.33	\$458,333.33	\$4,583,333.33	\$3,208,333.33
59	Maintenance and Enhancements - May 2018	05/31/2018	\$458,333.33	\$458,333.33	\$5,041,666.67	\$3,666,666.67
60	Maintenance and Enhancements - June 2018	06/29/2018	\$458,333.33	\$458,333.33	\$5,500,000.00	\$4,125,000.00
<b>Grand Total</b>						

Contractor Initials:  
Date:

*[Handwritten Signature]*  
5/3/17