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STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF HUMAN SERVICES  
DIVISION OF CLIENT SERVICES

Nicholas A. Toumpas  
Commissioner

Carol E. Sideris  
Director

129 PLEASANT STREET, CONCORD, NH 03301  
603-271-9404 1-800-852-3345 Ext. 9404  
Fax: 603-271-4232 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

October 2, 2014

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

SEE SOURCE  
80% Federal funds  
12% Capital (General) funds

REQUESTED ACTION

Authorize the State of New Hampshire, Department of Health and Human Services (DHHS), Division of Client Services to execute a **sole source** contract with Deloitte Consulting LLP, 2500 One PPG Place, Pittsburgh, Pennsylvania 15222-5401 (Vendor #174776), to provide enhancements to the New HEIGHTS public assistance eligibility system and NH EASY, the client portal for DHHS to support key DHHS client service objectives including expansion of the "No Wrong Door" principle, automation and process efficiencies and infrastructure that supports client-centric service delivery in an amount not to exceed \$15,457,321.00, effective October 15, 2014 or the date of Governor and Council approval, whichever is later, through December 31, 2016.

Funds are available in the following account(s) in State Fiscal Year 2015 and are anticipated to be available in State Fiscal Years 2016 – 2017, upon the availability and continued appropriation of federal funds and the capital budget, with authority to adjust amounts through the Comptroller, if needed and justified, between State Fiscal Years.

**05-95-49-490510-29850000-102-500731 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES**

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2015	034-500099	Major IT Systems	\$6,736,380.00
SFY 2016	034-500099	Major IT Systems	\$6,784,683.00
Sub Total			\$13,611,063.00

**05-95-45-450030-TBD HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, TBD**

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2016	034-500099	Major IT Systems	\$858,866.00
SFY 2017	034-500099	Major IT Systems	\$987,393.00
Sub Total			\$1,846,259.00
		Total	\$15,457,321.00

### EXPLANATION

This request is **sole source** because it is in the best interest of the State of New Hampshire and the Department of Health and Human Services to contract with Deloitte Consulting LLP, the current vendor responsible for maintenance of the New HEIGHTS system. As the current vendor responsible for maintenance of the New HEIGHTS and NH EASY systems, Deloitte Consulting LLP is uniquely qualified to provide these enhancements due to their role with the Department of Health and Human Services/Division of Client Services in the development and implementation of these systems.

Because these enhancements involve the core subsystems within New HEIGHTS that are maintained by Deloitte Consulting, LLP, it is in the State's best interest to preserve contractor accountability for the changes. To contract with a different vendor could place the State in a situation whereby neither Deloitte Consulting, LLC nor another contractor accept responsibility for a malfunction that could result in costly litigation for the State to pursue a remedy to the problem. In addition, there may be greater risk for failure of these projects if the vendor lacks experience on New HEIGHTS and the business processes being enhanced. Also, the process of procuring a new vendor would require reallocation of the Department of Health and Human Services' resources that are critical to the State's modernization efforts based on enhanced Medicaid funding requirements. Given the time limitations of federal and State priorities and funding, the delay would likely result in New Hampshire's inability to support these projects.

This requested action is to provide critical system enhancements to support the Department of Health and Human Services' strategic vision for improved service delivery utilizing a "whole person" approach. The functionality will support streamlined service delivery that improves the quality of client service while minimizing service delivery cost. The planned service modernization enhancements will provide significant improvements for both Department of Health and Human Services' staff and clients. These improvements include:

- Cisco call center integration with New HEIGHTS which includes functionality such as an import of call notes into New HEIGHTS to provide one consolidated place for staff to view all interactions with clients, and export of data from New HEIGHTS to the Cisco call center software to support Interactive Voice Response so that clients can perform tasks via the phone
- Many enhancements to NH EASY, New Hampshire's Electronic Application System, which is the online self-service function for New HEIGHTS which include a live chat feature to assist clients real time, screening functionality for Long Term Care services, the ability for clients to have multiple log-ins to their NH EASY account (for example, one for their advocate, and one for themselves), text messaging when new notices are available, and ability to view the e-folder
- Many process improvements to the base New HEIGHTS system which will increase productivity such as a multi-system dashboard so that staff can view all services a client is receiving across multiple Divisions and DHHS systems including Child Support, Child Welfare, and Elderly and Adult Services; creation of a Master Client Index to facilitate the "Whole Person" view across DHHS systems, and process improvements to facilitate access to long term care evaluation and approvals

The attached agreement includes a provision to renew contracted services for up to three (3) years contingent upon satisfactory delivery of services, continued availability of funding, and Governor and Executive Council approval.

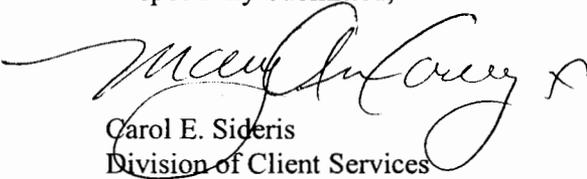
This project was identified in the New Hampshire Information Technology Plan 2005 – 2009, Appendix VII, Project ID 79 – Contractor operational support of existing system with the Strategic Theme of Improving and Standardizing State Government IT Infrastructure.

Geographic area served: Statewide

Source of Funds: Federal Funds of 88% from the Balancing Incentive Program and 12% State Capital Funds.

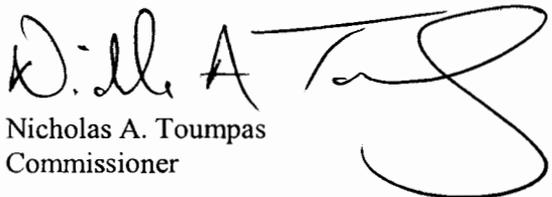
In the event the Federal or Capital funds become no longer available, General Funds will not be requested to support this activity.

Respectfully Submitted,



Carol E. Sideris  
Division of Client Services

Approved by:



Nicholas A. Toumpas  
Commissioner



**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)

**Steven J. Kelleher**  
*Acting Commissioner*

October 2, 2014

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 to enter into a contract with Deloitte Consulting, LLP as described below and referenced as DoIT No. 2015-087.

This contract supports the key DHHS client service objectives "No Wrong Door" principle, automation and process efficiencies, and infrastructure that supports client-centric service delivery. Enhancements are being made to the New HEIGHTS eligibility system and NH EASY to support a streamlined service delivery to improve the quality of client service while minimizing the service delivery costs. The term of the contract is from Governor and Executive Council approval through Dec. 31, 2016, and the funding amount is \$15,457,321.00.

A copy of this letter should accompany the Department of Health and Human Services' submission to the Governor and Executive Council.

Sincerely,

A handwritten signature in cursive script that reads "Steven J. Kelleher".

Steven J. Kelleher

SJK/ltn  
RFP 2015-087

cc: Eric Borrin, DHHS  
Leslie Mason, DoIT

**STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

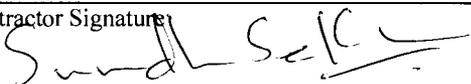
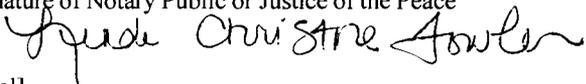
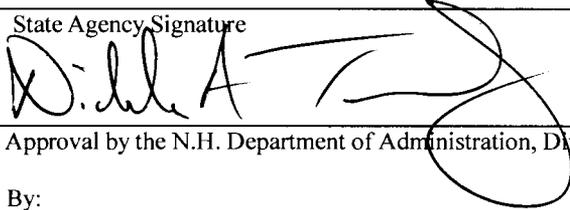
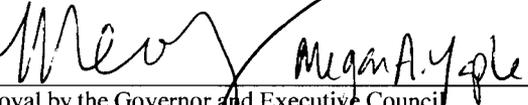
Subject: New HEIGHTS Client Service Enhancements

**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 Health and Human Services Division of Client Services		1.2 State Agency Address 129 Pleasant Street Concord, NH 03301	
1.3 Contractor Name Deloitte Consulting LLP		1.4 Contractor Address 300 Corporate Center Drive Camp Hill, PA 17110	
1.5 Contractor Phone Number +1 (717) 651-6240	1.6 Account Number 05-95-49-490510- 29850000-102-500731	1.7 Completion Date December 31, 2016	1.8 Price Limitation \$15,457,321
1.9 Contracting Officer for State Agency Carole Sideris		1.10 State Agency Telephone Number (603) 271-9541	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Sundhar Sekhar, Principal	
1.13 Acknowledgement: State of PA, County of Cumberland On <u>Sept 23, 2014</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.			
1.13.1 Signature of Notary Public or Justice of the Peace  [Seal]		<div style="border: 1px solid black; padding: 5px; text-align: center;"> <b>COMMONWEALTH OF PENNSYLVANIA</b>  <b>NOTARIAL SEAL</b>          Linda Christine Fowler, Notary Public          Camp Hill Boro, Cumberland County          My Commission Expires Jan. 4, 2015  <small>MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES</small> </div>	
1.13.2 Name and Title of Notary or Justice of the Peace Linda Christine Fowler, Pennsylvania Notary			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory Nicholas A. Toungas, DHHS	
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>10/3/14</u>			
1.18 Approval by the Governor and Executive Council By: _____ On: _____			

**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-c 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.

  
Date 9/23/14

**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.

# 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 New HEIGHTS Client Service Enhancements in support of the scope of work defined in Attachment B – New HEIGHTS Client Service Enhancements Scope of Services. This contract supports key DHHS client service objectives including expansion of the “No Wrong Door” principle, automation and process efficiencies and infrastructure that supports client-centric service delivery.

#### 1.2 SCOPE

The 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 New HEIGHTS Client Service Enhancements.

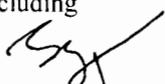
#### 1.3 PERIOD OF PERFORMANCE

The work defined by this document begins on October 2, 2014 or the date of Governor and Council approval, whichever is later and shall be comprised of enhancement services to be rendered through December 31, 2016.

If requested by the State and by mutual agreement of the Parties, this Agreement may be extended for up to three additional years, 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<br>Contractor Project Manager and Contractor Project<br>Partner  |
| 1.4.6 State                       | The NH Department of Health and Human Services<br>and/or the NH Department of Information<br>Technology as applicable   |
| 1.4.7 Scope of Work (SOW)         | The term “Scope of Work” means this document,<br>including all Exhibits, Attachments, Specifications<br>or materials referenced within this document, which<br>are either physically included with this portion of<br>the Scope of Work or available separately, and are<br>incorporated herein by reference. |
| 1.4.8 System                      | New HEIGHTS   |
| 1.4.9 TSG                         | Technical support group responsible for zOS<br>mainframe operations and upgrades including  |

  
9/23/14

1.4.9 TSG

Technical support group responsible for zOS mainframe operations and upgrades including system administration and systems database administration.

1.5 Order of Precedence

The Agreement between the State and Contractor shall comprise of this Agreement (including all Exhibits and Attachments).

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 - New HEIGHTS Client Service Enhancements Staff Loading
    - Attachment B – New HEIGHTS Client Service Enhancements Scope of Services
  - Exhibit B – Payment Terms
    - Attachment B-1 – New HEIGHTS Client Service Enhancements 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 Tobacco Smoke
  - Exhibit I – Business Associate Agreement
  - Exhibit J - Certification Regarding the Federal Funding Accountability and Transparency Act (FFATA) Compliance
  - Exhibit K – Certificates and Attachments
    - Certificate and Certificate of Authority
    - Certificate of Good Standing
    - Certificate of Insurance
    - Computer Access and Use Agreement

1.6 Reviews

Reviews consist of the Contractor and State agreeing upon the validity and content of deliverables and weekly project status reviews. All approvals of deliverables will be done in writing through the New HEIGHTS Project Manager or designee.

  
9/23/14

## 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  
300 Corporate Center Drive  
Camp Hill, PA 17110  
Phone: +1.717.651.6240  
Fax: (717) 412-9640  
[ssekhar@deloitte.com](mailto:ssekhar@deloitte.com)

Notices to the State shall be delivered to the address below:

Ms. Laurie Snow  
7 Eagle Square  
Suite 301  
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) A baseline complement of Contractor staff, according to Attachment A - New HEIGHTS Staff Loading in this Agreement, to perform work under the Services, Requirements, and Staffing as defined in Attachment B - New HEIGHTS Client Service Enhancements Scope of Services. The total hours provided by the contractor shall meet the full time equivalents (FTE) defined in Attachment A with an average equal to 173.33 hours per month per FTE.
- b) Additional facilities to house the vendor staff supporting this contract, including facilities, utilities, desk, chair, LAN access to the State network.

3.2 The State shall provide the Contractor with:

- c) Timely access to the State's New HEIGHTS Project Team, including the existing New HEIGHTS vendor team members and support staff, including DBA's, operations staff and other key members necessary to develop and implement the scope of work.
- d) 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.
- e) 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

- e) 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. The State will provide assistance in facilitating the communication between the Contractor and outside agencies with whom New HEIGHTS must interface.
- f) The State will provide the required resources based on the project milestone timeline to support changes in other systems including the CSC Cisco call center solution, NECSES, Bridges, WIC, Options and other third party systems or resources beyond the scope of New HEIGHTS.
- g) The State will provide all development and production hardware and software required for this scope of work.

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 success of the project requires a highly coordinated joint project management effort by the Contractor, the State and the New HEIGHTS maintenance team. The State and Contractor shall provide adequate resources to manage the project. All Parties are committed to sharing of project management responsibilities and to the successful completion of the project. To this end, the Parties are committed to an integrated management approach. The State shall be responsible for the performance of its personnel and agents, including the DoIT, TSG, the New HEIGHTS maintenance contractor and other third parties. The Contractor shall be responsible for performance of its personnel and its sub-contracted staff in support of this agreement. The State consents to the Contractor using third parties, on a staff augmentation basis, to perform a portion of the services under this agreement. The Contractor is responsible for the performance of its sub-contractors' services to the same extent that the Contractor would be responsible to the State if the Contractor had performed such services. Project management responsibilities are detailed in Attachment B New HEIGHTS Client Service Enhancement Scope of Services.

#### 5. COMMUNICATION AND REPORTING

The Contractor shall establish and maintain a communication plan which includes a weekly status meeting with State and Contractor management to review each active project or sub-project to ensure the projects are on track with the approved work plan. The status report will give an update of current activities in all areas of the project and will be provided electronically in advance of the status meeting.

The Contractor will utilize the New HEIGHTS JIRA tracking utility to manage all in-progress work and to track defects identified during system and regression testing.

#### 6. TESTING

A comprehensive testing approach, which includes Unit, Integration, System, and Regression testing will be followed as described in Attachment B - New HEIGHTS Client Service Enhancements Scope of Services.

#### 7. SYSTEM DOCUMENTATION

The Contractor will be responsible for Change Control Documents (CCD) which includes the specifications for each project. The State shall be responsible for the content of the Policy Manuals, and On-Line Screen Help.

  
9/23/14

## 8. ASSUMPTIONS AND DEPENDENCIES

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 the 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, 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, changes in Department priority and/or to adjust milestones as required to manage scope within the constraints of the resource requirements defined in Attachment A and the contract budget as approved by Governor and Council. The State may also request that the Contractor provide a fixed price bid for additional New HEIGHTS Client Service Enhancements beyond the resources defined in Attachment A. Should State funds be unavailable to complete the full scope of the work, the State will reduce the scope of work based on the constraints of available funding and provide the contractor a minimum of 90 days' notice to reduce the scope of work.

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 1.5 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, cau New HEIGHTS Client Service Enhancements se all work to stop on the project. Work must continue for all portions of the work not in dispute during dispute resolution unless suspended by the State.

## **EXHIBIT B PAYMENT TERMS**

1. Price:
  - a) The total price for all services and facilities provided under this Agreement shall not exceed \$15,457,321.
  
2. Terms of Payment
  - a) This Agreement is funded as follows:
    - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Balancing Incentive Program in the amount of \$13,611,063.00
    - Capital funds included as part of SFY 2016/17 budget request in the amount of \$1,856,258.00 – cost allocation to benefiting programs using a combination of State and Federal funds to be determined
  
  - b) The State will make payment to the Contractor as defined in the milestone payment schedule included as Attachment B-1 New HEIGHTS Client Service Enhancement Payment Schedule. The schedule of payments and milestone definitions pursuant to Attachment B-1 may be modified in writing with the mutual agreement of both the State and the contractor.
  
  - c) 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.
  
  - d) The Parties further agree that the invoices will contain the payment number and the services as indicated in Attachment B-1: New HEIGHTS Client Service Enhancement Payment Schedule and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations.
  
  - e) 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.

Contractor Initials

Date



9/23/14

**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 \$1,000,000 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. It is agreed that performance of the contract does not require disclosure of Protected Health Information.
- 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.

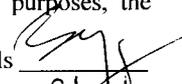
2 Following Standard State Agreement Paragraph 9.3 insert:

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

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

  
9/23/14

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.

Contractor Initials   
Date 9/23/14

**Exhibit C-I**  
**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

  
9/23/14

**NH Department of Health and Human Services**

**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 GRANTEEES 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

*[Handwritten Signature]*  
9/23/14

**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.

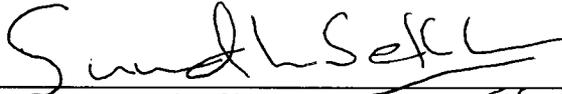
Place of Performance (street address, city, county, State, zip code) (list each location)

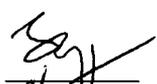
New HEIGHTS Project  
7 Eagle Square, Suite 301  
Concord, New Hampshire 03301

Check  if there are workplaces on file that are not identified here.

Deloitte Consulting LLP	From: 10/02/14 – 12/31/16
Contractor Name	Period Covered by this Certification

Sundhar Sekhar, Principal
Name and Title of Authorized Contractor Representative

	9-23-14
Contractor Representative Signature	Date

Contractor Initials   
 Date 9/23/14

## NH Department of Health and Human Services

### 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: 10/02/14 – 12/31/16

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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-I.
- (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 9/23/14

**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.



Principal

Contractor Signature

Contractor's Representative Title

Deloitte Consulting LLP

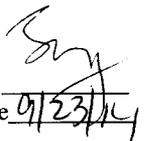
Contractor Name

9.23.14

Date

Contractor Initials

Date



## NH Department of Health and Human Services

### 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

  
9/23/11

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER  
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS, cont'd**

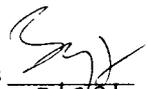
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person 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

  
9/23/14

**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.



Principal

Contractor Signature

Contractor's Representative Title

Deloitte Consulting LLP

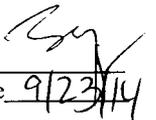
Contractor Name

9-23-14

Date

Contractor Initials

Date



NH Department of Health and Human Services

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.



Principal

Contractor Signature

Contractor's Representative Title

Deloitte Consulting LLP

Contractor Name

9-23-14

Date

Contractor Initials

Date



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

9-23-14

Date

Contractor Initials

Date



NH Department of Health and Human Services

**STANDARD EXHIBIT I**  
**HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT**  
**BUSINESS ASSOCIATE AGREEMENT**

The Contractor identified in Section 1.3 of the General Provisions of the services agreement to which this Exhibit I is attached (the "Agreement") agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191 and with the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160 and 164 applicable to business associates and those parts of the HITECH Act applicable to business associates. As defined herein, "Business Associate" shall mean Deloitte Consulting LLP and "Covered Entity" shall mean the State of New Hampshire, Department of Health and Human Services. This Exhibit I hereby is made part of and subject to the Agreement.

**BUSINESS ASSOCIATE AGREEMENT**

**(1) Definitions.**

- a. "Breach" shall have the same meaning as the term "Breach" in in 45 CFR Section 164.402.
- b. "business associate" (in the lower case) has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "covered entity" (in the lower case) has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "Data Aggregation" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "Health Care Operations" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "HITECH Act" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009, 42 U.S.C. §§17921-17954.
- h. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164.
- i. "Individual" shall have the same meaning as the term "individual" in 45 CFR Section 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and Subparts A and E of 45 CFR 164, promulgated under HIPAA by the United States Department of Health and Human Services.

- k. “Protected Health Information” or “PHI” shall have the same meaning as the term “protected health information” in 45 CFR Section 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity pursuant to Business Associate’s performance of the services under the Agreement.
- l. “Required by Law” shall have the same meaning as the term “required by law” in 45 CFR Section 164.103.
- m. “Secretary” shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. “Security Rule” shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. “Unsecured Protected Health Information” shall have the same meaning as the term “Unsecured Protected Health Information” in 45 CFR Section 164.402.
- p. 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, and the HITECH Act.

**(2) Use and Disclosure of Protected Health Information.**

- a. Business Associate shall not use, disclose, maintain or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement or as otherwise permitted herein. Further, the Business Associate shall not, and shall ensure that its directors, officers, employees and agents, do not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy Rule and Security Rule.
- 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 d. below; or
  - III. For data aggregation purposes for the health care operations of Covered Entity, if applicable.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party pursuant to (2)(b)(I) above, 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 notify Business Associate, in accordance with the HITECH Act, Subtitle D, Part 1, Sec. 13402 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, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without, to the extent permitted by law, 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, to the extent permitted by

Contractor Initials:   
 Date: 9/23/14

law, the Business Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

- e. Business Associate will not use or further disclose PHI other than as permitted or required by this Exhibit, and in compliance with each applicable requirement of 45 C.F.R. § 164.504(e), or as otherwise Required by Law.
- f. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions and shall abide by any additional security safeguards. Failure by the Business Associate to agree to such additional restrictions shall be cause for termination for convenience of this Agreement.

**(3) Obligations and Activities of Business Associate.**

- a. Business Associate shall report to the designated Privacy Officer of Covered Entity, in writing, (i) any use or disclosure of PHI in violation of this Agreement, including any Security Incident involving PHI, in accordance with the HITECH Act, Subtitle D, Part 1, Sec. 13402, and (ii) any Breach of Unsecured PHI in accordance with the data breach notification requirements set forth in 42 U.S.C. § 17932 and 45 C.F.R. Parts 160 and 164 (Subparts A, D, and E).
- b. Business Associate will implement and use appropriate administrative, physical and technical safeguards to (i) prevent use or disclosure of PHI other than as permitted or required by this Exhibit I; (ii) reasonably and appropriately protect the confidentiality, integrity, and availability of the Electronic PHI that Business Associate creates, receives, maintains, or transmits on behalf of Covered Entity. The Business Associate shall also comply with all sections of the Privacy and Security Rule as set forth in, the HITECH Act, Subtitle D, Part 1, Sec. 13401 and Sec.13404.
- 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 Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- d. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, 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. The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's business associates, who will be receiving PHI pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by provision #13 of this Agreement for the purpose of use and disclosure of PHI.
- e. Within ten (10) business days of receipt of a written request from Covered Entity, Business Associate shall, make reasonably available for inspection to Covered Entity all records, books, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for the sole purpose of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement; provided, however, that Covered Entity shall protect the confidentiality of all confidential and proprietary information of Business Associate to which Covered Entity has access during the course of such inspection of records.

- f. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI maintained by Business Associate 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) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual maintained by Business Associate 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) business 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 five (5) 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 and Security 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.
- k. Within twenty (20) business days of termination of the Agreement, 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. Notwithstanding the foregoing, if return or destruction is not feasible (such as in the event that the retention of PHI is required for archival purposes to evidence the services under the Agreement), or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate may retain such PHI and shall continue to extend the protections of the Agreement, 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 that is not retained pursuant to the foregoing, the Business Associate shall confirm to Covered Entity that the PHI has been destroyed.

**(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.

Contractor Initials:   
Date: 9/23/14

- 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 the 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.
- d. Covered Entity shall: (i) not make any disclosure of PHI to Business Associate if such disclosure would violate HIPAA, the HITECH Act or any applicable federal or state law or regulation; (ii) not request Business Associate to use or make any disclosure of PHI in any manner that would not be permissible under HIPAA, the HITECH Act or any applicable federal or state law or regulation if such use or disclosure were done by Covered Entity; and (iii) limit any disclosure of PHI to Business Associate, to the extent practicable, to the Limited Data Set of such PHI, or, if the disclosure of PHI that is not in a Limited Data Set is necessary for Business Associate's performance of services under the Agreement, to limit the disclosure of such PHI to the minimum necessary to accomplish the intended purpose of such disclosure.

(5) **Termination for Cause**

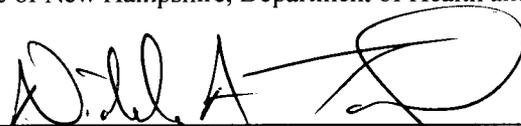
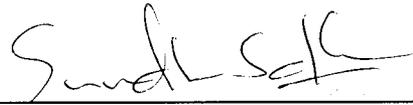
In addition to standard provision #10 of the Agreement the Covered Entity may terminate this Schedule I and the Agreement, to the extent the Business Associate's services under the Agreement involve the use or disclosure of PHI, upon Covered Entity's knowledge of a material breach by Business Associate of this Exhibit I; provided that, the Covered Entity may immediately terminate the Agreement if cure is not possible or provide written notice and an opportunity for Business Associate to cure the alleged breach within a reasonable 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.

(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 and Security Rule, and the HITECH Act as amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. **Amendment.** Covered Entity and Business Associate agree to reasonably cooperate in amending this Exhibit I, from time to time as is necessary for Covered Entity and Business Associate to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. **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.
- d. **Interpretation.** The parties agree that any ambiguity in this Exhibit I shall be resolved to permit Covered Entity and Business Associate to comply with HIPAA, the Privacy and Security Rule and the HITECH Act.

- e. Segregation. If any term or condition of this Exhibit I 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 I are declared severable.
- f. Survival. Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI and extensions of the protections of the Agreement in section 3 k, the defense and indemnification provisions of section 3 d and contract provision #13, shall survive the termination of the Agreement.
- g. No Third Party Beneficiaries. Except as otherwise provided in paragraph 3(d), nothing contained in this Exhibit I is intended to confer upon any person (other than the parties hereto) any rights, benefits, or remedies of any kind or character whatsoever, whether in contract, statute, tort (such as negligence), or otherwise, and no person shall be deemed a third-party beneficiary under or by reason of this Exhibit I.

IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

State of New Hampshire, Department of Health and Human Services	Deloitte Consulting LLP
	
Signature of Authorized Representative	Signature of Authorized Representative
Nicholas A. Tamms	Sundhar G. Setcher
Name of Authorized Representative	Name of Authorized Representative
Commissioner	Principal
Title of Authorized Representative	Title of Authorized Representative
10/1/14	9-23-14
Date	Date

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.

Sundha Selcha Principal

(Contractor Representative Signature) (Authorized Contractor Representative Name & Title)

Sundha Selcha 9-23-14

(Contractor Name) (Date)

Contractor initials: SK  
Date: 9/23/14  
Page # \_\_\_\_\_ of Page # \_\_\_\_\_



# 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 16<sup>th</sup> day of September, A.D. 2014

A handwritten signature in cursive script, appearing to read "William M. Gardner".

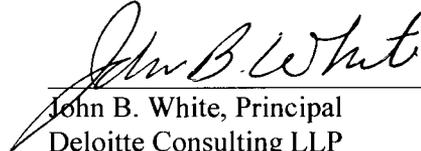
William M. Gardner  
Secretary of State

## CERTIFICATE

I, John B. White, 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;

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:

  
\_\_\_\_\_  
John B. White, 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 23<sup>rd</sup> day of September, 2014.

  
\_\_\_\_\_  
John B. White

**PENNSYLVANIA**

**COUNTY OF CUMBERLAND**

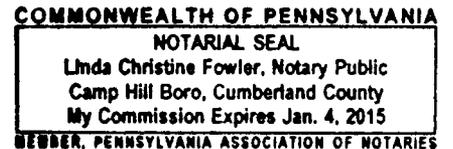
On this 23<sup>rd</sup> day of ~~23<sup>rd</sup>~~ <sup>(L.F.)</sup> September, 2014, before me, Linda Christine Fowler the undersigned officer, personally appeared John B. White who acknowledged himself to be a Principal of Deloitte Consulting LLP, a Delaware limited partnership, and that he, as such 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 Fowler  
Notary Republic

CERTIFICATE EXHIBIT A

I, SUNDHAR SEKCHAR, DO HEREBY CERTIFY THAT:



Contractor Initials SJK

Date 9/23/14

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 23<sup>RD</sup> day of September, 2014.



Sundhar Sekhar

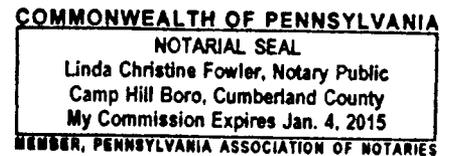
**PENNSYLVANIA**

**COUNTY OF CUMBERLAND**

On this 23<sup>RD</sup> day of September, 2014, before me, Linda Christine Fowler, 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 Fowler  
Notary Republic



Contractor Initials SK  
Date 9/23/14



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
09/16/2014

**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. 1166 Avenue of the Americas New York, NY 10036  709965-\$25M-14-15	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL ADDRESS:	FAX (A/C, No):
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Deloitte LLP Deloitte & Touche LLP Deloitte Consulting LLP Deloitte Tax LLP, Deloitte Financial Advisory Services LLP Ten Westport Road Wilton, CT 06897-0820	<b>INSURER A:</b> National Union Fire Ins Co Pittsburgh PA      NAIC # 19445	
	<b>INSURER B:</b> New Hampshire Insurance Co.      23841	
	<b>INSURER C:</b> The Insurance Company of the State of PA      19429	
	<b>INSURER D:</b> N/A      N/A	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**      **CERTIFICATE NUMBER:** NYC-005362029-14      **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	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <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			GL 7268969	06/01/2014	06/01/2015	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 - COMP/OP AGG \$ 2,000,000
A	<b>AUTOMOBILE LIABILITY</b> <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			CA 7062846 "Auto Physical Damage" "\$500 DEDUCTIBLE COMP/COLL"	06/01/2014	06/01/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			49131379	06/01/2014	06/01/2015	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A	WC 027527701 (AOS)	06/01/2014	06/01/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
C				WC 027527702 (IL,KY,NC,NH,UT,VT)	06/01/2014	06/01/2015	E.L. EACH ACCIDENT \$ 1,000,000
C				WC 027527703 (MA,ND,OH,WA,WI,WY)	06/01/2014	06/01/2015	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
C	If yes, describe under DESCRIPTION OF OPERATIONS below			WC 027527704 (NJ,PA)	06/01/2014	06/01/2015	E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	WORKER'S COMP			WC 027527705 (CA)	06/01/2014	06/01/2015	
C	WORKER'S COMP			WC 027527706 (AK,AZ,GA,VA)	06/01/2014	06/01/2015	

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.\*

<b>CERTIFICATE HOLDER</b>  State of New Hampshire Department of Information Technology Commissioner 129 Pleasant Street Concord, NH 03301	<b>CANCELLATION</b>  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 <i>Robert A. Mazzaro</i>
---	---

AGENCY CUSTOMER ID: 709965

LOC #: New York



### ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Marsh USA, Inc.		NAMED INSURED Deloitte LLP Deloitte & Touche LLP Deloitte Consulting LLP Deloitte Tax LLP, Deloitte Financial Advisory Services LLP Ten Westport Road Wilton, CT 06897-0820	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance**

WORKER'S COMP (CONT'D)

CARRIER: ILLINOIS NATIONAL INSURANCE CO.  
POLICY NO: 027527707 (FL)  
POLICY TERM: 6/1/14 - 6/1/15

## 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 SY  
Date 9/23/14

Year 1	1	2	3	4	5	6	7	8	9	10	11	12	Totals
FTEs Per Month	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Totals
Project Managers	0.0	0.0	0.0	1.0	1.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	21.0
Track Managers	0.0	0.0	0.0	2.0	3.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	40.0
Functional Analysts	0.0	0.0	0.0	2.0	3.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	54.0
Conversion Data Analyst	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	4.0
Quality Assurance Analysts	0.0	0.0	0.0	2.0	4.0	8.0	12.0	12.0	12.0	12.0	14.0	14.0	90.0
Security Analysts	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	9.0
Project Analysts	0.0	0.0	0.0	5.0	7.0	10.0	12.0	16.0	20.0	26.0	26.0	26.0	148.0
<b>Total FTE</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>13.0</b>	<b>19.0</b>	<b>33.0</b>	<b>39.0</b>	<b>44.0</b>	<b>49.0</b>	<b>55.0</b>	<b>57.0</b>	<b>57.0</b>	<b>366.0</b>

Year 2	13	14	15	16	17	18	19	20	21	22	23	24	Totals
FTEs Per Month	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Totals
Project Managers	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	23.0
Track Managers	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	3.0	3.0	3.0	2.0	51.0
Functional Analysts	7.0	7.0	7.0	5.0	5.0	5.0	5.0	4.0	4.0	4.0	4.0	4.0	61.0
Conversion Data Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0					8.0
Quality Assurance Analysts	14.0	14.0	14.0	8.0	8.0	8.0	6.0	6.0	4.0	3.0	3.0	3.0	91.0
Security Analysts	1.0	1.0	1.0										3.0
Project Analysts	26.0	26.0	26.0	20.0	20.0	20.0	17.0	16.0	16.0	12.0	12.0	10.0	221.0
<b>Total FTE</b>	<b>57.0</b>	<b>57.0</b>	<b>57.0</b>	<b>41.0</b>	<b>41.0</b>	<b>41.0</b>	<b>36.0</b>	<b>34.0</b>	<b>28.0</b>	<b>23.0</b>	<b>23.0</b>	<b>20.0</b>	<b>458.0</b>

Year 3	25	26	27	28	29	30	31	32	33	34	35	36	Totals
FTEs Per Month	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Totals
Project Managers	1.0	1.0	1.0	1.0									4.0
Track Managers	2.0	1.0	1.0	1.0									5.0
Functional Analysts	2.0	1.0	1.0	1.0									5.0
Conversion Data Analyst													0.0
Quality Assurance Analysts	3.0	3.0	3.0	2.0									11.0
Security Analysts													0.0
Project Analysts	6.0	4.0	2.0	2.0									14.0
<b>Total FTE</b>	<b>14.0</b>	<b>10.0</b>	<b>8.0</b>	<b>7.0</b>	<b>0.0</b>	<b>39.0</b>							
<b>Grand Total</b>													<b>863.0</b>



New Hampshire

Department of Health and Human Services

**Attachment B**  
**New HEIGHTS Client Service Enhancements**  
**Scope of Service**

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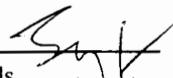
## 1. Introduction

### 1.1 New HEIGHTS Background

The New Hampshire Empowering Individuals to Get Help Transitioning to Self-sufficiency (New HEIGHTS) system is the backbone of 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 76 different Medicaid categories and manages approximately \$1.2 billion in annual benefits to over 180,000 consumers. 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.

New HEIGHTS is also 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 MMIS, NECSES (New England Child Support), NH Bridges (Child Welfare), SSA and CMS.

The New Hampshire Electronic Application System (NH EASY) is an innovative, web-based application that is fully integrated with New HEIGHTS and allows providers and clients self-service access to many programs and functions including screening for program eligibility, apply, change reporting, redetermination, check benefit status and online client notices.

  
9/23/14



## 1.2 PURPOSE

The purpose of the scope of services is to support DHHS's strategic goals for client-centric service delivery and to enhance access to Long Term Care Support Services (LTSS) in the community. This contract supports key DHHS objectives including expansion of the "No Wrong Door" principle, automation and process efficiencies and infrastructure that supports the client-centric service delivery model.

## 2 FUNCTIONAL REQUIREMENTS

The scope of services is comprised of multiple projects organized into groupings as described below:

### 2.1.1 Call Center Software Interface

These projects include work to integrate New HEIGHTS with the Cisco call center supporting the Client Service Center.

#### 2.1.1.1 Cisco Call Center Integration

New HEIGHTS will be enhanced to integrate with the Cisco call center solution, the software used by the Customer Service Center (CSC). For those screens identified for integration, the Cisco solution will pass parameters to New HEIGHTS to specify the screen to be opened and the required data elements necessary to launch that screen. The New HEIGHTS Screens will be opened automatically supporting workflows for functions like scheduling and check my benefits. The integration between New HEIGHTS and the Cisco system will support launching of New HEIGHTS screens without requiring repetitive logins to New HEIGHTS by end users for each request.

This project also includes integration with the Cisco call center solution so that customer service representatives will be able to review call notes in New HEIGHTS. New HEIGHTS will be modified to receive, store and provide access to the call notes captured in the Cisco call center solution and passed to New HEIGHTS for viewing through the existing New HEIGHTS case comments screen.

#### 2.1.1.2 IVR Integration

The Cisco call system will include Interactive Voice Response (IVR) functionality so that clients can perform tasks via phone self-service. This project is to provide the web services or equivalent functions in New HEIGHTS which the Cisco System will call with the appropriate parameters to receive "real-time" responses. The Cisco solution will pass client identification metadata which will be used to confirm the client is known to New HEIGHTS and can be authenticated using case information and potentially their personal identification number (PIN) or equivalent. Once authenticated, the client will have access to data such as case status, check my benefits, upcoming appointments, MCO status, Prescription co-pay, Redetermination Date and Spenddown status. The information provided will be comparable to the equivalent function in NH EASY within the constraints of the IVR solution.

  
9/23/14



### 2.1.2 New HEIGHTS View Enhancements

These projects provide enhanced features in New HEIGHTS that will enable clients to access data online and enable case workers to view client information across silo systems.

#### 2.1.2.1 View Pin

The NH EASY system requires a Personal Identification Number (PIN) for clients to create web self-service accounts. Currently a PIN can only be issued via letters mailed directly to the client. This project will allow authorized client service staff to generate and view PINs through the New HEIGHTS online application. With this new functionality, DHHS will be able to issue PIN numbers via the phone from the Customer Service Center (CSC).

#### 2.1.2.2 Multi-System Dashboard

Currently, there are no options for DHHS staff supporting LTSS to view the spectrum of supports a client might be receiving or applying for because the underlying systems are "stove pipe" silos. This project takes the first step in integrating those silos by creating a single view of HCBC/LTC, Medical, cash, nutrition, childcare, and child support services data. The data will be aggregated across the New HEIGHTS, NECSES, Bridges, Options and WIC systems to provide a holistic view.

The result of this effort will include a single consolidated status screen (dashboard) across those systems organized by logical groupings, for example eligibility status or next scheduled appointment.

### 2.1.3 DHHS Forms Automation

The releases of the forms automation project will enable customers to submit forms required to access and utilize services online while streamlining DHHS forms processing.

#### 2.1.3.1 Forms Conversion Releases 1-4

This project will be delivered as (4) releases, each of which includes the conversion of 50 forms in English to on-line fillable forms for a total of (200) forms. When submitted, the form and client identifier will be captured for routing via an electronic workflow and will be added to the case e-folder. The first phase includes the infrastructure and process development standards which will be utilized in all subsequent phases. Select high volume forms that require known client information will be integrated with New HEIGHTS to pre-fill known data. Access to pre-filled forms content will require the user to be authenticated through a NH EASY login or equivalent function for privacy/security. High volume forms will also be enhanced to include selective intelligence like drop down values, automated sums and basic edits.

The first phase includes creating the framework to organize the forms within the portal and the ability to cross-reference the "learn more" DHHS URL for each specific form and to link to the fillable forms from the DHHS website. The completed forms will automatically be routed to the New HEIGHTS Document Inbox for processing based on the document taxonomy, action type and priority.



## 2.1.4 Web Functionality

These projects will provide tools for engaging clients on the Web enhancing the self-service channel as part of the no wrong door initiative.

### 2.1.4.1 Web Portal

This project includes the creation of a new home page and navigation model in NH EASY to manage the selection of online self-service features, including the new web self-service features added in support of this scope of work. It also includes the integration and/or linkage of content currently available through <http://nhservicesandsupports.org>, a website dedicated to LTSS. This will be facilitated using a series of information and navigation pages that directs clients to NH EASY self-service functions, the modernized DHHS web pages or third party sites currently linked via <http://nhservicesandsupports.org>.

### 2.1.4.2 Live Chat

Live chat will be added as a feature available through existing and planned NH EASY (secure and non-secure pages). The live chat feature will connect consumers with the Client Service Center staff with queue management and the ability to store a history of chat exchanges including date, time, duration and if available client identifier (client identifiers will be available when the customer accesses NH EASY using an established account). The chat history will be accessible online in New HEIGHTS using a "go to" that provides input search parameters to filter results. Live chat availability will be configurable by day of week and holidays with live access based on the schedule of client services staff.

### 2.1.4.3 Survey

The NH EASY survey will be replaced and enhanced to allow clients using NH EASY to provide feedback on the existing and new features added as part of the scope of services. This enhanced survey will replace the Deloitte-provided survey product with an open source or license product procured by DHHS and configured by the vendor (Deloitte).

## 2.1.5 NH EASY Self-Service Enhancements

These projects extend the range of self-service features and DHHS ability to support clients interactively as the complete web based transactions.

### 2.1.5.1 Administrative User Access

Currently the ability for DHHS to view NH EASY account data using administrative features ("Super User") is only available to New HEIGHTS help desk staff and there is limited audit trail capacity. The administrative user function will be extended so that authorized call center staff can view clients' NH EASY accounts. This will allow them to more effectively support live chat and calls to the CSC. Access will be provided to the CSC staff using their existing New HEIGHTS ID/password and security profiles. This effort includes enhancements to create an audit trail of case workers accessing client accounts.

The audit trail for NH EASY accounts accessed by authorized staff using the Administrative User Access privileges will be available using New HEIGHTS screens to view the audit trail history.



#### **2.1.5.2 Case E-Folder**

With this project, caseheads and authorized representatives will be able to access a digital record of the documents stored online in the New HEIGHTS e-folder. This includes access to the case records from scanned documents, uploaded documents and electronic forms completed online. This will be similar to the current features provided through NH EASY for clients to access their notices online with search parameters and document view.

In addition, this project will include adding a copy of e-mail alerts for cases in the e-folders.

#### **2.1.6 LTSS Application & Screening**

New functionality will be developed in NH EASY so that the LTSS community partners who assist DHHS with the medical determination process for long term care services can submit forms electronically through NH EASY replacing the current process of manually uploading pdf's via e-studio. This project will include tracking of LTSS applications and medical assessments in NH EASY for authorized providers and in New HEIGHTS for DHHS staff. The project will also integrate document upload with screening & application for full electronic management of the process. In addition, the process will automate scoring of MEA's using a standard algorithm. Dashboard views for providers and DHHS will allow tracking on both ends of the partnership to minimize delays and LTSS coordination issues.

##### **2.1.6.1 Text Messaging**

This project will establish a framework for contacting clients via text. It will be used to alert clients when electronic notices are posted to their secure account. With these alerts (in addition to e-mail notifications), clients will be able to manage their application and benefits more effectively and will be able to act on follow up requests and/or take advantage of approved services in a more timely fashion.

##### **2.1.6.2 Multiple Authorized User Accounts**

The NH EASY system will be upgraded to allow caseheads and authorized representatives with appropriate authorizations to access NH EASY. Currently, only a single case representative can utilize NH EASY, this will allow secondary read only access at the case level for authorized individuals.

##### **2.1.6.3 Account Linkage**

With this project, NH EASY will be enhanced to identify previous DHHS customers in New HEIGHTS as returning customers real time when creating an online account. Once the link is created between the returning client and their case, those records will used be to pre-populate applications and will provide access to other prior case data available through New HEIGHTS using the same logic currently available for users reapplying through an existing NH EASY Account.

#### **2.1.7 Master Client Index**

These projects support the establishment of a Master Client Index, which is essential for holistic case management across the DHHS service continuum.

  
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#### ***2.1.7.1 Release 1 - Development***

This release includes a Master Client Index (MCI) for NECSES, Options and New HEIGHTS. The MCI will include a New HEIGHTS MID, name, SSN, birthdate and gender with New HEIGHTS as the MCI system of record. The scope of this project includes the New HEIGHTS changes and New HEIGHTS interfaces with Options and NECSES. This includes interfaces for all three systems to maintain the MCI. Each system utilizing the MCI will have access to a web service to clear new clients against the MCI with New HEIGHTS returning complete, partial or no match results. The MCI will provide the ability to manage a single instance of each client to the degree that each system and worker uses the provided infrastructure.

#### ***2.1.7.2 Release 1 - Conversion***

The conversion task supports the initial development of the MCI with automated tools to facilitate clearance across the systems included in release 1 and reporting on discrepancies for manual resolution. This includes execution of conversion processes in New HEIGHTS. Conversion support in NECSES and Options will be completed by the DHHS resources supporting those systems. To support the conversion efforts, four Full Time Equivalent (FTE) months of conversion data analysis support will be provided during the conversion phase of the project.

#### ***2.1.7.3 Release 1 - Reconciliation***

This MCI project includes the creation of reconciliation reporting to be used in support of conversion and ongoing reporting of potential discrepancies for manual resolution by DHHS staff. This includes reporting of discrepancies introduced by manual and systematic clearance anomalies with suspected duplicate MCI reporting. The scope of this effort includes the reconciliation reporting and facilities to update the MCI through New HEIGHTS. Each source system will complete any required changes to process the MCI updates and correct source system data.

#### ***2.1.7.4 New HEIGHTS MCI***

The New HEIGHTS specific MCI changes include:

- Look-up for all clients with an MCI through New HEIGHTS screens, this includes look-up of the MCI record for clients not receiving benefits in New HEIGHTS, but known to the MCI
- Modifications to clearance to utilize MCI repository to identify known members in the MCI for usage of MCI data when adding a member known to the MCI and new to New HEIGHTS
- Ability to add an MCI if the client is not known to New HEIGHTS and is also not known in the MCI
- Access to call notes by MCI
- Adjustments to New HEIGHTS Case/Individual Comments screens to view comments imported from the Cisco call center solution in New HEIGHTS using the MID including customers added to the MCI that have/are not registered in New HEIGHTS as New HEIGHTS clients

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#### ***2.1.7.5 Release 2 – Development***

During the second release, the Bridges and WIC systems will be added the MCI. This includes the scope of the New HEIGHTS application changes to allow Bridges and WIC to query the MCI and to add clients not already known by the MCI.

#### ***2.1.7.6 Release 2 – Conversion***

The conversion task supports the development of the MCI with automated tools to facilitate clearance across the systems included in release 2 and reporting on discrepancies for manual resolution. To support the conversion efforts, four Full Time Equivalent (FTE) months of conversion data analysis support will be provided during the conversion phase of the project.

#### ***2.1.7.7 Release 3 - Address***

This phase includes the addition of address and contact information to the MCI for the New HEIGHTS, Bridges, Options, WIC and NECSES systems. The strategy of this project will be evaluated following the design analysis of the data models and address normalization requirements. Based on that analysis a practical solution will be developed within the constraints of the project budget (3,120 hours of development/integration test support) for MCI address additions. To support the conversion efforts, four Full Time Equivalent (FTE) months of conversion data analysis support will be provided during the conversion phase of the project.

### **2.1.8 BEAS Process Enhancements**

These projects will improve the processes used to support the administration of Long Term Support Services (LTSS) by the DHHS.

#### ***2.1.8.1 Log File/Eligibility Tracking Automation***

This project includes multiple sub-projects to enhance the management of LTSS application processes.

Automation of the Bureau of Elderly and Adult Services (BEAS) Logs - This project includes a dashboard for management oversight of BEAS log activity.

Automation of “Client Contact & Fact Sheet” – To streamline processing, the “client contact & fact sheet” will be generated systematically replacing the manually intensive process for compiling the relevant information from new HEIGHTS for the MEA Nurse to begin the evaluation.

Automation of the BEAS Medical Eligibility tracking System – The eligibility tracking process will be automated and enhanced in New HEIGHTS. This supports the tracking of eligibility activities and complements the BEAS Log. The dashboards will track things such as the 48 hour requirements for providers and the financial eligibility status of applications.

#### ***2.1.8.2 LTSS Imaging***

This project includes the addition of the BEAS paper records into the OnBase document imaging repository. This includes establishment of the BEAS taxonomy and inbox priority/action type



configuration in New HEIGHTS and access to BEAS documents through the New HEIGHTS document imaging sub-system.

#### **2.1.9 NH EASY Expanded Services**

These projects further extend the scope of self-service features offered by DHHS via the Web or clients and community partners.

##### ***2.1.9.1 Child Support Applications & Screening***

This project includes enhancements to NH EASY to allow clients to apply for Child Support services. A PDF representation of the application will be loaded into OnBase for access via the NECSES imaging workflow. This project will include processes to minimize the need for repetitive completion of the Application for Child Support services form by returning clients.

##### ***2.1.9.2 Child Support Court Referral***

This project includes features for DHHS and the courts to exchange Child support forms via the forms solution in NH EASY and document upload through NH EASY. The courts Authentication will be managed using the NH EASY credentialing processing currently used for DHHS community partners/providers. The uploaded documents metadata (document type, client identifier, upload entity, date/time) will be captured at the time of upload. Both the uploaded forms and e-forms completed in NH EASY will be stored in OnBase. DHHS staff will manage their courts workflow through the NECSES system. The courts will be able to view a dashboard which includes documents requested and outstanding as well as the status of documents submitted based on Web services called by NH EASY and responded to by NECSES. Changes to the NECSES imaging workflow and web services to integrate with NH EASY will be completed by the DHHS resources responsible for the NECSES system.

##### ***2.1.9.3 DCYF Application & Screening***

With this project, NH EASY will be enhanced to allow clients to apply for Foster Care and Adoption Subsidy programs. The implementation will provide a PDF representation of the application that will be loaded into OnBase and accessible through the New HEIGHTS document inbox and other document imaging sub-system screens. The project will also include screening for potential eligibility DCYF services.

##### ***2.1.9.4 WIC Application & Screening***

This project includes the addition of the WIC financial application through NH EASY. The implementation will provide a PDF representation of the application that will be loaded into OnBase and accessible through the New HEIGHTS document inbox and other document imaging sub-system screens.. The project will also include screening for potential eligibility for those same services.

##### ***2.1.9.5 Management Reporting***

This project includes reporting for enhancements including live chat utilization and other similar metrics related to this scope of service will be provided with support for up to 1,040 hours of reporting development services.

  
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### 3 PROJECT MANAGEMENT PLAN

Key activities will be managed using a structured project management methodology. Over the term of the contract, the Project Management deliverables will include:

- MS Project Plan based on the deliverable matrix with added drill down task management for milestones based on complexity and duration using a “rolling wave” project management approach
- Risk/issue status and tracking
- Lifecycle management and (defect/change) tracking by project using the Jira methods and tools established for New HEIGHTS
- Weekly performance reports to keep the management team abreast of the project

#### 3.1.1 Activity 1 – Project / Contract Management and Support

##### *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 and core State staff and contracted Subject Matter Experts) will:

- provide oversight for the activities conducted by the Contractor,
- provide review and approval for all deliverables,
- help ensure Contractor’s access to critical State resources,
- facilitate ongoing status reporting and conduct periodic project reviews, and
- serve as liaison to federal partner agencies, DHHS Executive staff, systems external to New HEIGHTS, DoIT and State regulatory agencies
- Scope management in conjunction with the vendor

The contractor is generally responsible for managing the overall contract from its company’s perspective, including but not limited to:

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



**Deliverables from Task**

- Project Plan
- 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
- 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**

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

**Project Management Roles and Responsibilities**

The state and contractor staff will perform various tasks as part of managing the project.

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### 3.1.2 Activity 2 – Technical Planning and Support

#### *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 servers and the minimal hardware specifications per server, identifying each server by its purpose and its environment.
- Required new software for each server, including number of licenses and versions.
- Additional hardware required (such as routers and load balancers), including recommended vendors, versions, and specifications.
- Other new software required, including the total number of licenses and the structure of pricing and usage of the licenses.

##### **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**

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

##### **Application Infrastructure Procurement Roles and Responsibilities**

The state and contractor staff will define and procure an application infrastructure.

#### *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 application to configure and install the technical environments for the New HEIGHTS project during the scope of the project.

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**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**

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 Maintenance Team
Build and promote application	New HEIGHTS Maintenance Contractor
Develop Configuration Management Plan	New HEIGHTS Maintenance Contractor
Monitor/enforce adherence to Configuration Management Plan	New HEIGHTS Maintenance Contractor, State

**Technical Environment Roles and Responsibilities**

The state and contractor staff will Install, configure and maintain technical environments.

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### 3.1.3 Activity 3 – Requirements Definition & Design

#### *Task 1 – Perform Requirements & 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 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 vendor is responsible for providing (1) business liaison to assist the State with coordination of DHHS tasks across systems for up to 24 FTE months. In addition, the vendor will provide management support for State tasks for up to 24 FTE months and “track management” support for up to 96 FTE months.

Function/Task	Responsibility
Provide 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 Contractor

  
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Function/Task	Responsibility
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Provide change control documentation for new functions Contractor

**Approve requirements & design for new functionality** State

**Requirements Definition Roles and Responsibilities**  
The state and contractor staff will perform analysis/requirements definition.

**3.1.4 Activity 4 – Application Development**

*Task 2 – Build and Unit Test System*

**Requirements of Task**

The Contractor will have sole 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 to 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 unit of work are deployed as an integrated build.

The Contractor will mark components as ready for State system test 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**

Function/Task	Responsibility
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**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



Function/Task	Responsibility
Apply database change requests	New HEIGHTS Maintenance Contractor
Complete configuration and build management	New HEIGHTS Maintenance Contractor
Change to other systems (Cisco, NECSES, Bridges, Options, WIC, Text services and other systems outside of New HEIGHTS	State

**Construction Roles and Responsibilities**  
The contractor staff will build and test the system.

**3.1.5 Activity 5 – Testing**

*Task 1 – Develop Test Plans*

**Requirements of Task**

The Contractor is required to complete unit and integration testing.

**Deliverables from Task**

- Test software for migration to system test

**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Unit and integration testing & approval for migration	Contractor
System and regression test plan (using resources provided through staff augmentation)	State

**Test Plan Development Roles and Responsibilities**  
The state and contractor staff will develop test plans.

*Task 2 – Perform System and Regression Test*

**Requirements of Task**

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

**Deliverables from Task**

- System Test Results Document – due at the completion of system test cycle



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

**Roles and Responsibilities Related to Task**

The vendor is responsible for providing (4) testers to assist the State with the work below for a total of up to 96 FTE months.

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

**System and Regression Test Roles and Responsibilities**

The state staff will execute systems and regression tests in accordance with the test plans.

**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**

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 Contractor
Approve the build components	State
Verify that the build is correct	New HEIGHTS Maintenance Contractor



Function/Task	Responsibility
Promote releases to Testing and environments	New HEIGHTS Maintenance Contractor

**Software Promotion Roles and Responsibilities**

The contractor staff will promote the software to each environment, including production, based on state approvals.

**3.1.6 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 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.



### 3.2 Milestone Resources

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 exceeds the hour's budget, the Department will work the vendor to make compensating scope reductions across other projects to complete the sum of work within the defined resources constraints (defined by the hours per project the table below and the staff load in Attachment A – New HEIGHTS Client Service Enhancements Staff Loading). If resources are required beyond Attachment A, the Department will request a change order or prioritize New HEIGHTS Maintenance Contractor resources to support additional effort.

Category	Project	Hours
New HEIGHTS Enhancements	View PIN	1,090
Call Center Software Interface	Cisco Call Center Integration	3,634
Call Center Software Interface	IVR Integration	2,907
New HEIGHTS Enhancements	Multi-System Dashboard - Release 1	2,726
New HEIGHTS Enhancements	Multi-System Dashboard - Release 2	2,726
DHHS Forms Automation	Forms Conversion - Release 1	13,083
DHHS Forms Automation	Forms Conversion Releases - 2	6,541
DHHS Forms Automation	Forms Conversion Releases - 3	6,541
DHHS Forms Automation	Forms Conversion Releases - 4	6,541
NH EASY Self-Service Enhancements	Administrative User Access	2,180
NH EASY Self-Service Enhancements	Multiple Authorized User Accounts	2,180
NH EASY Self-Service Enhancements	Account Linkage	1,454
Web Functionality	Live Chat	2,907
Web Functionality	Web Portal - Release 1	2,180
Web Functionality	Web Portal - Release 2	2,180
Web Functionality	Survey	727
NH EASY Self-Service Enhancements	Case E-Folder	2,180
NH EASY Self-Service Enhancements	LTSS Medical Determination Process	7,268
NH EASY Self-Service Enhancements	Text Messaging	2,180
Master Client Index	Release 1 - Development	9,158
Master Client Index	Release 1 - Conversion	3,601
Master Client Index	Release 1 - Reconciliation	4,652
Master Client Index	New HEIGHTS MCI	4,361
Master Client Index	Release 2 - Development	5,451
Master Client Index	Release 2 - Conversion	2,874
Master Client Index	Release 3 - Development	6,541
Master Client Index	Release 3 - Conversion	2,147
BEAS Process Enhancements	LTSS Imaging	2,180
BEAS Process Enhancements	Log File/Eligibility Tracking Automation	6,541
NH EASY Scope Expansion	WIC Application & Screening	5,451
NH EASY Expanded Services	DCYF Application & Screening	2,180
NH EASY Expanded Services	Child Support Applications & Screening	7,268



NH EASY Expanded Services	Child Support Court Referral	5,451
Management Reporting	Reporting - Milestone 1	1,090
Management Reporting	Reporting - Milestone 2	1,090
Project Management	PMO Office	8,320
<b>Total</b>		<b>149,584</b>

### 3.3 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 system/acceptance test environments and for conversion/implementation support.
- c) The multi-system dashboard will include approximately 30 view only data elements per system. This scope of work includes the New HEIGHTS integration of Web services and/or batch interfaces provided by the systems feeding the dashboard functions and the creation of the dashboard as a New HEIGHTS screen with approximately 4-5 tabs.
- 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 Contractor encounters significant delays in completing the services or deliverables through updates to Jira project dates and/or the New HEIGHTS master project plan.
- 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) DHHS will coordinate and provide resources to implement infrastructure and systems changes outside of the New HEIGHTS domain per the schedule of this scope of work, including DoIT, Cisco Call Center, NECSES, Bridges, WIC, Options and all other external systems resources.
- h) Changes to the NECSES imaging workflow and utilization of OnBase resulting from this project will be completed by the DHHS resources responsible for the NECSES system.
- i) The Cisco vendor, DoIT and DHHS will work collaboratively with the vendor to identify a practical and secure solution for managing sign-in and authorization across the New HEIGHTS and Cisco solutions within the constraints of resource allocated to complete this task.
- j) The project assumes an average of <= 4 pages per DHHS form being to converted to online fillable forms and that the overall design of forms including pre-population and automation will be



managed with the scope of each releases budget.

- k) The scope of the text messaging project includes the creation of the text messaging requests to be processed by a State provided text messaging service provider.
- l) The scope of this project does not include conversion of existing BEAS paper document to digital records.
- m) The scope of this project does not include the manual conversion activities required to reconcile conflicting records as part of the MCI initiative.

  
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Category	Project	Deliverable	Target Date	Contract Amount	State Fiscal Year	Federal Fiscal Year
Project Management	PMO Office	Period 1	11/18/2014	\$ 48,070	\$ 48,070	\$ 48,070
New HEIGHTS Enhancements	View PIN	Requirement & Design	11/26/2014	\$ 45,748	\$ 93,818	\$ 93,818
Facilities	Space & Facilities	Space & Facilities	12/1/2014	\$ 275,000	\$ 368,818	\$ 368,818
Project Management	PMO Office	Period 2	12/22/2014	\$ 48,070	\$ 416,889	\$ 416,889
NH EASY Self-Service Enhancements	Administrative User Access	Requirement & Design	1/2/2015	\$ 91,497	\$ 508,385	\$ 508,385
NH EASY Self-Service Enhancements	Multiple Authorized User Accounts	Requirement & Design	1/2/2015	\$ 91,497	\$ 599,882	\$ 599,882
NH EASY Self-Service Enhancements	Account Linkage	Requirement & Design	1/2/2015	\$ 60,998	\$ 660,879	\$ 660,879
New HEIGHTS Enhancements	View PIN	Construction & Integration Testing	1/7/2015	\$ 54,079	\$ 714,958	\$ 714,958
DHHS Forms Automation	Forms Conversion - Release 1	Requirement & Design	1/16/2015	\$ 548,979	\$ 1,263,937	\$ 1,263,937
DHHS Forms Automation	Forms Conversion - Release 1	Framework Construction	1/16/2015	\$ 324,474	\$ 1,588,411	\$ 1,588,411
Project Management	PMO Office	Period 3	1/23/2015	\$ 48,070	\$ 1,636,481	\$ 1,636,481
New HEIGHTS Enhancements	View PIN	User Acceptance Testing	2/5/2015	\$ 10,948	\$ 1,647,430	\$ 1,647,430
Call Center Software Interface	Cisco Call Center Integration	Requirement & Design	2/18/2015	\$ 152,494	\$ 1,799,924	\$ 1,799,924
Project Management	PMO Office	Period 4	2/26/2015	\$ 48,070	\$ 1,847,994	\$ 1,847,994
Management Reporting	Reporting - Milestone 1	Requirement & Design	2/27/2015	\$ 45,748	\$ 1,893,742	\$ 1,893,742
Web Functionality	Live Chat	Requirement & Design	3/6/2015	\$ 121,995	\$ 2,015,738	\$ 2,015,738
Web Functionality	Web Portal - Release 1	Requirement & Design	3/6/2015	\$ 91,497	\$ 2,107,234	\$ 2,107,234
NH EASY Self-Service Enhancements	Administrative User Access	Construction & Integration Testing	3/20/2015	\$ 108,158	\$ 2,215,392	\$ 2,215,392
NH EASY Self-Service Enhancements	Multiple Authorized User Accounts	Construction & Integration Testing	3/20/2015	\$ 108,158	\$ 2,323,550	\$ 2,323,550
NH EASY Self-Service Enhancements	Account Linkage	Construction & Integration Testing	3/20/2015	\$ 72,105	\$ 2,395,655	\$ 2,395,655
Project Management	PMO Office	Period 5	4/1/2015	\$ 48,070	\$ 2,443,725	\$ 2,443,725
New HEIGHTS Enhancements	Multi-System Dashboard - Release 1	Requirement & Design	4/3/2015	\$ 114,371	\$ 2,558,096	\$ 2,558,096
Master Client Index	Release 1 - Development	Requirement & Design	4/3/2015	\$ 384,285	\$ 2,942,381	\$ 2,942,381
BEAS Process Enhancements	LTSS Imaging	Requirement & Design	4/3/2015	\$ 91,497	\$ 3,033,878	\$ 3,033,878
BEAS Process Enhancements	Log File/Eligibility Tracking Automation	Requirement & Design	4/17/2015	\$ 274,490	\$ 3,308,368	\$ 3,308,368



Category	Project	Deliverable	Target Date	Contract Amount	State Fiscal Year	Federal Fiscal Year
Call Center Software Interface	Cisco Call Center Integration	Construction & Integration Testing	4/22/2015	\$ 180,263	\$ 3,488,631	\$ 3,488,631
Call Center Software Interface	IVR Integration	Requirement & Design	4/22/2015	\$ 121,995	\$ 3,610,626	\$ 3,610,626
DHHS Forms Automation	Forms Conversion - Release 1	Construction & Integration Testing	4/24/2015	\$ 324,474	\$ 3,935,100	\$ 3,935,100
DHHS Forms Automation	Forms Conversion Releases - 2	Requirement & Design	4/24/2015	\$ 274,490	\$ 4,209,589	\$ 4,209,589
NH EASY Self-Service Enhancements	Case E-Folder	Requirement & Design	4/24/2015	\$ 91,497	\$ 4,301,086	\$ 4,301,086
NH EASY Self-Service Enhancements	Text Messaging	Requirement & Design	4/24/2015	\$ 91,497	\$ 4,392,582	\$ 4,392,582
Management Reporting	Reporting - Milestone 1	Construction & Integration Testing	5/1/2015	\$ 54,079	\$ 4,446,661	\$ 4,446,661
NH EASY Self-Service Enhancements	LTSS Medical Determination Process	Requirement & Design	5/4/2015	\$ 304,988	\$ 4,751,650	\$ 4,751,650
Project Management	PMO Office	Period 6	5/5/2015	\$ 48,070	\$ 4,799,720	\$ 4,799,720
Web Functionality	Survey	Requirement & Design	5/8/2015	\$ 30,499	\$ 4,830,219	\$ 4,830,219
Master Client Index	Release 1 - Conversion	Requirement & Design	5/8/2015	\$ 121,995	\$ 4,952,214	\$ 4,952,214
Master Client Index	Release 1 - Reconciliation	Requirement & Design	5/8/2015	\$ 195,193	\$ 5,147,407	\$ 5,147,407
Master Client Index	New HEIGHTS MCI	Requirement & Design	5/8/2015	\$ 182,993	\$ 5,330,400	\$ 5,330,400
New HEIGHTS Enhancements	Multi-System Dashboard - Release 2	Requirement & Design	5/14/2015	\$ 114,371	\$ 5,444,770	\$ 5,444,770
Web Functionality	Web Portal - Release 2	Requirement & Design	5/20/2015	\$ 91,497	\$ 5,536,267	\$ 5,536,267
NH EASY Self-Service Enhancements	Administrative User Access	User Acceptance Testing	5/22/2015	\$ 21,897	\$ 5,558,164	\$ 5,558,164
NH EASY Self-Service Enhancements	Multiple Authorized User Accounts	User Acceptance Testing	5/22/2015	\$ 21,897	\$ 5,580,060	\$ 5,580,060
NH EASY Self-Service Enhancements	Account Linkage	User Acceptance Testing	5/22/2015	\$ 14,598	\$ 5,594,658	\$ 5,594,658
Web Functionality	Live Chat	Construction & Integration Testing	6/5/2015	\$ 144,211	\$ 5,738,868	\$ 5,738,868
Web Functionality	Web Portal - Release 1	Construction & Integration Testing	6/5/2015	\$ 108,158	\$ 5,847,026	\$ 5,847,026
Web Functionality	Survey	Construction & Integration Testing	6/5/2015	\$ 36,053	\$ 5,883,079	\$ 5,883,079
Project Management	PMO Office	Period 7	6/8/2015	\$ 48,070	\$ 5,931,149	\$ 5,931,149

Category	Project	Deliverable	Target Date	Contract Amount	State Fiscal Year	Federal Fiscal Year
Call Center Software Interface	Cisco Call Center Integration	User Acceptance Testing	6/10/2015	\$ 36,494	\$ 5,967,644	\$ 5,967,644
BEAS Process Enhancements	LTSS Imaging Reporting - Milestone 1	Construction & Integration Testing	6/12/2015	\$ 108,158	\$ 6,075,801	\$ 6,075,801
Management Reporting	IVR Integration	User Acceptance Testing	6/12/2015	\$ 10,948	\$ 6,086,750	\$ 6,086,750
Call Center Software Interface	Reporting - Milestone 2	Construction & Integration Testing	6/24/2015	\$ 144,211	\$ 6,230,960	\$ 6,230,960
Management Reporting	Multi-System Dashboard - Release 1	Requirement & Design	6/24/2015	\$ 45,748	\$ 6,276,709	\$ 6,276,709
New HEIGHTS Enhancements	Log File/Eligibility Tracking Automation	Construction & Integration Testing	6/26/2015	\$ 135,197	\$ 6,411,906	\$ 6,411,906
BEAS Process Enhancements	Release 1 - Development	Construction & Integration Testing	6/26/2015	\$ 324,474	\$ 6,736,380	\$ 6,736,380
Master Client Index	PMO Office	Construction & Integration Testing	7/9/2015	\$ 454,263	\$ 454,263	\$ 7,190,643
Project Management	Forms Conversion - Release 1	Period 8	7/10/2015	\$ 48,070	\$ 502,333	\$ 7,238,713
DHHS Forms Automation	Release 2 - Development	User Acceptance Testing	7/17/2015	\$ 131,380	\$ 633,713	\$ 7,370,093
Master Client Index	Forms Conversion Releases - 2	Requirement & Design	7/17/2015	\$ 228,741	\$ 862,454	\$ 7,598,834
DHHS Forms Automation	Forms Conversion Releases - 3	Construction & Integration Testing	7/24/2015	\$ 324,474	\$ 1,186,928	\$ 7,923,308
DHHS Forms Automation	Text Messaging	Requirement & Design	7/24/2015	\$ 274,490	\$ 1,461,418	\$ 8,197,797
NH EASY Self-Service Enhancements	LTSS Medical Determination Process	Construction & Integration Testing	7/24/2015	\$ 108,158	\$ 1,569,576	\$ 8,305,955
NH EASY Self-Service Enhancements	Multi-System Dashboard - Release 2	Construction & Integration Testing	7/27/2015	\$ 360,526	\$ 1,930,102	\$ 8,666,482
New HEIGHTS Enhancements	Live Chat	Construction & Integration Testing	7/30/2015	\$ 135,197	\$ 2,065,299	\$ 8,801,679
Web Functionality	Web Portal - Release 1	User Acceptance Testing	7/31/2015	\$ 29,195	\$ 2,094,495	\$ 8,830,875
Web Functionality	Survey	User Acceptance Testing	7/31/2015	\$ 21,897	\$ 2,116,391	\$ 8,852,771
Web Functionality	IVR Integration	User Acceptance Testing	7/31/2015	\$ 7,299	\$ 2,123,690	\$ 8,860,070
Call Center Software Interface	Web Portal - Release 2	User Acceptance Testing	8/5/2015	\$ 29,195	\$ 2,152,886	\$ 8,889,266
Web Functionality	Release 1 - Conversion	Construction & Integration Testing	8/5/2015	\$ 108,158	\$ 2,261,044	\$ 8,997,423
Master Client Index	Release 1 - Reconciliation	Construction & Integration Testing	8/13/2015	\$ 144,211	\$ 2,405,254	\$ 9,141,634
Master Client Index		Construction & Integration Testing	8/13/2015	\$ 230,737	\$ 2,635,991	\$ 9,372,371



Category	Project	Deliverable	Target Date	Contract Amount	State Fiscal Year	Federal Fiscal Year
Master Client Index	New HEIGHTS MCI	Construction & Integration Testing	8/13/2015	\$ 216,316	\$ 2,852,307	\$ 9,588,687
Project Management	PMO Office	Period 9	8/13/2015	\$ 48,070	\$ 2,900,377	\$ 9,636,757
NH EASY Self-Service Enhancements	Case E-Folder	Construction & Integration Testing	8/14/2015	\$ 108,158	\$ 3,008,535	\$ 9,744,915
BEAS Process Enhancements	LTSS Imaging	User Acceptance Testing	8/14/2015	\$ 21,897	\$ 3,030,432	\$ 9,766,811
Management Reporting	Reporting - Milestone 2	Construction & Integration Testing	8/19/2015	\$ 54,079	\$ 3,084,511	\$ 9,820,890
New HEIGHTS Enhancements	Multi-System Dashboard - Release 1	User Acceptance Testing	8/21/2015	\$ 27,371	\$ 3,111,881	\$ 9,848,261
BEAS Process Enhancements	Log File/Eligibility Tracking Automation	User Acceptance Testing	8/28/2015	\$ 65,690	\$ 3,177,571	\$ 9,913,951
Master Client Index	Release 2 - Conversion	Requirement & Design	9/3/2015	\$ 91,497	\$ 3,269,068	\$ 10,005,448
Project Management	PMO Office	Period 10	9/16/2015	\$ 48,070	\$ 3,317,138	\$ 10,053,518
New HEIGHTS Enhancements	Multi-System Dashboard - Release 2	User Acceptance Testing	9/24/2015	\$ 27,371	\$ 3,344,509	\$ 10,080,888
Master Client Index	Release 1 - Development	User Acceptance Testing	9/24/2015	\$ 91,966	\$ 3,436,474	\$ 10,172,854
Master Client Index	Release 1 - Conversion	User Acceptance Testing	9/24/2015	\$ 29,195	\$ 3,465,670	\$ 10,202,050
Master Client Index	Release 1 - Reconciliation	User Acceptance Testing	9/24/2015	\$ 46,713	\$ 3,512,383	\$ 10,248,762
Master Client Index	New HEIGHTS MCI	User Acceptance Testing	9/24/2015	\$ 43,793	\$ 3,556,176	\$ 10,292,556
NH EASY Self-Service Enhancements	Case E-Folder	User Acceptance Testing	9/25/2015	\$ 21,897	\$ 3,578,072	\$ 10,314,452
NH EASY Self-Service Enhancements	Text Messaging	User Acceptance Testing	9/25/2015	\$ 21,897	\$ 3,599,969	\$ 10,336,349
NH EASY Self-Service Enhancements	LTSS Medical Determination Process	User Acceptance Testing	9/28/2015	\$ 72,989	\$ 3,672,958	\$ 10,409,337
DHHS Forms Automation	Forms Conversion Releases - 2	User Acceptance Testing	9/30/2015	\$ 65,690	\$ 3,738,648	\$ 10,475,027
Web Functionality	Web Portal - Release 2	User Acceptance Testing	9/30/2015	\$ 21,897	\$ 3,760,544	\$ 10,496,924
Master Client Index	Release 1 - Conversion	Conversion Data Analysis	9/30/2015	\$ 58,239	\$ 3,818,783	\$ 10,555,163
Management Reporting	Reporting - Milestone 2	User Acceptance Testing	9/30/2015	\$ 10,948	\$ 3,829,731	\$ 10,566,111
Master Client Index	Release 2 - Development	Construction & Integration Testing	10/16/2015	\$ 270,395	\$ 4,100,126	\$ 270,395
Project Management	PMO Office	Period 11	10/20/2015	\$ 48,070	\$ 4,148,196	\$ 318,465
DHHS Forms Automation	Forms Conversion Releases - 3	Construction & Integration Testing	10/30/2015	\$ 324,474	\$ 4,472,670	\$ 642,939

Category	Project	Deliverable	Target Date	Contract Amount	State Fiscal Year	Federal Fiscal Year
DHHS Forms Automation	Forms Conversion Releases - 4	Requirement & Design	10/30/2015	\$ 274,490	\$ 4,747,160	\$ 917,428
Master Client Index	Release 2 - Development	User Acceptance Testing	11/19/2015	\$ 54,742	\$ 4,801,901	\$ 972,170
Project Management	PMO Office	Period 12	11/23/2015	\$ 48,070	\$ 4,849,971	\$ 1,020,240
Master Client Index	Release 3 - Development	Requirement & Design	11/26/2015	\$ 274,490	\$ 5,124,461	\$ 1,294,730
Master Client Index	Release 2 - Conversion	Construction & Integration	12/9/2015	\$ 108,158	\$ 5,232,619	\$ 1,402,887
Project Management	PMO Office	Period 13	12/25/2015	\$ 48,070	\$ 5,280,689	\$ 1,450,958
Master Client Index	Release 3 - Conversion	Requirement & Design	1/13/2016	\$ 60,998	\$ 5,341,687	\$ 1,511,955
Master Client Index	Release 2 - Conversion	User Acceptance Testing	1/20/2016	\$ 21,897	\$ 5,363,583	\$ 1,533,852
DHHS Forms Automation	Forms Conversion Releases - 3	User Acceptance Testing	1/22/2016	\$ 65,690	\$ 5,429,273	\$ 1,599,542
Project Management	PMO Office	Period 14	1/28/2016	\$ 48,070	\$ 5,477,343	\$ 1,647,612
DHHS Forms Automation	Forms Conversion Releases - 4	Construction & Integration	2/5/2016	\$ 324,474	\$ 5,801,817	\$ 1,972,086
Master Client Index	Release 2 - Conversion	Conversion Data Analysis	2/16/2016	\$ 58,239	\$ 5,860,056	\$ 2,030,325
Master Client Index	Release 3 - Development	Construction & Integration	2/25/2016	\$ 324,474	\$ 6,184,530	\$ 2,354,798
Project Management	PMO Office	Period 15	3/2/2016	\$ 48,070	\$ 6,232,600	\$ 2,402,869
NH EASY Scope Expansion	WIC Application & Screening	Requirement & Design	3/4/2016	\$ 228,741	\$ 6,461,341	\$ 2,631,610
NH EASY Expanded Services	DCYF Application & Screening	Requirement & Design	3/9/2016	\$ 91,497	\$ 6,552,838	\$ 2,723,106
Project Management	PMO Office	Period 16	4/5/2016	\$ 48,070	\$ 6,600,908	\$ 2,771,177
Master Client Index	Release 3 - Conversion	Construction & Integration	4/19/2016	\$ 72,105	\$ 6,673,013	\$ 2,843,282
Master Client Index	Release 3 - Development	User Acceptance Testing	4/28/2016	\$ 65,690	\$ 6,738,703	\$ 2,908,972
DHHS Forms Automation	Forms Conversion Releases - 4	User Acceptance Testing	4/29/2016	\$ 65,690	\$ 6,804,393	\$ 2,974,661
NH EASY Expanded Services	Child Support Applications & Screening	Requirement & Design	5/3/2016	\$ 304,988	\$ 7,109,381	\$ 3,279,650
NH EASY Scope Expansion	WIC Application & Screening	Construction & Integration	5/6/2016	\$ 270,395	\$ 7,379,776	\$ 3,550,045
Project Management	PMO Office	Period 17	5/9/2016	\$ 48,070	\$ 7,427,846	\$ 3,598,115
NH EASY Expanded Services	DCYF Application & Screening	Construction & Integration	5/11/2016	\$ 108,158	\$ 7,536,004	\$ 3,706,273
Master Client Index	Release 3 - Conversion	User Acceptance Testing	5/31/2016	\$ 14,598	\$ 7,550,602	\$ 3,720,870
Project Management	PMO Office	Period 18	6/10/2016	\$ 48,070	\$ 7,598,672	\$ 3,768,941

Category	Project	Deliverable	Target Date	Contract Amount	State Fiscal Year	Federal Fiscal Year
NH EASY Scope Expansion	WIC Application & Screening	User Acceptance Testing	6/24/2016	\$ 54,742	\$ 7,653,413	\$ 3,823,682
Master Client Index	Release 3 - Conversion	Conversion Data Analysis	6/27/2016	\$ 58,239	\$ 7,711,652	\$ 3,881,921
NH EASY Expanded Services	DCYF Application & Screening	User Acceptance Testing	6/29/2016	\$ 21,897	\$ 7,733,549	\$ 3,903,818
NH EASY Expanded Services	Child Support Applications & Screening	Construction & Integration Testing	7/5/2016	\$ 360,526	\$ 360,526	\$ 4,264,344
NH EASY Expanded Services	Child Support Court Referral	Requirement & Design	7/5/2016	\$ 228,741	\$ 589,268	\$ 4,493,085
NH EASY Expanded Services	Child Support Applications & Screening	User Acceptance Testing	8/23/2016	\$ 72,989	\$ 662,256	\$ 4,566,074
NH EASY Expanded Services	Child Support Court Referral	Construction & Integration Testing	9/6/2016	\$ 270,395	\$ 932,651	\$ 4,836,469
NH EASY Expanded Services	Child Support Court Referral	User Acceptance Testing	10/25/2016	\$ 54,742	\$ 987,393	\$ 4,891,210
<b>Total</b>				<b>\$ 15,457,321</b>	<b>\$ 15,457,321</b>	<b>\$ 15,457,321</b>

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