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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

April 22, 2014

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

SOLE SOURCE  
90% Federal funds  
10% General funds

**REQUESTED ACTION**

Authorize the State of New Hampshire, Department of Health and Human Services, Division of Client Services to amend an existing **sole source** contract (PO# 7000896) with Deloitte Consulting LLP, 2601 Market Place, 2<sup>nd</sup> Floor, Harrisburg, PA 17110 (Vendor # 174776), by increasing the price limitation by \$5,568,907.00 from \$44,655,636.33 to an amount not to exceed \$50,224,543.33, effective May 8, 2014 or the date of Governor and Executive Council approval, whichever is later. This Agreement was originally approved by Governor and Council on October 3, 2012, Item # 36, amended on April 3, 2013, Item # 40 B and amended on January 15, 2014, Item # 39. The purpose of this contract amendment is to modify the New HEIGHTS scope of work to accommodate the recent legislation mandating the implementation of the New Hampshire Health Protection Program (NHHP) to provide a coordinated strategy to access private insurance coverage for uninsured, low-income citizens with income up to 133 percent of the federal poverty level (FPL) using available, cost-effective health care coverage options for Medicaid newly eligible individuals at the earliest practicable date. Funds are available in the following account(s) in State Fiscal Year 2014 and are anticipated to be available in State Fiscal Years 2015 – 2017 upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from Governor and Executive Council.

05-95-45-450010-6125 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, DIRECTOR'S OFFICE

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	046-500464	Consultants	\$4,448,520.00	\$0.00	\$4,448,520.00
Sub Total			\$4,448,520.00	\$0.00	\$4,448,520.00

05-95-45-451010-7993 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DFA FIELD SVCS

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	046-500464	Consultants	\$3,892,495.00	\$4,950,000.00	\$8,842,495.00
SFY 2015	046-500464	Consultants	\$4,714,921.00	\$618,907.00	\$5,333,828.00

SFY 2016	046-500464	Consultants	\$927,442.00	\$0.00	\$927,442.00
Sub Total			\$9,534,858.00	\$5,568,907.00	\$15,103,765.00

05-95-45-450030-0967 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 11-253:1:VII-G NEW HGHTS RENEW

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	034-500099	Major IT Systems	\$6,651,302.00	\$0.00	\$6,651,302.00
SFY 2014	034-500099	Major IT Systems	\$1,181,145.00	\$0.00	\$1,181,145.00
SFY 2015	034-500099	Major IT Systems	\$523,880.00	\$0.00	\$523,880.00
SFY 2016	034-500099	Major IT Systems	\$178,122.00	\$0.00	\$178,122.00
Sub Total			\$8,534,449.00	\$0.00	\$8,534,449.00

05-95-95-950030-0977 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, 11-253:1:VII-Q ACCESS FRONT DOOR

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	034-500099	Major IT Systems	\$6,070,888.00	\$0.00	\$6,070,888.00
SFY 2015	034-500099	Major IT Systems	\$7,649,112.00	\$0.00	\$7,649,112.00
Sub Total			\$13,720,000.00	\$0.00	\$13,720,000.00

05-95-45-450030-2924 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 13-195:VII-E – NEW HEIGHTS INC

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2015	034-500099	Major IT Systems	\$16,397.00	\$0.00	\$16,397.00
SFY 2016	034-500099	Major IT Systems	\$7,131,779.00	\$0.00	\$7,131,779.00
SFY 2017	034-500099	Major IT Systems	\$1,269,633.33	\$0.00	\$1,269,633.33
Sub Total			\$8,417,809.33	\$0.00	\$8,417,809.33
		Total	\$44,655,636.33	\$5,568,907.00	\$50,224,543.33

**EXPLANATION**

This is an amendment to a **sole source** contract 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 for these enhancements. Any vendor other than Deloitte would have a tremendous learning curve and the timelines do not support the lag time that would be required to bring a new team on board. The deliverables contained in this amendment are directly related to the work currently under development in the contract, therefore it is not possible to given the tight timelines and criticality of this functionality to consider another vendor.

The purpose of this contract amendment is to modify the New HEIGHTS scope of work to accommodate the recent legislation mandating the implementation of the New Hampshire Health Protection Program (NHHPP) to provide a coordinated strategy to access private insurance coverage for uninsured, low-income citizens with income up to 133 percent of the federal poverty level (FPL) using available, cost-effective health care coverage options for Medicaid newly eligible individuals at the earliest practicable date. The approved legislation necessitates significant changes to the New HEIGHTS system which includes:

- A process to implement the health insurance premium payment (HIPP) program to determine if it is more cost effective for the department to pay premiums for employer sponsored health insurance and their spouse and dependents if applicable. This includes a new interface with the HIPP vendor as well as an import of decisions into New HEIGHTS and processes to send changes to the MMIS as well as the managed care organizations.
- A new process to determine if applicants are medically frail after completion of a health questionnaire screening. This includes new notices to give applicants a choice of the Alternative Benefit Plan or standard Medicaid, integration with the HIPP process, interface changes to pass plan information to the MMIS and the managed care organizations.
- Implementation of the voluntary bridge to marketplace premium assistance program in order to provide medical assistance for newly eligible adults and their spouse and dependents, if applicable, who are ineligible for the HIPP program. In order to receive medical assistance through the program, newly eligible adults shall choose health insurance coverage either from qualified health plans (QHPs) offered on the federally-facilitated exchange if cost effective or an alternative benefit plan (ABP) offered by one of the managed care organizations (MCO) awarded contracts as vendors to implement Medicaid managed care.
- Implementation of the marketplace premium assistance program for newly eligible adults who are ineligible for the HIPP program for a January, 2016 timeframe. Once the marketplace for premium assistance is established, a conversion will be required to move eligible members from the alternative benefit plan (ABP) offered by a managed care organization (MCO) during the voluntary bridge to marketplace premium assistance program. Members will be automatically enrolled at the beginning of open enrollment in a comparable QHP by that same MCO if one is available unless, such newly eligible adult subsequently chooses a different QHP during the enrollment period. In addition to providing conversion support, New HEIGHTS will also be modified to support enrollment in the QHP, premium calculation, reporting and other downstream functions.

Other changes in this amendment include:

- Implementation of the second phase of Care Management which is planned to be completed in 2014/2015 and will require changes to New HEIGHTS. Changes will include modifications in the managed care enrollment logic, interfaces to the managed care organizations and MMIS, client notices and other similar adjustments to include the new groups being added into managed care with Step II.
- The added complexities of managing expanded Medicaid in addition to infrastructure and service modernizations will require more project management infrastructure and support. The PMO will include a dedicated project plan specialist to maintain the project plan and two functional support specialists to assist the DHHS New HEIGHTS staff as liaison to stakeholders for requirements, design and testing functions.
- Real time eligibility determinations for cases that can be cleared systematically and where sufficient data exists to support automation, New HEIGHTS will be enhanced to offer “no touch” eligibility processing. This feature would support real-time opening of eligibility for applicants utilizing the Web based NH EASY self-service solution.
- Changes to ensure that the New HEIGHTS and NH EASY systems are handicapped accessible under Section 508.

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Council

April 22, 2014

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- Adjustments to previous deliverable dates to accommodate the aggressive timelines required by the legislation as well as a slight reduction in the original scope of work.
- Support for initiatives such as the State Innovation Model Testing Grant Application; completion of the high level vision of future organization structure; development of detailed organizational chart for the future state organization, development of an implementation road map to the future state organization, ongoing DHHS change management training and support initiatives; completion of a work flow model for the organizational structure, and management support for the implementation of the organization redesign roadmap

Should Governor and Council determine to deny this request, the Department of Health and Human Services will not be able to retain the 90% Federal match rate for these initiatives.

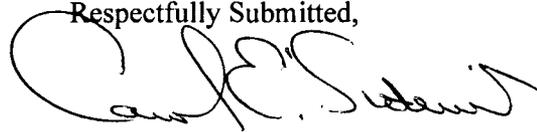
The State will be working with Deloitte Consulting daily ensuring that the deliverables outlined in this contract amendment are met. Additionally, the Centers for Medicare & Medicaid Services are also working closely with both the State and the vendor to ensure timely implementation.

Geographic area served: Statewide

Source of Funds: 90% Federal Funds and 10% State General Funds

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

Respectfully Submitted,

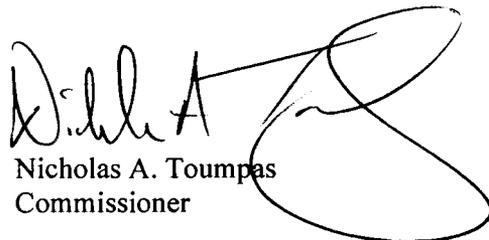


Carol E. Sideris  
Division of Client Services



Peter Hastings  
Commissioner  
Department of Information Technology

Approved by:



Nicholas A. Toumpas  
Commissioner



Nicholas A. Toumpas  
Commissioner

William L. Baggeroer  
Chief Information Officer

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF INFORMATION SERVICES

129 PLEASANT STREET, CONCORD, NH 03301-3857  
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April 22, 2014

Peter Hastings  
Commissioner  
Department of Information Technology  
27 Hazen Drive  
Concord, NH 03301

Requested Action and Explanation

The Department of Health and Human Services (DHHS), Division of Client Services (DCS), respectfully requests approval to amend the existing contract with Deloitte LLP of 2601 Market Place, 2nd Floor, Harrisburg, PA 17110, PO # 7000896, by increasing the price limitation by \$5,568,097.00 from \$44,655,636.33 to an amount not to exceed \$50,223,733.33, effective May 8, 2014 or the date of Governor and Executive Council approval, whichever is later.

The purpose of this contract amendment is to modify the New HEIGHTS scope of work to accommodate the recent legislation mandating the implementation of the New Hampshire Health Protection Program (NHHPP) to provide a coordinated strategy to access private insurance coverage for uninsured, low-income citizens with income up to 133 percent of the federal poverty level (FPL) using available, cost-effective health care coverage options for Medicaid newly eligible individuals at the earliest practicable date. The approved legislation necessitates significant changes to the New HEIGHTS system which includes:

- A process to implement the health insurance premium payment (HIPP) program to determine if it is more cost effective for the department to pay premiums for employer sponsored health insurance and their spouse and dependents if applicable. This includes a new interface with the HIPP vendor as well as an import of decisions into New HEIGHTS and processes to send changes to the MMIS as well as the managed care organizations.
- A new process to determine if applicants are medically frail after completion of a health questionnaire screening. This includes new notices to give applicants a choice of the Alternative Benefit Plan or standard Medicaid, integration with the HIPP process, interface changes to pass plan information to the MMIS and the managed care organizations.
- Implementation of the voluntary bridge to marketplace premium assistance program in order to provide medical assistance for newly eligible adults and their spouse and dependents, if applicable, who are ineligible for the HIPP program. In order to receive medical assistance through the program, newly eligible adults shall choose health insurance coverage either from qualified health plans (QHPs) offered on the federally-facilitated exchange if cost effective or an alternative benefit plan (ABP) offered by one of the managed care organizations (MCO) awarded contracts as vendors to implement Medicaid managed care.
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offered by a managed care organization (MCO) during the voluntary bridge to marketplace premium assistance program. Members will be automatically enrolled at the beginning of open enrollment in a comparable QHP by that same MCO if one is available unless, such newly eligible adult subsequently chooses a different QHP during the enrollment period. In addition to providing conversion support, New HEIGHTS will also be modified to support enrollment in the QHP, premium calculation, reporting and other downstream functions.

Other changes in this amendment include:

- Implementation of the second phase of Care Management which is planned to be completed in 2014/2015 and will require changes to New HEIGHTS. Changes will include modifications in the managed care enrollment logic, interfaces to the managed care organizations and MMIS, client notices and other similar adjustments to include the new groups being added into managed care with Step II.
- The added complexities of managing expanded Medicaid in addition to infrastructure and service modernizations will require more project management infrastructure and support. The PMO will include a dedicated project plan specialist to maintain the project plan and two functional support specialists to assist the DHHS New HEIGHTS staff as liaison to stakeholders for requirements, design and testing functions.
- Real time eligibility determinations for cases that can be cleared systematically and where sufficient data exists to support automation, New HEIGHTS will be enhanced to offer “no touch” eligibility processing. This feature would support real-time opening of eligibility for applicants utilizing the Web based NH EASY self-service solution.
- Changes to ensure that the New HEIGHTS and NH EASY systems are handicapped accessible under Section 508.
- Adjustments to previous deliverable dates to accommodate the aggressive timelines required by the legislation as well as a slight reduction in the original scope of work.
- Support for initiatives such as the State Innovation Model Testing Grant Application; completion of the high level vision of future organization structure; development of detailed organizational chart for the future state organization, development of an implementation road map to the future state organization, ongoing DHHS change management training and support initiatives; completion of a work flow model for the organizational structure, and management support for the implementation of the organization redesign roadmap

Funds are available as noted below in the following accounts for Fiscal Years (FY) 2013 thru 2017:

05-95-45-450010-6125 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, DIRECTOR’S OFFICE

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	046-500464	Consultants	\$4,448,520.00	\$0.00	\$4,448,520.00
Sub Total			\$4,448,520.00	\$0.00	\$4,448,520.00

05-95-45-451010-7993 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DFA FIELD SVCS

State	Class/Object	Description	Current	Increase	Revised
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Fiscal Year			Modified Budget	(Decrease) Amount	Modified Budget
SFY 2014	046-500464	Consultants	\$3,892,495.00	\$4,950,000.00	\$8,842,495.00
SFY 2015	046-500464	Consultants	\$4,714,721.00	\$618,907.00	\$5,333,828.00
SFY 2016	046-500464	Consultants	\$927,442.00	\$0.00	\$927,442.00
Sub Total			\$9,534,858.00	\$5,568,907.00	\$15,103,765.00

05-95-45-450030-0967 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 11-253:1:VII-G NEW HGHTS RENEW

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	034-500099	Major IT Systems	\$6,651,302.00	\$0.00	\$6,651,302.00
SFY 2014	034-500099	Major IT Systems	\$1,181,145.00	\$0.00	\$1,181,145.00
SFY 2015	034-500099	Major IT Systems	\$523,880.00	\$0.00	\$523,880.00
SFY 2016	034-500099	Major IT Systems	\$178,122.00	\$0.00	\$178,122.00
Sub Total			\$8,534,449.00	\$0.00	\$8,534,449.00

05-95-95-950030-0977 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, 11-253:1:VII-Q ACCESS FRONT DOOR

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	034-500099	Major IT Systems	\$6,070,888.00	\$0.00	\$6,070,888.00
SFY 2015	034-500099	Major IT Systems	\$7,649,112.00	\$0.00	\$7,649,112.00
Sub Total			\$13,720,000.00	\$0.00	\$13,720,000.00

05-95-45-450030-2924 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 13-195:VII-E – NEW HEIGHTS INC

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2015	034-500099	Major IT Systems	\$16,397.00	\$0.00	\$16,397.00
SFY 2016	034-500099	Major IT Systems	\$7,131,779.00	\$0.00	\$7,131,779.00
SFY 2017	034-500099	Major IT Systems	\$1,269,633.33	\$0.00	\$1,269,633.33
Sub Total			\$8,417,809.33	\$0.00	\$8,417,809.33
		Total	\$44,655,636.33	\$5,568,907.00	\$50,224,543.33

Prior Related Actions

The Governor and Executive Council approved the original contract on October 3, 2012, Item #36. Amendments to this contract were approved on April 3, 2013, Item #40b and January 15, 2014 #39.

Alternatives and Benefits

This is an amendment to a sole source contract 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 LLP for these enhancements. Any vendor other than Deloitte would have a tremendous learning curve and the timelines do not support the lag time that would be required to bring a new team on board. The deliverables contained in this amendment are directly related to the work currently under development in the base contract, therefore it is not possible to given the tight timelines and criticality of this functionality to pursue any other options.

Impact on Other State Agencies and Municipalities

DHHS does not anticipate any impact to other state agencies.

**Requisition Information:**

<b>Vendor Name</b> <u>Deloitte LLP</u>

**Funding Sources and Amounts:**

	* Object Code(s)	FY2013	FY2014- FY2017	Total
STATE	034-500099	\$1,209,578.00	\$7,093,042.33	\$8,302,620.33
FEDERAL	034-500099	\$5,441,724.00	\$17,007,785.00	\$22,449,509.00
FEDERAL	046-500464	\$4,448,520.00	\$15,023,894.00	\$19,472,414.00
OTHER (Specify Source, i.e.: Registration Fees)				
<b>TOTAL</b>		\$11,099,822.00	\$39,124,721.33	\$50,224,543.33

**CONTACT PERSON**

Laurie Snow, New HEIGHTS Project Manager  
 NH Department of Health and Human Services  
 Division of Client Services  
 7 Eagle Square, Suite 301  
 Concord, NH 03301  
 Telephone: (603) 227-0326

Fax: (603) 226-2154  
Email: [lsnow@dhhs.state.nh.us](mailto:lsnow@dhhs.state.nh.us)

**CERTIFICATION**

The undersigned hereby certify that the information provided in this document and any attachments is complete and accurate and that alternatives to the solution defined in this document have been appropriately considered.

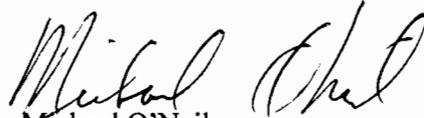
Respectfully submitted,



William L. Baggeroer  
Chief Information Officer

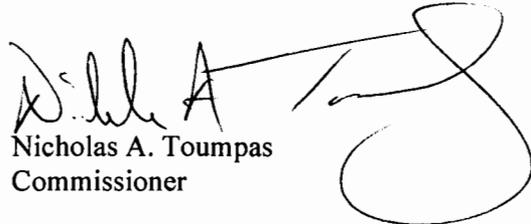


Carol Sideris, Director  
Division of Client Services



Michael O'Neil  
Information Technology Manager, DHHS  
Department of Information Technology

Approved by:



Nicholas A. Toumpas  
Commissioner

CC: Leslie Mason, IT Manager  
Laurie Snow, Project Manager



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

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**Peter C. Hastings**  
*Commissioner*

April 24, 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 amendment with Deloitte Consulting LLP, of Pittsburgh, PA as described below and referenced as DoIT No. 2013-063C.

This is a request to amend the contract to modify the New HEIGHTS scope of work to accommodate the recent legislation mandating the implementation of the New Hampshire Health Protection Program (NHHPP) to provide a coordinated strategy to access private insurance coverage for uninsured, low-income citizens with income up to 133 percent of the federal poverty level (FPL) using available, cost-effective health care coverage options for Medicaid newly eligible individuals at the earliest practicable date. The amendment increases the contract funding by \$5,568,907.00, from \$44,655,636.33 to an amount not to exceed \$50,224,543.33 and shall be effective upon Governor and Council approval.

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

Sincerely,

A handwritten signature in black ink that reads "Peter C. Hastings".

Peter C. Hastings

PCH/ltn  
Contract #2013-063C

cc: Mary Calise, DHHS  
Leslie Mason, DoIT

**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**New HEIGHTS**  
**Service Modernization and Incremental Renewal**  
**Amendment 3**

This 3rd Amendment to the Deloitte Consulting LLP Contract (hereinafter referred to as Amendment 3) dated this 22<sup>nd</sup> day of April 2014, is by and between the State of New Hampshire, Department of Health and Human Services (hereinafter referred to as the "State" or the "Department" or "DHHS") and Deloitte Consulting, Limited Liability Partnership (hereinafter "Deloitte" and/or "the Contractor") with a place of business at 1000 One PPG Place, Pittsburgh, Pennsylvania 15222-5414.

WHEREAS, pursuant to an Agreement (the Contract) approved by Governor and Executive Council, on October 3, 2012, Item #36, P.O. Number 7000896, the Contractor agrees to supply certain services upon the terms and conditions specified in the Contract and in consideration of certain sums as specified therein; and

WHEREAS, pursuant to section 17 of the General Terms, Form P-37 (1/09) the Contract may be modified or amended only by a written instrument executed by the parties thereto, and only after approved of such modification by the Governor and Executive Council; and

WHEREAS, the Contractor and the Department have agreed to amend the Contract in certain respects; and

WHEREAS, this Agreement may be amended by mutual agreement of the Parties subject to formal approval by the Governor and Executive Council of the State of New Hampshire and

WHEREAS the Department wishes to amend the New HEIGHTS contract to support Expanded Medicaid, the Department and the Contractor hereby agree to amend the Scope of Work and the terms and conditions of the Contract;

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

1. Except as provided herein, all provisions of the Agreement shall remain in full force and effect. This modification shall take effect on April 23, 2014, or upon the approval of the Governor and Executive Council, whichever is later.
2. **General Provisions, Form P-37 (1/09)** is hereby amended as follows:
  - 2.1. Block 1.8, Price Limitation, increase by an amount not to exceed \$5,568,907 from \$44,655,636.33 to \$50,224,543.
  - 2.2. Block 3, "Effective Date: Completion of Services" is amended by adding the following sentences to 3.1:  
"The effective date of the original contract is October 4, 2012. This Amendment, Amendment 3, is effective on the date of Governor and Executive Council approval or April 23, 2014, whichever is later.
3. **Exhibit A Contract Scope of Work** is hereby amended as follows:

Initial all pages \_\_\_\_\_  
Vendor Initials   *SH*

- 3.1. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.1. *Purpose* is hereby stricken and replaced with the following:

This document defines the specific services Deloitte Consulting LLP (Contractor) will provide to the State. In general, these services include enhancement of the New HEIGHTS system in support of the scope of work defined in Attachment B – New HEIGHTS Statement of Work. The scope of services includes projects to support CMS’s standards and conditions for enhanced Medicaid funding, modernization of the New HEIGHTS technology architecture, enhancements to support the DHHS Access Front Door (AFD) service modernization initiative, integration with the Federally Facilitated Exchange (FFE) and the Federal Data Services Hub (FDSH), security, accessibility, Medicaid enhancements, the New Hampshire Health Protection Program (HPP) as well as supporting changes to the New HEIGHTS and NH EASY systems.

- 3.2. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.5.1 Order of Precedence is hereby stricken and replaced with the following:

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;

- 3.3. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 3.1 (a) are amended by inserting the following thereafter:

A baseline complement of Contractor staff will be provided according to Attachment A New HEIGHTS Staff Loading, to perform work under the Services, Requirements, and Staffing as defined in Attachment B – New HEIGHTS Statement of Work (the "Work"). Work shall be scheduled full time for all resources on the project as defined in Attachment A. Full time is defined as forty hours per week. 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.

- 3.4. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 3.2 (e) is hereby stricken and replaced with the following:

Facilities and desktop computing hardware and software for up to 85 implementation services Contractor staff housed at the 7 Eagle Square site or an equivalent location.

- 3.5. The provisions of Contract Exhibit A: *Scope of Work* Paragraphs 4. PROJECT MANAGEMENT AND RESPONSIBILITIES, 5. COMMUNICATION AND REPORTING, 6. TESTING, 7. SYSTEM DOCUMENTATION are amended by replacing each instance of “Attachment B New HEIGHTS Scope of Services, Attachment B – New HEIGHTS and FFE Scope of Services Amendment 1, and Attachment B – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Scope of Services” with “Attachment B New HEIGHTS Statement of Work.”

4. **Exhibit B Payment Terms** is hereby amended as follows:

4.1. Amend Exhibit B Section 1, Price, by striking:

- a) The total price for all services and facilities provided under this Agreement shall not exceed \$44,655,636.33.

And inserting in its place:

- a) The total price for all services and facilities provided under this Agreement shall not exceed \$50,224,543.33, as stated in the General Terms and Conditions, Form P-37, Section 1.8.

4.2. Amend Exhibit B Section 2(a), Terms of Payment by striking:

- a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$8,222,749.33 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
  - CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,522,048.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$34,896,985.00.
  - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$13,854.00.

And inserting in its place:

- a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$8,302,620.33 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
  - CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,416,974.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$40,496,021.00.
  - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$8,928.00

4.3. The provisions of Contract Exhibit B Section 2(b), Terms of Payment is hereby stricken and replaced with the following:

- b) The State will make payment to the Contractor for completion of milestones as defined in the New HEIGHTS Milestones included as Attachment B-1. 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, provided the modifications do not exceed the total amounts of Attachment B-1.

4.4. Amend Exhibit B Section 2(c), Terms of Payment by striking:

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- c) A portion of the funding totaling \$53,378,700 towards this contract is budgeted and available in the following accounts for the current biennium:
- 05-95-45-450030-0967: \$7,500,000
  - 05-95-95-950030-0977: \$15,000,000
  - 05-95-45-450010-6125: \$4,500,000
  - 05-95-45-450030-2924: \$16,843,842
  - 05-95-45-450010-7993: \$9,534,858

And inserting in its place:

- c) A portion of the funding totaling \$50,521,574 towards this contract is budgeted and available in the following accounts for the current biennium:
- 05-95-45-450030-0967: \$7,500,000
  - 05-95-95-950030-0977: \$15,000,000
  - 05-95-45-450010-6125: \$4,500,000
  - 05-95-45-450030-2924: \$8,417,809
  - 05-95-45-450010-7993: \$15,103,765

4.5. The provisions of Contract Exhibit B Section 2 (e), Terms of Payment is hereby stricken and replaced with the following:

- e) The Parties further agree that the invoices for Amendment 3 will contain the payment number and the services as indicated in Attachment B-1 – New HEIGHTS Milestones and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations.

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

State of New Hampshire  
Office of Information Systems

Date 4/23/14

  
\_\_\_\_\_  
William L. Baggeroer  
Director

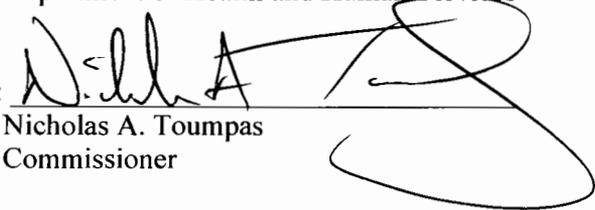
State of New Hampshire  
Division of Client Services

Date 4/25/14

  
\_\_\_\_\_  
Carol E. Sideris  
Director

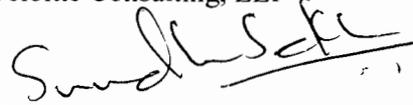
State of New Hampshire  
Department of Health and Human Services

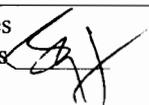
Date 4/24/14

Approved by:   
\_\_\_\_\_  
Nicholas A. Toumpas  
Commissioner

Deloitte Consulting, LLP

Date 4/22/14

  
\_\_\_\_\_  
Sundhar Sekhar, Principal  
Deloitte Consulting LLP

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STATE OF  
COUNTY

On this the 23rd day of April 2014, before me, Lucille T. Lingerd  
the undersigned officer, personally appeared William Baggen, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.  
In witness thereof I hereto set my hand and official seal.

Lucille T. Lingerd  
Notary Public  
My Commission Expires 01/15/2019

STATE OF  
COUNTY

On this the 24th day of April 2014, before me, Lucille Lingerd  
the undersigned officer, personally appeared Nicholas Tromps, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.  
In witness thereof I hereto set my hand and official seal.

Lucille T. Lingerd  
Notary Public  
My Commission Expires 01/15/2019

STATE OF  
COUNTY

On this the 25th day of April 2014, before me, Linda S WHITE  
the undersigned officer, personally appeared CAROL E. SIDERIS, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.  
In witness thereof I hereto set my hand and official seal.

L. White  
Notary Public  
My Commission Expires 4/17/18

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CERTIFICATE EXHIBIT A

**I, SUNDHAR SEKHAR, DO HEREBY CERTIFY THAT:**

1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership (“Deloitte Consulting”).
2. I have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of Principals of Deloitte Consulting assigned to its Camp Hill, Pennsylvania office.
3. Principals of Deloitte Consulting are fully authorized by the Memorandum of Agreement of Deloitte Consulting to enter into and to take any and all actions on behalf of and in the name of Deloitte Consulting to execute, acknowledge, and deliver contracts providing for the performance by Deloitte Consulting of management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as may be necessary, desirable, or appropriate to accomplish the same.
4. Deloitte Consulting LLP has no company seal.
5. I am duly authorized to issue this Certificate.

**IN WITNESS WHEREOF**, I have hereunto set my hand as a Principal of Deloitte Consulting LLP this 22<sup>nd</sup> day of April, 2014.

  
 \_\_\_\_\_  
 Sundhar Sekhar

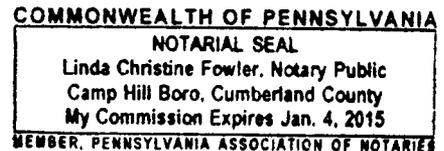
**PENNSYLVANIA**

**COUNTY OF CUMBERLAND**

On this 22<sup>nd</sup> day of April, 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.

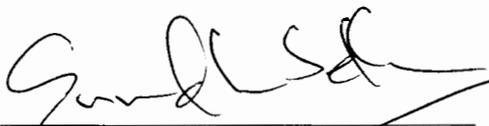
My Commission Expires: Jan. 4, 2015 Linda Christine Fowler  
 \_\_\_\_\_  
 Notary Republic





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:

  
Jason Reilly, 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 22<sup>ND</sup> day of April, 2014.

  
Jason Reilly

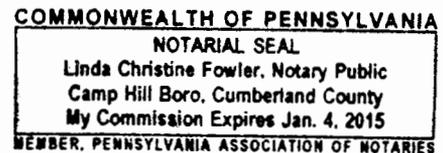
**PENNSYLVANIA**

**COUNTY OF CUMBERLAND**

On this 22<sup>ND</sup> day of April, 2014, before me, Linda Christine Fowler, the undersigned officer, personally appeared Jason Reilly 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: Jan. 4, 2015 Linda Christine Fowler  
Notary Republic





## CERTIFICATE

I, Jason Reilly, Principal of Deloitte Consulting LLP, do hereby certify that:

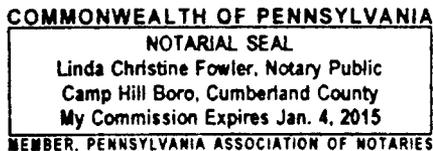
1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership (“Deloitte Consulting”);
2. I maintain and have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of the Principals of Deloitte Consulting assigned to the Camp Hill, Pennsylvania Office;
3. 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;



STATE OF Pennsylvania  
COUNTY OF Cumberland

On this the 22<sup>ND</sup> day of April 2014, before me, Linda Christine Fowler the undersigned officer, personally appeared Sundhar Sekhar who acknowledged himself/herself to be a Principal of Deloitte Consulting LLP, a Delaware registered limited liability partnership, and that he/she, as such being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the corporation by himself/herself as Principal. Sundhar Sekhar.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.



Linda Christine Fowler  
Notary Public/Justice of the Peace  
My commission expires: Jan. 4, 2015

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

OFFICE OF THE ATTORNEY GENERAL

By: Rosemary J. ...  
Date: 4-25-14

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

Office of the Secretary of State

By: \_\_\_\_\_

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

Date: \_\_\_\_\_

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**New HEIGHTS Staff Loading**

Year 1	1	2	3	4	5	6	7	8	9	10	11	12	Totals
FTEs Per Month	12-Jul	12-Aug	12-Sep	12-Oct	12-Nov	12-Dec	13-Jan	13-Feb	13-Mar	13-Apr	13-May	13-Jun	Totals
RPC Analysts	0	0	0	3	3	5	12	12	7	7	7	7	63
Batch Analysts	0	0	0	0	2	2	2	2	3	3	3	3	20
AFD & 90/10 Analysts	0	0	0	4	8	10	11	12	11	11	10	10	87
Infrastructure Analysts	0	0	0	0	0	0	1	1	1	1	1	1	5
FFE and FDSH Analysts	0	0	0	0	0	0	0	0	3	13	18	20	54
Total FTE	0	0	0	7	13	17	26	27	25	35	39	40	229

Year 2	13	14	15	16	17	18	19	20	21	22	23	24	Totals
FTEs Per Month	13-Jul	13-Aug	13-Sep	13-Oct	13-Nov	13-Dec	14-Jan	14-Feb	14-Mar	14-Apr	14-May	14-Jun	Totals
RPC Analysts	7	7	7	7	7	7	7	9	7	10	8	8	91
Batch Analysts	4	4	4	4	5	5	5	11	13	13	10	9	87
AFD & 90/10 Analysts	10.5	10.5	10.5	10.5	9	9	9	9	10	11	11	10	120
Infrastructure Analysts	0.5	0.5	0.5	0.5	1	1	1	1	1	1	1	1	10
FFE and FDSH Analysts	25	28	29	29	27	22	22	12	7	0	0	0	201
Amendment 2 - Quality Assurance Specialists	0	0	0	0	0	0	6	8	9	10	10	10	53
Amendment 2 - Configuration Analyst	0	0	0	0	0	0	0	0	1	1	1	1	4
Amendment 2 - Project Analysts	0	0	0	0	0	0	10	10	12	14	12	12	70
Amendment 3 Analysts	0	0	0	0	0	0	0	0	0	0	10	12	22
Total FTE	47	50	51	51	49	44	60	60	60	60	63	63	658

Year 3	25	26	27	28	29	30	31	32	33	34	35	36	Totals
FTEs Per Month	14-Jul	14-Aug	14-Sep	14-Oct	14-Nov	14-Dec	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun	Totals
RPC Analysts	8	8	8	9	9	9	8	8	8	8	5	0.6	88.6
Batch Analysts	16	16	18	18	22	22	24	24	24	28	29	29	270
AFD & 90/10 Analysts	10	10	10	10	10	12	11	11	11	9	8	8	120
Infrastructure Analysts	2	2	2	2	2	2	2	2	2	2	2	3	25
FFE and FDSH Analysts	0	0	0	0	0	0	0	0	0	0	0	0	0
Amendment 2 - Quality Assurance Specialists	10	10	10	10	10	10	10	10	10	10	10	10	120
Amendment 2 - Configuration Analyst	1	1	1	1	1	1	1	1	1	1	1	1	12
Amendment 2 - Project Analysts	14	14	14	14	14	12	12	12	12	12	12	12	154
Amendment 3 Analysts	12	12	12	17	19	20	20	20	20	20	23.4	26	221.4
Total FTE	73	73	75	81	87	88	88	88	88	90	90.4	89.6	1011

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Year 4	37	38	39	40	41	42	43	44	45	46	47	48	
FTEs Per Month	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	Totals
RPC Analysts	0	0	0	0	0	0	0	0	0	0	0	0	0
Batch Analysts	31.0	31	31	31	31	30.3	24	24	24	24	24	23	328.3
AFD & 90/10 Analysts	1	1	0	0	0	0	5	5	5	5	5	5	32
Infrastructure Analysts	3	4	5	5	5	4.6	0	0	0	0	0	0	26.6
FFE and FDSH Analysts	0	0	0	0	0	0	0	0	0	0	0	0	0
Amendment 2 - Quality Assurance Specialists	10	10	12	12	12	12	0	0	0	0	0	0	68
Amendment 2 - Configuration Analyst	1	1	1	1	1	0.8	0	0	0	0	0	0	5.8
Amendment 2 - Project Analysts	12	12	12	12	12	10	0	0	0	0	0	0	70
Amendment 3 Analysts	31.7	31	29	19	15	15							140.7
Total FTE	89.7	90	90	80	76	72.7	29	29	29	29	29	28	671.4

Year 5	49	50	51	52	53	54	55	56	57	58	59	60	
FTEs Per Month	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	Totals
Batch Analysts	12	10	10	0	0	0	0	0	0	0	0	0	32
AFD & 90/10 Analysts	5	5	5	2	0	0	0	0	0	0	0	0	17
Total FTE	17	15	15	2	0	0	0	0	0	0	0	0	49

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New Hampshire

Department of Health and Human Services

**Attachment B**  
**New HEIGHTS Statement of Work**

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**Change Log**

Date	Title	Description
February 2, 2012	Amendment 1 - FFE and FDSH scope expansion	Updated for Amendment 1 to include New HEIGHTS integration with the Federally Facilitated Exchange (FFE) and the Federal Data Services Hub (FDSH) and associated work within New HEIGHTS and NH EASY.
December 19, 2013	Amendment 2 - Security, Accessibility and Medicaid Enhancements scope expansion	Updated for Amendment 2 to include New HEIGHTS Security, Accessibility and Medicaid Enhancements Scope of Services and associated work within New HEIGHTS and NH EASY.
April 8, 2014	Amendment 3 – Health New Hampshire Protection Program scope expansion	Updated for Amendment 3 to include New Hampshire’s NH Health Protection Program (NHHPP) and supporting enhancements. Accommodating the NHHPP scope and timeline resulted in refinements to the Service Modernization, FFE/FDSH and Incremental Renewal Modernization scope as reflected in this statement of work.

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## 1 Introduction to New HEIGHTS

The New Hampshire Empowering Individuals to Get Help Transitioning to Self-sufficiency (New HEIGHTS) system is the backbone of the eligibility determination and case management for the New Hampshire Department of Health and Human Services (DHHS). New HEIGHTS supports approximately 1,000 DHHS staff that process new applications, manage cases and complete redeterminations. It automates more than 125 public assistance program variations, including 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, cascading eligibility, common client notices and other features seamlessly across programs to fully automate multi-program eligibility determination. New HEIGHTS is used by DHHS eligibility determination case workers who also work across benefit programs to provide a single point of access for clients and to improve the overall efficiency of human services delivery.

New HEIGHTS is also fully integrated with a document imaging solution including 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 to screen, apply for and subsequently check real-time benefit status including numerous specific details regarding their Medicaid benefits. In order to encourage clients to apply for assistance and make the eligibility determination process more transparent, New Hampshire recently implemented a substantial upgrade to the screening functionality whereby providers and clients can now screen for all benefits including Medicaid to evaluate their potential eligibility. NH EASY offers a first-in-the-nation feature for clients to “go-green” with online notices and email “ticklers” for personalized correspondence. NH EASY also supports redetermination and change reporting activities online.

This document is organized as follows:

2 – NH Health Protection Program (NHHPP): The scope of work associated with implementing the multiple phases of enhancements in New HEIGHTS to support NHHPP.

3 – Security, Accessibility, and Medicaid enhancements: The scope of work includes New HEIGHTS Security, Accessibility and Medicaid enhancements.

4 – FFE and FDSH: The scope of work associated with integrating New HEIGHTS with the Federally Facilitated Exchange (FFE) renamed by CMS as the Federally Facilitated Market (FFM) and the Federal Data Services Hub (FDSH).



5 – Incremental Renewal and Service Modernization: The scope of work includes technology enhancements to modernize the New HEIGHTS application and service modernizations to enhance customer service and streamline operations.

## 2 NH Health Protection Program

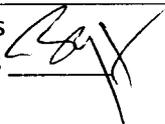
### 2.1 Purpose

New HEIGHTS enhancements are required to support the NH Health Protection Program (NHHPP) initiative which expands NH’s Medicaid program to cover low-income adults (ages 19-64) eligible for federal subsidies under the Affordable Care Act (ACA). The law calls for Medicaid to subsidize employer-based coverage for employed adults with cost-effective health insurance who are eligible for the Health Insurance Premium Payment program (HIPP). For those without cost-effective coverage, including unemployed individuals, the law dictates that they be enrolled in the State’s Managed Care Program with the intent that these individuals will be moved into the Marketplace Premium Assistance Program (MPAP). The MPAP program will enable individuals to receive subsidized premium assistance for enrolling in any Qualified Health Plan (QHP) selected from the Federal Marketplace.

### 2.2 NHHPP Enhancements

Enhancements to New HEIGHTS required to support NHHPP are outlined in the following table. Detailed requirements will be gathered as part of requirements sessions and will be managed based on the scope of the NHHPP project resource constraints.

Initiative	Scope
<b>Initial Enrollment for NHHPP Assistance Category</b>	<ul style="list-style-type: none"> <li>○ Deploy the new NHHPP assistance category based on the requirements of the law for the non-Medically frail applicants</li> <li>○ Change existing New HEIGHTS notices for HIPP and the unemployment referral</li> </ul>
<b>Collect ESI Data for HIPP</b>	<ul style="list-style-type: none"> <li>○ Add Employer Sponsored Insurance (ESI) data collection in New HEIGHTS and NH EASY to support HIPP requirements</li> </ul>
<b>Medically Frail Form</b>	<ul style="list-style-type: none"> <li>○ Add functionality to support a Medically Frail form to identify NHHPP applicants who may have special needs</li> <li>○ Add form recognition for Kofax to identify and classify the medically frail survey and include the survey in the document inbox</li> <li>○ Accept the gateway question for the Federally Facilitated Marketplace (FFM) which indicates the applicant may be medically frail and import into New HEIGHTS and NH EASY</li> </ul>
<b>Medically Frail NHHPP Assistance Category</b>	<ul style="list-style-type: none"> <li>○ Add a new category in New HEIGHTS for the Medically Frail NHHPP program participants</li> <li>○ Modify reporting and downstream functions to support the new category, including the MMIS and MCO interfaces</li> </ul>

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Initiative	Scope
<b>HIPP, MCO &amp; FFS Enrollment Management</b>	<ul style="list-style-type: none"> <li>○ Modify Managed Care Organization (MCO) and Fee for Service (FFS) enrollment processes to accommodate the HIPP (Health Insurance Premium Payment) evaluation and enrollment requirements</li> <li>○ Support stop gap HIPP data transfers pending implementation of the long term interface solution</li> <li>○ Develop a HIPP interface to pass data for the NHHPP categories to the HIPP evaluation vendor</li> <li>○ Create a new inbound interface for New HEIGHTS to receive the decisions from the HIPP vendor</li> <li>○ Develop new functionality to process and record HIPP results; create a new process for non-cooperation closures, ensure MCO enrollment for clients not ESI eligible, etc.</li> </ul>
<b>Premium assistance enrollment</b>	<p>Premium assistance enrollment is required by January 2016, therefore, the requirements are based on a high level understanding that currently includes the following and will be adjusted based on the requirements outcomes:</p> <ul style="list-style-type: none"> <li>○ Calculate premium assistance amounts based on income reported to New HEIGHTS (premium collection to be managed by the MCOs and/or QHP)</li> <li>○ Conversion from ABP to QHP</li> <li>○ QHP selection with a shop component in NH EASY or interfaces to the “shop” market for clients to select a QHP comparable to the current NH EASY managed care selection functions</li> <li>○ QHP interface via 834 enrollments to the MCOs (assumes existing MCO 834 interface modification) including premium payments</li> <li>○ Reporting</li> <li>○ Interface to New HEIGHTS from the QHP premium vendor for members that fail to make QHP premium payments and require closure in New HEIGHTS</li> </ul>
<b>New HEIGHTS Management Support</b>	<p>The added complexities of managing expanded Medicaid in addition to infrastructure and service modernizations will require more project management infrastructure and support. The Project Management Office (PMO) will include (1) dedicated project plan specialist and (1) functional support specialists through December of 2015. The PMO will also include an additional (1) quality assurance coordinator from May of 2014 through June of 2015.</p>

Specifications, including the interfaces with the HIPP, MMIS, QHP and FFM trading partners will be jointly designed in cooperation with the contractor, DHHS and DHHS third party vendors.

### 3 Security, Accessibility and Medicaid Enhancements

#### 3.1 Purpose

The base contract scope of services included analysis of requirements for the Centers of Medicare and Medicaid Services (CMS) security and 508 accessibility standards under the Affordable Care Act (ACA). The contract specified that additional resources would be required for implementation services. DHHS

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has inventoried changes required to implement the Plan of Action and Milestones (POA&M) resulting from the System Security Plan (SSP) assessment. The 508 accessibility assessment was also completed for both New HEIGHTS and NH EASY with specific recommendations for improved accessibility. Vendor support to implement these enhancements as well as new and enhanced policy requirements is necessary to meet CMS requirements for enhanced funding of implementation and operations expenses. In addition, vendor support is required to test and validate New HEIGHTS changes and to manage project risk based on recommendations from the Independent Verification and Validation (IV&V) contractor.

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### 3.2 Security

The security controls for the New HEIGHTS system have been assessed as reflected in the System Security Plan (SSP) and the Information Security Risk Assessment (ISRA). Based on these results, DHHS developed the Plan of Action and Milestones (POA&M). The POA&M includes 51 milestones cross-referenced to the SSP findings and spanning multiple functional areas. The New HEIGHTS system provides core eligibility functions and interfaces with various Federal agencies, State agencies and other external entities. The POA&M findings are for the integrated eligibility domain as illustrated in the figure below:

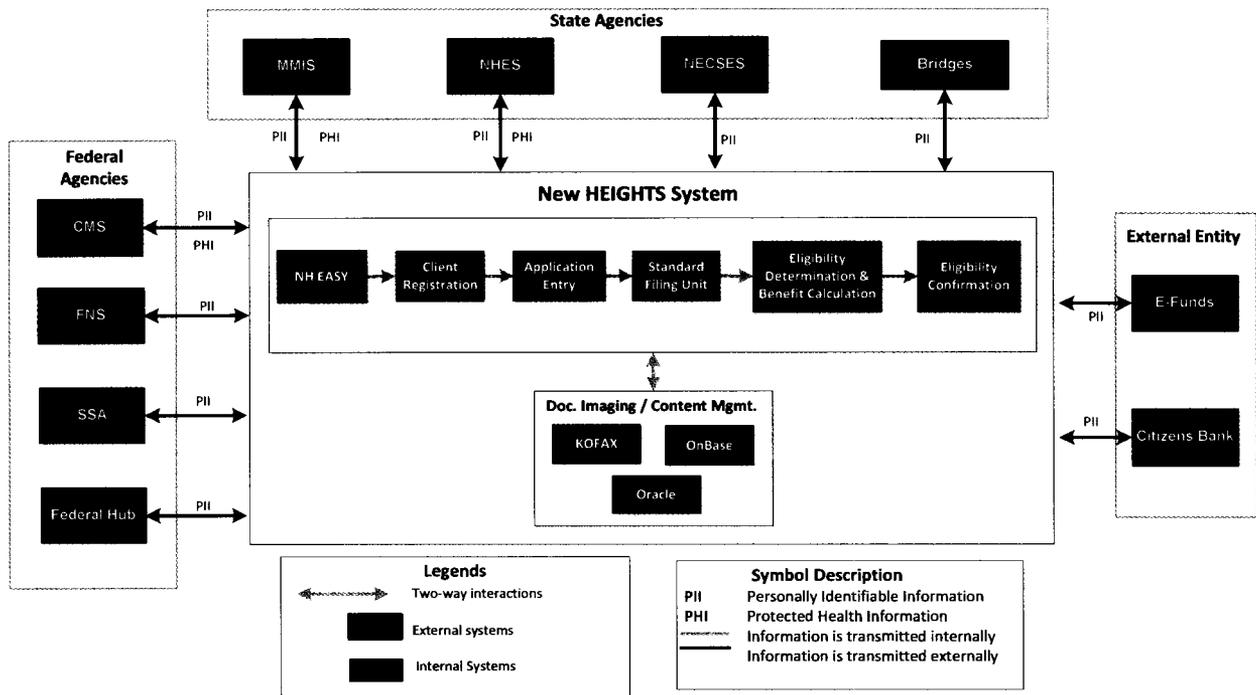


Figure - New HEIGHTS Interfaces



The POA&M milestones include changes to policy, procedure, infrastructure and the New HEIGHTS application. The Department of Health and Human Services (DHHS) retains overall responsibility for the security of the New HEIGHTS enterprise application including:

- Ownership for POA&M implementation and overall oversight
- Oversight of ongoing updates to the SSP & POA&M
- Oversight and input for business process and procedures
- Liaison support for vendors and DoIT

Vendor support for the POA&M milestone delivery will be provided as outlined in the table below. In many instances, multiple entities will need to provide support to implement the POA&M control as identified in the POA&M submission to CMS. DHHS will facilitate the cross-functional coordination of responsible parties as outlined in the POA&M with the vendor providing subject matter expertise as described below:

Entity	Milestone Grouping	Overview Description	POA&M Reference
<b>Deloitte AERS</b>	POA&M Implementation Support	<p>This milestones grouping includes support by the Deloitte Audit and Enterprise Risk Services team (AERS). This group specializes in security management and previously provided support for DHHS's SSP and POA&amp;M development. The vendor will provide the following support:</p> <ul style="list-style-type: none"> <li>• Security Project Management Office (PMO) support through December of 2014</li> <li>• Assisting with orchestration of the POA&amp;M implementation</li> <li>• Provide support for SIEM configuration</li> <li>• Provide SME and documentation support for process and policy</li> </ul>	NH-POA&M-AU-01 NH-POA&M-AU-02 NH-POA&M-AU-03 NH-POA&M-AU-05 NH-POA&M-CM-01 NH-POA&M-CM-02 NH-POA&M-AC-01 NH-POA&M-AC-02 NH-POA&M-AC-05 NH-POA&M-AC-06 NH-POA&M-AC-09 NH-POA&M-IR-01 NH-POA&M-IR-02 NH-POA&M-PM-02 NH-POA&M-SC-01 NH-POA&M-AT-01 NH-POA&M-SI-01 NH-POA&M-CP-02 NH-POA&M-CP-03 NH-POA&M-CP-04 NH-POA&M-CP-06
<b>Deloitte AERS</b>	New HEIGHTS Java Code Vulnerability Analysis	The vendor will scan the New HEIGHTS and NH EASY Java application code base for security vulnerabilities. The vulnerability results will identify areas of application security risk based on the finding produced using a vulnerability scanning tool.	NH-POA&M-RA-02

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Entity	Milestone Grouping	Overview Description	POA&M Reference
<b>Deloitte Application Team</b>	New HEIGHTS Application Team Security Support	<p>This grouping of POA&amp;M activities will be supported by the application team which maintains New HEIGHTS and provides production operations support for daily management of the system within constraints of the resources allocated for remediation line items:</p> <ul style="list-style-type: none"><li>• Support for policies/procedures development and deployment related to application maintenance and systems operations</li><li>• Modifications to the application architecture and functionality based on the POA&amp;M findings</li><li>• Remediation of application vulnerabilities based on the results and priority of the vulnerability scan</li></ul>	NH-POA&M-AU-01 NH-POA&M-AU-02 NH-POA&M-AU-03 NH-POA&M-AU-05 NH-POA&M-CM-01 NH-POA&M-CM-04 NH-POA&M-CM-05 NH-POA&M-AC-01 NH-POA&M-AC-02 NH-POA&M-AC-03 NH-POA&M-AC-04 NH-POA&M-AC-05 NH-POA&M-AC-06 NH-POA&M-AC-07 NH-POA&M-AC-08 NH-POA&M-IR-01 NH-POA&M-IR-02 NH-POA&M-IA-03 NH-POA&M-PM-02 NH-POA&M-SC-01

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In addition, the Vendor will support monitoring activities as defined in the table below:

Entity	Milestone Grouping	Overview Description
Deloitte AERS	New HEIGHTS Security Monitoring	<p>The vendor will provide transitional security monitoring support for New HEIGHTS audit logs from February 2014 through July of 2014 based on the following:</p> <ul style="list-style-type: none"><li>• The Vendor will work with the State to define the log monitoring process, including the use cases or the criteria for the mainframe log monitoring activity</li><li>• The defined monitoring process along with the use cases/criteria will be mutually agreed upon by DHHS and the Vendor</li><li>• The logs will be shared with the Vendor's monitoring team everyday using a secure communication channel by DHHS</li><li>• Vendor resources will work on a daily part time basis (3 – 4 hours per day), as agreed by state's point of contact, to analyze the set of logs received against the pre-defined use cases</li><li>• In case of an alert, a notification will be shared with the client point of contact as per agreed timelines</li><li>• Detailed status report will be prepared in case of identification of an incident, report will contain summary of incident</li><li>• There will be weekly status calls between the client point of contact and the Vendor team will present the weekly report with use case metrics</li><li>• Log data from the Mainframe will be deleted after a period of 5 days, if there are no events found that map to the defined monitoring use cases</li></ul> <p><b>Assumptions:</b></p> <ul style="list-style-type: none"><li>• Mainframe logs will be provided to the Vendor team everyday by the state's point of contact</li><li>• Vendor will monitor up to 20 defined and agreed upon use cases</li><li>• In case of an incident, Vendor team will only be responsible to escalate the incident report to the identified point of contact</li></ul>

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### 3.3 Quality Assurance

The vendor will provide quality assurance resources for the following roles:

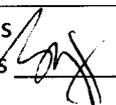
Role	Role Description	Requirements
Quality Assurance Lead	Provide hands on quality assurance support and leadership for the additional quality assurance resources	<ul style="list-style-type: none"><li>• Team leadership experience with proven priority, staff, process and outcome management skills</li><li>• Hands-on domain expertise as a Sr. Quality Assurance Specialist</li><li>• Strong communication skills for management of quality assurance team interaction with business owners, application support and infrastructure teams</li><li>• Demonstrated experience managing SDLC phases</li><li>• Good understanding of project management tools, MS Project, HP Project Management Tools, JIRA or other similar tools</li><li>• Must be able to manage multiple projects</li><li>• Health care and/or insurance industry expertise</li><li>• Extensive experience managing large scale systems integration projects</li></ul>



Role	Role Description	Requirements
<b>Sr. Quality Assurance Specialist</b>	Provide direct quality assurance support for the scope of work	<ul style="list-style-type: none"> <li>• Extensive experience across all dimensions of quality assurance for software applications</li> <li>• Proven experience testing Ajax-based web applications</li> <li>• Understanding of System Development Life Cycle (SDLC) and testing life-cycle, testing procedures, and methodologies</li> <li>• Strong communication and documentation skills (written/verbal)</li> <li>• Ability to communicate clearly and concisely</li> <li>• Detail oriented with strong analysis, process, problem-solving and critical thinking skills</li> <li>• Inquisitive and driven to understand the intersection of business processes and information technology systems</li> <li>• Ability to participate with a team to achieve a common goal and the ability to work independently (with little oversight) to achieve a pre-defined goal</li> <li>• Ability to multi-task and manage evolving priorities</li> <li>• Ability to interact with all levels of staff with confidence when working with, reporting to, and providing/receiving guidance from team members</li> <li>• Experience with functional test automation tools such as Selenium, Rational Functional Tester, or HP QuickTest Professional</li> <li>• Experience with issue trackers such as JIRA and Source Control Management (SCM) systems such as CA SCM, ClearCase, SVN, or CVS</li> </ul>
<b>Quality Assurance Specialist</b>	Provide direct quality assurance support for the scope of work	<ul style="list-style-type: none"> <li>• Experience with quality assurance work including test planning, test case construction, testing and defect tracking</li> <li>• Understanding of the systems development life cycle</li> <li>• Detail oriented with strong analysis, process, problem-solving and critical thinking skills</li> <li>• Strong communication and documentation skills (written/verbal)</li> <li>• Ability to self-motivate as well as working well with a diverse team</li> <li>• High degree of comfort interacting with a computer and familiarity with MS Word/Excel/Access</li> </ul>



Role	Role Description	Requirements
<b>Configuration Manager</b>	Manage the environment configuration and change control across projects included in the scope of work	<ul style="list-style-type: none"><li>• Strong expertise with JAVA SCM Build/Release and performance management</li><li>• Hands-on experience with JEE (Core Java and Web development) technologies using EJB</li><li>• Deep understanding of release/change management including branching, tagging, patching and merging</li><li>• Expertise with CA SCM strongly preferred and/or extensive knowledge of equivalent version control tool</li><li>• Expertise with build tools (Ant, Maven or equivalent)</li><li>• Expertise with continuous integration (CI) tools including CruiseControl, Jenkins/Hudson, Bamboo or equivalent</li><li>• Experience with WebSphere application server</li><li>• Expertise with IBM Rational Performance Tester (RPT) or equivalent load testing tools</li><li>• Experience using other performance tools like DynaTrace, Wireshark, HTTPWatch, TMON, etc.</li><li>• Experience tracing/tuning heap utilization, TCP/IP, CPU, memory, etc.</li><li>• Experience with Eclipse and/similar IDE tools is required, IBM RAD preferred</li><li>• Strong communication skills and ability to coordinate with developers and systems administrators</li></ul>

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The tables below itemize the full time equivalent (FTE) count by the roles described above per month and year under the scope of this contract:

Role	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Quality Assurance Lead	1	1	1	1	1	1	1	1	1	1	1	1
Sr. Quality Assurance Specialist	1	1	2	3	3	3	3	3	3	3	3	3
Quality Assurance Specialist	4	6	6	6	6	6	6	6	6	6	6	6
Configuration Manager	1	1	1	1	1	1	1	1	1	1	1	1
Total	6	8	10	11	11	11	11	11	11	11	11	11

Role	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Quality Assurance Lead	1	1	1	1	1	1	1	1	1	1	1	1
Sr. Quality Assurance Specialist	3	3	3	3	3	3	3	3	3	3	3	3
Quality Assurance Specialist	6	6	6	6	6	6	6	6	8	8	8	8
Configuration Manager	1	1	1	1	1	1	1	1	1	1	1	1
Total	11	11	11	11	11	11	11	11	13	13	13	13

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### 3.4 Enhanced Functions

There are additional enhancements to New HEIGHTS and NH EASY required by the Affordable Care Act and Medicaid policy and operations requirements. Vendor support using the established New HEIGHTS System Delivery Life Cycle (SDLC) and vendor roles and responsibilities will be provided for the following projects:

Function	Description
CMS MAGI Noticing Requirements	This project includes implementation of the new rules being released by CMS for streamlined notification across Medicaid programs and the exchange. The goal of these enhancements is to avoid confusion for consumers and duplicative administrative activity. To the extent feasible, state Medicaid and CHIP agencies and the Exchange should produce a single combined notice after all MAGI-based eligibility determinations have been made. This project will also include the basic content and accessibility standards for all eligibility notices and electronic eligibility notices for applicants and beneficiaries as defined by CMS.
New HEIGHTS & NH EASY 508 Remediation	This project includes implementation of the 508 accessibility remediation activities for NH EASY and New HEIGHTS as defined in the assessment report.  Note: See the 508 detail tables in the section below for assessment report findings and recommendations.
Non-MAGI Medicaid Rules Engine Conversion	The scope of the initial contract limited usage of the rules engine to the new MAGI categories. This project extends the rules engine scope to include non-MAGI Medicaid categories, including both medically and categorically needy categories for the Aged, Blind, and Disabled.
Family Planning Medicaid Category	New Hampshire has implemented a new Family Planning category. However, the eligibility system has not been enhanced to support Family Planning. This project includes the following enhancements to New HEIGHTS for the family planning category: <ul style="list-style-type: none"> <li>• Standard Filing Unit enhancements for household composition for the Family Planning category</li> <li>• Non-financial requirements for citizenship &amp; residence, TPL, etc.</li> <li>• Eligibility Determination changes for income up to 185% of FPL</li> <li>• Caseload management/mass change for Family Planning category</li> <li>• Interfaces with the MMIS, Bridges, NECSES</li> <li>• Presumptive Eligibility functionality</li> </ul>

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Function	Description
Change Tracking Management	Prior to the MAGI/ACA implementation in October, the majority of verifications were processed prior to opening Medicaid. Following the MAGI/ACA implementation, there are several post eligibility verification requirements. The system was not designed to provide sufficient management controls and workflow to efficiently manage post-enrollment verifications. This project will create new dashboards and workflows to allow case workers to more effectively manage pending changes, alerts and post-eligibility verification requests. These enhancements are necessary to support the added volume of work expected for case workers and to maintain program integrity with post-eligibility verification finalization.
Softeon interface for PCG Program Integrity	This is a new interface to Softeon to support the identity and verification system contracted to PCG for enhanced fraud detection. The file will include Medicaid recipients and triggers based on updates to eligibility data. The triggering logic will be designed to transfer pending and newly opened cases which have not been reviewed for potential fraud. In addition to the interface, the document imaging workflow will be updated to include new tasks/documents to display the variances identified by PCG for case worker action.
FDSH TALX	This project includes development of an interface with the Federal Data Services Hub (FDSH) for the Equifax Workforce Solutions (also known as TALX). TALX is a CMS contracted service that verifies earned income as reported by employers. This service will enhance DHHS's ability to systematically verify income for Medicaid applicants increasing overall program integrity. The project scope includes the processing logic/procedures for utilizing the TALX data to verify income.
MAGI Benefit Recovery	DHHS has a Benefit Recovery subsystem used primarily by the Office of Special Investigations staff. This system is used to perform benefit recovery processing such as referral creation, claim establishment and tracking, and recoupment calculation. The MAGI/ACA scope of work did not include the addition of new MAGI categories for Benefit Recovery. This project includes enhancing benefit recovery to include the new MAGI/Medicaid categories.



Function	Description
Enhanced Kofax integration with NH EASY/New HEIGHTS	Currently, the document imaging system is used for correspondence and verification management. The Kofax indexing component supports scanned documents. This project will integrate the indexing of non-scanned content into the Kofax system using the Kofax Import Connector. Adding this functionality will streamline document separation and taxonomy assignment content uploaded via New HEIGHTS or NH EASY. With increased total volume of Medicaid cases driven by ACA, this streamlined processing will be essential to meet timeliness standards for application, redetermination and change reporting documentation.
Enhanced Document Workflow	This project will enable DHHS case workers to management document inputs using an aggregated workflow to more efficiently process Medicaid applications and verifications. For example, the disability unit manages Medicaid application evaluation and requires the collection of a predefined universe of forms and verifications. In today's operating model there is no way to aggregate this information into a single electronic collection for processing. The workflow enhancements included in this project will support the aggregation of documents into logical units of work which can be "transferred" through different phases of the workflow to the designated units responsible for executing a given set of tasks.
Enhanced Post Eligibility Verification	With the transition to post-eligibility enrollment verification, DHHS requires a more integrated verification management process within New HEIGHTS. Currently the verification documentation is separate from the electronic data in the New HEIGHTS system. For example, wage or self-employment verifications are stored in the Document Management sub-system, but the verification flag is stored on the Employment and Self-Employment screens. This project will integrate the verification source documentation with the electronic record used for eligibility determination by creating a linked view in the "E-Folder" that filters documents based on the New HEIGHTS functions that the documents support as verification. This association will improve system integrity, worker efficiency, and enhance the Medicaid post eligibility verification management process for case workers.



Function	Description
Application Lifecycle Management Enhancements	DHHS plans to upgrade the life cycle and defect management systems using JIRA to replace the aging Application Tracking System (ATS). ATS tracks project work, test tasks, time/task management, help desk tickets, defects etc. However, ATS has limited capabilities, requires manual filling of hard copy paper work and is generally insufficient for tracking the volume and complexity of work being undertaken in support of this scope of work. JIRA supports traditional SDLC work, Agile projects, scrum facilitation, enhanced task and defect tracking, electronic documentation attachment/integration and traceability throughout all project phases. The scope of this effort will fully replace ATS using JIRA customized to manage and track from requirements through implementation based on New HEIGHTS business practices. Requirements, design and quality assurance artifacts will continue to be maintained using current methods, but they will now be linked to the enhanced project management infrastructure provided using JIRA.
Real Time "No Touch" Eligibility	For cases that can be cleared systematically and where sufficient data exists to support automation, New HEIGHTS will be enhanced to offer "no touch" eligibility processing. This feature would support real-time opening of eligibility for applicants utilizing the Web based NH EASY self-service solution and is a Centers for Medicaid and Medicare Services (CMS) requirement.



**Section 508 Accessibility Detailed Scope**

The following table lists identified 508 Accessibility gaps for NH EASY, the requirement and the recommended changes to close the gap.

Gap #	Req #	Gap Description	Recommendation
1	2	Two pages are missing an ALT tag for an image.	<ol style="list-style-type: none"> <li>1 Determine the proper text necessary for these images.</li> <li>2 Update the pages with that text.</li> </ol>
2	4	Many of the links are not underlined, which makes it hard for color-blind users to see them.	<ol style="list-style-type: none"> <li>1 Determine how the underlined links should appear (color, etc.).</li> <li>2 Update the stylesheet to underline hyperlinks.</li> <li>3 Determine which pages have custom styles that remove the underline.</li> <li>4 Update pages to underline links.</li> </ol>
3	4	Certain colors are used for the breadcrumbs and tabs to indicate the user's location within the application. This information should be conveyed without color.	See remedy for gap #12.
4	4	Help pages currently explain the meaning of the colors, but make no reference to how those concepts are conveyed to assistive technologies (for example, INISM_Help.htm).	<ol style="list-style-type: none"> <li>1 Find all help pages that mention colors.</li> <li>2 Draft language that explains how these elements will appear to assistive technologies.</li> <li>3 Update the pages.</li> </ol> See remedy for gap #12.
5	10	No TITLE attribute is set for the CAPTCHA frame. This is the only frame in the application.	See remedy for gap #17.
6	14	On some pages, no link is provided for Adobe Acrobat on pages that have links to PDFs. This is a simple fix.	<ol style="list-style-type: none"> <li>1 Determine where link(s) should be placed. It is sufficient to place a link in one or two places that all users will see when they create an application or an account.</li> <li>2 Add links to Adobe Acrobat on the selected pages (with the Acrobat image).</li> </ol>
7	15	<p>There are three common problems with form labels on many pages:</p> <ul style="list-style-type: none"> <li>(a) Form controls have no associated LABEL element.</li> <li>(b) Form controls do not have LABEL elements or TITLE attributes.</li> <li>(c) Date input is broken into three separate input fields. Each field needs a LABEL or TITLE attribute.</li> <li>(d) LABEL elements refer to non-existent form controls.</li> </ul> <p>These problems are more common for checkboxes, radio buttons and date fields. Many of the other form controls have proper labels.</p>	Fix all label errors on the pages listed in the results spreadsheet.

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Gap #	Req #	Gap Description	Recommendation
8	15	<p>There are several cases where image buttons are not accessible using the tab key:</p> <p>(a) All help icons within the pages. In most cases, this is not an issue because there is a help button at the top of the page.</p> <p>(b) Clear and Search buttons on popups such as Find a Health Plan and Provider Search.</p> <p>(c) Search button on Child Care Provider page.</p> <p>(d) Yes and No buttons on some popups.</p> <p>(e) Close button when editing an application.</p> <p>(f) Pages PRADB and PRUSR.</p> <p>In some cases, this is because an IMG tag is used, but it's not inside of a BUTTON or A element.</p>	<p>1 Create a full list of pages that use IMG elements that are not embedded in a BUTTON or A element (except for IMG elements used for inline help buttons).</p> <p>2 Update those pages so that the IMG is inside a BUTTON or A element.</p>
9	15	Validation errors are not recognized by assistive technologies.	<p>1 Determine which pages use custom JavaScript messages.</p> <p>2 Write custom JavaScript function that uses ARIA alert role to display messages.</p> <p>3 Update pages to use JavaScript function.</p> <p>4 Update the custom messages widget (used by all of the other pages) so that it uses the JavaScript function.</p>
10	16	On many pages, the header has a link to skip navigation, but it points to a non-existing anchor target in the page.	Add an A element with the id "skipcontent" to the proper location in all of the pages listed in the results spreadsheet.
11	1, 20	<p><b>Page Element: Dynamic Page Regions</b></p> <p>Sections that are hidden and shown dynamically do not make use of the ARIA hidden state or live regions. Examples of such sections are help boxes (used in many pages to show in-line help) and also dynamic data tables (used to display search results on the Provider Search popup and Health Provider Search pages). In tests, screen readers did not recognize these areas.</p>	<p>1 Develop and test a prototype that uses ARIA live regions to hide and show a table of results and also sort the results on the server and update them dynamically via Ajax.</p> <p>2 List all pages that have dynamically updated results.</p> <p>3 Add ARIA live region support to those pages.</p>

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Gap #	Req #	Gap Description	Recommendation
12	1,4,20	<b>Page Element: Breadcrumb / Tabs</b> Even though the breadcrumbs and tabs don't use Ajax to dynamically update the page, they still represent a UI widget that assistive technologies won't recognize without proper ARIA attributes representing tabpanels and tabitems.	Update the breadcrumb and tab panel navigation to include the proper ARIA attributes. (See the <a href="#">tabpanel section of the Authoring Practices guide</a> .)
13	1,20	<b>Third Party Widget: ThickBox</b>  This component does not make use of the <b>ARIA dialog role</b> in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.  In addition, this component is no longer maintained by its original author.	<ol style="list-style-type: none"> <li>Analyze the current use of all popup widgets and extract the requirements.</li> <li>Select an actively supported third-party widget that supports WAI-ARIA (the <a href="#">jQuery UI Dialog</a> may be a good choice).</li> <li>Upgrade all pages to the selected widget and remove references to the old widgets.</li> </ol>
14	1,20	<b>Third Party Widget: blockUI</b>  This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.	See remedy for gap #13.
15	1,20	<b>Third Party Widget: SimpleModal</b>  This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.	See remedy for gap #13.
16	1,20	<b>Third Party Widget: Tablesorter</b>  Column sorter graphics are not tabbable, and do not have a TITLE attribute. When a user clicks on a column header to sort the rows inside of a table, assistive technologies do not recognize the updated ordering of the rows because <b>ARIA live regions</b> are not in use.	<ol style="list-style-type: none"> <li>Document the requirements for a table sorter component.</li> </ol> <p>Find another third-party table sorter widget that supports ARIA, meets these requirements, and has an active community, such as <a href="#">DataTables.net</a> or <a href="#">jQuery-Accessible-RIA table</a>.</p> <p>Implement and test are prototype using the widget.</p> <p>Update all of the pages with sortable tables to use the same widget.</p>

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Gap #	Req #	Gap Description	Recommendation
17	1,10, 20	<p><b>Custom Widget: CAPTCHA</b> The CAPTCHA component updates the image dynamically via Ajax when the user clicks on the Try Another or Vision Impaired / Audio images. When this happens, assistive technologies do not recognize the updated content because ARIA live regions are not in use. See Implementing Live Regions.</p> <p>Focus is placed on the text input field, which is disorienting for users with assistive technologies because it's unclear where to go in order to read the text. Text refers to what the user "sees above", which is not true for visually impaired users.</p> <p>Tab order is not explicit, and is handled differently in IE and Firefox. The TITLE text for Vision Impaired / Audio image is confusing. The Back to Text and Vision Impaired / Audio images are still tab-able when they are not visible (the anchor is still visible, even though the image is not). Inline help has the same issues as described in gap #11.</p>	Updating the existing CAPTCHA widget to address the gaps. Inline help should be addressed as well, since there is no separate help button on this page.
18	1,20	Since the content of dynamic help regions is also displayed via a Help button at the top of the page, these regions do <i>not</i> need to implement ARIA if the inline help buttons that display the regions are hidden using the ARIA hidden attribute.	The inline help buttons are not tabable since they don't use A or BUTTON elements, so assistive technologies usually do not read them. Because the remedy for gap #8 does <i>not</i> require adding these elements to help buttons, no further action is necessary.

The following table lists identified 508 Accessibility gaps for NH HEIGHTS, the related requirement number and recommended steps to close the gap.

Gap #	Req #	Gap Description	Recommendation
1	15	<p>There are several issues that prohibit assistive technologies from correctly processing New HEIGHTS forms:</p> <p>LABEL elements are present on the page, but are not associated with form controls.</p> <p>Form controls do not have an associated LABEL element or TITLE attribute.</p>	Manually update each page so that the label and form control associations are correct. The work should be divided among different team members, and each member should be assigned a page they have worked on before (if possible).

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Gap #	Req #	Gap Description	Recommendation
2	15	On some pages there are LABEL elements that point to form controls that do not exist on the page. In some cases, the LABEL elements point to SPAN elements; this does not cause problems for assistive technologies. In other cases, this problem is caused by the SelectOneMenu component.	See remedy for gap #5.
3	15	Required fields are identified using colors, so they are not recognized by assistive technologies.	Customize the standard input fields to support WAI-ARIA.  For input fields that use the PrimeFaces widget, see the remedy for gap #4.
4	1,20	<p><b>Third Party Widget:</b> PrimeFaces DataTable</p> <p>The basic table requirements of WAI-ARIA have been implemented for the core table. However, this component has the following issues:</p> <hr/> <p>The paginator is not keyboard accessible and does not implement WAI-ARIA.</p> <p>Screen readers recognize only one column in the table even when there are several.</p> <p>Screen readers are not aware that columns are sortable.</p> <p>Screen readers are not aware of when the table is sorted by a particular column (aria-sort attribute).</p>	Fix the identified gaps with all of the PrimeFaces components at the framework level. (The same remedy covers all PrimeFaces components because they use shared code.)
5	1,15, 20	<p><b>Third Party Widget:</b> PrimeFaces SelectOneMenu</p> <p>This component does not implement WAI-ARIA, and also outputs a LABEL element with no FOR attribute.</p>	<p>Convert all pages from the PrimeFaces SelectOneMenu to the standard dropdown widget. This should match the user requirements once the application no longer requires PowerBuilder.</p> <p>Customize the standard widget to support WAI-ARIA.</p>
6	1,15, 20	<p><b>Third Party Widget:</b> PrimeFaces Autocomplete</p> <p>The text field of this component properly supports WAI-ARIA, but the listbox that is displayed when users type into the field does not have any WAI-ARIA attributes (it should probably have a listbox role, among other attributes).</p>	See remedy for gap #4.

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Gap #	Req #	Gap Description	Recommendation
7	1,20	<p><b>Third Party Widget: PrimeFaces PickList</b></p> <p>The buttons of this component are tabbable and have WAI-ARIA attributes, but the listboxes do not use the listbox role and do not have keyboard support.</p>	See remedy for gap #4.
8	1,20	<p><b>Third Party Widget: PrimeFaces Dialog</b></p> <p>This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.</p>	See remedy for gap #4.
9	1,20	<p><b>Third Party Widget: PrimeFaces ContextMenu</b></p> <p>This component does not implement WAI-ARIA and has no keyboard support.</p>	See remedy for gap #4.
10	1,20	<p><b>Third Party Widget: PrimeFaces-Ext BlockUI</b></p> <p>This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.</p> <p>This component wraps the same jQuery plugin used by New HEIGHTS.</p>	Prototype use of PrimeFaces BlockUI instead (this component should be compliant if the remedy for gap #4 is executed).
11	1,20	<p><b>Custom Widget: DataTable</b></p> <p>This component makes use of several PrimeFaces components, and also has custom features.</p> <p>Observations for the PrimeFaces components:  PickList – see gap #6  DataTable – see gap #4  ContextMenu – users cannot display this menu via the keyboard; the component itself is not compliant – see gap #8  DataExporter – nonvisual; WAI-ARIA is not applicable.  Observations for the custom features:</p> <p>Hiding/showing of filtering controls – When filtering is enabled, the filter controls should contain WAI-ARIA attributes to tell the assistive technologies they are visible. Also, focus should be moved to the first filter field.  Printing – Displays the browser print dialog, which is understood by assistive technologies.</p>	<p>Make the following changes to the widget:</p> <p>Add a hotkey that causes the context menu to popup. Users will learn the hotkey during training.</p> <p>Add WAI-ARIA attributes and move focus to the first filter input control when showing the filter controls.</p>

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### 3.5 Medicaid and Managed Care Transformation

New Hampshire DHHS is modernizing Medicaid and health care services as well as the operations of the DHHS organization in support of the transition to managed care and Medicaid under the rules of the Affordable Care Act (ACA). The vendor will support this effort using the milestone and deliverable structure for Managed Care Step 2 and the overall Transformation project as defined in the tables below:

<b>Managed Care Step 2 – Consulting Services</b>	
<b>High Level Requirements Scope</b>	
<ul style="list-style-type: none"> <li>a. SME support – Assist with identification of key design decisions that need to be made for Step 2 design, research up to 3 other state managed care approaches for long term care and long term services and supports and assist in developing option for New Hampshire to approaches to consider for each key decision.</li> <li>b. Facilitation – Provide facilitation support for up to six DHHS Step 2 design sessions.</li> <li>c. Straw Person Development – Assist in the development of a straw person for the Step 2 design that will be used to describe DHHS’ Step 2 approach to external stakeholders.</li> <li>d. Straw Person Presentation – Facilitate up to 2 Stakeholder presentations of the Step 2 Straw person.</li> </ul>	
<b>Deliverable - Straw Person Final Draft</b>	
<b>Requirements Definition Scope</b>	
<ul style="list-style-type: none"> <li>a. SME support – Conduct research of 3 other states’ approaches to developing managed care organization contract requirements related to the populations and services included in Step 2.</li> <li>b. MCO contract development –Prepare draft contract managed care organization language related to Step 2 program design.</li> </ul>	
<b>Deliverable - Draft of assigned sections</b>	
<b>Waiver Development Support</b>	
<ul style="list-style-type: none"> <li>a. 1115 Waiver Drafting support – Assist with the drafting of the program design components of DHHS’ 1115 waiver application to CMS to implement Step 2.</li> <li>b. SME – Provide up to 60 hours of consulting support for DHHS’s waiver collaboration with CMS.</li> </ul>	
<b>Deliverable - Draft of 1115 waiver</b>	
<b>General SME support</b>	
<p>Provide ad hoc subject matter expert support on topics related to DHHS Medicaid program and the implementation of Step 2. Total hours related to general SME support will not exceed 240 hours over the duration of the contract.</p>	
<b>Deliverable – SME Support Status Report (for FTE support services tracked by hour up to 240 hours)</b>	



Medicaid Transformation Consulting Services

**State Innovation Model Testing Grant Application Support**

- a. Provide subject matter expertise to assist DHHS in analyzing the requirements of the CMS Funding Opportunity Announcement (FOA) for State Innovation Model Testing Grant and determining how those requirements align with DHHS goals and objectives.
- b. Assist DHHS in developing a response strategy to the FOA and drafting of program design related sections of the FOA response based on DHHS' goals and objectives.
- c. Facilitation of e a maximum of three external stakeholder sessions related to DHHS' response to the CMS FOA.

**Deliverable (1) – DHHS FOA Application Decision**

**Deliverable (2) - Draft of program description section(s) of the SIM FOA response**

**Support the Completion of the High Level Vision of Future Organization Structure**

- a. Support DHHS staff in mapping functions and programs to the upper level management structure defined by DHHS based on input received by DHHS through interviews with DHHS senior management and Program Directors.
- b. Assist DHHS in the identification of similar functional activities that performed in multiple program areas across DHHS.

**Deliverable – Updated Draft of Future organizational functional and positional map**

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**Support the development of a detailed organizational chart for the Future State Organization**

- a. Assist DHHS Organizational Re-Design Project Team members in documenting the output of interviews regarding individual placement of each DHHS position (both staffed and unstaffed) in DHHS' Future State Organizational Chart.
- b. Provide assistance to DHHS staff to document detailed organizational chart(s) for the Future State Organization at the program level based on the Senior Management and program directors interviews and decisions by DHHS Senior Leadership.
- c. Deloitte will deliver content of all interviews and files containing all organizational chart related information in a format to be mutually agreed to.

**Deliverable – Updated Draft of Organization chart(s) for the Future State Organization**

**Support the Development of an Implementation Road Map to the Future State Organization**

- a. Deloitte will assist DHHS Leadership and the DHHS Organizational Re-Design Project Team in the documentation of the key components of a Future State Organization Implementation Road Map which they identify.
- b. Deloitte will assist DHHS Leadership and the Project Team to identify key stakeholders and their role in the implementation of the Road Map effort.
- c. Deloitte will assist Project Team in the development of a project plan to support the implementation Road Map by the DHHS Organizational Re-Design Project Team.

**Deliverable – Updated draft of the Implementation Road Map project plan**

**Support On-going DHHS Change management training and support initiatives**

- a. Facilitation of a maximum of three on site change management workshops.
- b. One train the trainer change management workshop.

**Deliverable(s) – Change Management Training Status Report  
(following completion of the workshops)**

**Support the completion of a work flow model for the organizational structure for the Future State Organization**

- a. Deloitte will assist DHHS Vision Team, Redesign Project Team, and/or Program Directors in documenting how current responsibilities and activities will be performed in the Future State Organization.
- b. Deloitte will deliver content of all working sessions and/or interview files containing organizational chart related information in a format to be mutually agreed to.

**Deliverable – Documentation of the Future State Organization Work Flow Model**

**Provide Program Management Support for Implementation of the Organization Redesign roadmap**

- a. Deloitte will assist DHHS Organizational Redesign Project Team members with project management support of the implementation of the Organizational Redesign roadmap, including weekly status meetings and work plan development/updates.
- b. Deloitte will facilitate working sessions with DHHS Vision Team, Senior Leadership, and/or Program Directors related to Organizational Redesign initiatives.



- c. Deloitte will assist DHHS Organizational Redesign Project Team with staff, internal, and external stakeholder communications.

**Deliverable(s) – monthly activity reports**

**Provide training support related to the implementation of the Organization Redesign roadmap**

Deloitte will conduct a maximum of four onsite training workshops focused on developing skills necessary to implement the changes needed to support the implementation of the Organization Redesign roadmap.

**Deliverable – Organizational Redesign Roadmap Training Status Report**

**Medicaid Transformation Waiver Development Support**

- a. 1115 Waiver Drafting support – Deloitte will assist with the design and drafting of the Medicaid Transformation Waiver.
- b. Deloitte will support the development of the budget neutrality calculation for the DSHP component of the waiver.
- c. Deloitte will support the stakeholder engagement process for the 1115 waiver.
- d. SME – Deloitte will provide up to 60 hours of consulting support for DHHS's waiver negotiations with CMS.

**Deliverable – Final Draft of the 1115 Waiver**

**Project management, SME and general support of NHHPP**

Deloitte will provide ad hoc subject matter expertise, research and administrative support on topics related to the DHHS Medicaid program, Medicaid expansion and the implementation of Step 2. Total hours related to general SME support will not exceed 600 hours over the duration of the contract.

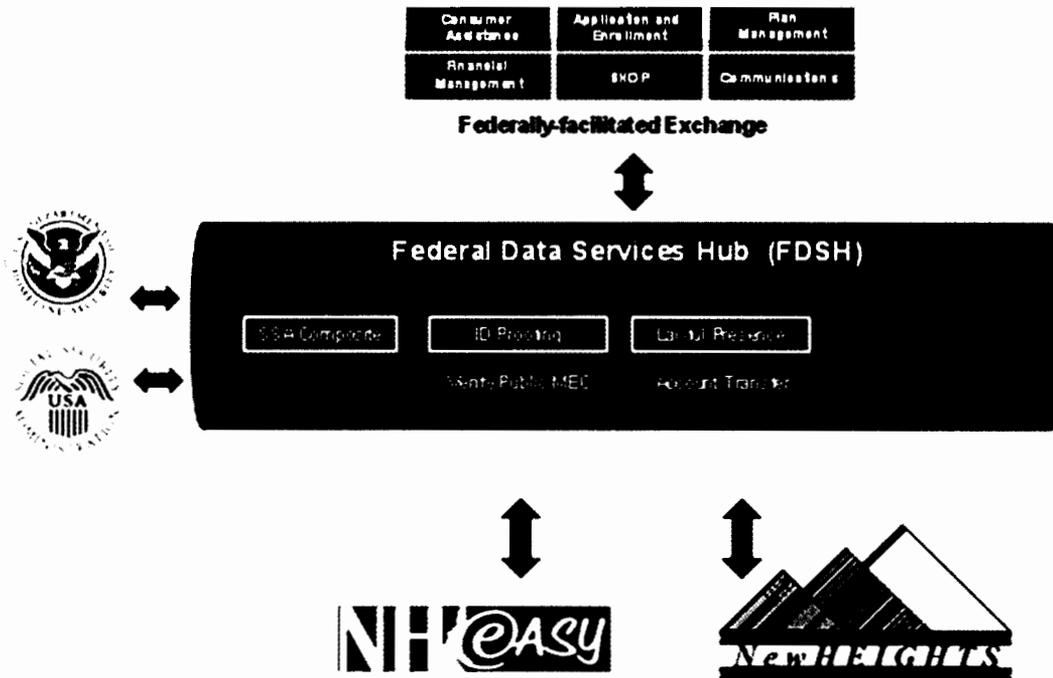
**Deliverable – Monthly activity reports**



## 4 Federally Facilitated Exchange and Federal Data Services Hub

### 4.1 Purpose

The overview below provides a high-level depiction of the interactions between New HEIGHTS/NH EASY and the FDSH and FFE as a result of the FFE/FDSH integration effort.



#### Conceptual Framework for FFE-FDSH-NH EASY/New HEIGHTS Interactions

Interfaces overview for New HEIGHTS interactions with the FFE and FDSH.

These web services are required for the FFE/FDSH integration implementation. The purpose of these services is to provide near real-time data verification with federal agencies. The FDSH centralizes verification data from multiple federal agencies, and makes it accessible through web services. The web services can then be called by New HEIGHTS and NH EASY. New Hampshire will also provide services to the FDSH, specifically to confirm coverage in Medicaid/CHIP and to send application information to the FDSH for applicants who may be eligible for a Qualified Health Plan to facilitate the “no wrong door” concept. The web services with red borders include transactions which will be requested by the FFE and responded to by New HEIGHTS. The Account Transfer transactions will both be sent and received by New HEIGHTS.

The scope of work includes new interfaces and supporting changes to New HEIGHTS.

**Interface Integration** – Work required to develop and implement web services that allow New HEIGHTS and NH EASY to interface with Federal Data Sharing Hub (FDSH) and the FFE.



**Upstream & Downstream Supporting Changes** – Changes required for New HEIGHTS (the integrated eligibility system) and NH EASY (the citizen self-service portal) to support State functions required to fulfill the State functions using the FFE implementation model.

## 4.2 Interface Integration

The following table summarizes the web services included within the Statement of work.

Hub ID	Business Service Name	Description
H1	Remote ID Proofing	This service validates the authenticity of individuals who register with the intent to enroll in a health plan. This is used for individuals signing up for an account in NH EASY.
H3	SSA Composite	This service retrieves Social Security Number, Death Information, Citizenship Status, Incarceration Data, Title II income and Quarters of Coverage from SSA for use in evaluating an individual’s eligibility. This will be used to validate application data in New HEIGHTS and NH EASY.
H4	Verify Lawful Presence (VLP)	This service retrieves immigration status from DHS when citizenship cannot be verified through the SSA. This is the first query in a 3-step process.
H7	VLP Close Case	DSH Case is automatically opened during initial VLP call and can be closed at any time by the requestor. This is a required companion interface to VLP step1.
H31T	Verify Non-Employer-Sponsored-Insurance (ESI) Minimum Essential Coverage (MEC) (transactional)	This service verifies coverage under Medicaid or CHIP for applicants to the FFE. Participants are not eligible for subsidized coverage under a QHP if there is current MEC. This interface is required of the state for consumption by the FFE.  Note: This service is also referred to as the “check existing coverage” interface.
H15	Account Transfer: FFE to Medicaid/CHIP	This service transfers the individual’s application and all relevant verification data obtained by the Exchange to the Medicaid or CHIP agency.
H16	Account Transfer: Medicaid/CHIP to FFE Response	This service provides a confirmation of a successful transfer from the Medicaid or CHIP to the FFE.

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Hub ID	Business Service Name	Description
H17	Account Transfer: Medicaid/CHIP to FFE	This service transfers the individual's application and all relevant verification data obtained by the Medicaid/CHIP agency to the Exchange.
H18	Account Transfer: FFE to Medicaid/CHIP Response	This service provides a confirmation of successful transfer from the FFE to the Medicaid/CHIP agency.
N/A	FDHS Management Services	This includes the web services protocol configuration and testing with the FDHS. This infrastructure will be used to manage all of the interfaces included in the scope of this initiative. Note: Security requirements for FDHS infrastructure are currently being assessed and are not included in this scope of work.
H7	VLP V33, Step 2/3	Upgrading VLP33 to the newly published December 2013 version and implementation of Step 2/3 as required by CMS.

### 4.3 Upstream/Downstream Supporting Changes

There are significant changes to New HEIGHTS, NH EASY and supporting work that are related to integration with the FFE/FDSH interfaces. The requirements related to these impacts are outlined below.

Milestone Group	Requirement
Choice of Category	<ul style="list-style-type: none"> <li>Allow applicants to elect MAGI-only or non-MAGI determination</li> </ul>
Import Rules for FDSH data	<ul style="list-style-type: none"> <li>Transfer applicant/account information from FFE into New HEIGHTS to the New HEIGHTS application inbox</li> </ul>
FDSH Clearance	<ul style="list-style-type: none"> <li>Automate clearance through the New HEIGHTS inbox for account transfer records</li> </ul>
Account Transfer Enrollments Downstream Interfaces	<ul style="list-style-type: none"> <li>Automatically enroll applicants in MMIS and BRIDGES based on account transfer eligibility determination results</li> </ul>

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Milestone Group	Requirement
<b>FDSH/MAGI Data Display &amp; Maintenance</b>	<ul style="list-style-type: none"> <li>Support new data collection fields included in the FDSH interfaces for interface input case worker input/maintenance through New HEIGHTS</li> </ul>
<b>Medicaid Only Application (Driver Flow)</b>	<ul style="list-style-type: none"> <li>Provide a streamlined Medicaid/CHIP-only application</li> <li>Screen for potential MAGI eligibility through NH EASY</li> </ul>
<b>Notifications</b>	<ul style="list-style-type: none"> <li>Provide clients with timely notification regarding eligibility and FFE transfers</li> </ul>
<b>Verification and Related Changes</b>	<ul style="list-style-type: none"> <li>FDSH &amp; Self Attestation Verifications</li> <li>Verify client data using FDSH data (either prospective or retrospective)</li> </ul>
<b>Reports</b>	<ul style="list-style-type: none"> <li>Update Medicaid reporting processes based on FFE transfers and MAGI-based eligibility determination</li> </ul>
<b>Configuration and Performance Management</b>	<ul style="list-style-type: none"> <li>Allocation of an FTE to manage the environment configuration and change control throughout the duration of the project as performance testing for system run-time and resource requirements</li> </ul>
<b>Medicaid Process Re-engineering</b>	<ul style="list-style-type: none"> <li>Provide technical assistance to DHHS related to the intersection of systems, DHHS operations and Managed Care integration. Activities will include assisting DHHS with system and operational readiness planning and change management</li> </ul>
<b>Facilities and Infrastructure</b>	<ul style="list-style-type: none"> <li>Office furniture, building modification, phone services to support expanded staff using the space formerly occupied by the Central Scan Unit (CSU) facilities as necessary to accommodate peak staff</li> </ul>

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Milestone Group	Requirement
<b>CMS Alignment &amp; Optimization Activities</b>	<ul style="list-style-type: none"> <li>• CMS alignment activities and support from April 2013 up to December of 2015. This effort is targeted at implementing prioritized software enhancements to respond to revised guidance from CMS, changes to federal data services, revisions to DHHS policy, and operational improvements all geared towards providing accurate and efficient service to Delaware clients. Example CMS Alignment efforts are reacting to CMS upgrades and timing adjustments to the Verify Lawful Presence service version, taking advantage of additional data elements provided by the federal hub               <ul style="list-style-type: none"> <li>○ Adjustments required to refine automated processing where differences in BSD interpretation exist between DHHS and the FFM</li> <li>○ Enhancements based on lessons learned from DHHS experience and other States to improve FFM/FDSH integration and account transfer processing to maximize automation</li> <li>○ Automating performance measures reporting based on published CMS specifications</li> <li>○ Supporting refinement of the State to FFM account transfers when the FFM automates processing of those records based on BSD clarifications and/or modifications</li> <li>○ Backing out data anomaly and BSD variance stopgap solutions embedded in the application to support processing of the backlog while the FFM works through data and specification variations</li> </ul> </li> </ul>

## 5 Service Modernization and Incremental Renewal

### 5.1 Purpose

The purpose of the Service Modernization and Incremental Renewal projects is to modernize New HEIGHTS, support the Center for Medicare and Medicaid (CMS) conditions for enhanced Medicaid funding and to implement projects prioritized based on DHHS’s strategic vision for improved service delivery through the Access Front Door project.

New HEIGHTS has been in operation in New Hampshire for 14 years now and is rapidly approaching the end of its anticipated 15 year life expectancy. While New HEIGHTS continues to support the business needs of DHHS, the technology has become outdated and is becoming more costly to operate and more

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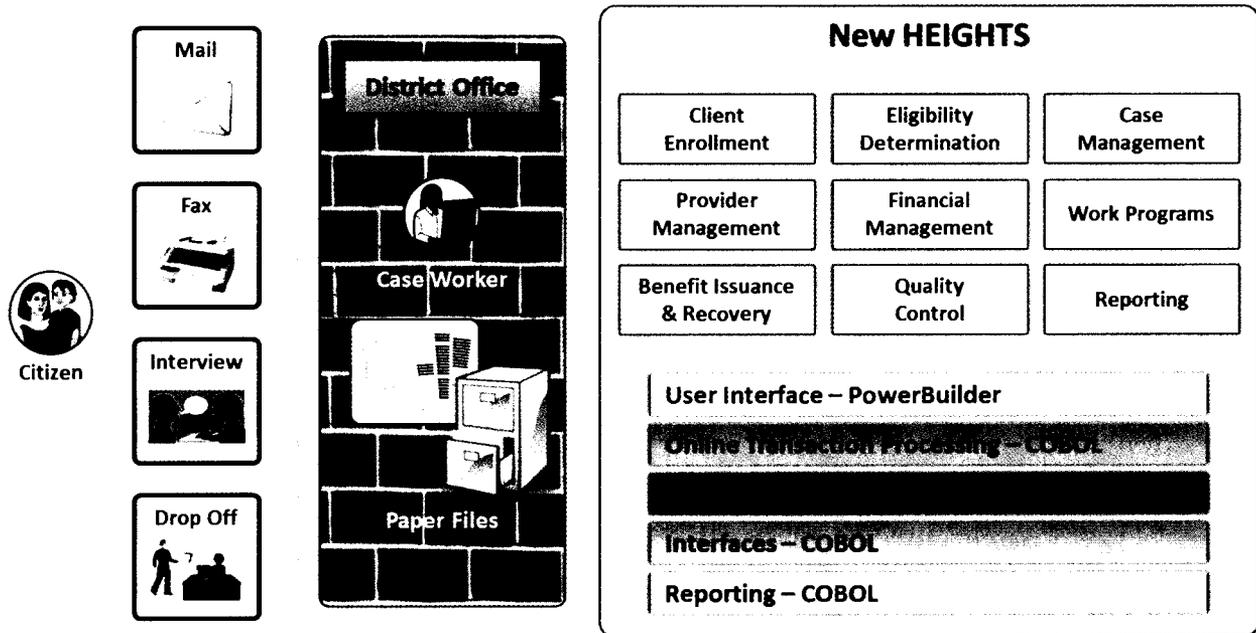


expensive to maintain and enhance. To receive enhanced Medicaid funding, DHHS must modernize the New HEIGHTS infrastructure and implement enhanced service delivery functionalities. The infrastructure modernization project will provide DHHS with a modernized n-tier object oriented architecture.

The modernized New HEIGHTS infrastructure will also support streamlined service delivery that increases the quality of client service while minimizing the cost of service delivery. These service modernization enhancements will provide significant improvements for both DHHS staff and clients alike.

When New HEIGHTS was originally implemented, all client and case interactions regardless of media/contact method were bound by the brick and mortar constraints of local district offices. Although the system was implemented using a client-server architecture and a relational database management system (RDBMS), the user interface required a thick client and backend systems for online and batch events and also used traditional CICS and COBOL application development as illustrated in the figure below, **New HEIGHTS – Legacy Architecture**.

### New HEIGHTS – Then



**New HEIGHTS – Legacy Architecture**

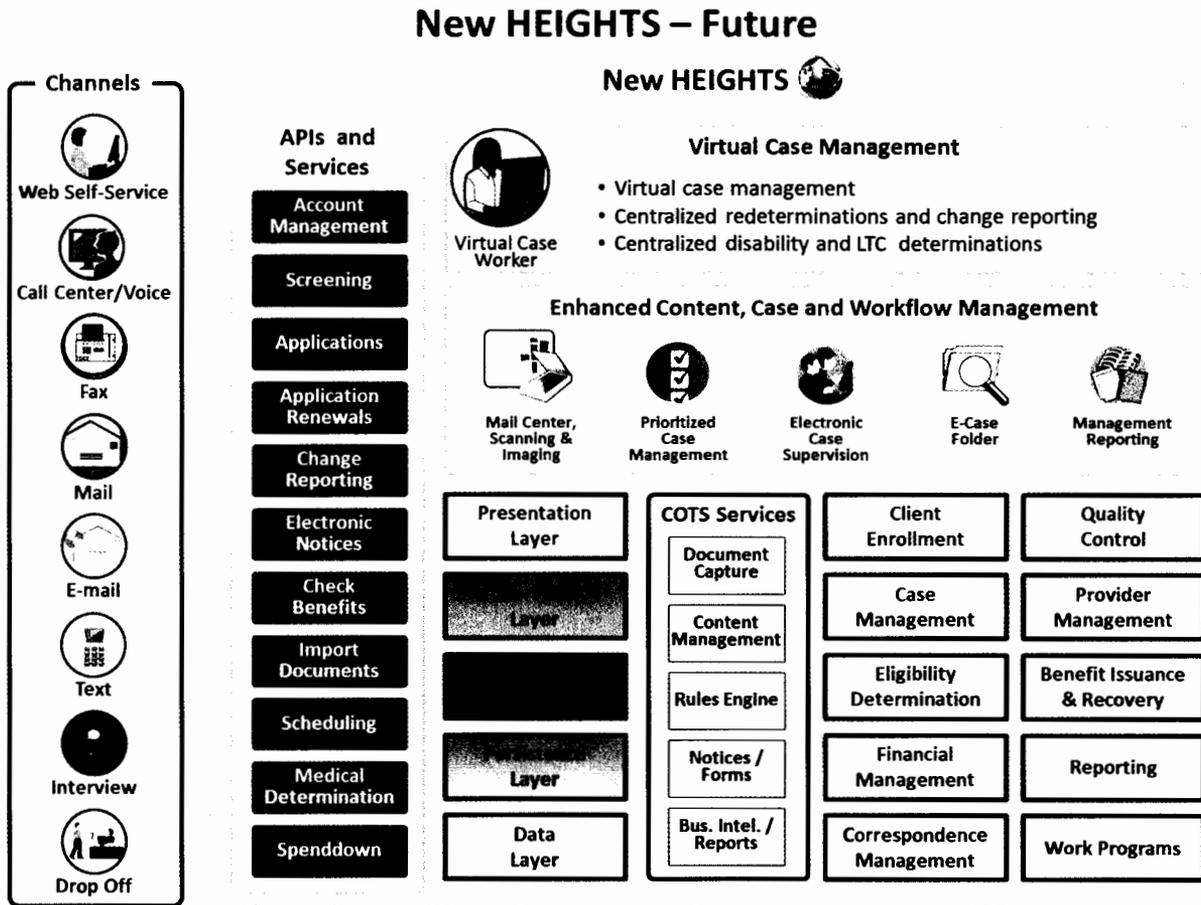
New HEIGHTS was originally implemented with a client-server architecture limiting the client and case worker interactions.

The planned service modernization enhancements will provide DHHS with additional flexibility to both distribute and consolidate work to maximize the efficiency of case workers across remote offices and new centralized change centers. These changes will take advantage of enhanced connectivity across the State. New Hampshire has one of the highest rates of internet service nationally and the combination of

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online self-service, document upload via the Web, text ready capabilities, voice recordings and other similar enhancements will improve service delivery. The planned changes are illustrated in the figure below, **New HEIGHTS – Future**.



**New HEIGHTS – Future**

The future of New HEIGHTS includes both infrastructure and service modernization initiatives that will provide the flexibility to both distribute and consolidate work, maximizing the efficiency of case workers across remote offices and new centralized change centers.

The scope of work for the modernization effort includes “Incremental Renewal” enhancements designed to upgrade the technology used to support existing functions and “Service Modernization” enhancements designed to extend New HEIGHTS with more advanced features to improve client services and operations.

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## 5.2 Incremental Renewal

The system will be architected as an n-tier object oriented implementation. The architecture components included within the scope of this project include:

- Presentation Layer – User interface
- Business Layer – Business logic and rules
- Persistence Layer – Management of data between the business and data layers
- Data Layer – Storage of system data
- Reporting – Operational reporting
- Infrastructure Layer – Operating system and other infrastructure services

The architecture will be designed to provide tier independence. Tier independence reduces dependencies across tiers and simplifies application development and maintenance.

### 5.2.1 Presentation Layer

New HEIGHTS was an early adaptor of a JSF (Java Server Faces) front end with Asynchronous JavaScript and XML (AJAX) features using the JSF 1.2 specification. The solution was prototyped across a sub-set of the user interface (UI) layer functions. After proving successful, subsequent pages were developed using JSF 2.0, a next generation Java user interface with performance and maintenance improvements compared to JSF 1.2. The scope of the incremental modernization presentation layer effort includes conversion of the JSF 1.2 pages to JSF 2.0. This change will allow for consolidation of Websphere server instances supporting JSF 1.2 and 2.0 which will aid in supporting the added Medicaid NHHPP volume.

### 5.2.2 Business Layer

The business object layer will contain the business logic/business rules for the application. It will host the business service components and business objects to implement the business rules (calculations and validations) and interfaces between the user interface and the resource layer. All COBOL remote procedures calls (RPCs) used for online (real-time) functions will be converted using J2EE (Java) and IBM WODM (formerly I-LOG) for SFU/EDBC rules logic. Upon completion of the business object layer transformation, CICS will be removed from the New HEIGHTS architecture. For sub-systems identified in the batch milestone inventory COBOL batch programs will be converted using Websphere Java Batch. In addition, a framework to wrap the COBOL functions will be developed so that COBOL programs could be executed on the zLinux operating system. The scope of the business layer COBOL conversion includes development and testing of the framework services. If modifications to individual programs are required, that work would be completed by the New HEIGHTS maintenance support team.



### 5.2.3 Persistence Layer

The persistence layer is used to manage application interaction with the data layer and will utilize the MyBatis Java Persistence API. The persistence layer will enable accessing, persisting, and managing data between Java objects /classes and a relational database. This specification both simplifies and decouples access to the data layer from the business layer. The RPC persistence functions will all be converted using MyBatis along with batch functions identified in the batch milestone inventory.

### 5.2.4 Data Layer

The data tier will be supported by DB2 and will contain both the physical data and related database objects such as stored procedures or triggers. Data access objects will manage the interface to the database to obtain and store data. Retaining the current DB2 database architecture is a core component of the incremental modernization strategy. Because the current database is consistent with contemporary integrated eligibility system designs, both new and old components can access a single database concurrently minimizing the need for data conversion, bridges or other complexities sometimes required when modernizing or replacing an existing solution.

### 5.2.5 Reporting

Reporting includes management reports, statistical reports, federal reports, control and exception reports, etc. These reports are used across the department at the State level for program and policy administration and at the local office level for managing and evaluating operations. COBOL reporting for Medicaid/CHIP functions and other sub-systems as identified in the batch milestone inventory will be converted from COBOL to Java using JASPER, an open source Java reporting solution.

### 5.2.6 Infrastructure Layer

The infrastructure modernization effort will include the activities defined in the table below:

Infrastructure Modernization Activity	Definition
<b>Linux Environment Configuration</b>	Functions will be moved from zOS to Red Hat zLinux including the establishment of 6 environments; unit, integration, systems, regression, training and production.
<b>Load Balancing/Clustering for Apache &amp; Websphere</b>	Load balancing and clustering will be established to provide for improved performance, scalability and reliability of Apache and Websphere services.
<b>LDAP Security</b>	LDAP security infrastructure will be established on zLinux and integrated with RACF for synchronized security management.
<b>JSF User Interface Migration to Linux</b>	The user interface (UI) layer of the architecture will migrated from zOS to the Linux operating system eliminating the need for Netwise, an end of life

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Infrastructure Modernization Activity	Definition
	product.
<b>RPC Migration to Linux</b>	The real-time web services will be migrated to zLinux eliminating the need for CICS on the mainframe.
<b>Mule Migration to Linux</b>	The Mule ESB utilized by the FFM will be migrated to Linux along with the FFM & FDSH services.
<b>Build/Configuration Re-tooling</b>	Build and configuration management for all Java components will move off zOS and mainframe products. SCM (formerly Harvest) will be used for configuration management. CruiseControl or Bamboo and Ant will be utilized for build management.
<b>Development Re-tooling</b>	Java development will be moved off zOS and TSO usage will be limited with introduction of Eclipse based IDE including IBM RAD, JRebel and open source Eclipse.
<b>Log Management</b>	A QRadar log management system will be installed removing security log monitoring from zOS to a PC class hardware solution integrated with mainframe using zSecure.
<b>Websphere Batch and XJCL</b>	Batch functions converted to Java will be invoked using Websphere batch and XJCL called from the Zeke scheduler and batch JCL functions.

*Note: JCL, Zeke, REXX and other supporting zOS architecture functions will be retained for batch processing.*

### 5.2.7 Functional Modernization

The modernization effort for each functional area (sub-system) will be implemented incrementally to reduce risk and speed the delivery of technology upgrades. Each of the functional areas being modernized is described below.

- **Client Registration (CR)** – This subsystem includes the functionality to register requests for assistance from clients as they apply for services. CR provides statewide clearance and prior contact checking. This subsystem also determines if a client qualifies for an expedited food stamp interview. The client registration module performs a screening function that determines, at a gross level, the programs of assistance for which a client may be eligible. The client registration interview process is short and is intended to fulfill initial registration and screening requirements.



- **Application Entry (AE)** – This subsystem is used to perform the interactive interview with the client for intake and eligibility review. AE is also the subsystem that supports the entry of all case change information. It is a large subsystem, consisting of more than 150 screens, and is broken down into areas such as non-financial, assets, expenses and income.

The Conclude Interview Processing area of AE contains the screens that are used to perform functions such as confirming eligibility results, printing the application form and referring individuals to employment and training. The confirmation process is complex. It provides case workers the opportunity to affect the benefit calculation process performed by the system. This process employs complex business logic and “check-and-balance” rules. It allows the confirmation of all the assistance groups created by the standard filing unit (SFU) subsystem and processed (for statuses of open, pending, denial or closure) by the eligibility determination/benefit calculation (EDBC) subsystem. This process also allows the complex processing of “past-month” eligibility computation and confirmation. Once a benefit is confirmed, this process creates the appropriate notices, and invokes numerous triggers for the Benefit Issuance subsystem (EFT, EBT and checks), MMIS interface, Child Support interface, Bridges interface, notices of decision, periodic reporting and data exchanges.

- **Standard Filing Unit (SFU)** – This highly complex subsystem determines which case members are associated with specific categories of assistance within a case, both online and in batch. Different assistance group filing units are built for each program of assistance within the case. SFU uses the non-financial data gathered in Application Entry to configure the individuals in the case for a set of the many possible programs and subprograms of assistance for which potential eligibility exists. The SFU process also incorporates a very complex cascade process, which allows the choice of the appropriate Medicaid program based on State policy. The cascade process evaluates each level of SFU and coordinates with the Eligibility Determination modules to evaluate eligibility. If the filing unit is ineligible, the SFU process evaluates the next level of cascade until a filing unit is found eligible or there are no more levels left in the cascade. The SFU process also incorporates the complex medical assistance (MA) business rules which include non-overlapping MA eligibility and specific MA eligibility rules for Home and Community Based Care (HCBC) and Nursing homes. It also determines the begin dates of eligibility for about 103 different varieties of assistance. The eligibility begin dates are different based upon the various programs of assistance (Cash, Adult programs and so on). The closure dates business rules for these programs as computed by SFU vary according to the programs. Medicaid eligibility computation for end dates is very complex and involves date-specific eligibility. Cash programs follow a twice-a-month process. The SFU process involves the complicated Advance Notice period processing where the worker can choose the Advance Notice period and run SFU for a specific period. SFU will be modified to support the new MAGI eligibility requirements.
- **Eligibility Determination/Benefit Calculation (EDBC)** – The EDBC subsystem contains the intricate logic used to determine non-financial, asset and income eligibility for each of the



categories of assistance for all SFUs built by New HEIGHTS. When it is executed for a case, it performs the eligibility and budgeting calculations in on-line and batch mode as necessary to determine the benefits for a given case. The EDBC process works closely with the SFU process as it evaluates the eligibility only for the assistance groups built by SFU. During the cascade process the controls are passed back-and-forth between SFU and EDBC to determine the eligibility results. Every time EDBC is invoked, the main eligibility driver function gathers the appropriate non-financial, resource, and income data and performs non-financial, resource, and income eligibility determinations for each Assistance Group created by the SFU subsystem, and all members within a given SFU.

The EDBC process can be invoked in multiple ways in New HEIGHTS. During Intake, this process is automatically scheduled to run after all non-financial, resource, and income information is gathered and appropriate SFUs are created. During “ongoing case maintenance”, the worker may change information that may affect the configuration of filing units and/or the eligibility of the individuals in a case. The Family Service Specialist can also determine eligibility for past periods by specifying the month eligibility is to be re-determined. During Eligibility Review, SFU and EDBC are automatically scheduled to run, once all the appropriate non-financial, resource, and income information has been verified. In addition, cases that need an eligibility determination in a batch mode are also processed by EDBC. EDBC will be modified to support the new MAGI eligibility requirements.

- **Client Notices (CN)** – An integrated Notice of Decision is generated for each action that occurred to a case each day. A trigger is generated corresponding to the appropriate notice to be printed. If multiple actions occur to a case in a day, then the overnight batch programs filter through the information generated during the day and produces notices based on the final, valid actions of the day. CN also produces more than 100 variations of letters triggered from subsystems within New HEIGHTS. Users are given the option to print letters online or have them produced in batch. CN also has screens for viewing, printing, suppressing, and adding supplemental text to notices and letters.
- **Benefit Issuance (BI)** – The Benefit Issuance subsystem performs the daily and monthly benefit issuance activities for cash and food stamps. BI contains screens to view benefit issuance history and perform benefit issuance support functions such as supplemental issuance requests and approvals, stop payments, cancels, and reissuances. Additionally, a number of fiscal reports are produced.

**Benefit Recovery (BV)** – The Benefit Recovery subsystem is used primarily by the Office of Special Investigations staff. BV performs benefit error processing such as referral creation, claim establishment and tracking, and recoupment calculation. Benefit Recovery also includes Federal Reporting including the FNS209 report. The RPC functions will be converted to Java/MyBatis, the batch and reporting functions will continue to operate using the current architecture.



- **Data Exchange (DX)** – This subsystem handles the fifteen (15) different cross-matches between New HEIGHTS and a variety of external systems, both state and federal. These cross-matches are:
  - Social Security Administration (SSA) for SSN matches, prisoner matches, death matches, alien 40 quarters, buy-in and Social Security Income
  - Employment Security for Unemployment Compensation Benefits prescreen, discrepancies, wage prescreen, quarterly wages, and new hire information
  - National Automobile Dealers Association for determining vehicle value
  - Veteran’s Administration for VA benefits
  - Food and Nutrition Services for Disqualified Recipient information

There are associated screens including matches, discrepancies, and dispositions for each individual exchange as well as launches to appropriate data entry screens to resolve discrepancies. The RPC functions will be converted to Java/MyBatis, the batch functions will continue to operate using the current architecture.

- **Reporting (RP)** – This subsystem produces all reports from the New HEIGHTS system including management reports, statistical reports, federal reports, control and exception reports, etc. These reports are used across the department at the State level for program and policy administration and at the local office level for managing and evaluating operations. The Reporting sub-system will be modernized using JASPER for Java reporting.
- **Caseload Management (CM)** – The CM subsystem includes a variety of critical case management tools for workers including a Work Dashboard which provides each worker with a snapshot of their caseload and actions required each day, Pending Screens, Redetermination Screens, and Expected Change Screens which provide prioritized lists of cases meeting the proper criteria. It also provides other functionality such as Alerts Screens, Case Transfer Process, TANF Clock to track clients in the 60 month lifetime limit, and other processes which assist workers in managing their caseloads. Additionally, batch functionality is included which scans the database to create mass change triggers, generates alerts and notices, and determines error prone profiles.
- **Work Programs (WP)** – The comprehensive WP subsystem serves a variety of functions for tracking TANF recipients and the Food Stamp Employment and Training (FS E&T) program participants. WP supports the Work Program case management process by enrolling individuals from the referral list, defining the assessment, defining the New Hampshire Employment Program (NHEP) component, defining the profile groups, developing the employability plan, tracking of activities and capturing detailed work history. WP automates a reconciliation and



sanction process for clients who fail to cooperate. It provides reports for planning and administering programs and services. It also includes a wide variety of inquiry screens for managing caseloads.

- **Mass Change (MC)** – The Mass Change subsystem is used to process mass eligibility determinations in New HEIGHTS. MC provides the ability to apply policy changes initiated by the State or Federal government that may affect the entire caseload or a significant portion of the caseload, and to re-determine eligibility periodically for assistance groups affected by time-dependent events.
- **Client Scheduling (CS)** – This subsystem includes the screens to maintain worker schedules. Functionality is also included for searching schedules for available appointment slots and automatic scheduling of redetermination appointments. CS provides the ability to schedule group and individual orientations for work programs, view daily schedules by district offices, and set global standard days that can be used across all offices.
- **Periodic Reporting (PR)** – This subsystem is used primarily for tracking of Extended Medical Assistance (EMA) cases. There are complex policies governing these cases that require tracking EMA periods and mailing and receipt of reporting forms.
- **Reference Tables (RT)** – All screens in New HEIGHTS contain word values instead of the codes. RT maintains the parameters and code values used by New HEIGHTS for eligibility determination and field editing. The parameters and code values within RT are identified by the subsystems that require them.

**Medicaid Management Information System (MMIS) Interface** – The MMIS interface subsystem is used to exchange Medicaid related data with the MMIS system. Contracted resources at another data center in Concord, NH operate the MMIS System. The New HEIGHTS information sent to MMIS includes Client, Demographics, Eligibility, Spenddown Eligibility, Case Head Information, Third Party Liability (TPL), Nursing Homes, Pregnancy, Legally Liable County (LLC) and Replacement Card Requests. The process is complex, as the MMIS interface is also required to interpret data produced by EDBC before transmitting it to the MMIS system. In addition, on a daily basis New HEIGHTS sends client's new or changed Third Party Liability (TPL) information to MMIS for the Office of Medical Services (OMS). There is a reconciliation process between New HEIGHTS and MMIS. The RPC functions will be converted to Java/MyBatis, the batch, interface and reporting functions will continue to operate using the current architecture.

**Bridges Interface (BG)** – The New HEIGHTS/New Hampshire Bridges interface communicates information between the two systems. The Eligibility interface sends the Child Care, Foster Care, Adoption Subsidy and Family preservation eligibility information determined from the EDBC subsystem of New HEIGHTS and performs reconciliation between the two systems. Eligibility, Work Program Employment and Training Service Providers, Work Program Employment and



Training Services (ETS) Authorization, Medical Transportation and Emergency data are also sent. The RPC functions will be converted to Java/MyBatis, the batch, interface and reporting functions will continue to operate using the current architecture.

**Child Support Interface (IV-D)** – The child support interface communicates information between New HEIGHTS and the New England Child Support Enforcement System (NECSSES). It is used to exchange information about applicants that could affect eligibility determination. Some examples of these exchanges include determining if the applicant is receiving child support from non-custodial parent(s), initiating a re-evaluation of eligibility in case of non-cooperation, and identifying when private insurance is provided by a non-custodial parent. The interface can also be used to refer cases to the Division of Child Support Services (DCSS) when an absent parent is added to an eligibility application. The RPC functions will be converted to Java/MyBatis, the batch, interface and reporting functions will continue to operate using the current architecture.

**Quality Control (QC)** – This subsystem includes functionality to facilitate quality control reviews. This includes creating a QC universe (list of all cases subject to a QC review) and from that random samples of cases that have had a positive or negative action in the review period.

- **Security Maintenance (SM)** – This subsystem includes the functionality to establish the New HEIGHTS administrative structure (workers, caseloads, units, etc.) and maintain the security profiles that control access to the screens in the New HEIGHTS system.
- **History Maintenance (HM)** – This subsystem maintains the activity audit trail (who accessed what screens and when) and includes the functionality for purging, archiving, and restoring case and individual data.
- **Document Imaging (DI)** – The document imaging functionality is the electronic document management solution for New HEIGHTS. It uses the COTS product Kofax to capture, compile and index electronic documents including client applications and verifications. The backend document management system including the image storage and retrieval functions is provided by OnBase. These functions are coupled with the workflow functionality including inbox, e-folder, document search capabilities, etc., which are implemented within New HEIGHTS.
- **NH EASY** – The New Hampshire Electronic Application System (EASY) is the online self-service function for New HEIGHTS. Clients can screen themselves for potential eligibility and create accounts to perform activities such as applying, reporting changes, completing their redeterminations and reviewing real-time benefit status information. They can also elect to “go-green” in order to view their notices online and receive email alerts whenever new notice information is posted.



In addition to the core infrastructure modernization that will occur for each of the functional groups described above, there are several more significant changes that will also be implemented to update and enhance the system architecture. These include the following:

- **Medicaid Eligibility Updates:** Although New Hampshire functionally delinked cash and Medicaid several years ago, from a system standpoint, it was done via workarounds. Likewise, New Hampshire offers clients a choice of category, but this is also handled via workarounds. This enhancement will be to fully automate these processes.
- **Medicaid Rules Modularization:** This will include the purchase of a rules engine and implementation of rules to determine eligibility for the expanded Medicaid categories of assistance using the MAGI standard.
- **Notices Software Upgrade:** Notices of Decision and other letters are currently produced are based on triggers from the eligibility module which are created in COBOL. Also, another COBOL program expands these triggers to get all of the variable information needed for the notice. Next, the formatting for these notices and letters uses mainframe software called Advance Function Printing (AFP). The incremental modernization of notices will include triggers and expansion modernization using JAVA and HP Extream to replace AFP.
- **Imaging Form Barcode and Recognition** – The system will be enhanced to convert the existing 137 AFP forms templates using HP Extream with notice and client identifier barcode recognition on up to 5 forms.

### 5.3 Service Modernization

The modernized New HEIGHTS infrastructure will support streamlined service delivery that increases the quality of client service while minimizing the cost of service delivery. The planned service modernization enhancements detailed below will provide improvements for both DHHS staff and clients alike.

#### 5.3.1 NH EASY – Client Service Enhancements

The following enhancements are included in the scope of work and will improve the NH EASY client experience:

- **Kiosk Functionality for District Offices:** To aid in the district office traffic management, DHHS will provide kiosks in the lobby for client’s self-service check-in. Functions will include Division of Client Services (DCS) and New Hampshire Employment Services (NHEP) scheduled appointment registration, walk-in appointments, application instructions, form’s instructions and queue management. The Kiosk will also support routing of clients to other DHHS agencies.
- **Online Client Scheduling:** This enhancement includes the ability check-in online for Division of Client Services (DCS) and New Hampshire Employment Services from the Kiosk. The scope



includes integration with New HEIGHTS to read and then update appointment status and District Office traffic metrics.

- **Appointment/Event Reminders:** This enhancement will provide email message reminders to clients of upcoming appointments, managed care open/annual enrollment reminders, and redetermination windows.

### 5.3.2 NH EASY – Long Term Care Enhancements

The following enhancements are planned to enable clients to screen themselves and apply for long term care via NH EASY:

- **Long Term Care/HCBC Financial and Medical Screening:** This project will allow clients to perform a preliminary high level self-assessment of eligibility for long term care and HCBC services based on their financial and medical conditions.
- **Long Term Care/HCBC Client Application:** This project will enhance NH EASY to allow clients to apply for long term care programs, including nursing facility and HCBC services.
- **Resource Assessment:** This project will provide the ability for families to start their resource assessment using NH EASY.

### 5.3.3 NH EASY – Provider and Guardian Accounts

The following enhancements upgrade NH EASY enabling provider application and enable guardians, protective payees and providers to create NH EASY accounts:

- **Provider NH EASY Modernization:** This project includes refreshing the look and feel of the provider facing self-service application and integrating it with the client facing self-service application.
- **Guardian/Protective Payee/Provider Accounts:** Originally, only caseheads are able to establish NH EASY accounts to view account status, view notices, apply for additional programs, complete redeterminations or report changes. This enhancement allows for guardians, protective payees, conservators, and other providers (such as nursing facilities) to establish accounts to manage eligibility. It also includes online provider notices.

### 5.3.4 Content Management and Workflow Enhancements

The following enhancements provide improved content management and workflow functionality:

- **Document Image Upload:** This will allow clients to electronically submit their verifications and other documents electronically for inclusion in New HEIGHTS. This includes changes to the Kofax batch manager to do page/document separation and indexing. It will also provide the ability for eligibility workers to upload documents such as emails, PDFs, MS Word documents, etc. into the



imaging system. Upload will be limited to standard input types supported by the content management document viewer and will be loaded as separated documents.

### 5.3.5 Virtual Case Management Enhancements

This project will enable DHHS to continue modernizing their business processes by enabling centralized case administration and specialized task management to support resource and workload balancing across central and remote offices. This includes the reconfiguration of New HEIGHTS to allow for better workflow management, metrics and dashboards for the LTC caseload.

### 5.3.6 Spenddown Enhancements

This will include enhancements to attach images to New HEIGHTS spenddown screens for ease in processing spenddown as well as other eligibility enhancements related to the spenddown process. This will make it more efficient for case workers to audit for duplicate spenddown receipts and validate spenddown expenses toward their deductible.

### 5.3.7 Long Term Care Eligibility Enhancements

The following new functionality is planned to enhance the long term care eligibility functionality:

- **LTC Medical Determination:** Providers, as part of the medical determination process for eligibility for long term care services, need to provide information about the client's medical eligibility. This project will provide the capability within NH EASY to provide this information electronically and expedite the eligibility determination process.
- **OASIS/MDS Integration:** Interfaces will be developed to use data from the Minimum Data Set (MDS) and Outcome and Assessment Information Set (OASIS) as part of the application and medical determination process for long term care services. MDS is part of the federally mandated process for clinical assessment of all residents in Medicare or Medicaid certified nursing homes. This process provides a comprehensive assessment of each resident's functional capabilities and helps nursing home staff identify health problems. OASIS is a key component of Medicare's partnership with the home care industry to foster and monitor improved home health care outcomes and is proposed to be an integral part of the revised Conditions of Participation for Medicare-certified home health agencies.

### 5.3.8 Vital Records Interface

This enhancement will create an interface with the New Hampshire Division of Vital Records Administration to receive electronic updates regarding birth, marriage, divorce and death events.

### 5.3.9 MITA Assessment

In order to determine New Hampshire's current MITA maturity, the State will conduct a MITA assessment. The purpose of this assessment is to determine the business and technical capability levels of New HEIGHTS and NH EASY. This will result in a roadmap which will enable the State to continue making tangible and measurable progress toward the next maturity level. New Hampshire will schedule



its MITA assessment after version 3.0 is published. This task includes the MITA gap assessment. MITA findings will be prioritized for completion using New HEIGHTS Maintenance Contractor or other resources.

### **5.3.10 508 Accessibility Assessment**

This project includes an evaluation of NH EASY functions for accessibility with remediation scope defined in section 3.4, Security, Accessibility and Medicaid Enhancements – Enhanced Functions in this scope of work.

### **5.3.11 Security/Standards Review**

This project includes the execution of a security review facilitated by DHHS on DoIT based on State security and vulnerability standards. Security standards review includes the following:

- SSP Baseline Support & Submission to CMS
- POA&M Draft for IV&V Review
- Master & Associate Interconnection Security Agreement (ISA) Support and Submission
- Security Assessment Report (SAR) Support
- SSP & POA&M Updates for October 2013

Security remediation work is described in section 3, Security, Accessibility and Medicaid Enhancements.

### **5.3.12 Health Insurance Exchange Interface Assessment for Medicaid**

This project includes the requirements and design tasks for the HIX interface with a State, Regional or Federal exchange. Work to be completed based on the requirements and design work is described in section 4, Federally Facilitated Exchange and Federal Data Services Hub in this scope of work.

### **5.3.13 Managed Care Step II**

New HEIGHTS is currently supporting the first phase of managed care. The second phase is planned to be completed in 2014/2015 and will require changes to New HEIGHTS. Changes will include modifications in the managed care enrollment logic, interfaces to the MCO's and MMIS, client notices and other similar adjustments to include the new groups being added into managed care with Step II.



## 6 Milestone Inventory

The scope of work includes projects which require modifications to the New HEIGHTS system. DHHS will work with the contractor to manage the functional requirements for these projects within the estimates provided in the table below. If the scope of the project exceeds the estimates defined by the hours in the table below and the staff load in Attachment A, DHHS will prioritize New HEIGHTS Maintenance Contractor resources to complete work.

Category	Milestone	Deliverable Name	Hours
Federally Facilitated Exchange	General	Facilities and Infrastructure	N/A
Federally Facilitated Exchange	Post Implementation Support	Milestone 1	1448
Federally Facilitated Exchange	Post Implementation Support	Milestone 2	1448
Federally Facilitated Exchange	Post Implementation Support	Milestone 3	1448
FFE - Interfaces	Account Transfer (FFE to NH)	Construction, Unit & Integration Test	4392
FFE - Interfaces	Account Transfer (FFE to NH)	Implementation	292
FFE - Interfaces	Account Transfer (FFE to NH)	System Test	1172
FFE - Interfaces	Account Transfer (NH to FFE)	Construction, Unit & Integration Test	4392
FFE - Interfaces	Account Transfer (NH to FFE)	Implementation	292
FFE - Interfaces	Account Transfer (NH to FFE)	System Test	1172
FFE - Interfaces	Check Existing Coverage	Construction, Unit & Integration Test	610
FFE - Interfaces	Check Existing Coverage	System Test	162
FFE - Interfaces	Check Existing Coverage	Implementation	40
FFE - Interfaces	FDSH Management Services	Develop Data Exchange Patterns and Protocols	1830
FFE - Interfaces	FDSH Management Services	Test Data Exchange Patterns and Protocols	488
FFE - Interfaces	FDSH Management Services	Implement Data Exchange Patterns and Protocols	122
FFE - Interfaces	Remote ID Proofing	Construction, Unit & Integration Test	1018
FFE - Interfaces	Remote ID Proofing	System Test	270
FFE - Interfaces	Remote ID Proofing	Implementation	68
FFE - Interfaces	SSA Composite	Construction, Unit & Integration Test	1954
FFE - Interfaces	SSA Composite	System Test	520
FFE - Interfaces	SSA Composite	Implementation	130

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**New Hampshire Department of Health and Human Services**  
New HEIGHTS Service Modernization and Incremental Renewal

Category	Milestone	Deliverable Name	Hours
FFE - Interfaces	Verify Annual Household Income	Construction, Unit & Integration Test	1300
FFE - Interfaces	Verify Annual Household Income	System Test	346
FFE - Interfaces	Verify Annual Household Income	Implementation	88
FFE - Interfaces	Verify Lawful Presence	Construction, Unit & Integration Test	2604
FFE - Interfaces	Verify Lawful Presence	System Test	694
FFE - Interfaces	Verify Lawful Presence	Implementation	172
FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	Design	650
FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	Construction, Unit & Integration Test	1194
FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	System Test	282
FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	Implementation	44
FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	1st Quarter Support	814
FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	2nd Quarter Support	814
FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	3rd Quarter Support	814
FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	4th Quarter Support	814
FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	Design	488
FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	Construction, Unit & Integration Test	894
FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	System Test	212
FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	Implementation	32
FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	Design	650

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**New Hampshire Department of Health and Human Services**  
 New HEIGHTS Service Modernization and Incremental Renewal

Category	Milestone	Deliverable Name	Hours
FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	Construction, Unit & Integration Test	1194
FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	System Test	282
FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	Implementation	44
FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	Design	732
FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	Construction, Unit & Integration Test	1342
FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	System Test	318
FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	Implementation	48
FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	Design	488
FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	Construction, Unit & Integration Test	894
FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	System Test	212
FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	Implementation	32
FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	Design	732
FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	Construction, Unit & Integration Test	1342
FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	System Test	318
FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	Implementation	48
Medicaid Business Process Reengineering	Phase 1	Completion	N/A
Medicaid Business Process Reengineering	Phase 2	Interim Report	N/A
Medicaid Business Process Reengineering	State Innovation Model (SIM)	Final Deliverable	N/A

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**New Hampshire Department of Health and Human Services**  
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Category	Milestone	Deliverable Name	Hours
Accessibility	New HEIGHTS & NH EASY 508	NH EASY 508	1523
Accessibility	New HEIGHTS & NH EASY 508	New HEIGHTS 508	1861
Medicaid Enhancements	Application Lifecycle Management Enhancements	Requirements & Design	416
Medicaid Enhancements	Application Lifecycle Management Enhancements	Construction/Pilot	468
Medicaid Enhancements	Application Lifecycle Management Enhancements	Implementation	156
Medicaid Enhancements	Change Tracking Management	Requirements & Design	824
Medicaid Enhancements	Change Tracking Management	Construction	927
Medicaid Enhancements	Change Tracking Management	Implementation	309
Medicaid Enhancements	CMS MAGI Noticing Requirements	Requirements & Design	1387
Medicaid Enhancements	CMS MAGI Noticing Requirements	Construction, Unit & Integration Test	1560
Medicaid Enhancements	CMS MAGI Noticing Requirements	Implementation	520
Medicaid Enhancements	Enhanced Document Workflow	Requirements & Design	1607
Medicaid Enhancements	Enhanced Document Workflow	Construction, Unit & Integration Test	1808
Medicaid Enhancements	Enhanced Document Workflow	Implementation	603
Medicaid Enhancements	Enhanced Kofax integration with NH EASY/New HEIGHTS	Requirements & Design	1164
Medicaid Enhancements	Enhanced Kofax integration with NH EASY/New HEIGHTS	Construction, Unit & Integration Test	1309
Medicaid Enhancements	Enhanced Kofax integration with NH EASY/New HEIGHTS	Implementation	436
Medicaid Enhancements	Enhanced Managed Care/MAGI Reporting	Requirements & Design	1248
Medicaid Enhancements	Enhanced Managed Care/MAGI Reporting	Construction	1404
Medicaid Enhancements	Enhanced Managed Care/MAGI Reporting	Implementation	468
Medicaid Enhancements	Enhanced Post Eligibility Verification	Requirements & Design	1516
Medicaid Enhancements	Enhanced Post Eligibility Verification	Construction, Unit & Integration Test	1706
Medicaid Enhancements	Enhanced Post Eligibility Verification	Implementation	569
Medicaid Enhancements	Family Planning Medicaid Category	Requirements & Design	1109
Medicaid Enhancements	Family Planning Medicaid Category	Construction	1248
Medicaid Enhancements	Family Planning Medicaid Category	Implementation	416
Medicaid Enhancements	FDSH TALX Interface	Requirements & Design	1248

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**New Hampshire Department of Health and Human Services**  
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Category	Milestone	Deliverable Name	Hours
Medicaid Enhancements	FDSH TALX Interface	Construction	1404
Medicaid Enhancements	FDSH TALX Interface	Implementation	468
Medicaid Enhancements	MAGI Benefit Recovery	Requirements & Design	555
Medicaid Enhancements	MAGI Benefit Recovery	Construction	624
Medicaid Enhancements	MAGI Benefit Recovery	Implementation	208
Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Future organizational functional and positional map	N/A
Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Organization chart(s) for the Future State Organization	N/A
Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Completion of the workshops	N/A
Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - DHHS FOA Application Decision Support	N/A
Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Implementation Road Map project plan	N/A
Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Program description section(s) of the SIM FOA response	N/A
Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - Straw Person ♦ Draft	N/A
Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - Draft of Assigned Sections	N/A
Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - Final Draft of 1115 Waiver	N/A
Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - General SME Support	N/A
Medicaid Enhancements	Non-MAGI Medicaid Rules Engine Conversion	Medicaid Categorically Needy Categories (SFU/EDBC MA Group 1)	1560
Medicaid Enhancements	Non-MAGI Medicaid Rules Engine Conversion	Medicaid Medically Needy Categories (SFU/EDBC MA Group 2)	1560
Medicaid Enhancements	Softoon interface for PCG Program Integrity	Requirements & Design	1109
Medicaid Enhancements	Softoon interface for PCG Program Integrity	Construction	1248
Medicaid Enhancements	Softoon interface for PCG Program Integrity	Implementation	416
Quality Assurance	Testing Support	Testing Support - January 14	1899

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Category	Milestone	Deliverable Name	Hours
Quality Assurance	Testing Support	Testing Support - February 14	1899
Quality Assurance	Testing Support	Testing Support - March 14	1899
Quality Assurance	Testing Support	Testing Support - April 14	1899
Quality Assurance	Testing Support	Testing Support - May 14	1899
Quality Assurance	Testing Support	Testing Support - June 14	1899
Quality Assurance	Testing Support	Testing Support - July 14	1899
Quality Assurance	Testing Support	Testing Support - August 14	1899
Quality Assurance	Testing Support	Testing Support - September 14	1899
Quality Assurance	Testing Support	Testing Support - October 14	1899
Quality Assurance	Testing Support	Testing Support - November 14	1899
Quality Assurance	Testing Support	Testing Support - December 14	1899
Quality Assurance	Testing Support	Testing Support - January 15	1899
Quality Assurance	Testing Support	Testing Support - February 15	1899
Quality Assurance	Testing Support	Testing Support - March 15	1899
Quality Assurance	Testing Support	Testing Support - April 15	1899
Quality Assurance	Testing Support	Testing Support - May 15	1899
Quality Assurance	Testing Support	Testing Support - June 15	1899
Quality Assurance	Testing Support	Testing Support - July 15	1899
Quality Assurance	Testing Support	Testing Support - August 15	1899
Quality Assurance	Testing Support	Testing Support - September 15	1899
Quality Assurance	Testing Support	Testing Support - October 15	1899
Quality Assurance	Testing Support	Testing Support - November 15	1899
Quality Assurance	Testing Support	Testing Support - December 15	1899
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Case/Client Inquiry Screen Re-design	418
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Java View Screen Audit	279
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 1	1115
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Identity Management - Milestone 1	836
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 1	1812



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Category	Milestone	Deliverable Name	Hours
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 2	1115
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Identity Management - Milestone 2	836
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 2	1812
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Security Vulnerability Remediation - Milestone 1	1394
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Security Vulnerability Remediation - Milestone 2	1394
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 3	1812
Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 3	1115
Security - Vulnerability Analysis	New HEIGHTS Java Code Vulnerability Analysis	Application vulnerability scan	N/A
Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - February	N/A
Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - March	N/A
Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - April	N/A
Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - May	N/A
Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - June	N/A
Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - January	N/A
Security POA&M	PMO Project Management Support	Audit, monitoring & logging extract requirements/design	N/A
Security POA&M	PMO Project Management Support	Segregation of duties analysis & design	N/A
Security POA&M	PMO Project Management Support	Session & identity management requirements and design	N/A
Security POA&M	PMO Project Management Support	Centralized monitoring reporting requirements & design	N/A

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Category	Milestone	Deliverable Name	Hours
Security POA&M	PMO Project Management Support	Policies documentation, including: 1. Access Control 2. Configuration Management 3. Identification and Authentication 4. System and Communication Protection 5. System Information Integrity 6. Data loss prevention	N/A
Security POA&M	PMO Project Management Support	Security Information and Event Management (SEIM) configuration	N/A
Security POA&M	PMO Project Management Support	Policies documentation, including: 1. Awareness and Training 2. Maintenance 3. Media Protection 4. Physical and Environmental 5. Risk Assessment 6. Security Planning 7. Personnel 8. Contingency management plan	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - January	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - February	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - March	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - May	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - July	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - September	N/A
Security POA&M	POA&M Implementation Support	Final SSP and POA&M Update Report	N/A
Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - December	N/A
Eligibility - Real Time	Real Time "No Touch" Eligibility	Requirements	760
Eligibility - Real Time	Real Time "No Touch" Eligibility	Design	2279
Eligibility - Real Time	Real Time "No Touch" Eligibility	Construction/Unit Test	3038
Eligibility - Real Time	Real Time "No Touch" Eligibility	Implementation	1519
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q2 2014	1223
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q3 2014	1223
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q4 2014	1223
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q1 2015	1223
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q2 2015	1223

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Category	Milestone	Deliverable Name	Hours
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q3 2015	1223
FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q4 2015	1223
Managed Care Step II	Managed Care Step II	Requirements & Design	416
Managed Care Step II	Managed Care Step II	Construction/Unit Test	416
Managed Care Step II	Managed Care Step II	Production	208
Medicaid Transformation Support	Completion of Medicaid Transformation Waiver to support NHHPP	Completion of Medicaid Transformation Waiver to support NHHPP	N/A
Medicaid Transformation Support	Medicaid Transformation- completion of implementation training workshops	Medicaid Transformation- completion of implementation training workshops	N/A
Medicaid Transformation Support	Medicaid Transformation- finalization of work flow for Future State Organization	Medicaid Transformation- finalization of work flow for Future State Organization	N/A
Medicaid Transformation Support	Program management support for implementation of Organizational Re-Design Roadmap	Program management support for implementation of Organizational Re-Design Roadmap	N/A
Medicaid Transformation Support	Project management, SME and general support of NHHPP	Project management, SME and general support of NHHPP	N/A
NHHPP - HIPP	HIPP - Enrollment Reporting	Automated Enrollment Reporting	976
NHHPP - HIPP	HIPP - Inbound Interface	Requirements & Design	1255
NHHPP - HIPP	HIPP - Inbound Interface	Construction/Unit Test	1255
NHHPP - HIPP	HIPP - Inbound Interface	System Test	627
NHHPP - HIPP	HIPP - Initial Enrollment Reporting	Ad hoc Reporting at Go Live	418
NHHPP - HIPP	HIPP - Outbound Interface	Requirements & Design	1255
NHHPP - HIPP	HIPP - Outbound Interface	Construction/Unit Test	1255
NHHPP - HIPP	HIPP - Outbound Interface	Implementation	627
NHHPP - HIPP	HIPP Interface Conversion for HIPP Vendor	Implementation	1046
NHHPP - HIPP	Initial NHHPP Enrollment & Collect ESI Data for HIPP	Implementation	1046
NHHPP - Initial Enrollment	Medically Frail Form & New Category	Requirements & Design	976
NHHPP - Initial Enrollment	Medically Frail Form & New Category	Construction/Unit Test	976
NHHPP - Initial Enrollment	Medically Frail Form & New Category	Implementation	488
NHHPP - PMO	New HEIGHTS PMO	PMO Q2 2014	1319
NHHPP - PMO	New HEIGHTS PMO	PMO Q3 2014	1319
NHHPP - PMO	New HEIGHTS PMO	PMO Q4 2014	1319

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Category	Milestone	Deliverable Name	Hours
NHHPP - PMO	New HEIGHTS PMO	PMO Q1 2015	1319
NHHPP - PMO	New HEIGHTS PMO	PMO Q2 2015	1319
NHHPP - PMO	New HEIGHTS PMO	PMO Q3 2015	1319
NHHPP - PMO	New HEIGHTS PMO	PMO Q4 2015	1319
NHHPP - Premium Assistance	ABP to QHP Conversion	Requirements & Design	697
NHHPP - Premium Assistance	ABP to QHP Conversion	Construction/Unit Test	697
NHHPP - Premium Assistance	ABP to QHP Conversion	Implementation	349
NHHPP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Requirements	523
NHHPP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Design	1569
NHHPP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Construction/Unit Test	2091
NHHPP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Implementation	1046
NHHPP - Premium Assistance	Premium Assistance Reporting	Requirements & Design	697
NHHPP - Premium Assistance	Premium Assistance Reporting	Construction/Unit Test	697
NHHPP - Premium Assistance	Premium Assistance Reporting	Implementation	349
NHHPP - Premium Assistance	Premium Return File	Requirements & Design	697
NHHPP - Premium Assistance	Premium Return File	Construction/Unit Test	697
NHHPP - Premium Assistance	Premium Return File	Implementation	349
NHHPP - Premium Assistance	QHP/MCO Interface	Requirements	349
NHHPP - Premium Assistance	QHP/MCO Interface	Design	1046
NHHPP - Premium Assistance	QHP/MCO Interface	Construction/Unit Test	1394
NHHPP - Premium Assistance	QHP/MCO Interface	Implementation	697
NHHPP - Premium Assistance	QHP/MCO Selection	Requirements	523
NHHPP - Premium Assistance	QHP/MCO Selection	Design	1569
NHHPP - Premium Assistance	QHP/MCO Selection	Construction/Unit Test	2091
NHHPP - Premium Assistance	QHP/MCO Selection	Implementation	1046
NHHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 1	498
NHHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 2	498
NHHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 3	498
NHHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 4	498

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Category	Milestone	Deliverable Name	Hours
NHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 5	498
NHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 6	498
NHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 7	498
Technology Modernization	COBOL Wrap Framework	Requirements	365
Technology Modernization	COBOL Wrap Framework	Design	1096
Technology Modernization	COBOL Wrap Framework	Construction/Unit Test	1462
Technology Modernization	COBOL Wrap Framework	Implementation	731
Technology Modernization	JSF 1.2 to 2.0 Upgrade	Construction/Unit Test	1317
Technology Modernization	JSF 1.2 to 2.0 Upgrade	Production	329
AFD/Medicaid Modernization	508 Compliance Assessment	Requirements	345
AFD/Medicaid Modernization	508 Compliance Assessment	As Is Assessment	345
AFD/Medicaid Modernization	508 Compliance Assessment	To Be Gap Analysis	345
AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Requirements	198
AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Design	495
AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Construction & Unit Test	989
AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	System Test	198
AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Implementation	99
AFD/Medicaid Modernization	Client Notices - Framework Configuration	Architecture Requirements Definition & COTS Selection Criteria	958
AFD/Medicaid Modernization	Client Notices - Framework Configuration	COTS Selection	958
AFD/Medicaid Modernization	Client Notices - Framework Configuration	Proof of Concept	958
AFD/Medicaid Modernization	EDM - Fax Server Integration to Content Management	Design	403
AFD/Medicaid Modernization	EDM - Fax Server Integration to Content Management	Requirements	161
AFD/Medicaid Modernization	EDM - Fax Server Integration to Content Management	Construction & Unit Test	805
AFD/Medicaid Modernization	EDM - Image Optimization	Requirements	99

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Category	Milestone	Deliverable Name	Hours
AFD/Medicaid Modernization	EDM - Image Optimization	Design	247
AFD/Medicaid Modernization	EDM - Image Optimization	Construction & Unit Test	495
AFD/Medicaid Modernization	EDM - Image Optimization	System Test	99
AFD/Medicaid Modernization	EDM - Image Optimization	Implementation	49
AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Construction & Unit Test	495
AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Design	247
AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Requirements	99
AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	System Test	99
AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Implementation	49
AFD/Medicaid Modernization	EDM - Web Services Document Upload	Implementation	81
AFD/Medicaid Modernization	EDM - Web Services Document Upload	System Test	161
AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Exchange Interface Requirements	1035
AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Federal Data Hub interface Requirements	1035
AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Exchange Interface Design	1035
AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Federal Data Hub interface Design	1035
AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Requirements	375
AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Design	937
AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Construction & Unit Test	1875
AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	System Test	375
AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Implementation	187
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Requirement	242
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Design	518
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Requirement	207
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Construction & Unit Test	1208
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Design	431
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Requirement	173
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Design	173
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Requirement	69

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Category	Milestone	Deliverable Name	Hours
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Construction & Unit Test	863
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Construction & Unit Test	1035
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Construction & Unit Test	345
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - System Test	207
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - System Test	173
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - System Test	69
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - System Test	242
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Implementation	104
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Implementation	86
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Implementation	35
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Implementation	121
AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Design	604
AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Design	791
AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Requirements	316
AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Construction & Unit Test	1581
AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	System Test	316
AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Implementation	158
AFD/Medicaid Modernization	MITA Assessment	Requirements Definition	259
AFD/Medicaid Modernization	MITA Assessment	As Is MITA Inventory	259
AFD/Medicaid Modernization	MITA Assessment	To Be Gap Analysis	259
AFD/Medicaid Modernization	MITA Assessment	Findings Summary	259
AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Requirements	116
AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Design	290
AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Construction & Unit Test	581

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Category	Milestone	Deliverable Name	Hours
AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	System Test	116
AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Implementation	58
AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Requirements	116
AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Design	290
AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Construction & Unit Test	581
AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	System Test	116
AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Implementation	58
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Design	150
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Requirements	60
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Construction & Unit Test	299
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	System Test	60
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Implementation	30
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Requirements	116
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Design	290
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Construction & Unit Test	581
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	System Test	116
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Implementation	58
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Requirements	99
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Design	247

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Category	Milestone	Deliverable Name	Hours
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Construction & Unit Test	495
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	System Test	99
AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Implementation	49
AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Requirements	99
AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Design	247
AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Construction & Unit Test	495
AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	System Test	99
AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Implementation	49
AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Design	538
AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Requirements	215
AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Construction & Unit Test	1075
AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	System Test	215
AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Implementation	108
AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Design	259
AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Requirements	104
AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Construction & Unit Test	518
AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	System Test	104
AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Implementation	52
AFD/Medicaid Modernization	Reports Framework	Reports Architecture Requirements Definition & COTS Selection Criteria	958
AFD/Medicaid Modernization	Reports Framework	Reports COTS Selection	958
AFD/Medicaid Modernization	Reports Framework	Reports Proof of Concept	958
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - Design	1173
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - Requirements Definition	1173
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - XML Schema Definition	1173
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - Business Object Model	1173

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Category	Milestone	Deliverable Name	Hours
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - Requirements Definition	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - Business Object Model	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - XML Schema Definition	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - Design	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - Requirements Definition	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - Design	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - XML Schema Definition	1139
AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - Business Object Model	1139
AFD/Medicaid Modernization	Security SSP and POA&M	Master & Associate Interconnection Security Agreement (ISA) Support and Submission	N/A
AFD/Medicaid Modernization	Security SSP and POA&M	POA&M Draft for IV&V Review	N/A
AFD/Medicaid Modernization	Security SSP and POA&M	Security Assessment Report (SAR) Support	N/A
AFD/Medicaid Modernization	Security SSP and POA&M	SSP & POA&M Updates - November	N/A
AFD/Medicaid Modernization	Security SSP and POA&M	SSP Baseline Support & Submission to CMS	N/A
AFD/Medicaid Modernization	Security/Standards Review	Requirements	345
AFD/Medicaid Modernization	Security/Standards Review	As Is Assessment	345
AFD/Medicaid Modernization	Security/Standards Review	To Be Gap Analysis	345
AFD/Medicaid Modernization	Spnddown Enhancements	Requirements	198
AFD/Medicaid Modernization	Spnddown Enhancements	Design	495
AFD/Medicaid Modernization	Spnddown Enhancements	Construction & Unit Test	989
AFD/Medicaid Modernization	Spnddown Enhancements	System Test	198
AFD/Medicaid Modernization	Spnddown Enhancements	Implementation	99
AFD/Medicaid Modernization	Virtual DOWorkflow - Milestone 1	Requirements	279
AFD/Medicaid Modernization	Virtual DOWorkflow - Milestone 1	Design	697

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Category	Milestone	Deliverable Name	Hours
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	Construction & Unit Test	1394
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	System Test	279
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	Implementation	139
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	Requirements	279
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	Design	697
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	Construction & Unit Test	1394
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	System Test	279
AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	Implementation	139
AFD/Medicaid Modernization	Vital Records	Requirements	214
AFD/Medicaid Modernization	Vital Records	Design	535
AFD/Medicaid Modernization	Vital Records	Construction & Unit Test	1070
AFD/Medicaid Modernization	Vital Records	System Test	214
AFD/Medicaid Modernization	Vital Records	Implementation	107
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Construction & Unit Test	647
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Design	235
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Integration Test	177
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - System Test	94
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Construction & Unit Test	971
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Design	353
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Implementation	24
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Integration Test	265
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - System Test	141
Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Implementation	35
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Construction & Unit Test	3235
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Design	1176
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Integration Test	882
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - System Test	470
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Construction & Unit Test	809
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Design	294
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Implementation	118
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Integration Test	221
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - System Test	118
Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Implementation	29

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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Design	244
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Construction & Unit Test	671
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Integration Test	183
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Design	244
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Construction & Unit Test	671
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Implementation	24
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - System Test	98
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Integration Test	183
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Implementation	24
Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - System Test	98
Business & Persistence (Batch)	Application Entry - non-Medicaid	Design	196
Business & Persistence (Batch)	Application Entry - non-Medicaid	Construction & Unit Test	539
Business & Persistence (Batch)	Application Entry - non-Medicaid	Integration Test	147
Business & Persistence (Batch)	Application Entry - non-Medicaid	Implementation	19
Business & Persistence (Batch)	Application Entry - non-Medicaid	System Test	78
Business & Persistence (Batch)	Batch Framework	Batch Framework - Architecture Definition	1401
Business & Persistence (Batch)	Batch Framework	Batch Framework - As IS Analysis	1401
Business & Persistence (Batch)	Batch Framework	Batch Framework - Proof of Concept	1401
Business & Persistence (Batch)	Batch Framework	Batch Framework - Core Functions	1401
Business & Persistence (Batch)	Benefits Issuance	Release 1 - Design	692
Business & Persistence (Batch)	Benefits Issuance	Release 1 - Construction & Unit Test	1904
Business & Persistence (Batch)	Benefits Issuance	Release 1 - Integration Test	519
Business & Persistence (Batch)	Benefits Issuance	Release 1 - System Test	277
Business & Persistence (Batch)	Benefits Issuance	Release 1 - Implementation	69
Business & Persistence (Batch)	Benefits Issuance	Release 2 - Design	692
Business & Persistence (Batch)	Benefits Issuance	Release 2 - Construction & Unit Test	1904

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**New Hampshire Department of Health and Human Services**  
 New HEIGHTS Service Modernization and Incremental Renewal

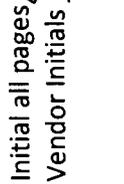
Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Benefits Issuance	Release 2 - Integration Test	519
Business & Persistence (Batch)	Benefits Issuance	Release 2 - System Test	277
Business & Persistence (Batch)	Benefits Issuance	Release 2 - Implementation	69
Business & Persistence (Batch)	Caseload Management	Release 1 - Design	481
Business & Persistence (Batch)	Caseload Management	Release 1 - Construction & Unit Test	1322
Business & Persistence (Batch)	Caseload Management	Release 1 - Integration Test	361
Business & Persistence (Batch)	Caseload Management	Release 1 - System Test	192
Business & Persistence (Batch)	Caseload Management	Release 2 - Design	481
Business & Persistence (Batch)	Caseload Management	Release 1 - Implementation	48
Business & Persistence (Batch)	Caseload Management	Release 2 - Construction & Unit Test	1322
Business & Persistence (Batch)	Caseload Management	Release 2 - Integration Test	361
Business & Persistence (Batch)	Caseload Management	Release 2 - System Test	192
Business & Persistence (Batch)	Caseload Management	Release 2 - Implementation	48
Business & Persistence (Batch)	Caseload Management - non-Medicaid	Design	433
Business & Persistence (Batch)	Caseload Management - non-Medicaid	Construction & Unit Test	1190
Business & Persistence (Batch)	Caseload Management - non-Medicaid	Integration Test	324
Business & Persistence (Batch)	Caseload Management - non-Medicaid	System Test	173
Business & Persistence (Batch)	Caseload Management - non-Medicaid	Implementation	43
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 1	Construction & Unit Test	1526
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 1	Integration Test	833
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 1	System Test	278
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 1	Implementation	139
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 2	Construction & Unit Test	1526
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 2	Integration Test	833
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 2	System Test	278
Business & Persistence (Batch)	Client Notices - Milestone 1-Release 2	Implementation	139
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	Construction & Unit Test	1526
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	Integration Test	833
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	System Test	278
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	Implementation	139
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	Construction & Unit Test	1526
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	Integration Test	833
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	System Test	278

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**New Hampshire Department of Health and Human Services**  
**New HEIGHTS Service Modernization and Incremental Renewal**

Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	Implementation	139
Business & Persistence (Batch)	Client Registration	Construction & Unit Test	1115
Business & Persistence (Batch)	Client Registration	Integration Test	608
Business & Persistence (Batch)	Client Registration	System Test	203
Business & Persistence (Batch)	Client Registration	Implementation	101
Business & Persistence (Batch)	Client Scheduling	Construction & Unit Test	453
Business & Persistence (Batch)	Client Scheduling	Integration Test	247
Business & Persistence (Batch)	Client Scheduling	System Test	82
Business & Persistence (Batch)	Client Scheduling	Implementation	41
Business & Persistence (Batch)	Common	Construction & Unit Test	713
Business & Persistence (Batch)	Common	Integration Test	387
Business & Persistence (Batch)	Common	System Test	129
Business & Persistence (Batch)	Common	Implementation	64
Business & Persistence (Batch)	Document Imaging	Construction & Unit Test	843
Business & Persistence (Batch)	Document Imaging	Design	306
Business & Persistence (Batch)	Document Imaging	Integration Test	230
Business & Persistence (Batch)	Document Imaging	System Test	123
Business & Persistence (Batch)	Document Imaging	Implementation	31
Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Design	1784
Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Construction & Unit Test	3568
Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Integration Test	499
Business & Persistence (Batch)	Eligibility Determination - Milestone 1	System Test	928
Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Implementation	357
Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Design	1784
Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Construction & Unit Test	3568
Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Integration Test	499
Business & Persistence (Batch)	Eligibility Determination - Milestone 2	System Test	928
Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Implementation	357
Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Design	1784
Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Construction & Unit Test	3568
Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Integration Test	499
Business & Persistence (Batch)	Eligibility Determination - Milestone 3	System Test	928
Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Implementation	357

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**New Hampshire Department of Health and Human Services**  
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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Design	1430
Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Construction & Unit Test	3932
Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Integration Test	1072
Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - System Test	572
Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Implementation	143
Business & Persistence (Batch)	EMA	Construction & Unit Test	185
Business & Persistence (Batch)	EMA	Integration Test	101
Business & Persistence (Batch)	EMA	System Test	34
Business & Persistence (Batch)	EMA	Implementation	17
Business & Persistence (Batch)	History Maintenance	Construction & Unit Test	992
Business & Persistence (Batch)	History Maintenance	Integration Test	541
Business & Persistence (Batch)	History Maintenance	System Test	180
Business & Persistence (Batch)	History Maintenance	Implementation	90
Business & Persistence (Batch)	Mass Change	Construction & Unit Test	1013
Business & Persistence (Batch)	Mass Change	Integration Test	553
Business & Persistence (Batch)	Mass Change	System Test	184
Business & Persistence (Batch)	Mass Change	Implementation	92
Business & Persistence (Batch)	NH EASY	Construction & Unit Test	591
Business & Persistence (Batch)	NH EASY	Integration Test	322
Business & Persistence (Batch)	NH EASY	System Test	107
Business & Persistence (Batch)	NH EASY	Implementation	54
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	March Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	May 2013 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	July 2013 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	September/October 2013 Status Report (Business/Persistence Project - Batch)	769

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**New Hampshire Department of Health and Human Services**  
**New HEIGHTS Service Modernization and Incremental Renewal**

Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	November/December 2013 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	January/February/March 2014 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	April/May 2014 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	June/July/August 2014 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	September/October 2014 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	November/December/January 2015 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	February/March 2014 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	April/May/June 2015 Status Report (Business/Persistence Project - Batch)	769
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	July/August 2015 Status Report (Business/Persistence Project - Batch)	850
Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	September/November 2015 Status Report (Business/Persistence Project - Batch)	850
Business & Persistence (Batch)	Quality Control	Construction & Unit Test	570
Business & Persistence (Batch)	Quality Control	Integration Test	311
Business & Persistence (Batch)	Quality Control	System Test	104
Business & Persistence (Batch)	Quality Control	Implementation	52
Business & Persistence (Batch)	Quality Control - non-Medicaid	Construction & Unit Test	570
Business & Persistence (Batch)	Quality Control - non-Medicaid	Integration Test	311
Business & Persistence (Batch)	Quality Control - non-Medicaid	System Test	104
Business & Persistence (Batch)	Quality Control - non-Medicaid	Implementation	52
Business & Persistence (Batch)	Reference System	Construction & Unit Test	874
Business & Persistence (Batch)	Reference System	Integration Test	477
Business & Persistence (Batch)	Reference System	Implementation	79
Business & Persistence (Batch)	Reference System	System Test	159

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**New Hampshire Department of Health and Human Services**  
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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Design	269
Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Design	269
Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Design	269
Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Design	269
Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Design	269
Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Design	269
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Design	269
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Construction & Unit Test	741
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Integration Test	202
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - System Test	108
Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Implementation	27
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Design	213
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Construction & Unit Test	587
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Integration Test	160

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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - System Test	85
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Implementation	21
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Design	213
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Construction & Unit Test	587
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Integration Test	160
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - System Test	85
Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Implementation	21
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Design	213
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Construction & Unit Test	587
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Integration Test	160
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - System Test	85
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Implementation	21
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Design	213
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Construction & Unit Test	587
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Integration Test	160
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - System Test	85
Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Implementation	21
Business & Persistence (Batch)	Security Maintenance	Construction & Unit Test	135
Business & Persistence (Batch)	Security Maintenance	Integration Test	74
Business & Persistence (Batch)	Security Maintenance	System Test	25
Business & Persistence (Batch)	Security Maintenance	Implementation	12
Business & Persistence (Batch)	Security Maintenance	Design	637
Business & Persistence (Batch)	Standard Filing - Milestone 1	Construction & Unit Test	1274
Business & Persistence (Batch)	Standard Filing - Milestone 1	Integration Test	178
Business & Persistence (Batch)	Standard Filing - Milestone 1	System Test	331
Business & Persistence (Batch)	Standard Filing - Milestone 1	Implementation	127
Business & Persistence (Batch)	Standard Filing - Milestone 2	Design	637
Business & Persistence (Batch)	Standard Filing - Milestone 2	Construction & Unit Test	1274
Business & Persistence (Batch)	Standard Filing - Milestone 2	Integration Test	178
Business & Persistence (Batch)	Standard Filing - Milestone 2	System Test	331
Business & Persistence (Batch)	Standard Filing - Milestone 2	Implementation	127
Business & Persistence (Batch)	Standard Filing - Milestone 3	Design	637
Business & Persistence (Batch)	Standard Filing - Milestone 3	Construction & Unit Test	1274

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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Batch)	Standard Filing - Milestone 3	Integration Test	178
Business & Persistence (Batch)	Standard Filing - Milestone 3	System Test	331
Business & Persistence (Batch)	Standard Filing - Milestone 3	Implementation	127
Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Design	522
Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Construction & Unit Test	836
Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Integration Test	522
Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - System Test	522
Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Implementation	209
Business & Persistence (Batch)	Work Programs	Release 1 - Design	522
Business & Persistence (Batch)	Work Programs	Release 1 - Construction & Unit Test	1436
Business & Persistence (Batch)	Work Programs	Release 1 - Integration Test	392
Business & Persistence (Batch)	Work Programs	Release 1 - System Test	209
Business & Persistence (Batch)	Work Programs	Release 1 - Implementation	52
Business & Persistence (Batch)	Work Programs	Release 2 - Design	522
Business & Persistence (Batch)	Work Programs	Release 2 - Construction & Unit Test	1436
Business & Persistence (Batch)	Work Programs	Release 2 - Integration Test	392
Business & Persistence (Batch)	Work Programs	Release 2 - System Test	209
Business & Persistence (Batch)	Work Programs	Release 2 - Implementation	52
Business & Persistence (Real-Time)	Application Entry - Group 1	Integration Test	186
Business & Persistence (Real-Time)	Application Entry - Group 1	Construction & Unit Test	342
Business & Persistence (Real-Time)	Application Entry - Group 1	System Test	62
Business & Persistence (Real-Time)	Application Entry - Group 1	Implementation	31
Business & Persistence (Real-Time)	Application Entry - Group 2	Construction & Unit Test	342
Business & Persistence (Real-Time)	Application Entry - Group 2	Integration Test	186
Business & Persistence (Real-Time)	Application Entry - Group 2	System Test	62
Business & Persistence (Real-Time)	Application Entry - Group 2	Implementation	31
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	System Test	170

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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	Implementation	85
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	Construction & Unit Test	938
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	Integration Test	511
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	System Test	170
Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	Implementation	85
Business & Persistence (Real-Time)	Benefits Issuance	Construction & Unit Test	471
Business & Persistence (Real-Time)	Benefits Issuance	Integration Test	257
Business & Persistence (Real-Time)	Benefits Issuance	System Test	86
Business & Persistence (Real-Time)	Benefits Issuance	Implementation	43
Business & Persistence (Real-Time)	Benefits Recovery	Construction & Unit Test	1099
Business & Persistence (Real-Time)	Benefits Recovery	Design	400
Business & Persistence (Real-Time)	Benefits Recovery	Integration Test	300
Business & Persistence (Real-Time)	Benefits Recovery	System Test	160

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Category	Milestone	Deliverable Name	Hours
Business & Persistence (Real-Time)	Benefits Recovery	Implementation	40
Business & Persistence (Real-Time)	Caseload Management	Construction & Unit Test	890
Business & Persistence (Real-Time)	Caseload Management	Integration Test	485
Business & Persistence (Real-Time)	Caseload Management	System Test	162
Business & Persistence (Real-Time)	Caseload Management	Implementation	81
Business & Persistence (Real-Time)	Client Notices	Construction & Unit Test	388
Business & Persistence (Real-Time)	Client Notices	Integration Test	212
Business & Persistence (Real-Time)	Client Notices	System Test	71
Business & Persistence (Real-Time)	Client Notices	Implementation	35
Business & Persistence (Real-Time)	Client Scheduling	Construction & Unit Test	732
Business & Persistence (Real-Time)	Client Scheduling	Integration Test	399
Business & Persistence (Real-Time)	Client Scheduling	System Test	133
Business & Persistence (Real-Time)	Client Scheduling	Implementation	67
Business & Persistence (Real-Time)	Common	Implementation	52
Business & Persistence (Real-Time)	Data Exchange	Construction & Unit Test	451
Business & Persistence (Real-Time)	Data Exchange	Integration Test	246
Business & Persistence (Real-Time)	Data Exchange	System Test	82
Business & Persistence (Real-Time)	Data Exchange	Implementation	41
Business & Persistence (Real-Time)	Document Imaging	Construction & Unit Test	352
Business & Persistence (Real-Time)	Document Imaging	Integration Test	192
Business & Persistence (Real-Time)	Document Imaging	System Test	64
Business & Persistence (Real-Time)	Document Imaging	Implementation	32
Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	Construction & Unit Test	629
Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	Integration Test	343
Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	System Test	114
Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	Implementation	57
Business & Persistence (Real-Time)	History Maintenance	Implementation	93
Business & Persistence (Real-Time)	Mass Change	Implementation	73
Business & Persistence (Real-Time)	MMIS	Implementation	134
Business & Persistence (Real-Time)	NH EASY	Construction & Unit Test	535
Business & Persistence (Real-Time)	NH EASY	Integration Test	292
Business & Persistence (Real-Time)	NH EASY	System Test	97
Business & Persistence (Real-Time)	NH EASY	Implementation	49

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**New HEIGHTS Service Modernization and Incremental Renewal**

Category	Milestone	Deliverable Name	Hours
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	Project Start-Up & CMS Initial Gateway Support	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	March Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	May 2013 Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	August 2013 Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	September/October/November 2013 Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	December/January/February 2013 Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	March/April/May 2014 Status Report (Business/Persistence Project - Real-Time)	650
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	June/July/August 2014 Status Report (Business/Persistence Project - Real-Time)	189
Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	September/October/November 2014 Status Report (Business/Persistence Project - Real-Time)	189
Business & Persistence (Real-Time)	Quality Control	Implementation	365
Business & Persistence (Real-Time)	Reference System	Implementation	207
Business & Persistence (Real-Time)	RPC - Common Functions	Common Components Release 1 - Construction & Unit Test	1124
Business & Persistence (Real-Time)	RPC - Common Functions	Common Components Release 2 - Construction & Unit Test	1124
Business & Persistence (Real-Time)	RPC - Common Functions	Common Components Release 3 - Construction & Unit Test	1124

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**New Hampshire Department of Health and Human Services**  
**New HEIGHTS Service Modernization and Incremental Renewal**

Category	Milestone	Deliverable Name	Hours
Business & Persistence (Real-Time)	RPC - Conversion Execution	MyBatis Mapping Generation	1204
Business & Persistence (Real-Time)	RPC - Conversion Execution	SQL Extraction for MyBatis	1204
Business & Persistence (Real-Time)	Security Maintenance	Construction & Unit Test	305
Business & Persistence (Real-Time)	Security Maintenance	Integration Test	166
Business & Persistence (Real-Time)	Security Maintenance	System Test	55
Business & Persistence (Real-Time)	Security Maintenance	Implementation	28
Business & Persistence (Real-Time)	Work Programs	Construction & Unit Test	1977
Business & Persistence (Real-Time)	Work Programs	Integration Test	1078
Business & Persistence (Real-Time)	Work Programs	System Test	359
Business & Persistence (Real-Time)	Work Programs	Implementation	180
Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 1	721
Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 2	721
Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 3	721
Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 4	721
Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 1	721
Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 2	721
Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 3	721
Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 4	721
Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 1	721
Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 2	721
Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 3	721
Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 4	721
Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 1	721
Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 2	721
Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 3	721
Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 4	721
<b>Total</b>			<b>453,768</b>

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## 7 Project Management Plan

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

- Project management and oversight
- Technical planning support
- Requirements Definition and Reverse Engineering
- Application Development
- Testing
- Conversion
- Implementation
- Post Implementation Support

Over the term of the contract, the Project Management deliverables will include:

- Creation and maintenance of the Risk Management Plan
- Creation and maintenance of Performance Management Plan, including:
  - 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
  - Actual Vs. Planned task progress per the project plan baseline
  - FTE Resources usage Vs. resource forecast by contract with FTE count projections and actual usage
  - Problem report (PPR) (defect/change) tracking at the milestone level for systems/regressions
  - Weekly status review to keep the management team abreast of the project

### ***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, and State regulatory agencies

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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

**Deliverables from Task**

- Project Plan
- Risk management inventory
- FTE planned and actual usage reporting
- Producing and processing bills/invoices – as agreed upon
- 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
Develop processes and procedures for development of the Project Plan	State, Contractor
Create the Project Plan content	Contractor
Execute and control the project	State, Contractor
Provide tools to facilitate the planning, execution, and control of the project	State
Participate in project status meetings	State, Contractor
Manage subcontractors	Contractor
Submit invoices	Contractor
Review, approve and pay invoices	State
Provide Project Manager with a primary point of accountability for all Contractor activities	Contractor
Participate as critical members of the project management team	State, Contractor

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Provide status reports for all Contractor activities, tasks, and deliverables	Contractor
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**Project Management Roles and Responsibilities**

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

**Task 2 – Project Archives Repository**

**Requirements of Task**

The contractor shall create and maintain a repository of project-related artifacts that includes at a minimum: Deliverables and Work Products, project standards, project organizational charts, and other business, functional, and design materials collected and created as part of the project that are relevant.

**Deliverables from Task**

- Project Management Repository – due two weeks after contract start, with continuous updates with complete version control for the duration of the project.

**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Provide New HEIGHTS Project Management Repository	Contractor

**Project Archives Roles and Responsibilities**

The contractor staff will create and maintain a repository of project-related artifacts.

**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

The Technical Architecture Plan will include:

- Required servers and specifications for purchase of hardware developed in cooperation with DoIT and DHHS.
- Required new software specifications for application functions, 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 Specifications – Due prior to State procurement of infrastructure components with sufficient lead time for acquisition.

**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Produce Technical Architecture Procurement Specifications	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 and TSG to provide application support for installing, configuring and maintaining the technical environments for the New HEIGHTS project.

**Deliverables from Task**

- Capacity Plan – Initial draft; updated as required thereafter.
- Configuration Management (CM) Plan – initial draft; updated as required thereafter.
- Technical Environments – due for each identified environment per timeframe outlined in Contractor’s approved Project Plan.

**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Setup/install/configure hardware and software for identified environments	State, TSG
Assist in setup/installation/configuration of technical environments	Contractor
Maintain and support NEW HEIGHTS technical environments	State, TSG
Develop Capacity Plans	State, TSG

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Provide input for Capacity Planning	Contractor
Provide configuration items to enable builds and promotions	Contractor
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.

**Activity 3 – Requirements Definition / Analysis**

**Task 1 – Perform Analysis / Requirements Definition**

**Requirements of Task**

Functional requirements will be driven by reverse engineering the existing application. This approach will minimize the state resources required to define requirements and will propagate the strengths of existing solution. The State will be responsible for providing subject matter experts and other analysts to further define and clarify requirements for new functionality included in the scope work.

**Deliverables from Task**

- Requirements Document for enhanced functionality
- Business Process Change Document – identifies new or changed business processes based on the agreed upon (high-level) requirements; timeframe to be determined based on Contractor’s methodology and approach to development.

**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Complete reverse engineering activities for functions being upgraded based on current requirements.	Contractor
Provide business subject matter experts on current State business policy and procedure as required in support of new functionality requirements definition	State

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Approve requirements for new functionality	State
Provide change control documentation for new functions	Contractor

**Requirements Definition Roles and Responsibilities**

The state and contractor staff will perform analysis/requirements definition.

**Activity 4 – Application Development**

Task 1 – Design System

**Requirements of Task**

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 functionality being reverse engineered, the design specifications will use the existing solution artifacts and assets. Design documentation will leverage existing system documentation for processes that are not scheduled for enhancement/modification. For new functionality, each standard unit of development effort - whether an iteration cycle, a milestone, a functional module, or a release - 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 to be deployed in the rules engine
- Configuration changes in the application or framework to enable the necessary functionality
- Business process diagrams for modified business processes
- Descriptions of common user interface objects such as menus and other navigational items.

**Deliverables from Task**

- Change Control Documents (CCD) including requirements & business design
- Database ACD requests
- Technical Designs – timeframe to be determined based on Contractor’s methodology and approach to development.
- Physical Data Model – timeframe to be determined based on Contractor’s methodology and approach to development. For new or modified data model changes, the existing data model will be carried forward as part of this project.

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**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Develop Business Design (CCD)	Contractor
Develop Unit Test Plans	Contractor
Develop System Test Plan	State
Create and maintain the logical and physical data model	New HEIGHTS Maintenance Contractor
Review and approve business designs	State

**System Design Roles and Responsibilities**

The state and contractor staff will design the system and develop necessary artifacts.

**Task 2 – Build and Unit Test System**

**Requirements of Task**

The Contractor will have sole responsibility for developing source code, configuration data with respect to frameworks, rules for the rules engine, 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. The Contractor will check the components into the repository and mark project artifacts as final when they are ready for promotion based on State approval.

In addition to unit testing, the Development Team shall perform integration testing in the development environment in order to ensure that defects are not introduced when the unit is combined with the other software.

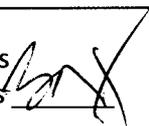
The Contractor will mark components as ready for State system test once unit and integration testing are complete. For integration testing, the Contractor will be responsible for identifying and developing utilities to complete systematic tests and comparisons of “before and after” test scripts to enhance overall quality when applicable.

**Deliverables from Task**

- Software artifacts – timeframe to be determined based on Contractor’s methodology and approach to development.

**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Construct all software artifacts	Contractor

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Unit test software artifacts	Contractor
Integration test software artifacts	Contractor
Initiate/submit database change requests	Contractor
Approve database change requests	State
Apply database change requests	New HEIGHTS Maintenance Contractor

**Construction Roles and Responsibilities**

The contractor staff will build and test the system.

**Activity 5 – Conversion**

Based on the selected strategy, data conversion is not applicable. Where conversions are required for enhancements or other targeted transformation, conversion plans specific to those activities will be jointly agreed upon by the State and contractor.

**Activity 6 – Testing**

**Task 1 – Develop Test Plans**

**Requirements of Task**

The Contractor is required to develop a unit test plan and a strategy for automated testing for replacement of the business and persistence layers for real-time transactions as well as for batch.

**Deliverables from Task**

- Test Plan – due prior to system test migration per function.
- Automated Testing Strategy – due prior to system migration of the COBOL RPC programs.

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**Roles and Responsibilities Related to Task**

Function/Task	Responsibility
Unit and integration test plan	Contractor
System and regression test plan	State
Automated Test Plan & Assets	Contractor
Approval of Automated Test Plan	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**

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.

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**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
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.

**Deliverables**

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

- 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.
- 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

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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.

### **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) State staff will perform system and regression testing for the infrastructure modernization of New HEIGHTS and for the enhancements associated the CMS standards and conditions for enhanced funding along with regression testing resources for the AFD initiative with vendor staff augmentation based on the FTE's allocated within this scope of work.
- c) The New HEIGHTS maintenance contractor will prioritize resources to complete infrastructure modernization of new functions that were not in production as of April 30, 2012 and/or additional hours of service required beyond the resources of Attachment A to complete the work defined in Attachment B.
- d) 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.
- e) The State will develop and execute training plans, materials and programs in support of work associated with this Agreement.
- f) 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.
- g) HIPP, MCO, MPAP interfaces assume usage of the existing DHHS EDI gateway provided through the MMIS system (currently used for X12N 834 MCO interface translation/EDI) or equivalent EDI and X12N translator services.

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-7	Complete	AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Design	11/28/2012	791	79,063	79,063	79,063
DDI-3	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	Status Report (Business/Persistence Project - Real-Time)	11/28/2012	650	63,964	143,027	143,027
DDI-2	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	Project Start-Up & CMS Initial Gateway Support	11/28/2012	650	63,964	206,991	206,991
DDI-4	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	Status Report (Business/Persistence Project - Batch)	11/28/2012	769	79,951	286,942	286,942
DDI-1	Complete	AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Requirements	11/28/2012	316	31,625	318,567	318,567
DDI-18	Complete	Business & Persistence (Real-Time)	RPC - Common Functions	Common Components Release 2 - Construction & Unit Test	11/29/2012	1124	110,540	429,107	429,107
DDI-9	Complete	Business & Persistence (Real-Time)	RPC - Common Functions	Common Components Release 1 - Construction & Unit Test	11/29/2012	1124	110,540	539,646	539,646
DDI-10	Complete	Business & Persistence (Real-Time)	RPC - Conversion Execution	MyBatis Mapping Generation	11/29/2012	1204	118,417	658,063	658,063
DDI-20	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - XML Schema Definition	11/30/2012	1173	117,300	775,363	775,363
DDI-16	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - Design	11/30/2012	1173	117,300	892,663	892,663
DDI-8	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - Requirements Definition	11/30/2012	1173	117,300	1,009,963	1,009,963
DDI-26	Complete	Business & Persistence (Real-Time)	RPC - Conversion Execution	SQL Extraction for MyBatis	12/3/2012	1204	118,417	1,128,379	1,128,379
DDI-27	Complete	Business & Persistence (Real-Time)	Application Entry - Group 2	Construction & Unit Test	12/3/2012	342	33,606	1,161,986	1,161,986
DDI-23	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	Status Report (Business/Persistence Project - Real-Time)	12/3/2012	650	63,964	1,225,950	1,225,950

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-24	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	Status Report (Business/Persistence Project - Batch)	12/3/2012	769	79,951	1,305,901	1,305,901
DDI-14	Complete	AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Design	12/6/2012	259	25,875	1,331,776	1,331,776
DDI-13	Complete	AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Design	12/6/2012	538	53,763	1,385,538	1,385,538
DDI-17	Complete	Business & Persistence (Real-Time)	Application Entry - Group 1	Integration Test	12/7/2012	186	18,331	1,403,869	1,403,869
DDI-6	Complete	AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Requirements	12/7/2012	104	10,350	1,414,219	1,414,219
DDI-5	Complete	AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Requirements	12/7/2012	215	21,505	1,435,724	1,435,724
DDI-25	Complete	Business & Persistence (Batch)	Batch Framework	Batch Framework - Architecture Definition	12/10/2012	1401	145,750	1,581,474	1,581,474
DDI-11	Complete	Business & Persistence (Batch)	Batch Framework	Batch Framework - As IS Analysis	12/10/2012	1401	145,750	1,727,224	1,727,224
DDI-15	Complete	Business & Persistence (Real-Time)	Application Entry - Group 1	Construction & Unit Test	12/10/2012	342	33,606	1,760,830	1,760,830
DDI-32	Complete	Business & Persistence (Real-Time)	Application Entry - Group 2	Integration Test	12/18/2012	186	18,331	1,779,161	1,779,161
DDI-34	Complete	Business & Persistence (Real-Time)	RPC - Common Functions	Common Components Release 3 - Construction & Unit Test	12/24/2012	1124	110,540	1,889,701	1,889,701
DDI-35	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 1	SFU Common - Business Object Model	12/27/2012	1173	117,300	2,007,001	2,007,001
DDI-33	Complete	AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Construction & Unit Test	1/9/2013	1581	158,125	2,165,126	2,165,126
DDI-41	Complete	AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	System Test	1/11/2013	316	31,625	2,196,751	2,196,751
DDI-49	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Requirement	1/18/2013	242	24,150	2,220,901	2,220,901
DDI-47	Complete	AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Federal Data Hub interface Requirements	1/25/2013	1035	103,500	2,324,401	2,324,401

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-46	Complete	AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Exchange Interface Requirements	1/25/2013	1035	103,500	2,427,901	2,427,901
DDI-30	Complete	AFD/Medicaid Modernization	508 Compliance Assessment	Requirements	1/25/2013	345	34,500	2,462,401	2,462,401
DDI-38	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - Requirements Definition	1/25/2013	1139	113,850	2,576,251	2,576,251
DDI-60	Complete	AFD/Medicaid Modernization	Medicaid Eligibility Updates (Separate Cash Logic)	Implementation	2/1/2013	158	15,813	2,592,063	2,592,063
DDI-28	Complete	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Design	2/1/2013	150	14,950	2,607,013	2,607,013
DDI-21	Complete	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Requirements	2/1/2013	60	5,980	2,612,993	2,612,993
DDI-55	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	Construction & Unit Test	2/8/2013	938	92,211	2,705,204	2,705,204
DDI-31	Complete	AFD/Medicaid Modernization	Security/Standards Review	Requirements	2/12/2013	345	34,500	2,739,704	2,739,704
DDI-77	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - Business Object Model	2/21/2013	1139	113,850	2,853,554	2,853,554
DDI-72	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - XML Schema Definition	2/21/2013	1139	113,850	2,967,404	2,967,404
DDI-61	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 2	Non-Fin Common - Design	2/22/2013	1139	113,850	3,081,254	3,081,254
DDI-68	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - Requirements Definition	2/25/2013	1139	113,850	3,195,104	3,195,104
DDI-69	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	Integration Test	3/1/2013	511	50,297	3,245,402	3,245,402
DDI-86	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	March Status Report (Business/Persistence Project - Batch)	3/4/2013	769	79,951	3,325,353	3,325,353
DDI-85	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	March Status Report (Business/Persistence Project - Real-Time)	3/4/2013	650	63,964	3,389,317	3,389,317

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-65	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Design	3/15/2013	518	51,750	3,441,067	3,441,067
DDI-48	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Requirement	3/15/2013	207	20,700	3,461,767	3,461,767
DDI-105	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	Integration Test	3/22/2013	511	50,297	3,512,064	3,512,064
DDI-89	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Construction & Unit Test	3/22/2013	1208	120,750	3,632,814	3,632,814
DDI-36	Complete	AFD/Medicaid Modernization	508 Compliance Assessment	As Is Assessment	3/22/2013	345	34,500	3,667,314	3,667,314
DDI-93	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - Design	3/23/2013	1139	113,850	3,781,164	3,781,164
DDI-96	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	Construction & Unit Test	3/28/2013	938	92,211	3,873,375	3,873,375
DDI-43	Complete	AFD/Medicaid Modernization	Online Provider Notices (LTC/H/CBC, etc)	Construction & Unit Test	4/1/2013	518	51,750	3,925,125	3,925,125
DDI-42	Complete	AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Construction & Unit Test	4/1/2013	1075	107,525	4,032,650	4,032,650
DDI-100	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - XML Schema Definition	4/7/2013	1139	113,850	4,146,500	4,146,500
DDI-104	Complete	AFD/Medicaid Modernization	Rules Engine Data Dictionary & Base Configuration Milestone 3	Resources Common - Business Object Model	4/12/2013	1139	113,850	4,260,350	4,260,350
DDI-57	Complete	Business & Persistence (Batch)	Batch Framework	Batch Framework - Proof of Concept	4/12/2013	1401	145,750	4,406,100	4,406,100
DDI-52	Complete	AFD/Medicaid Modernization	508 Compliance Assessment	To Be Gap Analysis	4/12/2013	345	34,500	4,440,600	4,440,600
DDI-127	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Design	4/18/2013	173	17,250	4,457,850	4,457,850
DDI-126	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Design	4/18/2013	431	43,125	4,500,975	4,500,975
DDI-111	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Requirement	4/18/2013	69	6,900	4,507,875	4,507,875
DDI-110	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Requirement	4/18/2013	173	17,250	4,525,125	4,525,125

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-39	Complete	AFD/Medicaid Modernization	Security/Standards Review	As Is Assessment	4/19/2013	345	34,500	4,559,625	4,559,625
DDI-19	Complete	Business & Persistence (Real-Time)	Application Entry - Group 1	System Test	4/19/2013	62	6,110	4,565,735	4,565,735
DDI-120	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	Construction & Unit Test	4/28/2013	938	92,211	4,657,947	4,657,947
DDI-380	Complete	Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 1	4/29/2013	721	75,000	4,732,947	4,732,947
DDI-173	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Construction & Unit Test	4/29/2013	863	86,250	4,819,197	4,819,197
A1-1	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	Design	5/3/2013	650	67,600	4,886,797	4,886,797
DDI-80	Complete	AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Federal Data Hub interface Design	5/3/2013	1035	103,500	4,990,297	4,990,297
DDI-79	Complete	AFD/Medicaid Modernization	HIX Exchange Interface for Medicaid	Exchange Interface Design	5/3/2013	1035	103,500	5,093,797	5,093,797
A1-4	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	Design	5/10/2013	732	76,128	5,169,925	5,169,925
A1-3	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	Design	5/10/2013	650	67,600	5,237,525	5,237,525
A1-2	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	Design	5/10/2013	488	50,752	5,288,277	5,288,277
DDI-22	Complete	Business & Persistence (Real-Time)	Application Entry - Group 1	Implementation	5/13/2013	31	3,055	5,291,332	5,291,332
DDI-75	Complete	AFD/Medicaid Modernization	MITA Assessment	Requirements Definition	5/16/2013	259	25,875	5,317,207	5,317,207
A1-5	Complete	FFE - Interfaces	FDSH Management Services	Develop Data Exchange Patterns and Protocols	5/17/2013	1830	190,320	5,507,527	5,507,527

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-51	Complete	AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	System Test	5/17/2013	104	10,350	5,517,877	5,517,877
DDI-50	Complete	AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	System Test	5/17/2013	215	21,505	5,539,382	5,539,382
DDI-58	Complete	AFD/Medicaid Modernization	Security/Standards Review	To Be Gap Analysis	5/20/2013	345	34,500	5,573,882	5,573,882
A1-8	Complete	Federally Facilitated Exchange	General	Facilities and Infrastructure	5/31/2013	N/A	46,000	5,619,882	5,619,882
DDI-137	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	May 2013 Status Report (Business/Persistence Project - Real-Time)	6/3/2013	650	63,964	5,683,846	5,683,846
DDI-138	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	May 2013 Status Report (Business/Persistence Project - Batch)	6/3/2013	769	79,951	5,763,797	5,763,797
A1-9	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	1st Quarter Support	6/7/2013	814	84,656	5,848,453	5,848,453
DDI-129	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	Integration Test	6/7/2013	511	50,297	5,898,750	5,898,750
DDI-84	Complete	Business & Persistence (Batch)	Batch Framework	Batch Framework - Core Functions	6/7/2013	1401	145,750	6,044,500	6,044,500
A1-6	Complete	FFE - Interfaces	Remote ID Proofing	Construction, Unit & Integration Test	6/17/2013	1018	105,872	6,150,372	6,150,372
DDI-174	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Construction & Unit Test	6/18/2013	345	34,500	6,184,872	6,184,872
DDI-153	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	Construction & Unit Test	6/18/2013	938	92,211	6,277,083	6,277,083
DDI-88	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Construction & Unit Test	6/18/2013	1035	103,500	6,380,583	6,380,583
A1-10	Complete	FFE - Interfaces	SSA Composite	Construction, Unit & Integration Test	6/20/2013	1954	203,216	6,583,799	6,583,799
DDI-71	Complete	AFD/Medicaid Modernization	Online Provider Notices (LTC/HCBC, etc)	Implementation	6/21/2013	52	5,175	6,588,974	6,588,974
DDI-70	Complete	AFD/Medicaid Modernization	NH EASY - Provider & Guardian Accounts	Implementation	6/21/2013	108	10,753	6,599,727	6,599,727

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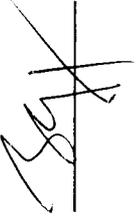
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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-390	Complete	Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 2	6/28/2013	721	75,000	6,674,727	6,674,727
A1-11	Complete	FFE - Interfaces	FDSH Management Services	Test Data Exchange Patterns and Protocols	6/28/2013	488	50,752	6,725,479	6,725,479
A1-20	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	Construction, Unit & Integration Test	7/12/2013	1342	139,568	139,568	6,865,047
A1-19	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	Construction, Unit & Integration Test	7/12/2013	1194	124,176	263,744	6,989,223
A1-18	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	Construction, Unit & Integration Test	7/12/2013	894	92,976	356,720	7,082,199
A1-13	Complete	FFE - Interfaces	Verify Lawful Presence	Construction, Unit & Integration Test	7/12/2013	2604	270,816	627,536	7,353,015
A1-14	Complete	FFE - Interfaces	Verify Annual Household Income	Construction, Unit & Integration Test	7/12/2013	1300	135,200	762,736	7,488,215
DDI-158	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	Integration Test	7/15/2013	511	50,297	813,033	7,538,512
A1-17	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	Construction, Unit & Integration Test	7/19/2013	1194	124,176	937,209	7,662,688
DDI-56	Complete	AFD/Medicaid Modernization	Reports Framework	Reports Architecture Requirements Definition & COTS Selection Criteria	7/29/2013	958	95,833	1,033,042	7,758,521
DDI-40	Complete	Business & Persistence (Real-Time)	Application Entry - Group 2	System Test	7/29/2013	62	6,110	1,039,153	7,764,632
DDI-83	Complete	AFD/Medicaid Modernization	Reports Framework	Reports COTS Selection	8/2/2013	958	95,833	1,134,986	7,860,465
DDI-171	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	July 2013 Status Report (Business/Persistence Project - Batch)	8/5/2013	769	79,951	1,214,937	7,940,416

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-97	Complete	Business & Persistence (Batch)	Common	Construction & Unit Test	8/23/2013	713	74,195	1,289,132	8,014,611
DDI-163	Complete	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	Construction & Unit Test	8/27/2013	938	92,211	1,381,343	8,106,822
DDI-59	Complete	Business & Persistence (Real-Time)	Application Entry - Group 2	Implementation	8/30/2013	31	3,055	1,384,398	8,109,877
A1-21	Complete	FFE - Interfaces	Check Existing Coverage	Construction, Unit & Integration Test	9/1/2013	610	63,440	1,447,838	8,173,317
DDI-170	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	August 2013 Status Report (Business/Persistence Project - Real-Time)	9/2/2013	650	63,964	1,511,803	8,237,282
DDI-165	Complete	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	Integration Test	9/10/2013	511	50,297	1,562,100	8,287,579
DDI-81	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	System Test	9/11/2013	170	16,766	1,578,865	8,304,344
A1-33	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	2nd Quarter Support	9/13/2013	814	84,656	1,663,521	8,389,000
DDI-95	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 1	Implementation	9/13/2013	85	8,383	1,671,904	8,397,383
DDI-180	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - System Test	9/16/2013	69	6,900	1,678,804	8,404,283
DDI-179	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - System Test	9/16/2013	173	17,250	1,696,054	8,421,533
A1-30	Complete	FFE - Interfaces	Check Existing Coverage	System Test	9/16/2013	162	16,848	1,712,902	8,438,381
A1-29	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	System Test	9/16/2013	318	33,072	1,745,974	8,471,453

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A1-28	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	System Test	9/16/2013	282	29,328	1,775,302	8,500,781
A1-27	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	System Test	9/16/2013	212	22,048	1,797,350	8,522,829
A1-26	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	System Test	9/16/2013	282	29,328	1,826,678	8,552,157
A1-24	Complete	FFE - Interfaces	Verify Lawful Presence	System Test	9/16/2013	694	72,176	1,898,854	8,624,333
A1-25	Complete	FFE - Interfaces	Verify Annual Household Income	System Test	9/16/2013	346	35,984	1,934,838	8,660,317
A1-23	Complete	FFE - Interfaces	SSA Composite	System Test	9/16/2013	520	54,080	1,988,918	8,714,397
A1-12	Complete	FFE - Interfaces	Remote ID Proofing	System Test	9/16/2013	270	28,080	2,016,998	8,742,477
DDI-141	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - System Test	9/16/2013	242	24,150	2,041,148	8,766,627
DDI-140	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - System Test	9/16/2013	207	20,700	2,061,848	8,787,327
DDI-553	Complete	AFD/Medicaid Modernization	Security SSP and POA&M	SSP Baseline Support & Submission to CMS	9/25/2013	N/A	336,000	2,397,848	9,123,327
DDI-557	Complete	AFD/Medicaid Modernization	Security SSP and POA&M	SSP & POA&M Updates - November	9/25/2013	N/A	192,000	2,589,848	9,315,327
DDI-556	Complete	AFD/Medicaid Modernization	Security SSP and POA&M	Security Assessment Report (SAR) Support	9/25/2013	N/A	66,100	2,655,948	9,381,427
DDI-554	Complete	AFD/Medicaid Modernization	Security SSP and POA&M	POA&M Draft for IV&V Review	9/25/2013	N/A	240,000	2,895,948	9,621,427
DDI-555	Complete	AFD/Medicaid Modernization	Security SSP and POA&M	Master & Associate Interconnection Security Agreement (ISA) Support and Submission	9/25/2013	N/A	240,000	3,135,948	9,861,427
DDI-191	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	Other - Implementation	9/30/2013	35	3,450	3,139,398	9,864,877
DDI-190	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	EDBC - Implementation	9/30/2013	86	8,625	3,148,023	9,873,502

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A1-45	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Verifications and Related Changes	Implementation	9/30/2013	48	4,992	3,153,015	9,878,494
A1-44	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Medicaid Only Application & Notification	Implementation	9/30/2013	44	4,576	3,157,591	9,883,070
A1-43	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Data Collection Changes	Implementation	9/30/2013	32	3,328	3,160,919	9,886,398
A1-42	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Benefits Management	Implementation	9/30/2013	44	4,576	3,165,495	9,890,974
A1-37	Complete	FFE - Interfaces	Verify Lawful Presence	Implementation	9/30/2013	172	17,888	3,183,383	9,908,862
A1-38	Complete	FFE - Interfaces	Verify Annual Household Income	Implementation	9/30/2013	88	9,152	3,192,535	9,918,014
A1-36	Complete	FFE - Interfaces	SSA Composite	Implementation	9/30/2013	130	13,520	3,206,055	9,931,534
A1-35	Complete	FFE - Interfaces	Remote ID Proofing	Implementation	9/30/2013	68	7,072	3,213,127	9,938,606
A1-34	Complete	FFE - Interfaces	FDSH Management Services	Implement Data Exchange Patterns and Protocols	9/30/2013	122	12,688	3,225,815	9,951,294
A1-41	Complete	FFE - Interfaces	Check Existing Coverage	Implementation	9/30/2013	40	4,160	3,229,975	9,955,454
A1-15	Complete	FFE - Interfaces	Account Transfer (FFE to NH)	Construction, Unit & Integration Test	9/30/2013	4392	456,768	3,686,743	10,412,222
DDI-155	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Implementation	9/30/2013	121	12,075	3,698,818	10,424,297
DDI-154	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	AE - Implementation	9/30/2013	104	10,350	3,709,168	<b>10,434,647</b>
DDI-182	Complete	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	Construction & Unit Test	10/1/2013	938	92,211	3,801,380	92,211
A1-7	Complete	Medicaid Business Process Reengineering	Phase 1	Completion	10/1/2013	N/A	50,000	3,851,380	142,211
DDI-195	Complete	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	Construction & Unit Test	10/1/2013	938	92,211	3,943,591	234,423

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A1-16	Complete	FFE - Interfaces	Account Transfer (NH to FFE)	Construction, Unit & Integration Test	10/14/2013	4392	456,768	4,400,359	691,191
DDI-184	Complete	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	Integration Test	10/15/2013	511	50,297	4,450,656	741,488
DDI-206	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	September/October 2013 Status Report (Business/Persistence Project - Batch)	11/4/2013	769	79,951	4,530,607	821,439
DDI-209	Complete	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	Construction & Unit Test	11/7/2013	938	92,211	4,622,818	913,650
DDI-393	Complete	Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 3	11/8/2013	721	75,000	4,697,818	988,650
A1-40	Complete	FFE - Interfaces	Account Transfer (NH to FFE)	Implementation	11/12/2013	292	30,368	4,728,186	1,019,018
A1-22	Complete	Medicaid Business Process Reengineering	Phase 2	Interim Report	11/26/2013	N/A	150,000	4,878,186	1,169,018
DDI-205	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	September/October/November 2013 Status Report (Business/Persistence Project - Real-Time)	12/2/2013	650	63,964	4,942,150	1,232,982
DDI-197	Complete	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	Integration Test	12/3/2013	511	50,297	4,992,447	1,283,279
DDI-246	Complete	Business & Persistence (Real-Time)	Client Scheduling	Construction & Unit Test	12/10/2013	732	72,030	5,064,477	1,355,309
DDI-212	Complete	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	Integration Test	12/10/2013	511	50,297	5,114,774	1,405,606
A1-49	Complete	Federally Facilitated Exchange	Post Implementation Support	Milestone 1	12/10/2013	1448	150,592	5,265,366	1,556,198
A1-39	Complete	FFE - Interfaces	Account Transfer (FFE to NH)	Implementation	12/10/2013	292	30,368	5,295,734	1,586,566

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-115	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	System Test	12/10/2013	170	16,766	5,312,500	1,603,332
DDI-66	Complete	AFD/Medicaid Modernization	MAGI Eligibility Upgrades	SFU - Design	12/12/2013	604	60,375	5,372,875	1,663,707
DDI-255	Complete	Business & Persistence (Real-Time)	Client Scheduling	Integration Test	12/17/2013	399	39,289	5,412,164	1,702,995
A1-32	Complete	FFE - Interfaces	Account Transfer (NH to FFE)	System Test	12/17/2013	1172	121,888	5,534,052	1,824,883
A1-31	Complete	FFE - Interfaces	Account Transfer (FFE to NH)	System Test	12/17/2013	1172	121,888	5,655,940	1,946,771
A1-52	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	Design	12/20/2013	488	50,752	5,706,692	1,997,523
A1-50	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	3rd Quarter Support	12/20/2013	814	84,656	5,791,348	2,082,179
A1-47	Complete	Medicaid Business Process Reengineering	State Innovation Model (SIM)	Final Deliverable	12/20/2013	N/A	100,000	5,891,348	2,182,179
DDI-131	Complete	Business & Persistence (Real-Time)	Application Entry - Group 3-Release 2	Implementation	12/24/2013	85	8,383	5,899,730	2,190,562
DDI-232	Complete	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	November/December 2013 Status Report (Business/Persistence Project - Batch)	1/6/2014	769	79,951	5,979,681	2,270,513
A2-2	Complete	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Java View Screen Audit	1/15/2014	279	27,600	6,007,281	2,298,113
A2-1	Complete	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Case/Client Inquiry Screen Re-design	1/15/2014	418	41,400	6,048,681	2,339,513
DDI-82	Complete	AFD/Medicaid Modernization	EDM - Fax Server Integration to Content Management	Requirements	1/17/2014	161	16,100	6,064,781	2,355,613
DDI-62	Complete	AFD/Medicaid Modernization	EDM - Fax Server Integration to Content Management	Design	1/17/2014	403	40,250	6,105,031	2,395,863

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-424	Complete	Business & Persistence (Real-Time)	Benefits Issuance	Construction & Unit Test	1/21/2014	471	46,278	6,151,310	2,442,141
A1-55	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	Construction, Unit & Integration Test	1/21/2014	894	92,976	6,244,286	2,535,117
DDI-135	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	System Test	1/22/2014	170	16,766	6,261,051	2,551,883
DDI-430	Complete	Business & Persistence (Real-Time)	Benefits Issuance	Integration Test	1/24/2014	257	25,243	6,286,294	2,577,126
A1-56	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	System Test	1/30/2014	212	22,048	6,308,342	2,599,174
A1-54	Complete	Federally Facilitated Exchange	Post Implementation Support	Milestone 2	1/30/2014	1448	150,592	6,458,934	2,749,766
A1-59	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Reporting Enhancements	Implementation	1/31/2014	32	3,328	6,462,262	2,753,094
A2-11	Complete	Quality Assurance	Testing Support	Testing Support - January 14	1/31/2014	1899	168,041	6,630,303	2,921,135
A2-3	Complete	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - January	1/31/2014	N/A	60,000	6,690,303	2,981,135
A2-6	Complete	Security POA&M	PMO Project Management Support	Segregation of duties analysis & design	1/31/2014	N/A	84,000	6,774,303	3,065,135
A2-4	Complete	Security POA&M	PMO Project Management Support	Audit, monitoring & logging extract requirements/design	1/31/2014	N/A	84,000	6,858,303	3,149,135
A2-8	Complete	Medicaid Enhancements	Family Planning Medicaid Category	Requirements & Design	1/31/2014	1109	109,822	6,968,125	3,258,957
DDI-152	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 1	Implementation	2/5/2014	85	8,383	6,976,508	3,267,340

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A2-39	Complete	Medicaid Enhancements	Enhanced Kofax integration with NH EASY/New HEIGHTS	Requirements & Design	2/10/2014	1164	115,200	7,091,708	3,382,540
DDI-313	Complete	Business & Persistence (Batch)	Client Registration	System Test	3/31/2014	203	21,084	7,112,792	3,403,623
DDI-307	Complete	Business & Persistence (Batch)	Client Registration	Integration Test	3/31/2014	608	63,252	7,176,043	3,466,875
DDI-301	Complete	Business & Persistence (Batch)	Client Registration	Construction & Unit Test	3/31/2014	1115	115,961	7,292,005	3,582,836
A2-19	Complete	Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Future organizational functional and positional map	3/31/2014	N/A	60,000	7,352,005	3,642,836
DDI-230	Complete	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	December/January/February 2013 Status Report (Business/Persistence Project - Real-Time)	3/31/2014	650	63,964	7,415,969	3,706,801
A2-15	Complete	Quality Assurance	Testing Support	Testing Support - February 14	3/31/2014	1899	168,036	7,584,005	3,874,837
A2-12	Complete	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - February	3/31/2014	N/A	60,000	7,644,005	3,934,837
A2-13	Complete	Security POA&M	PMO Project Management Support	Session & Identity management requirements and design	3/31/2014	N/A	84,000	7,728,005	4,018,837
A2-16	Complete	Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - February	3/31/2014	N/A	17,000	7,745,005	4,035,837
A2-14	Complete	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 1	3/31/2014	1115	110,400	7,855,405	4,146,237
DDI-219	Complete	AFD/Medicaid Modernization	Client Notices - Framework Configuration	COTS Selection	3/31/2014	958	95,833	7,951,238	4,242,070
DDI-216	Complete	AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Requirements	3/31/2014	116	11,615	7,962,853	4,253,685

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-210	Complete	AFD/Medicaid Modernization	Client Notices - Framework Configuration	Architecture Requirements Definition & COTS Selection Criteria	3/31/2014	958	95,833	8,058,687	4,349,518
DDI-166	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	Implementation	3/31/2014	85	8,383	8,067,069	4,357,901
DDI-162	Complete	Business & Persistence (Real-Time)	Application Entry - Group 4-Release 2	System Test	3/31/2014	170	16,766	8,083,835	4,374,667
DDI-44	Complete	Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	Integration Test	3/31/2014	343	33,754	8,117,589	4,408,421
DDI-37	Complete	Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	Construction & Unit Test	3/31/2014	629	61,883	8,179,473	4,470,304
DDI-409	Complete	Business & Persistence (Batch)	Document Imaging	Construction & Unit Test	4/1/2014	843	87,638	8,267,111	4,557,942
DDI-400	Complete	Business & Persistence (Batch)	Document Imaging	Design	4/1/2014	306	31,868	8,298,979	4,589,811
DDI-399	Complete	Infrastructure	Application Infrastructure - Milestone 1	AI Group 1 - Release 4	4/1/2014	721	75,000	8,373,979	4,664,811
DDI-224	Complete	AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Design	4/1/2014	290	29,038	8,403,016	4,693,848
DDI-334	Complete	Business & Persistence (Real-Time)	Data Exchange	Integration Test	4/1/2014	246	24,198	8,427,214	4,718,046
DDI-326	Complete	Business & Persistence (Real-Time)	Data Exchange	Construction & Unit Test	4/1/2014	451	44,363	8,471,577	4,762,409
DDI-267	Complete	AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Construction & Unit Test	4/1/2014	495	49,450	8,521,027	4,811,859
DDI-252	Complete	AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Design	4/1/2014	247	24,725	8,545,752	4,836,584
A2-25	Complete	Quality Assurance	Testing Support	Testing Support - March 14	4/1/2014	1899	168,036	8,713,788	5,004,620

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A2-22	Complete	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - March	4/1/2014	N/A	60,000	8,773,788	5,064,620
A2-23	Complete	Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - March	4/1/2014	N/A	17,000	8,790,788	5,081,620
A2-20	Complete	Medicaid Enhancements	Family Planning Medicaid Category	Construction	4/1/2014	1248	123,550	8,914,338	5,205,170
A1-58	Complete	FFE - New HEIGHTS & NH EASY Supporting Changes	Configuration & Performance Management	4th Quarter Support	4/1/2014	814	84,656	8,998,994	5,289,826
DDI-247	Complete	AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Requirements	4/1/2014	99	9,890	9,008,884	5,299,716
A1-57	Complete	Federally Facilitated Exchange	Post Implementation Support	Milestone 3	4/1/2014	1448	150,592	9,159,476	5,450,308
A2-5	Complete	Security POA&M	PMO Project Management Support	Centralized monitoring reporting requirements & design	4/1/2014	N/A	84,000	9,243,476	5,534,308
DDI-167	Complete	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	System Test	4/1/2014	170	16,766	9,260,241	5,551,073
DDI-106	Complete	Business & Persistence (Batch)	Common	Integration Test	4/1/2014	387	40,219	9,300,461	5,591,293
DDI-107	Complete	AFD/Medicaid Modernization	EDM - Fax Server Integration to Content Management	Construction & Unit Test	4/1/2014	805	80,500	9,380,961	5,671,793
DDI-45	Complete	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Construction & Unit Test	4/1/2014	299	29,900	9,410,861	5,701,693
DDI-74	Scheduled	Business & Persistence (Batch)	Reference System	Construction & Unit Test	4/4/2014	874	90,856	9,501,717	5,792,549
DDI-415	Scheduled	Business & Persistence (Batch)	Document Imaging	Integration Test	4/4/2014	230	23,901	9,525,618	5,816,450
DDI-321	Scheduled	Business & Persistence (Real-Time)	Security Maintenance	Integration Test	4/4/2014	166	16,360	9,541,978	5,832,810
DDI-314	Scheduled	Business & Persistence (Real-Time)	Security Maintenance	Construction & Unit Test	4/4/2014	305	29,993	9,571,971	5,862,803

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-181	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 1	Implementation	4/4/2014	85	8,383	9,580,354	5,871,186
DDI-278	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	January/February/March 2014 Status Report (Business/Persistence Project - Batch)	4/7/2014	769	79,951	9,660,305	5,951,137
A2-28	Scheduled	Security - Vulnerability Analysis	New HEIGHTS Java Code Vulnerability Analysis	Application vulnerability scan	4/8/2014	N/A	150,000	9,810,305	6,101,137
DDI-425	Scheduled	Business & Persistence (Batch)	Client Scheduling	Construction & Unit Test	4/11/2014	453	47,152	9,857,457	6,148,288
DDI-99	Scheduled	AFD/Medicaid Modernization	Reports Framework	Reports Proof of Concept	4/14/2014	958	95,833	9,953,290	6,244,122
A2-26	Scheduled	Security POA&M	PMO Project Management Support	Policies documentation, including: 1. Access Control 2. Configuration Management 3. Identification and Authentication 4. System and Communication Protection 5. System Information Integrity 6. Data loss prevention	4/15/2014	N/A	132,000	10,085,290	6,376,122
DDI-183	Scheduled	Business & Persistence (Real-Time)	NH EASY	Construction & Unit Test	4/16/2014	535	52,621	10,137,911	6,428,743
DDI-272	Scheduled	AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	System Test	4/18/2014	99	9,890	10,147,801	6,438,633
DDI-266	Scheduled	Business & Persistence (Real-Time)	Client Notices	Integration Test	4/18/2014	212	20,817	10,168,618	6,459,450
DDI-262	Scheduled	Business & Persistence (Real-Time)	Client Notices	Construction & Unit Test	4/18/2014	388	38,164	10,206,782	6,497,614
DDI-185	Scheduled	Business & Persistence (Real-Time)	NH EASY	Integration Test	4/18/2014	292	28,702	10,235,485	6,526,317

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-116	Scheduled	Business & Persistence (Batch)	Common	System Test	4/18/2014	129	13,406	10,248,891	6,539,723
DDI-92	Scheduled	Business & Persistence (Batch)	Reference System	Integration Test	4/18/2014	477	49,558	10,298,449	6,589,281
DDI-54	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	System Test	4/18/2014	60	5,980	10,304,429	6,595,261
DDI-431	Scheduled	Business & Persistence (Batch)	Client Scheduling	Integration Test	4/23/2014	247	25,719	10,330,148	6,620,980
DDI-421	Scheduled	Business & Persistence (Batch)	Document Imaging	System Test	4/25/2014	123	12,747	10,342,896	6,633,727
DDI-285	Scheduled	AFD/Medicaid Modernization	EDM - LTC/HCBC Lookback (w/Image Verification)	Implementation	4/25/2014	49	4,945	10,347,841	6,638,672
DDI-192	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	System Test	4/25/2014	170	16,766	10,364,606	6,655,438
DDI-132	Scheduled	Business & Persistence (Batch)	Common	Implementation	4/25/2014	64	6,703	10,371,309	6,662,141
DDI-133	Scheduled	AFD/Medicaid Modernization	EDM - Web Services Document Upload	Implementation	4/25/2014	81	8,050	10,379,359	6,670,191
DDI-324	Complete	Business & Persistence (Batch)	Client Registration	Implementation	4/25/2014	101	10,542	10,389,901	6,680,733
A2-35	Scheduled	Quality Assurance	Testing Support	Testing Support - April 14	4/30/2014	1899	168,036	10,557,937	6,848,769
A2-31	Scheduled	Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - April	4/30/2014	N/A	17,000	10,574,937	6,865,769
A3-2	Scheduled	NHHP - Initial Enrollment	Medically Frail Form & New Category	Requirements & Design	5/1/2014	976	101,500	10,676,437	6,967,269
A3-1	Scheduled	NHHP - HIPP	Initial NHHP Enrollment & Collect ESI Data for HIPP	Implementation	5/1/2014	1046	108,750	10,785,187	7,076,019
A2-37	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Organization chart(s) for the Future State Organization	5/1/2014	N/A	150,000	10,935,187	7,226,019

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-325	Scheduled	Business & Persistence (Real-Time)	Security Maintenance	System Test	5/2/2014	55	5,453	10,940,640	7,231,472
DDI-236	Scheduled	AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Construction & Unit Test	5/2/2014	581	58,075	10,998,715	7,289,547
DDI-117	Scheduled	AFD/Medicaid Modernization	EDM - Web Services Document Upload	System Test	5/2/2014	161	16,100	11,014,815	7,305,647
DDI-78	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Client Application	Implementation	5/2/2014	30	2,990	11,017,805	7,308,637
A2-38	Scheduled	Medicaid Enhancements	Family Planning Medicaid Category	Implementation	5/2/2014	416	41,183	11,058,988	7,349,820
A2-9	Scheduled	Medicaid Enhancements	Application Lifecycle Management Enhancements	Requirements & Design	5/2/2014	416	43,263	11,102,251	7,393,083
A2-10	Scheduled	Medicaid Enhancements	Enhanced Managed Care/MAGI Reporting	Requirements & Design	5/9/2014	1248	123,550	11,225,801	7,516,633
DDI-229	Scheduled	AFD/Medicaid Modernization	Client Notices - Framework Configuration	Proof of Concept	5/12/2014	958	95,833	11,321,635	7,612,466
DDI-410	Scheduled	Business & Persistence (Batch)	Security Maintenance	Construction & Unit Test	5/16/2014	135	14,016	11,335,651	7,626,482
DDI-340	Scheduled	Business & Persistence (Real-Time)	Security Maintenance	Implementation	5/16/2014	28	2,727	11,338,377	7,629,209
DDI-288	Scheduled	Business & Persistence (Real-Time)	Caseload Management	Construction & Unit Test	5/16/2014	890	87,524	11,425,901	7,716,733
DDI-200	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 5-Release 2	Implementation	5/16/2014	85	8,383	11,434,284	7,725,116
DDI-102	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Design	5/19/2014	269	28,023	11,462,307	7,753,139
DDI-73	Scheduled	Business & Persistence (Batch)	NH EASY	Construction & Unit Test	5/20/2014	591	61,487	11,523,793	7,814,625
DDI-291	Scheduled	Business & Persistence (Real-Time)	Caseload Management	Integration Test	5/23/2014	485	47,740	11,571,534	7,862,366

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-113	Scheduled	Business & Persistence (Batch)	Reference System	Implementation	5/23/2014	79	8,260	11,579,793	7,870,625
DDI-109	Scheduled	Business & Persistence (Batch)	Reference System	System Test	5/23/2014	159	16,519	11,596,313	7,887,144
A2-27	Scheduled	Security POA&M	PMO Project Management Support	Security Information and Event Management (SEIM) configuration	5/27/2014	N/A	120,000	11,716,313	8,007,144
DDI-416	Scheduled	Business & Persistence (Batch)	Security Maintenance	Integration Test	5/28/2014	74	7,645	11,723,958	8,014,790
DDI-434	Scheduled	Business & Persistence (Batch)	Document Imaging	Implementation	5/30/2014	31	3,187	11,727,145	8,017,976
DDI-243	Scheduled	AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	System Test	5/30/2014	116	11,615	11,738,760	8,029,591
DDI-91	Scheduled	Business & Persistence (Batch)	NH EASY	Integration Test	5/30/2014	322	33,538	11,772,298	8,063,129
A2-40	Scheduled	Quality Assurance	Testing Support	Testing Support - May 14	5/30/2014	1899	168,036	11,940,334	8,231,165
A2-24	Scheduled	Medicaid Enhancements	Enhanced Managed Care/MAGI Reporting	Construction	5/30/2014	1404	138,993	12,079,327	8,370,158
A2-21	Scheduled	Medicaid Enhancements	Application Lifecycle Management Enhancements	Construction/Pilot	5/30/2014	468	48,671	12,127,998	8,418,829
A2-42	Scheduled	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - May	5/31/2014	N/A	60,000	12,187,998	8,478,829
A2-41	Scheduled	Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - May	5/31/2014	N/A	17,000	12,204,998	8,495,829
A3-5	Scheduled	NHHP - HIPP	HIPP - Initial Enrollment Reporting	Ad hoc Reporting at Go Live	6/1/2014	418	43,500	12,248,498	8,539,329
A3-4	Scheduled	NHHP - HIPP	HIPP - Inbound Interface	Requirements & Design	6/1/2014	1255	130,500	12,378,997	8,669,829
A3-3	Scheduled	NHHP - HIPP	HIPP - Outbound Interface	Requirements & Design	6/1/2014	1255	130,500	12,509,497	8,800,329
A2-43	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Completion of the workshops	6/1/2014	N/A	40,000	12,549,497	8,840,329

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-306	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	April/May 2014 Status Report (Business/Persistence Project - Batch)	6/2/2014	769	79,951	12,629,448	8,920,280
DDI-277	Scheduled	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	March/April/May 2014 Status Report (Business/Persistence Project - Real-Time)	6/2/2014	650	63,964	12,693,412	8,984,244
A2-18	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - DHHS FOA Application Decision Support	6/2/2014	N/A	10,000	12,703,412	8,994,244
A1-46	Scheduled	FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	Design	6/3/2014	732	76,128	12,779,540	9,070,372
DDI-438	Scheduled	Business & Persistence (Batch)	Client Scheduling	System Test	6/6/2014	82	8,573	12,788,113	9,078,945
DDI-204	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	System Test	6/6/2014	170	16,766	12,804,879	9,095,711
DDI-260	Scheduled	AFD/Medicaid Modernization	NH EASY - Kiosk Functionality for DO Traffic Management	Implementation	6/13/2014	58	5,808	12,810,687	9,101,518
A3-6	Scheduled	NHPP - Initial Enrollment	Medically Frail Form & New Category	Construction/Unit Test	6/15/2014	976	101,500	12,912,186	9,203,018
DDI-385	Scheduled	Business & Persistence (Real-Time)	Benefits Recovery	Construction & Unit Test	6/23/2014	1099	108,075	13,020,262	9,311,093
DDI-381	Scheduled	Business & Persistence (Real-Time)	Benefits Recovery	Design	6/23/2014	400	39,300	13,059,562	9,350,394
DDI-514	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Design	6/24/2014	244	25,379	13,084,941	9,375,772
A3-7	Scheduled	NHPP - PMO	New HEIGHTS PMO	PMO Q2 2014	6/27/2014	1319	137,143	13,222,083	9,512,915
A3-8	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q2 2014	6/27/2014	1223	127,143	13,349,226	9,640,058

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-448	Scheduled	Business & Persistence (Batch)	Client Scheduling	Implementation	6/27/2014	41	4,287	13,353,513	9,644,345
DDI-208	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 1	Implementation	6/27/2014	85	8,383	13,361,896	9,652,727
A2-45	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 2	6/27/2014	1115	110,400	13,472,296	9,763,127
A2-33	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Identity Management - Milestone 1	6/27/2014	836	82,800	13,555,096	9,845,927
A2-32	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 1	6/27/2014	1812	179,400	13,734,496	10,025,327
A2-34	Scheduled	Medicaid Enhancements	Enhanced Managed Care/MAGI Reporting	Implementation	6/27/2014	468	46,331	13,780,827	10,071,658
A2-30	Scheduled	Medicaid Enhancements	Application Lifecycle Management Enhancements	Implementation	6/27/2014	156	16,224	13,797,051	10,087,882
DDI-392	Scheduled	Business & Persistence (Real-Time)	Benefits Recovery	Integration Test	6/30/2014	300	29,475	13,826,526	10,117,358
A2-49	Scheduled	Quality Assurance	Testing Support	Testing Support - June 14	6/30/2014	1899	168,036	13,994,562	10,285,394
A2-44	Scheduled	Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - June	6/30/2014	N/A	17,000	14,011,562	10,302,394
A3-11	Scheduled	NHHP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 1	7/1/2014	498	51,786	51,786	10,354,179
A3-12	Scheduled	Medicaid Transformation Support	Completion of Medicaid Transformation Waiver to support NHHP	Completion of Medicaid Transformation Waiver to support NHHP	7/1/2014	N/A	250,000	301,786	10,604,179
A3-9	Scheduled	NHHP - Initial Enrollment	Medically Frail Form & New Category	Implementation	7/1/2014	488	50,750	352,536	10,654,929
A3-10	Scheduled	NHHP - HIPP	HIPP Interface Conversion for HIPP Vendor	Implementation	7/1/2014	1046	108,750	461,285	10,763,679
A2-52	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Implementation Road Map project plan	7/1/2014	N/A	100,000	561,285	10,863,679

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-422	Scheduled	Business & Persistence (Batch)	Security Maintenance	System Test	7/4/2014	25	2,548	563,834	10,866,227
DDI-233	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1-Release 1	Construction & Unit Test	7/8/2014	1526	158,732	722,566	11,024,959
DDI-218	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	System Test	7/18/2014	170	16,766	739,332	11,041,725
DDI-121	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Construction & Unit Test	7/18/2014	741	77,062	816,394	11,118,788
DDI-522	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Construction & Unit Test	7/21/2014	671	69,792	886,186	11,188,579
A2-53	Scheduled	Medicaid Enhancements	Enhanced Kofax integration with NH EASY/New HEIGHTS	Construction, Unit & Integration Test	7/23/2014	1309	129,600	1,015,786	11,318,179
DDI-435	Scheduled	Business & Persistence (Batch)	Security Maintenance	Implementation	7/25/2014	12	1,274	1,017,060	11,319,454
DDI-228	Scheduled	Business & Persistence (Real-Time)	Application Entry - Group 6-Release 2	Implementation	7/25/2014	85	8,383	1,025,443	11,327,836
DDI-130	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Integration Test	7/28/2014	202	21,017	1,046,460	11,348,854
DDI-527	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Integration Test	7/31/2014	183	19,034	1,065,494	11,367,888
A2-57	Scheduled	Quality Assurance	Testing Support	Testing Support - July 14	7/31/2014	1899	168,036	1,233,530	11,535,924
A2-56	Scheduled	Medicaid Enhancements	Softoon interface for PCG Program Integrity	Requirements & Design	7/31/2014	1109	109,822	1,343,352	11,645,746
A2-54	Scheduled	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - July	7/31/2014	N/A	60,000	1,403,352	11,705,746
A2-55	Scheduled	Medicaid Enhancements	Change Tracking Management	Requirements & Design	7/31/2014	824	81,535	1,484,887	11,787,281
A2-7	Scheduled	Security Monitoring	New HEIGHTS Security Monitoring	Security Monitoring - January	7/31/2014	N/A	17,000	1,501,887	11,804,281
A3-14	Scheduled	NHPP - HIPP	HIPP - Inbound Interface	Construction/Unit Test	8/1/2014	1255	130,500	1,632,387	11,934,780

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A3-13	Scheduled	NHHP - HIPP	HIPP - Outbound Interface	Construction/Unit Test	8/1/2014	1255	130,500	1,762,887	12,065,280
DDI-239	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1 - Release 1	Integration Test	8/1/2014	833	86,581	1,849,468	12,151,861
DDI-136	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - System Test	8/1/2014	108	11,209	1,860,677	12,163,070
DDI-118	Scheduled	AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Requirements	8/1/2014	99	9,890	1,870,567	12,172,960
DDI-119	Scheduled	AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Requirements	8/1/2014	116	11,615	1,882,182	12,184,575
A2-29	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Medicaid Transformation - Program description section(s) of the SIM FOA response	8/1/2014	N/A	30,000	1,912,182	12,214,575
A1-48	Scheduled	FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	Construction, Unit & Integration Test	8/5/2014	1342	139,568	2,051,750	12,354,143
DDI-108	Scheduled	Business & Persistence (Batch)	NH EASY	System Test	8/8/2014	107	11,179	2,062,929	12,365,323
DDI-250	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1 - Release 1	System Test	8/15/2014	278	28,860	2,091,790	12,394,183
A2-58	Scheduled	Medicaid Enhancements	CMS MAGI Noticing Requirements	Requirements & Design	8/15/2014	1387	144,210	2,236,000	12,538,393
A2-47	Scheduled	Medicaid Enhancements	Non-MAGI Medicaid Rules Engine Conversion	Medicaid Categorically Needy Categories (SFU/EDBC MA Group 1)	8/19/2014	1560	154,437	2,390,437	12,692,830
DDI-156	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 1 - Implementation	8/22/2014	27	2,802	2,393,239	12,695,632
DDI-142	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Design	8/25/2014	269	28,023	2,421,262	12,723,655

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-407	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Design	8/28/2014	244	25,379	2,446,641	12,749,034
DDI-268	Scheduled	Business & Persistence (Real-Time)	Client Scheduling	System Test	8/29/2014	133	13,096	2,459,737	12,762,130
DDI-264	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1-Release 1	Implementation	8/29/2014	139	14,430	2,474,167	12,776,561
DDI-112	Scheduled	Business & Persistence (Batch)	NH EASY	Implementation	8/29/2014	54	5,590	2,479,757	12,782,150
A2-62	Scheduled	Quality Assurance	Testing Support	Testing Support - August 14	8/29/2014	1899	168,036	2,647,793	12,950,186
A2-61	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Security Vulnerability Remediation - Milestone 1	8/29/2014	1394	138,000	2,785,793	13,088,186
A2-59	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 2	8/29/2014	1812	179,400	2,965,193	13,267,586
A2-46	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Identity Management - Milestone 2	8/29/2014	836	82,800	3,047,993	13,350,386
A2-48	Scheduled	Accessibility	New HEIGHTS & NH EASY 508	NH EASY 508	8/29/2014	1523	150,750	3,198,743	13,501,136
A3-17	Scheduled	NHIPP - HIPP	HIPP - Enrollment Reporting	Automated Enrollment Reporting	9/1/2014	976	101,500	3,300,242	13,602,636
A3-16	Scheduled	NHIPP - HIPP	HIPP - Inbound Interface	System Test	9/1/2014	627	65,250	3,365,492	13,667,886
A3-15	Scheduled	NHIPP - HIPP	HIPP - Outbound Interface	Implementation	9/1/2014	627	65,250	3,430,742	13,733,136
DDI-305	Scheduled	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	June/July/August 2014 Status Report (Business/Persistence Project - Real-Time)	9/1/2014	189	18,570	3,449,312	13,751,706
DDI-94	Scheduled	AFD/Medicaid Modernization	MITA Assessment	As Is MITA Inventory	9/1/2014	259	25,875	3,475,187	13,777,581
A2-17	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - Straw Person Draft	9/1/2014	N/A	100,000	3,575,187	13,877,581
DDI-214	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Requirements	9/3/2014	116	11,615	3,586,802	13,889,196

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A2-63	Scheduled	Medicaid Enhancements	Enhanced Kofax Integration with NH EASY/New HEIGHTS	Implementation	9/3/2014	436	43,200	3,630,002	13,932,396
DDI-394	Scheduled	Business & Persistence (Real-Time)	Benefits Recovery	System Test	9/5/2014	160	15,720	3,645,723	13,948,116
DDI-271	Scheduled	Business & Persistence (Real-Time)	Client Scheduling	Implementation	9/5/2014	67	6,548	3,652,271	13,954,664
DDI-122	Scheduled	AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Design	9/5/2014	247	24,725	3,676,996	13,979,389
DDI-123	Scheduled	AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Design	9/5/2014	290	29,038	3,706,033	14,008,427
DDI-349	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	June/July/August 2014 Status Report (Business/Persistence Project - Batch)	9/8/2014	769	79,951	3,785,984	14,088,378
DDI-217	Scheduled	AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	Requirements	9/15/2014	279	27,888	3,813,872	14,116,265
A1-51	Scheduled	FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	System Test	9/16/2014	318	33,072	3,846,944	14,149,337
DDI-404	Scheduled	Business & Persistence (Real-Time)	Benefits Recovery	Implementation	9/19/2014	40	3,930	3,850,874	14,153,267
DDI-408	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Construction & Unit Test	9/24/2014	671	69,792	3,920,666	14,223,059
DDI-222	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Design	9/24/2014	290	29,038	3,949,703	14,252,097
A3-19	Scheduled	NHHPP - PMO Technology Modernization	New HEIGHTS PMO	PMO Q3 2014	9/26/2014	1319	137,143	4,086,846	14,389,240
A3-18	Scheduled	FFM & FDSH	JSF 1.2 to 2.0 Upgrade	Construction/Unit Test	9/26/2014	1317	137,000	4,223,846	14,526,240
A3-20	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q3 2014	9/26/2014	1223	127,143	4,350,989	14,653,382

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-366	Scheduled	Business & Persistence (Real-Time)	Work Programs	Construction & Unit Test	9/26/2014	1977	194,404	4,545,392	14,847,786
DDI-240	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1-Release 2	Construction & Unit Test	9/30/2014	1526	158,732	4,704,125	15,006,518
A2-68	Scheduled	Quality Assurance	Testing Support	Testing Support - September 14	9/30/2014	1899	168,036	4,872,161	15,174,554
A2-67	Scheduled	Medicaid Enhancements	Software interface for PCG Program Integrity	Construction	9/30/2014	1248	123,550	4,995,711	15,298,104
A2-64	Scheduled	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - September	9/30/2014	N/A	60,000	5,055,711	15,358,104
A2-65	Scheduled	Medicaid Enhancements	Change Tracking Management	Construction	9/30/2014	927	91,726	5,147,437	15,449,830
A3-21	Scheduled	NHIPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 2	10/1/2014	498	51,786	5,199,222	51,786
A3-22	Scheduled	Medicaid Transformation Support	Medicaid Transformation- finalization of work flow for Future State Organization	Medicaid Transformation- finalization of work flow for Future State Organization	10/1/2014	N/A	100,000	5,299,222	151,786
A1-53	Scheduled	FFE - New HEIGHTS & NH EASY Supporting Changes	Redetermination Changes	Implementation	10/1/2014	48	4,992	5,304,214	156,778
DDI-536	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - Implementation	10/3/2014	24	2,538	5,306,752	159,316
DDI-532	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 1 - System Test	10/3/2014	98	10,152	5,316,904	169,467
DDI-369	Scheduled	Business & Persistence (Real-Time)	Work Programs	Integration Test	10/3/2014	1078	106,038	5,422,942	275,505
DDI-414	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Integration Test	10/6/2014	183	19,034	5,441,976	294,540

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-437	Scheduled	Business & Persistence (Real-Time)	Benefits Issuance	System Test	10/10/2014	86	8,414	5,450,390	302,954
DDI-447	Scheduled	Business & Persistence (Real-Time)	Benefits Issuance	Implementation	10/17/2014	43	4,207	5,454,598	307,161
DDI-225	Scheduled	AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	Design	10/17/2014	697	69,719	5,524,316	376,880
DDI-145	Scheduled	AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Construction & Unit Test	10/17/2014	495	49,450	5,573,766	426,330
DDI-146	Scheduled	AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Construction & Unit Test	10/17/2014	581	58,075	5,631,841	484,405
DDI-254	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1- Release 2	Integration Test	10/23/2014	833	86,581	5,718,422	570,986
DDI-257	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1- Release 2	System Test	10/24/2014	278	28,860	5,747,283	599,846
DDI-143	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Construction & Unit Test	10/24/2014	741	77,062	5,824,345	676,909
DDI-234	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Construction & Unit Test	10/29/2014	581	58,075	5,882,420	734,984
A2-69	Scheduled	Medicaid Enhancements	CMS MAGI Noticing Requirements	Construction, Unit & Integration Test	10/30/2014	1560	162,237	6,044,657	897,221
A2-73	Scheduled	Quality Assurance	Testing Support	Testing Support - October 14	10/31/2014	1899	168,036	6,212,693	1,065,257
A2-72	Scheduled	Medicaid Enhancements	Software Interface for PCG Program Integrity	Implementation	10/31/2014	416	41,183	6,253,876	1,106,440
A2-70	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Security Vulnerability Remediation - Milestone 2	10/31/2014	1394	138,000	6,391,876	1,244,440
A2-71	Scheduled	Medicaid Enhancements	Change Tracking Management	Implementation	10/31/2014	309	30,575	6,422,451	1,275,015
DDI-474	Scheduled	Business & Persistence (Batch)	Quality Control	Construction & Unit Test	11/3/2014	570	59,326	6,481,777	1,334,340

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-391	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	September/October 2014 Status Report (Business/Persistence Project - Batch)	11/3/2014	769	79,951	6,561,728	1,414,291
DDI-147	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Integration Test	11/3/2014	202	21,017	6,582,745	1,435,308
DDI-157	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - System Test	11/7/2014	108	11,209	6,593,954	1,446,518
DDI-150	Scheduled	AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	System Test	11/7/2014	99	9,890	6,603,844	1,456,408
DDI-151	Scheduled	AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	System Test	11/7/2014	116	11,615	6,615,459	1,468,023
DDI-67	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Design	11/10/2014	1784	185,511	6,800,970	1,653,533
DDI-478	Scheduled	Business & Persistence (Batch)	Quality Control	Integration Test	11/13/2014	311	32,359	6,833,330	1,685,893
DDI-433	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - Implementation	11/17/2014	24	2,538	6,835,867	1,688,431
DDI-420	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 3 (EASY Import)	Release 2 - System Test	11/17/2014	98	10,152	6,846,019	1,698,582
DDI-245	Scheduled	AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Requirements	11/19/2014	198	19,780	6,865,799	1,718,362
DDI-269	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 1-Release 2	Implementation	11/21/2014	139	14,430	6,880,229	1,732,793
DDI-160	Scheduled	AFD/Medicaid Modernization	NH EASY - Online Client Scheduling	Implementation	11/21/2014	49	4,945	6,885,174	1,737,738
DDI-161	Scheduled	AFD/Medicaid Modernization	NH EASY - Appointment/Event Reminders (e-mail)	Implementation	11/21/2014	58	5,808	6,890,982	1,743,545
A3-23	Scheduled	Technology Modernization	JSF 1.2 to 2.0 Upgrade	Production	11/27/2014	329	34,250	6,925,232	1,777,795

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-481	Scheduled	Business & Persistence (Batch)	Quality Control	System Test	11/28/2014	104	10,786	6,936,018	1,788,582
DDI-237	Scheduled	AFD/Medicaid Modernization	Virtual DOW/Workflow - Milestone 1	Construction & Unit Test	11/28/2014	1394	139,438	7,075,456	1,928,019
DDI-196	Scheduled	AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Requirements	11/28/2014	375	37,490	7,112,946	1,965,509
DDI-164	Scheduled	Business & Persistence (Batch)	Reports - Milestone 1	Release 2 - Implementation	11/28/2014	27	2,802	7,115,748	1,968,311
DDI-53	Scheduled	Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	System Test	11/28/2014	114	11,251	7,126,999	1,979,563
A2-75	Scheduled	Quality Assurance	Testing Support	Testing Support - November 14	11/28/2014	1899	168,036	7,295,035	2,147,599
A2-74	Scheduled	Medicaid Enhancements	FDSH TALX Interface	Requirements & Design	11/28/2014	1248	123,550	7,418,585	2,271,149
A2-60	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	PH/PI Encryption and/or segregation - Milestone 3	11/28/2014	1812	179,400	7,597,985	2,450,549
DDI-348	Scheduled	Business & Persistence (Real-Time)	Project Management (Business/Persistence-Real-Time)	September/October/November 2014 Status Report (Business/Persistence Project - Real-Time)	12/1/2014	189	18,570	7,616,556	2,469,119
A2-76	Scheduled	Security POA&M	PMO Project Management Support	Policies documentation, including: 1. Awareness and Training 2. Maintenance 3. Media Protection 4. Physical and Environmental 5. Risk Assessment 6. Security Planning 7. Personnel 8. Contingency management plan	12/1/2014	N/A	132,000	7,748,556	2,601,119
A2-77	Scheduled	Security - New HEIGHTS Application	New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 3	12/1/2014	1115	110,400	7,858,956	2,711,519

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-296	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Design	12/2/2014	269	28,023	7,886,978	2,739,542
DDI-355	Scheduled	Business & Persistence (Real-Time)	Reference System	Implementation	12/5/2014	207	20,381	7,907,360	2,759,923
DDI-241	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	System Test	12/10/2014	116	11,615	7,918,975	2,771,538
DDI-311	Scheduled	Business & Persistence (Real-Time)	Mass Change	Implementation	12/12/2014	73	7,186	7,926,161	2,778,724
DDI-76	Scheduled	Business & Persistence (Real-Time)	Eligibility Determination Standard Filing	Implementation	12/12/2014	57	5,626	7,931,787	2,784,350
DDI-401	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 1 - Design	12/15/2014	481	49,994	7,981,780	2,834,344
DDI-251	Scheduled	AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Design	12/17/2014	495	49,450	8,031,230	2,883,794
DDI-249	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	Construction & Unit Test	12/22/2014	1526	158,732	8,189,963	3,042,526
DDI-258	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Financial & Medical Screening	Implementation	12/24/2014	58	5,808	8,195,770	3,048,333
A3-24	Scheduled	NHPP - PMO	New HEIGHTS PMO	PMO Q4 2014	12/26/2014	1319	137,143	8,332,913	3,185,476
A3-25	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q4 2014	12/26/2014	1223	127,143	8,460,056	3,312,619
A2-78	Scheduled	Medicaid Enhancements	CMS MAGI Noticing Requirements	Implementation	12/30/2014	520	54,079	8,514,135	3,366,698
A2-84	Scheduled	Quality Assurance	Testing Support	Testing Support - December 14	12/31/2014	1899	168,036	8,682,171	3,534,734
A2-80	Scheduled	Security POA&M	POA&M Implementation Support	Final SSP and POA&M Update Report	12/31/2014	N/A	60,000	8,742,171	3,594,734
A2-79	Scheduled	Security POA&M	POA&M Implementation Support	SSP & POA&M PMO Management - December	12/31/2014	N/A	60,000	8,802,171	3,654,734

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A2-81	Scheduled	Medicaid Enhancements	Non-MAGI Medicaid Rules Engine Conversion	Medicaid Medically Needy Categories (SFU/EDBC MA Group 2)	12/31/2014	1560	154,437	8,956,608	3,809,171
A2-82	Scheduled	Accessibility	New HEIGHTS & NH EASY 508	New HEIGHTS 508	12/31/2014	1861	184,250	9,140,858	3,993,421
A3-30	Scheduled	Eligibility - Real Time	Real Time "No Touch" Eligibility	Requirements	1/1/2015	760	79,000	9,219,858	4,072,421
A3-28	Scheduled	NHHPP - Premium Assistance	QHP/MCO Selection	Requirements	1/1/2015	523	54,375	9,274,233	4,126,796
A3-27	Scheduled	NHHPP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Requirements	1/1/2015	523	54,375	9,328,608	4,181,171
A3-26	Scheduled	NHHPP - Premium Assistance	ABP to QHP Conversion	Requirements & Design	1/1/2015	697	72,500	9,401,107	4,253,671
A3-29	Scheduled	NHHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 3	1/1/2015	498	51,786	9,452,893	4,305,456
A3-33	Scheduled	Medicaid Transformation Support	Project management, SME and general support of NHHPP	Project management, SME and general support of NHHPP	1/1/2015	N/A	150,000	9,602,893	4,455,456
A3-32	Scheduled	Medicaid Transformation Support	Medicaid Transformation-completion of Implementation training workshops	Medicaid Transformation-completion of implementation training workshops	1/1/2015	N/A	40,000	9,642,893	4,495,456
A3-31	Scheduled	Medicaid Transformation Support	Program management support for implementation of Organizational Re-Design Roadmap	Program management support for implementation of Organizational Re-Design Roadmap	1/1/2015	N/A	260,000	9,902,893	4,755,456
A2-51	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - Final Draft of 1115 Waiver	1/1/2015	N/A	150,000	10,052,893	4,905,456
A2-50	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - General SME Support	1/1/2015	N/A	60,000	10,112,893	4,965,456
A2-36	Scheduled	Medicaid Enhancements	Medicaid Transformation Support	Managed Care Step 2 - Draft of Assigned Sections	1/1/2015	N/A	100,000	10,212,893	5,065,456
DDI-488	Scheduled	Business & Persistence (Batch)	Quality Control	Implementation	1/2/2015	52	5,393	10,218,286	5,070,850

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-341	Scheduled	Business & Persistence (Real-Time)	Data Exchange	System Test	1/9/2015	82	8,066	10,226,352	5,078,916
DDI-244	Scheduled	AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	System Test	1/9/2015	279	27,888	10,254,240	5,106,803
DDI-256	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	Integration Test	1/12/2015	833	86,581	10,340,821	5,193,384
DDI-354	Scheduled	Business & Persistence (Real-Time)	Data Exchange	Implementation	1/16/2015	41	4,033	10,344,854	5,197,417
DDI-263	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	System Test	1/16/2015	278	28,860	10,373,714	5,226,278
DDI-90	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Construction & Unit Test	1/21/2015	3568	371,022	10,744,736	5,597,299
DDI-261	Scheduled	AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 1	Implementation	1/23/2015	139	13,944	10,758,680	5,611,243
DDI-265	Scheduled	AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Construction & Unit Test	1/28/2015	989	98,900	10,857,580	5,710,143
DDI-220	Scheduled	Business & Persistence (Real-Time)	Document Imaging	Construction & Unit Test	1/28/2015	352	34,647	10,892,227	5,744,790
A2-86	Scheduled	Quality Assurance	Testing Support	Testing Support - January 15	1/30/2015	1899	168,036	11,060,263	5,912,826
A2-85	Scheduled	Medicaid Enhancements	FDSH TALX Interface	Construction	1/30/2015	1404	138,993	11,199,256	6,051,819
A3-37	Scheduled	NHHPP - Premium Assistance	Premium Return File	Requirements & Design	2/1/2015	697	72,500	11,271,756	6,124,319
A3-36	Scheduled	NHHPP - Premium Assistance	QHP/MCO Interface	Requirements	2/1/2015	349	36,250	11,308,005	6,160,569
A3-35	Scheduled	NHHPP - Premium Assistance	QHP/MCO Selection	Design	2/1/2015	1569	163,125	11,471,130	6,323,693
A3-34	Scheduled	NHHPP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Design	2/1/2015	1569	163,125	11,634,255	6,486,818

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-428	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	November/December/January 2015 Status Report (Business/Persistence Project - Batch)	2/2/2015	769	79,951	11,714,206	6,566,769
DDI-303	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Construction & Unit Test	2/2/2015	741	77,062	11,791,268	6,643,832
DDI-412	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 1 - Construction & Unit Test	2/3/2015	1322	137,483	11,928,751	6,781,314
DDI-227	Scheduled	Business & Persistence (Real-Time)	Document Imaging	Integration Test	2/4/2015	192	18,898	11,947,649	6,800,212
DDI-282	Scheduled	Business & Persistence (Real-Time)	Client Notices	System Test	2/6/2015	71	6,939	11,954,588	6,807,151
DDI-198	Scheduled	Business & Persistence (Real-Time)	NH EASY	System Test	2/6/2015	97	9,567	11,964,156	6,816,719
DDI-124	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Integration Test	2/9/2015	499	51,943	12,016,099	6,868,662
DDI-417	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 1 - Integration Test	2/10/2015	361	37,495	12,053,594	6,906,157
DDI-309	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Integration Test	2/10/2015	202	21,017	12,074,611	6,927,174
DDI-103	Scheduled	AFD/Medicaid Modernization	MITA Assessment	To Be Gap Analysis	2/11/2015	259	25,875	12,100,486	6,953,049
DDI-357	Scheduled	Business & Persistence (Real-Time)	MMIS	Implementation	2/13/2015	134	13,148	12,113,634	6,966,198
DDI-316	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - System Test	2/13/2015	108	11,209	12,124,844	6,977,407
DDI-284	Scheduled	Business & Persistence (Real-Time)	Client Notices	Implementation	2/13/2015	35	3,469	12,128,313	6,980,876

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-201	Scheduled	Business & Persistence (Real-Time)	NH EASY	Implementation	2/13/2015	49	4,784	12,133,097	6,985,660
DDI-98	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Requirements	2/13/2015	99	9,890	12,142,987	6,995,550
DDI-426	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 1 - System Test	2/20/2015	192	19,997	12,162,984	7,015,548
DDI-275	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 1	Implementation	2/20/2015	139	14,430	12,177,414	7,029,978
DDI-199	Scheduled	AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Design	2/27/2015	937	93,725	12,271,139	7,123,703
A2-89	Scheduled	Quality Assurance	Testing Support	Testing Support - February 15	2/27/2015	1899	168,036	12,439,175	7,291,739
A2-88	Scheduled	Medicaid Enhancements	FDSH TALX Interface	Implementation	2/27/2015	468	46,331	12,485,506	7,338,070
A3-38	Scheduled	Eligibility - Real Time	Real Time "No Touch" Eligibility	Design	3/2/2015	2279	237,000	12,722,506	7,575,070
DDI-276	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	Construction & Unit Test	3/2/2015	1526	158,732	12,881,239	7,733,802
DDI-67.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 1	System Test	3/6/2015	928	96,466	12,977,704	7,830,268
DDI-330	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 1 - Implementation	3/6/2015	27	2,802	12,980,507	7,833,070
DDI-331	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Design	3/10/2015	269	28,023	13,008,529	7,861,093
DDI-270	Scheduled	AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	System Test	3/11/2015	198	19,780	13,028,309	7,880,873
DDI-125	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Design	3/12/2015	1784	185,511	13,213,820	8,066,383
DDI-101	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Design	3/13/2015	247	24,725	13,238,545	8,091,108

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-281	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	Integration Test	3/18/2015	833	86,581	13,325,126	8,177,690
DDI-440	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 2 - Design	3/25/2015	481	49,994	13,375,120	8,227,683
DDI-283	Scheduled	AFD/Medicaid Modernization	Client Notices - Barcode Integration w/Content Management	Implementation	3/25/2015	99	9,890	13,385,010	8,237,573
DDI-114	Scheduled	AFD/Medicaid Modernization	MITA Assessment	Findings Summary	3/25/2015	259	25,875	13,410,885	8,263,448
A3-39	Scheduled	NHHPP - PMO	New HEIGHTS PMO	PMO Q1 2015	3/27/2015	1319	137,143	13,548,028	8,400,591
A3-40	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q1 2015	3/27/2015	1223	127,143	13,675,171	8,527,734
DDI-287	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	System Test	3/27/2015	278	28,860	13,704,031	8,556,594
A2-90	Scheduled	Quality Assurance	Testing Support	Testing Support - March 15	3/31/2015	1899	168,036	13,872,067	8,724,630
A3-42	Scheduled	NHHPP - Premium Assistance	QHP/MCO Interface	Design	4/1/2015	1046	108,750	13,980,817	8,833,380
A3-43	Scheduled	NHHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 4	4/1/2015	498	51,786	14,032,602	8,885,166
A3-41	Scheduled	Managed Care Step II	Managed Care Step II	Requirements & Design	4/1/2015	416	43,256	14,075,858	8,928,422
DDI-439	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 1 - Implementation	4/3/2015	48	4,999	14,080,858	8,933,421
DDI-298	Scheduled	Business & Persistence (Real-Time)	Caseload Management	System Test	4/3/2015	162	15,913	14,096,771	8,949,334
DDI-463	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	February/March 2014 Status Report (Business/Persistence Project - Batch)	4/6/2015	769	79,951	14,176,722	9,029,285
DDI-359	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Design	4/13/2015	235	24,485	14,201,207	9,053,771

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-302	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Construction & Unit Test	4/13/2015	647	67,334	14,268,541	9,121,105
DDI-90.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 1	Implementation	4/17/2015	357	37,102	14,305,644	9,158,207
DDI-299	Scheduled	Business & Persistence (Real-Time)	Caseload Management	Implementation	4/17/2015	81	7,957	14,313,600	9,166,164
DDI-128	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Construction & Unit Test	4/17/2015	495	49,450	14,363,050	9,215,614
DDI-308	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Integration Test	4/22/2015	177	18,364	14,381,414	9,233,978
DDI-295	Scheduled	Business & Persistence (Batch)	Client Notices - Milestone 2-Release 2	Implementation	4/24/2015	139	14,430	14,395,844	9,248,408
DDI-411	Scheduled	Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 1	4/27/2015	721	75,000	14,470,844	9,323,408
A2-91	Scheduled	Quality Assurance	Testing Support	Testing Support - April 15	4/30/2015	1899	168,036	14,638,880	9,491,444
A3-44	Scheduled	Technology Modernization	COBOL Wrap Framework	Requirements	5/1/2015	365	38,000	14,676,880	9,529,444
DDI-144	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Construction & Unit Test	5/6/2015	3568	371,022	15,047,902	9,900,465
DDI-315	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - System Test	5/8/2015	94	9,794	15,057,696	9,910,260
DDI-332	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Construction & Unit Test	5/11/2015	741	77,062	15,134,759	9,987,322
DDI-441	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 2 - Construction & Unit Test	5/14/2015	1322	137,483	15,272,241	10,124,805
DDI-134	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	System Test	5/15/2015	99	9,890	15,282,131	10,134,695
DDI-329	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Construction & Unit Test	5/18/2015	971	101,001	15,383,133	10,235,696

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-328	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Design	5/18/2015	353	36,728	15,419,860	10,272,424
DDI-336	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Integration Test	5/19/2015	202	21,017	15,440,877	10,293,441
DDI-172	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Integration Test	5/19/2015	499	51,943	15,492,820	10,345,384
DDI-445	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 2 - Integration Test	5/21/2015	361	37,495	15,530,316	10,382,879
DDI-343	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - System Test	5/22/2015	108	11,209	15,541,525	10,394,088
DDI-327	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 1 - Implementation	5/22/2015	24	2,449	15,543,973	10,396,537
DDI-423	Scheduled	Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 2	5/27/2015	721	75,000	15,618,973	10,471,537
A2-92	Scheduled	Quality Assurance	Testing Support	Testing Support - May 15	5/29/2015	1899	168,036	15,787,009	10,639,573
DDI-373	Scheduled	Business & Persistence (Real-Time)	Work Programs	System Test	5/29/2015	359	35,346	15,822,355	10,674,919
DDI-335	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Integration Test	5/29/2015	265	27,546	15,849,901	10,702,465
DDI-207	Scheduled	AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Construction & Unit Test	5/29/2015	1875	187,450	16,037,351	10,889,915
DDI-148	Scheduled	AFD/Medicaid Modernization	NH EASY - LTC/HCBC Resource Assessment	Implementation	5/29/2015	49	4,945	16,042,296	10,894,860
A3-49	Scheduled	Eligibility - Real Time	Real Time "No Touch" Eligibility	Construction/Unit Test	6/1/2015	3038	316,000	16,358,296	11,210,860
A3-48	Scheduled	NHHP - Premium Assistance	Premium Assistance Reporting	Requirements & Design	6/1/2015	697	72,500	16,430,796	11,283,359
A3-47	Scheduled	NHHP - Premium Assistance	QHP/MCO Selection	Construction/Unit Test	6/1/2015	2091	217,500	16,648,296	11,500,859
A3-46	Scheduled	NHHP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Construction/Unit Test	6/1/2015	2091	217,500	16,865,795	11,718,359

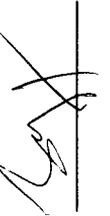
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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A3-45	Scheduled	NHPP - Premium Assistance	ABP to QHP Conversion	Construction/Unit Test	6/1/2015	697	72,500	16,938,295	11,790,858
A3-50	Scheduled	Technology Modernization	COBOL Wrap Framework	Design	6/1/2015	1096	114,000	17,052,295	11,904,858
DDI-449	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 2 - System Test	6/5/2015	192	19,997	17,072,293	11,924,856
DDI-429	Scheduled	Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 3	6/11/2015	721	75,000	17,147,293	11,999,856
DDI-386	Scheduled	Business & Persistence (Real-Time)	Work Programs	Implementation	6/12/2015	180	17,673	17,164,966	12,017,529
DDI-361	Scheduled	Business & Persistence (Batch)	Reports - Milestone 2	Release 2 - Implementation	6/12/2015	27	2,802	17,167,768	12,020,331
DDI-342	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - System Test	6/12/2015	141	14,691	17,182,459	12,035,022
DDI-178	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 2	System Test	6/12/2015	928	96,466	17,278,925	12,131,488
DDI-125.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Design	6/15/2015	1784	185,511	17,464,436	12,316,999
DDI-368	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Design	6/16/2015	269	28,023	17,492,458	12,345,022
A3-51	Scheduled	NHPP - PMO	New HEIGHTS PMO	PMO Q2 2015	6/26/2015	1319	137,143	17,629,601	12,482,164
A3-52	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q2 2015	6/26/2015	1223	127,143	17,756,744	12,609,307
DDI-436	Scheduled	Infrastructure	Application Infrastructure - Milestone 2	AI Group 2 - Release 4	6/26/2015	721	75,000	17,831,744	12,684,307
DDI-360	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 1	Release 2 - Implementation	6/28/2015	35	3,673	17,835,417	12,687,980
A3-53	Scheduled	Managed Care Step II	Managed Care Step II	Construction/Unit Test	6/27/2015	416	43,256	17,878,672	12,731,236
DDI-442	Scheduled	Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 1	6/29/2015	721	75,000	17,953,672	12,806,236

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## New HEIGHTS Milestones

Mile- stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A3-54	Scheduled	Eligibility - Real Time	Real Time "No Touch" Eligibility	Implementation	6/30/2015	1519	158,000	18,111,672	12,964,236
A2-93	Scheduled	Quality Assurance	Testing Support	Testing Support - June 15	6/30/2015	1899	168,036	18,279,708	13,132,272
A3-55	Scheduled	NHHP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 5	7/1/2015	498	51,786	51,786	13,184,057
A2-94	Scheduled	Medicaid Enhancements	Enhanced Document Workflow	Requirements & Design	7/1/2015	1607	159,080	210,866	13,343,137
DDI- 485	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	April/May/June 2015 Status Report (Business/Persistence Project - Batch)	7/6/2015	769	79,951	290,817	13,423,088
A2-95	Scheduled	Medicaid Enhancements	Enhanced Post Eligibility Verification	Requirements & Design	7/10/2015	1516	150,120	440,937	13,573,208
A2-66	Scheduled	Medicaid Enhancements	MAGI Benefit Recovery	Requirements & Design	7/10/2015	555	54,356	495,293	13,627,564
DDI- 356	Scheduled	Business & Persistence (Real- Time)	Quality Control	Implementation	7/10/2015	365	35,884	531,177	13,663,449
DDI- 358	Scheduled	Business & Persistence (Real- Time)	History Maintenance	Implementation	7/10/2015	93	9,150	540,327	13,672,598
DDI- 339	Scheduled	Business & Persistence (Real- Time)	Common	Implementation	7/10/2015	52	5,115	545,442	13,677,713
DDI- 274	Scheduled	Business & Persistence (Batch)	Mass Change	Construction & Unit Test	7/16/2015	1013	105,365	650,807	13,783,079
DDI- 457	Scheduled	Business & Persistence (Batch)	Caseload Management	Release 2 - Implementation	7/17/2015	48	4,999	655,806	13,788,078
DDI- 189	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 2	Implementation	7/24/2015	357	37,102	692,908	13,825,180
DDI- 450	Scheduled	Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 2	7/27/2015	721	75,000	767,908	13,900,180
A2-96	Scheduled	Quality Assurance	Testing Support	Testing Support - July 15	7/31/2015	1899	168,036	935,944	14,068,216
A3-58	Scheduled	NHHP - Premium Assistance	Premium Return File	Construction/Unit Test	8/1/2015	697	72,500	1,008,444	14,140,716

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A3-57	Scheduled	NHIPP - Premium Assistance	QHP/MCO Interface	Construction/Unit Test	8/1/2015	1394	145,000	1,153,444	14,285,716
A3-56	Scheduled	NHIPP - Premium Assistance	QHP/MCO Selection	Implementation	8/1/2015	1046	108,750	1,262,194	14,394,466
DDI-144.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Construction & Unit Test	8/3/2015	3568	371,022	1,633,215	14,765,487
DDI-280	Scheduled	Business & Persistence (Batch)	Mass Change	Integration Test	8/6/2015	553	57,472	1,690,687	14,822,959
DDI-455	Scheduled	Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 3	8/11/2015	721	75,000	1,765,687	14,897,959
DDI-172.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Integration Test	8/14/2015	499	51,943	1,817,630	14,949,902
DDI-292	Scheduled	Business & Persistence (Batch)	Mass Change	System Test	8/14/2015	184	19,157	1,836,788	14,969,059
DDI-238	Scheduled	Business & Persistence (Real-Time)	Document Imaging	System Test	8/14/2015	64	6,299	1,843,087	14,975,359
DDI-375	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Construction & Unit Test	8/17/2015	741	77,062	1,920,150	15,052,421
DDI-12	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 1	Design	8/24/2015	637	66,241	1,986,391	15,118,663
DDI-382	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Integration Test	8/25/2015	202	21,017	2,007,408	15,139,680
DDI-347	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Construction & Unit Test	8/25/2015	3235	336,402	2,343,810	15,476,082
DDI-333	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Design	8/25/2015	1176	122,328	2,466,138	15,598,409
DDI-458	Scheduled	Infrastructure	Application Infrastructure - Milestone 3	AI Group 3 - Release 4	8/26/2015	721	75,000	2,541,138	15,673,409
A3-59	Scheduled	Managed Care Step II	Managed Care Step II	Production	8/28/2015	208	21,628	2,562,766	15,695,037

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-461	Scheduled	Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 1	8/28/2015	721	75,000	2,637,766	15,770,037
DDI-388	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - System Test	8/28/2015	108	11,209	2,648,975	15,781,246
DDI-248	Scheduled	Business & Persistence (Real-Time)	Document Imaging	Implementation	8/28/2015	32	3,150	2,652,124	15,784,396
DDI-211	Scheduled	AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	System Test	8/28/2015	375	37,490	2,689,614	15,821,886
A2-97	Scheduled	Quality Assurance	Testing Support	Testing Support - August 15	8/31/2015	1899	168,036	2,857,650	15,989,922
A3-63	Scheduled	NHHP - Premium Assistance	Premium Return File	Implementation	9/1/2015	349	36,250	2,893,900	16,026,172
A3-62	Scheduled	NHHP - Premium Assistance	QHP/MCO Interface	Implementation	9/1/2015	697	72,500	2,966,400	16,098,672
A3-61	Scheduled	NHHP - Premium Assistance	Premium Assistance Calculation & Downstream Changes	Implementation	9/1/2015	1046	108,750	3,075,150	16,207,422
A3-60	Scheduled	NHHP - Premium Assistance	ABP to QHP Conversion	Implementation	9/1/2015	349	36,250	3,111,400	16,243,672
DDI-178.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 3	System Test	9/4/2015	928	96,466	3,207,865	16,340,137
DDI-501	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	July/August 2015 Status Report (Business/Persistence Project - Batch)	9/7/2015	850	88,367	3,296,232	16,428,504
DDI-29	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 1	Construction & Unit Test	9/9/2015	1274	132,483	3,428,715	16,560,987
DDI-294	Scheduled	Business & Persistence (Batch)	Mass Change	Implementation	9/11/2015	92	9,579	3,438,294	16,570,566
DDI-467	Scheduled	Business & Persistence (Batch)	EMA	Construction & Unit Test	9/14/2015	185	19,249	3,457,543	16,589,815
DDI-63	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 1	Integration Test	9/14/2015	178	18,548	3,476,091	16,608,362

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
A2-98	Scheduled	Medicaid Enhancements	Enhanced Document Workflow	Construction, Unit & Integration Test	9/16/2015	1808	178,965	3,655,056	16,787,327
DDI-395	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 1 - Implementation	9/18/2015	27	2,802	3,657,858	16,790,130
DDI-396	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Design	9/22/2015	269	28,023	3,685,881	16,818,152
DDI-64	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 2	Design	9/23/2015	637	66,241	3,752,122	16,884,394
A3-64	Scheduled	NHPP - PMO	New HEIGHTS PMO	PMO Q3 2015	9/25/2015	1319	137,143	3,889,265	17,021,537
A3-65	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q3 2015	9/25/2015	1223	127,143	4,016,408	17,148,680
DDI-466	Scheduled	Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 2	9/28/2015	721	75,000	4,091,408	17,223,680
DDI-470	Scheduled	Business & Persistence (Batch)	EMA	Integration Test	9/29/2015	101	10,500	4,101,907	17,234,179
A2-99	Scheduled	Quality Assurance	Testing Support	Testing Support - September 15	9/30/2015	1899	168,036	4,269,943	17,402,215
A3-66	Scheduled	NHPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 6	10/1/2015	498	51,786	4,321,729	51,786
A3-67	Scheduled	Technology Modernization	COBOL Wrap Framework	Construction/Unit Test	10/2/2015	1462	152,000	4,473,729	203,786
DDI-189.1	Scheduled	Business & Persistence (Batch)	Eligibility Determination - Milestone 3	Implementation	10/2/2015	357	37,102	4,510,831	240,888
DDI-12.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 1	System Test	10/9/2015	331	34,446	4,545,277	275,333
DDI-472	Scheduled	Business & Persistence (Batch)	EMA	System Test	10/9/2015	34	3,500	4,548,777	278,833
DDI-469	Scheduled	Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 3	10/12/2015	721	75,000	4,623,777	353,833
DDI-87	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 2	Construction & Unit Test	10/12/2015	1274	132,483	4,756,259	486,316

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-353	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Integration Test	10/15/2015	882	91,746	4,848,005	578,062
DDI-139	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 2	Integration Test	10/15/2015	178	18,548	4,866,553	596,609
DDI-475	Scheduled	Business & Persistence (Batch)	History Maintenance	Construction & Unit Test	10/21/2015	992	103,213	4,969,766	699,823
DDI-480	Scheduled	Business & Persistence (Batch)	EMA	Implementation	10/23/2015	17	1,750	4,971,516	701,573
DDI-64.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 3	Design	10/26/2015	637	66,241	5,037,757	767,814
DDI-471	Scheduled	Infrastructure	Application Infrastructure - Milestone 4	AI Group 4 - Release 4	10/27/2015	721	75,000	5,112,757	842,814
A2-100	Scheduled	Medicaid Enhancements	Enhanced Document Workflow	Implementation	10/28/2015	603	59,655	5,172,412	902,469
A2-102	Scheduled	Quality Assurance	Testing Support	Testing Support - October 15	10/30/2015	1899	168,036	5,340,448	1,070,505
A2-101	Scheduled	Medicaid Enhancements	Enhanced Post Eligibility Verification	Construction, Unit & Integration Test	10/30/2015	1706	168,885	5,509,333	1,239,390
A2-83	Scheduled	Medicaid Enhancements	MAGI Benefit Recovery	Construction	10/30/2015	624	61,151	5,570,484	1,300,541
DDI-29.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 1	Implementation	11/6/2015	127	13,248	5,583,732	1,313,789
DDI-367	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - System Test	11/6/2015	470	48,931	5,632,664	1,362,720
DDI-379	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Construction & Unit Test	11/10/2015	809	84,100	5,716,764	1,446,821
DDI-378	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Design	11/10/2015	294	30,582	5,747,346	1,477,403
DDI-87.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 3	Construction & Unit Test	11/11/2015	1274	132,483	5,879,829	1,609,986

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-377	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 1 - Implementation	11/13/2015	118	12,233	5,892,062	1,622,118
DDI-149	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 2	System Test	11/13/2015	331	34,446	5,926,507	1,656,564
DDI-139.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 3	Integration Test	11/17/2015	178	18,548	5,945,055	1,675,111
DDI-479	Scheduled	Business & Persistence (Batch)	History Maintenance	Integration Test	11/18/2015	541	56,298	6,001,353	1,731,409
DDI-397	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Construction & Unit Test	11/23/2015	741	77,062	6,078,415	1,808,472
DDI-383	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Integration Test	11/23/2015	221	22,936	6,101,352	1,831,408
A3-68	Scheduled	Technology Modernization	COBOL Wrap Framework	Implementation	11/27/2015	731	76,000	6,177,352	1,907,408
A2-103	Scheduled	Quality Assurance	Testing Support	Testing Support - November 15	11/27/2015	1899	168,036	6,345,388	2,075,444
DDI-482	Scheduled	Business & Persistence (Batch)	History Maintenance	System Test	11/27/2015	180	18,766	6,364,154	2,094,210
DDI-226	Scheduled	AFD/Medicaid Modernization	LTC - MED, OASIS/MDS	Implementation	11/27/2015	187	18,745	6,382,899	2,112,965
A3-69	Scheduled	NHPPP - Premium Assistance	Premium Assistance Reporting	Construction/Unit Test	12/1/2015	697	72,500	6,455,399	2,185,455
DDI-402	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Integration Test	12/1/2015	202	21,017	6,476,416	2,206,472
DDI-405	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - System Test	12/4/2015	108	11,209	6,487,625	2,217,681
DDI-389	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - System Test	12/4/2015	118	12,233	6,499,858	2,229,914

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Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-159	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 2	Implementation	12/4/2015	127	13,248	6,513,106	2,243,163
DDI-526	Scheduled	Business & Persistence (Batch)	Project Management (Business/Persistence - Batch)	September/November 2015 Status Report (Business/Persistence Project - Batch)	12/7/2015	850	88,367	6,601,473	2,331,529
A2-104	Scheduled	Medicaid Enhancements	Enhanced Post Eligibility Verification	Implementation	12/11/2015	569	56,295	6,657,768	2,387,824
A2-87	Scheduled	Medicaid Enhancements	MAGI Benefit Recovery	Implementation	12/11/2015	208	20,384	6,678,152	2,408,208
DDI-149.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 3	System Test	12/11/2015	331	34,446	6,712,597	2,442,654
DDI-159.1	Scheduled	Business & Persistence (Batch)	Standard Filing - Milestone 3	Implementation	12/25/2015	127	13,248	6,725,846	2,455,902
DDI-489	Scheduled	Business & Persistence (Batch)	History Maintenance	Implementation	12/25/2015	90	9,383	6,735,229	2,465,285
DDI-418	Scheduled	Business & Persistence (Batch)	Reports - Milestone 3	Release 2 - Implementation	12/25/2015	27	2,802	6,738,031	2,468,088
DDI-398	Scheduled	Business & Persistence (Batch)	Application Entry - Milestone 2	Release 2 - Implementation	12/25/2015	29	3,058	6,741,089	2,471,146
A3-70	Scheduled	NHPPP - PMO	New HEIGHTS PMO	PMO Q4 2015	12/28/2015	1319	137,143	6,878,232	2,608,289
A3-71	Scheduled	FFM & FDSH	CMS Alignment & Optimization Activities	PMO Q4 2015	12/28/2015	1223	127,143	7,005,375	2,735,431
A3-72	Scheduled	NHPPP - Premium Assistance	Premium Assistance Reporting	Implementation	12/31/2015	349	36,250	7,041,625	2,771,681
A3-73	Scheduled	NHPPP - Review and Refinement	Post Implementation Review & Refinement	PIR Milestone 7	12/31/2015	498	51,786	7,093,410	2,823,467
A2-105	Scheduled	Quality Assurance	Testing Support	Testing Support - December 15	12/31/2015	1899	168,036	7,261,446	2,991,503
DDI-407.1	Scheduled	Business & Persistence (Batch)	Application Entry - non-Medicaid	Design	1/14/2016	196	20,356	7,281,803	3,011,859

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## New HEIGHTS Milestones

Mile-stone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-477	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Design	1/21/2016	213	22,185	7,303,987	3,034,044
DDI-474.1	Scheduled	Business & Persistence (Batch)	Quality Control - non-Medicaid	Construction & Unit Test	1/22/2016	570	59,326	7,363,313	3,093,370
DDI-346	Scheduled	AFD/Medicaid Modernization	EDM - Image Optimization	Requirements	2/1/2016	99	9,890	7,373,203	3,103,260
DDI-304	Scheduled	AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	Requirements	2/1/2016	279	27,888	7,401,090	3,131,147
DDI-478.1	Scheduled	Business & Persistence (Batch)	Quality Control - non-Medicaid	Integration Test	2/3/2016	311	32,359	7,433,450	3,163,507
DDI-481.1	Scheduled	Business & Persistence (Batch)	Quality Control - non-Medicaid	System Test	2/5/2016	104	10,786	7,444,236	3,174,293
DDI-488.1	Scheduled	Business & Persistence (Batch)	Quality Control - non-Medicaid	Implementation	2/8/2016	52	5,393	7,449,630	3,179,686
DDI-253	Scheduled	Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Design	2/12/2016	1430	148,712	7,598,342	3,328,398
DDI-408.1	Scheduled	Business & Persistence (Batch)	Application Entry - non-Medicaid	Construction & Unit Test	2/15/2016	539	56,099	7,654,441	3,384,498
DDI-440.1	Scheduled	Business & Persistence (Batch)	Caseload Management - non-Medicaid	Design	2/23/2016	433	44,994	7,699,435	3,429,492
DDI-414.1	Scheduled	Business & Persistence (Batch)	Application Entry - non-Medicaid	Integration Test	2/23/2016	147	15,291	7,714,726	3,444,783
DDI-433.1	Scheduled	Business & Persistence (Batch)	Application Entry - non-Medicaid	Implementation	2/29/2016	19	2,007	7,716,733	3,446,790
DDI-420.1	Scheduled	Business & Persistence (Batch)	Application Entry - non-Medicaid	System Test	2/29/2016	78	8,123	7,724,857	3,454,913
DDI-310	Scheduled	AFD/Medicaid Modernization	Virtual DO/Workflow - Milestone 2	Design	3/4/2016	697	69,719	7,794,575	3,524,632

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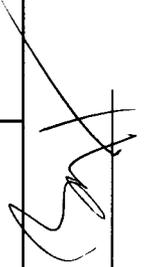
## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-350	Scheduled	AFD/Medicaid Modernization	EDM - Image Optimization	Design	3/7/2016	247	24,725	7,819,300	3,549,357
DDI-484	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Construction & Unit Test	3/1/2016	587	61,008	7,880,308	3,610,365
DDI-317	Scheduled	AFD/Medicaid Modernization	Spenddown Enhancements	Requirements	3/21/2016	198	19,780	7,900,088	3,630,145
DDI-487	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Integration Test	3/25/2016	160	16,638	7,916,727	3,646,783
DDI-515	Scheduled	Business & Persistence (Batch)	Work Programs	Release 1 - Design	3/30/2016	522	54,325	7,971,052	3,701,108
DDI-491	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - System Test	4/4/2016	85	8,874	7,979,925	3,709,982
DDI-441.1	Scheduled	Business & Persistence (Batch)	Caseload Management - non-Medicaid	Construction & Unit Test	4/5/2016	1190	123,734	8,103,660	3,833,716
DDI-492	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 1 - Implementation	4/5/2016	21	2,218	8,105,878	3,835,935
DDI-445.1	Scheduled	Business & Persistence (Batch)	Caseload Management - non-Medicaid	Integration Test	4/15/2016	324	33,746	8,139,624	3,869,681
DDI-320	Scheduled	AFD/Medicaid Modernization	Spenddown Enhancements	Design	4/18/2016	495	49,450	8,189,074	3,919,131
DDI-449.1	Scheduled	Business & Persistence (Batch)	Caseload Management - non-Medicaid	System Test	4/21/2016	173	17,998	8,207,072	3,937,128
DDI-457.1	Scheduled	Business & Persistence (Batch)	Caseload Management - non-Medicaid	Implementation	4/22/2016	43	4,499	8,211,571	3,941,628
DDI-493	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Design	4/22/2016	213	22,185	8,233,756	3,963,812
DDI-370	Scheduled	AFD/Medicaid Modernization	EDM - Image Optimization	Construction & Unit Test	5/6/2016	495	49,450	8,283,206	4,013,262

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Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-496	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 1 - Design	5/18/2016	692	71,998	8,355,203	4,085,260
DDI-374	Scheduled	AFD/Medicaid Modernization	EDM - Image Optimization	System Test	5/20/2016	99	9,890	8,365,093	4,095,150
DDI-376	Scheduled	AFD/Medicaid Modernization	Vital Records	Requirements	5/26/2016	214	21,390	8,386,483	4,116,540
DDI-387	Scheduled	AFD/Medicaid Modernization	EDM - Image Optimization	Implementation	6/3/2016	49	4,945	8,391,428	4,121,485
DDI-494	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Construction & Unit Test	6/14/2016	587	61,008	8,452,436	4,182,493
DDI-384	Scheduled	AFD/Medicaid Modernization	Vital Records	Design	6/20/2016	535	53,475	8,505,911	4,235,968
DDI-524	Scheduled	Business & Persistence (Batch)	Work Programs	Release 1 - Construction & Unit Test	6/22/2016	1436	149,393	8,655,305	4,385,361
DDI-497	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Integration Test	6/28/2016	160	16,638	8,671,943	4,402,000
DDI-337	Scheduled	AFD/Medicaid Modernization	Virtual DOWorkflow - Milestone 2	Construction & Unit Test	6/30/2016	1394	139,438	8,811,381	4,541,437
DDI-273	Scheduled	Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Construction & Unit Test	6/30/2016	3932	408,958	9,220,339	4,950,395
DDI-498	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - System Test	7/5/2016	85	8,874	8,874	4,959,269
DDI-504	Scheduled	Business & Persistence (Batch)	Reports - Milestone 4 (Non-MA)	Release 2 - Implementation	7/7/2016	21	2,218	11,092	4,961,488
DDI-528	Scheduled	Business & Persistence (Batch)	Work Programs	Release 1 - Integration Test	7/14/2016	392	40,744	51,836	5,002,231
DDI-500	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 1 - Construction & Unit Test	7/22/2016	1904	197,993	249,829	5,200,225
DDI-516	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Design	7/26/2016	213	22,185	272,014	5,222,409

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Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-534	Scheduled	Business & Persistence (Batch)	Work Programs	Release 1 - System Test	7/27/2016	209	21,730	293,744	5,244,139
DDI-537	Scheduled	Business & Persistence (Batch)	Work Programs	Release 1 - Implementation	7/29/2016	52	5,432	299,177	5,249,572
DDI-338	Scheduled	AFD/Medicaid Modernization	Spenddown Enhancements	Construction & Unit Test	7/31/2016	989	98,900	398,077	5,348,472
DDI-344	Scheduled	AFD/Medicaid Modernization	Virtual DOW/Workflow - Milestone 2	System Test	7/31/2016	279	27,888	425,964	5,376,359
DDI-279	Scheduled	Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Integration Test	8/5/2016	1072	111,534	537,498	5,487,893
DDI-503	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 1 - Integration Test	8/10/2016	519	53,998	591,496	5,541,892
DDI-345	Scheduled	AFD/Medicaid Modernization	Spenddown Enhancements	System Test	8/15/2016	198	19,780	611,276	5,561,672
DDI-362	Scheduled	AFD/Medicaid Modernization	Virtual DOW/Workflow - Milestone 2	Implementation	8/15/2016	139	13,944	625,220	5,575,615
DDI-506	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 1 - System Test	8/19/2016	277	28,799	654,019	5,604,414
DDI-511	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 1 - Implementation	8/23/2016	69	7,200	661,219	5,611,614
DDI-403	Scheduled	AFD/Medicaid Modernization	Vital Records	Construction & Unit Test	8/26/2016	1070	106,950	768,169	5,718,564
DDI-538	Scheduled	Business & Persistence (Batch)	Work Programs	Release 2 - Design	8/30/2016	522	54,325	822,494	5,772,889
DDI-286	Scheduled	Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - System Test	8/31/2016	572	59,485	881,979	5,832,374
DDI-363	Scheduled	AFD/Medicaid Modernization	Spenddown Enhancements	Implementation	9/2/2016	99	9,890	891,869	5,842,264
DDI-293	Scheduled	Business & Persistence (Batch)	Eligibility Determination - non-Medicaid	Other Programs - Implementation	9/7/2016	143	14,871	906,740	5,857,135

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## New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-525	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Construction & Unit Test	9/15/2016	587	61,008	967,748	5,918,143
DDI-512	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 2 - Design	9/15/2016	692	71,998	1,039,745	5,990,140
DDI-406	Scheduled	AFD/Medicaid Modernization	Vital Records	System Test	9/23/2016	214	21,390	1,061,135	6,011,530
DDI-529	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Integration Test	9/29/2016	160	16,638	1,077,774	6,028,169
DDI-177	Scheduled	Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Design	9/29/2016	522	54,336	1,132,110	6,082,505
DDI-535	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - System Test	10/6/2016	85	8,874	1,140,984	8,874
DDI-541	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 1 - Implementation	10/7/2016	21	2,218	1,143,202	11,092
DDI-419	Scheduled	AFD/Medicaid Modernization	Vital Records	Implementation	10/14/2016	107	10,695	1,153,897	21,787
DDI-542	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Design	10/27/2016	213	22,185	1,176,082	43,972
DDI-188	Scheduled	Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Construction & Unit Test	11/4/2016	836	86,938	1,263,020	130,910
DDI-539	Scheduled	Business & Persistence (Batch)	Work Programs	Release 2 - Construction & Unit Test	11/22/2016	1436	149,393	1,412,413	280,303
DDI-513	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 2 - Construction & Unit Test	11/22/2016	1904	197,993	1,610,407	478,297
DDI-213	Scheduled	Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Integration Test	11/29/2016	522	54,336	1,664,743	532,633
DDI-519	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 2 - Integration Test	12/9/2016	519	53,998	1,718,741	586,632

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New HEIGHTS Milestones

Milestone	Status (as of 4/1/2014)	Category	Milestone	Deliverable Name	Target Date	Hours	Amount	State Fiscal Year	Federal Fiscal Year
DDI-544	Scheduled	Business & Persistence (Batch)	Work Programs	Release 2 - Integration Test	12/14/2016	392	40,744	1,759,485	627,375
DDI-543	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Construction & Unit Test	12/16/2016	587	61,008	1,820,493	688,383
DDI-523	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 2 - System Test	12/20/2016	277	28,799	1,849,292	717,182
DDI-221	Scheduled	Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - System Test	12/21/2016	522	54,336	1,903,628	771,518
DDI-533	Scheduled	Business & Persistence (Batch)	Benefits Issuance	Release 2 - Implementation	12/22/2016	69	7,200	1,910,828	778,718
DDI-547	Scheduled	Business & Persistence (Batch)	Work Programs	Release 2 - System Test	12/27/2016	209	21,730	1,932,558	800,448
DDI-550	Scheduled	Business & Persistence (Batch)	Work Programs	Release 2 - Implementation	12/29/2016	52	5,432	1,937,990	805,881
DDI-231	Scheduled	Business & Persistence (Batch)	Standard Filing - non-Medicaid	Other Programs - Implementation	12/29/2016	209	21,735	1,959,725	827,615
DDI-546	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Integration Test	12/30/2016	160	16,638	1,976,364	844,254
DDI-549	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - System Test	1/9/2017	85	8,874	1,985,237	853,127
DDI-552	Scheduled	Business & Persistence (Batch)	Reports - Milestone 5 (Non-MA)	Release 2 - Implementation	1/10/2017	21	2,218	1,987,456	855,346
<b>Total</b>						<b>453,768</b>	<b>\$ 50,224,543</b>	<b>50,224,543</b>	<b>50,224,543</b>

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Vendor Initials 

# 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 18<sup>th</sup> day of April, A.D. 2014

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

William M. Gardner  
Secretary of State





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
05/30/2013

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

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

<b>PRODUCER</b> Marsh USA, Inc. 1166 Avenue of the Americas New York, NY 10036  709965-\$25M--13-14	<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.	NAIC #: 23841
	<b>INSURER C:</b> The Insurance Company of the State of PA	NAIC #: 19429
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**                      **CERTIFICATE NUMBER:** NYC-005362029-09                      **REVISION NUMBER:** 7

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"/> PRO-JECT <input checked="" type="checkbox"/> LOC			GL 5361561	06/01/2013	06/01/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - 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 3611887  "Auto Physical Damage" "\$500 DEDUCTIBLE COMP/COLL"	06/01/2013	06/01/2014	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 \$			20562120	06/01/2013	06/01/2014	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) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below			WC 039901223 (AOS)	06/01/2013	06/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER
C				WC 039901224 (CA)	06/01/2013	06/01/2014	E.L. EACH ACCIDENT \$ 1,000,000
C				WC 039901226 (AK,AZ,GA,VA)	06/01/2013	06/01/2014	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
C				WC 039901227 (NJ,PA)	06/01/2013	06/01/2014	E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	WORKER'S COMP			WC 039901228 (IL,KY,NC,NH,UT,VT)	06/01/2013	06/01/2014	
C	WORKER'S COMP			WC 039901229 (MA,ND,OH,WA,WI)	06/01/2013	06/01/2014	

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)**  
 STATE OF NEW HAMPSHIRE IS INCLUDED AS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE.  
 \*\*\*WORKERS COMPENSATION INSURANCE COVERAGE IS PROVIDED UNDER DELOITTE'S POLICY, MEETING NEW HAMPSHIRE'S STATUTORY REQUIREMENTS.\*\*\*

<b>CERTIFICATE HOLDER</b>  STATE OF NEW HAMPSHIRE DEPT. OF HEALTH & HUMAN SERVICES OFFICE OF 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. Nancy Bartolino <i>Nancy Bartolino</i>
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**ADDITIONAL REMARKS SCHEDULE**

<b>AGENCY</b> Marsh USA, Inc.		<b>NAMED 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>POLICY NUMBER</b>		<b>EFFECTIVE DATE:</b>	
<b>CARRIER</b>	<b>NAIC CODE</b>		

**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: 039901225 (FL)  
 POLICY TERM: 6/1/13 - 6/1/14





Nicholas A. Toumpas  
Commissioner

Carol E. Sideris  
Director

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

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

December 23, 2013

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

*SAR SARCS*

*10% Federal  
10% General*

**REQUESTED ACTION**

Authorize the State of New Hampshire, Department of Health and Human Services, Division of Client Services to amend an existing **sole source** contract (PO# 7000896) with Deloitte Consulting LLP, 2601 Market Place, 2<sup>nd</sup> Floor, Harrisburg, PA 17110 (Vendor # 174776), by increasing the price limitation by \$11,345,012.00 from \$33,310,624.33 to an amount not to exceed \$44,655,636.33, effective January 1, 2014 or the date of Governor and Executive Council approval, whichever is later. This Agreement was originally approved by Governor and Council on October 3, 2012, Item # 36, and amended on April 3, 2013, Item # 40 B. The purpose of this contract is to complete the modernization of the New HEIGHTS infrastructure, and to provide functionality to support DHHS's strategic vision for improved service delivery. Funds are available in the following accounts(s) in State Fiscal Year 2014 and are anticipated to be available in State Fiscal Years 2015 – 2017 upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from Governor and Executive Council.

05-95-45-450010-6125 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, DIRECTOR'S OFFICE

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	046-500464	Consultants	\$4,448,520.00	\$0.00	\$4,448,520.00
Sub Total			\$4,448,520.00	\$0.00	\$4,448,520.00

05-95-45-451010-7993 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF CLIENT SERVICES, CLIENT SERVICES – DFA FIELD SVCS

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	046-500464	Consultants	\$0.00	\$3,892,495.00	\$3,892,495.00
SFY 2015	046-500464	Consultants	\$0.00	\$4,714,921.00	\$4,714,921.00
SFY 2016	046-500464	Consultants	\$0.00	\$927,442.00	\$927,442.00
Sub Total			\$0.00	\$9,534,858.00	\$9,534,858.00



05-95-45-450030-0967 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 11-253:1:VII-G NEW HGHTS RENEW

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	034-500099	Major IT Systems	\$6,651,302.00	\$0.00	\$6,651,302.00
SFY 2014	034-500099	Major IT Systems	\$748,645.00	\$432,500.00	\$1,181,145.00
SFY 2015	034-500099	Major IT Systems	\$0.00	\$523,880.00	\$523,880.00
SFY 2016	034-500099	Major IT Systems	\$0.00	\$178,122.00	\$178,122.00
Sub Total			\$7,399,947.00	\$1,134,502.00	\$8,534,449.00

05-95-95-950030-0977 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, 11-253:1:VII-Q ACCESS FRONT DOOR

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	034-500099	Major IT Systems	\$6,070,888.00	\$0.00	\$6,070,888.00
SFY 2015	034-500099	Major IT Systems	\$7,649,112.00	\$0.00	\$7,649,112.00
Sub Total			\$13,720,000.00	\$0.00	\$13,720,000.00

05-95-45-450030-2924 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 13-195:VII-E – NEW HEIGHTS INC

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2015	034-500099	Major IT Systems	\$16,397.00	\$0.00	\$16,397.00
SFY 2016	034-500099	Major IT Systems	\$6,456,127.00	\$675,652.00	\$7,131,779.00
SFY 2017	034-500099	Major IT Systems	\$1,269,633.33	\$0.00	\$1,269,633.33
Sub Total			\$7,742,157.33	\$675,652.00	\$8,417,809.33
		Total	\$33,310,624.33	\$11,345,012.00	\$44,655,636.33

**EXPLANATION**

This is an amendment to a sole source contract 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 for these enhancements. Any vendor other than Deloitte would have a tremendous learning curve and the timelines do not support the lag time that would be required to bring a new team on board. The deliverables contained in this amendment are directly related to the work currently under development in the contract, therefore it is not possible to given the tight timelines and criticality of this functionality to consider another vendor.



The purpose of this contract is to complete the modernization of the New HEIGHTS infrastructure, and to provide functionality to support DHHS's strategic vision for improved service delivery. The areas that will be addressed include:

- Design, development and implementation requirements necessary to ensure compliance with security standards and 508 requirements for access to the system by handicapped citizens;
- Support for the Department's service modernization initiatives;
- DHHS Medicaid transformation support;
- Testing and quality assurance resources to ensure successful implementation of the New HEIGHTS incremental renewal project.

Should Governor and Council determine to deny this request, the Department of Health and Human Services will not be able to retain the 90% Federal match rate for these initiatives.

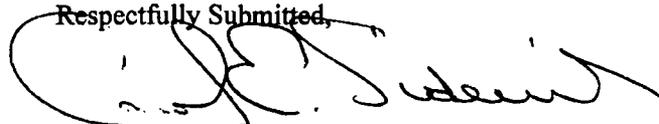
The State will be working with Deloitte Consulting daily ensuring that the deliverables outlined in this contract amendment are met. Additionally, the Centers for Medicare & Medicaid Services are also working closely with both the State and the vendor to ensure timely implementation.

Geographic area served: Statewide

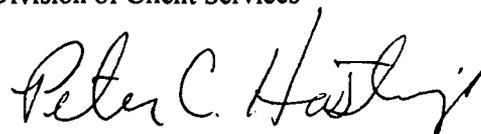
Source of Funds: 90% Federal Funds and 10% State General Funds

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

Respectfully Submitted,

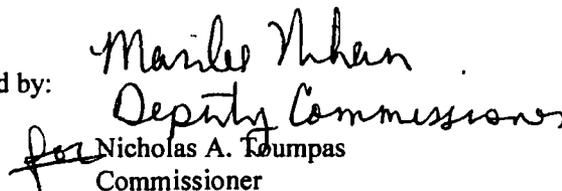


Carol E. Sideris  
Division of Client Services



Peter Hastings  
Commissioner  
Department of Information Technology

Approved by:



Deputy Commissioner  
for Nicholas A. Koumpas  
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)

**Peter C. Hastings**  
*Acting Commissioner*

December 26, 2013

Nicholas Toumpas, Commissioner  
State of New Hampshire  
Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301-3857

Dear Commissioner Toumpas:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with Deloitte Consulting LLP, of Harrisburg, PA, as described below and referenced as DoIT No. 2014-117.

This is a request to enter into a second contract amendment to complete the modernization of the New HEIGHTS infrastructure, and to provide functionality to support DHHS's strategic vision for improved service delivery, including:

- Design, development and implementation requirements necessary to ensure compliance with security standards and 508 handicap access requirements;
- Support for the Department's service modernization initiatives;
- DHHS Medicaid transformation support; and
- Testing and quality assurance for the New Heights incremental renewal project.

The contract value is increased by \$11,345,012 to a new not to exceed contract value of \$44,655,636.33. Contract expiration date is unchanged.

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

Sincerely,

Handwritten signature of Peter C. Hastings in cursive script.  
Peter C. Hastings

PCH/ltn  
Contract #2014-117

CC: Michael O'Neil, DoIT  
Leslie Mason, DoIT



**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**New HEIGHTS**  
**Service Modernization and Incremental Renewal**  
**Amendment 2**

This 2nd Amendment to the Deloitte Consulting LLP Contract (hereinafter referred to as Amendment 2) dated this 23<sup>rd</sup> day of December 2013, is by and between the State of New Hampshire, Department of Health and Human Services (hereinafter referred to as the "State" or the "Department" or "DHHS") and Deloitte Consulting, Limited Liability Partnership (hereinafter "Deloitte" and/or "the Contractor") with a place of business at 1000 One PPG Place, Pittsburgh, Pennsylvania 15222-5414.

WHEREAS, pursuant to an Agreement (the Contract) approved by Governor and Executive Council, on October 3, 2012, Item #36, P.O. Number 7000896, the Contractor agrees to supply certain services upon the terms and conditions specified in the Contract and in consideration of certain sums as specified therein; and

WHEREAS, pursuant to section 17 of the General Terms, Form P-37 (1/09) the Contract may be modified or amended only by a written instrument executed by the parties thereto, and only after approved of such modification by the Governor and Executive Council; and

WHEREAS, the Contractor and the Department have agreed to amend the Contract in certain respects; and

WHEREAS, this Agreement may be amended by mutual agreement of the Parties subject to formal approval by the Governor and Executive Council of the State of New Hampshire and

WHEREAS the Department wishes to amend the New HEIGHTS contract to support Affordable Care Act (ACA) requirements including security, accessibility and Medicaid enhancements, the Department and the Contractor hereby agree to amend the Scope of Work and the terms and conditions of the Contract;

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

1. Except as provided herein, all provisions of the Agreement shall remain in full force and effect. This modification shall take effect on January 1, 2014, or upon the approval of the Governor and Executive Council, whichever is later.
2. **General Provisions, Form P-37 (1/09)** is hereby amended as follows:
  - 2.1. Block 1.8, Price Limitation, increase by an amount not to exceed \$11,345,012 from \$33,310,624.33 to \$44,655,636.33 .
  - 2.2. Block 3, "Effective Date: Completion of Services" is amended by adding the following sentences to 3.1:  
"The effective date of the original contract is October 4, 2012. This Amendment, Amendment 2, is effective on the date of Governor and Executive Council approval or January 1, 2014, whichever is later.
3. **Exhibit A Contract Scope of Work** is hereby amended as follows:

- 3.1. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.1. *Purpose* are amended by inserting the following thereafter: Attachment B – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Scope of Services.
- 3.2. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.5.1 are amended by inserting the following thereafter:
- Amendment 2
  - Attachment A “Attachment A – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Staff Loading”
  - Attachment B “Attachment B – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Scope of Services”
  - Attachment B-1 “Attachment B-1 – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Implementation Services Milestones”
  - And any and all other attachments and/or appendices and/or tables.
- 3.3. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 3.1 (a) are amended by inserting the following thereafter:  
A baseline complement of Contractor staff will be provided for Amendment 2 according to Attachment A – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Staff Loading, to perform work under the Services, Requirements, and Staffing as defined in Attachment B – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Scope of Services (the “Work”). Work shall be scheduled full time for all resources on the project as defined in Attachment A - Addendum for Amendment 2. Full time is defined as forty hours per week. 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.
- 3.4. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 3.2 (e) is hereby stricken and replaced with the following:
- Facilities and desktop computing hardware and software for up to 60 implementation services Contractor staff housed at the 7 Eagle Square site or an equivalent location.
- 3.5. The provisions of Contract Exhibit A: *Scope of Work* Paragraphs 4. PROJECT MANAGEMENT AND RESPONSIBILITIES, 5. COMMUNICATION AND REPORTING, 6. TESTING, 7. SYSTEM DOCUMENTATION are amended by inserting the following after each instance of Attachment B New HEIGHTS Scope of Services: and Attachment B – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Scope of Services.



4. **Exhibit B Payment Terms** is hereby amended as follows:

4.1. Amend Exhibit B Section 1, Price, by striking:

- a) The total price for all services and facilities provided under this Agreement shall not exceed \$33,310,624.33.

And inserting in its place:

- a) The total price for all services and facilities provided under this Agreement shall not exceed \$44,655,636.33, as stated in the General Terms and Conditions, Form P-37, Section 1.8.

4.2. Amend Exhibit B Section 2, Terms of Payment by striking:

- a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$7,088,247.33 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
- CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,522,048.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$24,686,475.00.
  - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$13,854.00.

And inserting in its place:

- b) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$8,222,749.33 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
- CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,522,048.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$34,896,985.00.
  - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$13,854.00.

4.3. The provisions of Contract Exhibit B Section 2, Terms of Payment are amended by Inserting the following thereafter:

- c) The State will make payment to the Contractor for Amendment 2 as defined in the Milestone Payment Schedule included as Attachment B-1 – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Implementation Services Milestones. 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, provided the modifications do not exceed the total amounts of Attachment B-1.

**4.4. Amend Exhibit B Section 2, Terms of Payment by striking:**

- a) A portion of the funding totaling \$27,000,000 towards this contract is budgeted and available in the following accounts for the current biennium:
- 05-95-45-450030-0967: \$7,500,000
  - 05-95-95-950030-0977: \$15,000,000
  - 05-95-45-450010-6125: \$4,500,000

A combination of Capital and Operating funding requests is being submitted for the full funding of this contract as part of the budget process for SFY 2014/2015.

And inserting in its place:

- a) A portion of the funding totaling \$53,378,700 towards this contract is budgeted and available in the following accounts for the current biennium:
- 05-95-45-450030-0967: \$7,500,000
  - 05-95-95-950030-0977: \$15,000,000
  - 05-95-45-450010-6125: \$4,500,000
  - 05-95-45-450030-2924: \$16,843,842
  - 05-95-45-450010-7993: \$9,534,858

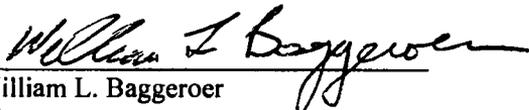
**4.5. The provisions of Contract Exhibit B Section 2, Terms of Payment are amended by Inserting the following thereafter :**

- b) The Parties further agree that the invoices for Amendment 2 will contain the payment number and the services as indicated in Attachment B-1 – Addendum for Amendment 2 Security, Accessibility and Medicaid Enhancements Implementation Services Milestones and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations.

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

State of New Hampshire  
Office of Information Systems

Date 12/24/13

  
William L. Baggeroer  
Director

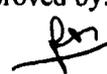
State of New Hampshire  
Division of Client Services

Date 12/24/13

 Mailee Nihan, Deputy Commissioner  
Carol E. Sideris  
Director

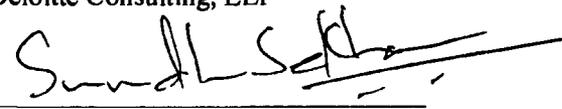
State of New Hampshire  
Department of Health and Human Services

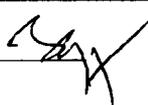
Date 12/24/13

Approved by: Mailee Nihan, Deputy Commissioner  
 Nicholas A. Toumpas  
Commissioner

Deloitte Consulting, LLP

Date 12/23/13

  
Sundhar Sekhar, Principal  
Deloitte Consulting LLP

Initial all pages  
Vendor Initials 

STATE OF  
COUNTY

On this the 24<sup>th</sup> day of December 2013, before me, Lucille T. Lingard  
the undersigned officer, personally appeared William Boygarrick, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.  
In witness thereof I hereto set my hand and official seal.

Lucille T. Lingard  
Notary Public  
My Commission Expires Feb 18, 2014

STATE OF  
COUNTY

On this the 24<sup>th</sup> day of December 2013, before me, Lucille T. Lingard  
the undersigned officer, personally appeared Mike Mihai, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.  
In witness thereof I hereto set my hand and official seal.

Lucille T. Lingard  
Notary Public  
My Commission Expires Feb 18, 2014

STATE OF  
COUNTY

On this the \_\_\_\_\_ day of \_\_\_\_\_ 2013, before me, \_\_\_\_\_  
the undersigned officer, personally appeared \_\_\_\_\_, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.  
In witness thereof I hereto set my hand and official seal.

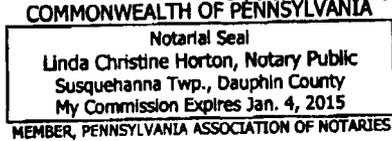
\_\_\_\_\_  
Notary Public  
My Commission Expires \_\_\_\_\_

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Vendor Initials AMJ

STATE OF Pennsylvania  
COUNTY OF Dauphin

On this the 23<sup>rd</sup> day of December 2013, before me, Linda C. Horton the undersigned officer, personally appeared Sundhar Sekhar who acknowledged himself/herself to be a Principal of Deloitte Consulting LLP, a Delaware registered limited liability partnership, and that he/she, as such being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the corporation by himself/herself as Principal. \_\_\_\_\_

IN WITNESS WHEREOF, I hereunto set my hand and official seal.



Linda Christine Horton  
Notary Public/Justice of the Peace  
My commission expires: January 4th, 2015

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

OFFICE OF THE ATTORNEY GENERAL

By: Mike. B...

Date: 12/26/13

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

Office of the Secretary of State

By: \_\_\_\_\_

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

Date: \_\_\_\_\_

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Vendor Initials [Signature]

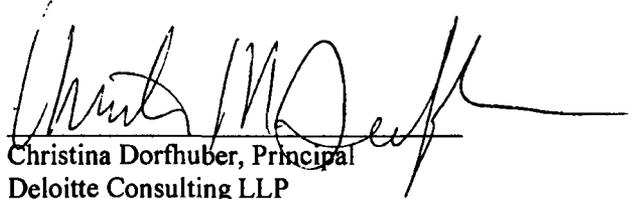


## CERTIFICATE

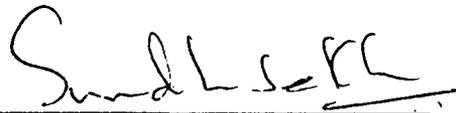
I, Christina Dorfhuber, Principal of Deloitte Consulting LLP, do hereby certify that:

1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership (“Deloitte Consulting”);
2. I maintain and have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of the Principals of Deloitte Consulting assigned to the Camp Hill, Pennsylvania Office;
3. I am duly authorized to issue certificates with respect to Deloitte Consulting and such Principals;
4. I have attached hereto as Certificate Exhibit A, a certificate of authority setting forth the authority of a Principal of Deloitte Consulting to enter into and sign agreements in the name of and on behalf of Deloitte Consulting;
5. Sundhar Sekhar, is on the date hereof, and since 2003 has been, a Principal of Deloitte Consulting as referred to in Certificate Exhibit A attached hereto;
6. As a Principal of Deloitte Consulting, he is fully authorized on behalf of and in the name of Deloitte Consulting to enter into and take any and all actions to execute, acknowledge, and deliver the contract with the State of New Hampshire, acting through the Office of the Governor, providing for the performance by Deloitte Consulting of certain management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as he may deem necessary, desirable, or appropriate to accomplish the same;
7. The signatures of Sundhar Sekhar, as Principal of Deloitte Consulting, affixed to any instruments or documents described in or contemplated by the preceding paragraph shall be exclusive evidence of the authority of said Principal to bind Deloitte Consulting thereby;
8. The certificate of authority of Deloitte Consulting attached as Exhibit A has not been revoked, annulled, or amended in any manner whatsoever and remains in full force and effect as of the date thereof;

9. The following persons, whose signatures appear below, have been duly appointed or assigned to and now occupy the positions indicated below in Deloitte Consulting:

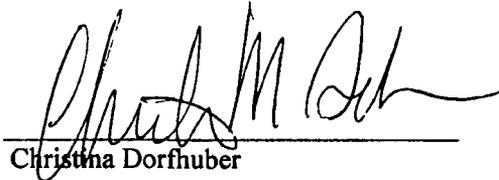


Christina Dorfhuber, Principal  
Deloitte Consulting LLP  
Camp Hill Office



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 December, 2013.



Christina Dorfhuber

**Pennsylvania**

**COUNTY OF Dauphin**

On this 23<sup>rd</sup> day of December, 2013, before me, Linda Christine Horton the undersigned officer, personally appeared Christina Dorfhuber who acknowledged herself to be a Principal of Deloitte Consulting LLP, a Delaware limited partnership, and that she, as such Principal, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing her name thereto as Principal.

**IN WITNESS WHEREOF**, I hereunto set my hand and official seal.

My Commission Expires: January 4<sup>th</sup>, 2015 Linda Christine Horton  
Notary Republic

COMMONWEALTH OF PENNSYLVANIA  
Notarial Seal  
Linda Christine Horton, Notary Public  
Susquehanna Twp., Dauphin County  
My Commission Expires Jan. 4, 2015  
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

CERTIFICATE EXHIBIT A

**I, SUNDHAR SEKHAR, DO HEREBY CERTIFY THAT:**

1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting").
2. I have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of Principals of Deloitte Consulting assigned to its Camp Hill, Pennsylvania office.
3. Principals of Deloitte Consulting are fully authorized by the Memorandum of Agreement of Deloitte Consulting to enter into and to take any and all actions on behalf of and in the name of Deloitte Consulting to execute, acknowledge, and deliver contracts providing for the performance by Deloitte Consulting of management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as may be necessary, desirable, or appropriate to accomplish the same.
4. Deloitte Consulting LLP has no company seal.
5. I am duly authorized to issue this Certificate.

**IN WITNESS WHEREOF**, I have hereunto set my hand as a Principal of Deloitte Consulting LLP this 23<sup>rd</sup> day of December, 2013.

Sundhar Sekhar  
Sundhar Sekhar

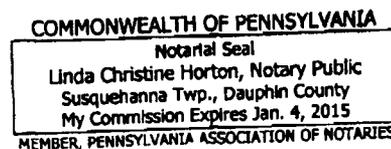
**Pennsylvania**

**COUNTY OF Dauphin**

On this 23<sup>rd</sup> day of December, 2013, before me, Linda Christine Horton, 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 4th, 2015 Linda Christine Horton  
Notary Republic





Attachment A – Addendum for Amendment 2

Attachment A - Addendum for Amendment 2  
Security, Accessibility and Medicaid Enhancements Staff Loading

Year 1	1	2	3	4	5	6	7	8	9	10	11	12	Totals
FTEs Per Month	13-Jul	13-Aug	13-Sep	13-Oct	13-Nov	13-Dec	14-Jan	14-Feb	14-Mar	14-Apr	14-May	14-Jun	
Quality Assurance Specialists	0	0	0	0	0	0	6	8	9	10	10	10	53
Configuration Analyst	0	0	0	0	0	0	0	0	1	1	1	1	4
Project Analysts	0	0	0	0	0	0	6	8	12	14	14	14	68
Total FTE	0	0	0	0	0	0	12	16	22	25	25	25	125
							6	8	10	11	11	11	57

Year 2	13	14	15	16	17	18	19	20	21	22	23	24	Totals
FTEs Per Month	14-Jul	14-Aug	14-Sep	14-Oct	14-Nov	14-Dec	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun	
Quality Assurance Specialists	10	10	10	10	10	10	10	10	10	10	10	10	120
Configuration Analyst	1	1	1	1	1	1	1	1	1	1	1	1	12
Project Analysts	14	14	14	14	14	12	12	12	12	12	12	12	154
Total FTE	25	25	25	25	25	23	23	23	23	23	23	23	286
	11	11	11	11	11	11	11	11	11	11	11	11	

Year 3	25	26	27	28	29	30	31	32	33	34	35	36	Totals
FTEs Per Month	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	
Quality Assurance Specialists	10	10	12	12	12	12	0	0	0	0	0	0	68
Configuration Analyst	1	1	1	1	1	1	0	0	0	0	0	0	6
Project Analysts	12	12	12	12	12	12	0	0	0	0	0	0	72
Total FTE	23	23	25	25	25	25	0	0	0	0	0	0	146

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New Hampshire

Department of Health and Human Services

Service Modernization and Incremental Renewal

Attachment B – Addendum for Amendment 2 Security,  
Accessibility and Medicaid Enhancements Scope of  
Services

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Attachment B – Addendum for Amendment 2

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## Change Log

Date	Title	Description
December 19, 2013	Amendment 2 scope expansion	The statement of work was updated for Amendment 1 to include New HEIGHTS Security, Accessibility and Medicaid Enhancements Scope of Services and associated work within New HEIGHTS and NH EASY.

### 1 PURPOSE

The base contract scope of services included analysis of requirements for the Centers of Medicare and Medicaid Services (CMS) security and 508 accessibility standards under the Affordable Care Act (ACA). The contract specified that additional resources would be required for implementation services. DHHS has inventoried changes required to implement the Plan of Action and Milestones (POA&M) resulting from the System Security Plan (SSP) assessment. The 508 accessibility assessment was also completed for both New HEIGHTS and NH EASY with specific recommendations for improved accessibility. Vendor support to implement these enhancements as well as new and enhanced policy requirements is necessary to meet CMS requirements for enhanced funding of implementation and operations expenses. In addition, vendor support is required to test and validate New HEIGHTS changes and to manage project risk based on recommendations from the Independent Verification and Validation (IV&V) contractor.

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Attachment B – Addendum for Amendment 2  
Page 3 of 24

## 2 FUNCTIONAL REQUIREMENTS

### 2.1 Security

The security controls for the New HEIGHTS system have been assessed as reflected in the System Security Plan (SSP) and the Information Security Risk Assessment (ISRA). Based on these results, DHHS developed the Plan of Action and Milestones (POA&M). The POA&M includes 51 milestones cross-referenced to the SSP findings and spanning multiple functional areas. The New HEIGHTS system provides core eligibility functions and interfaces with various Federal agencies, State agencies and other external entities. The POA&M findings are for the integrated eligibility domain as illustrated in the figure below:

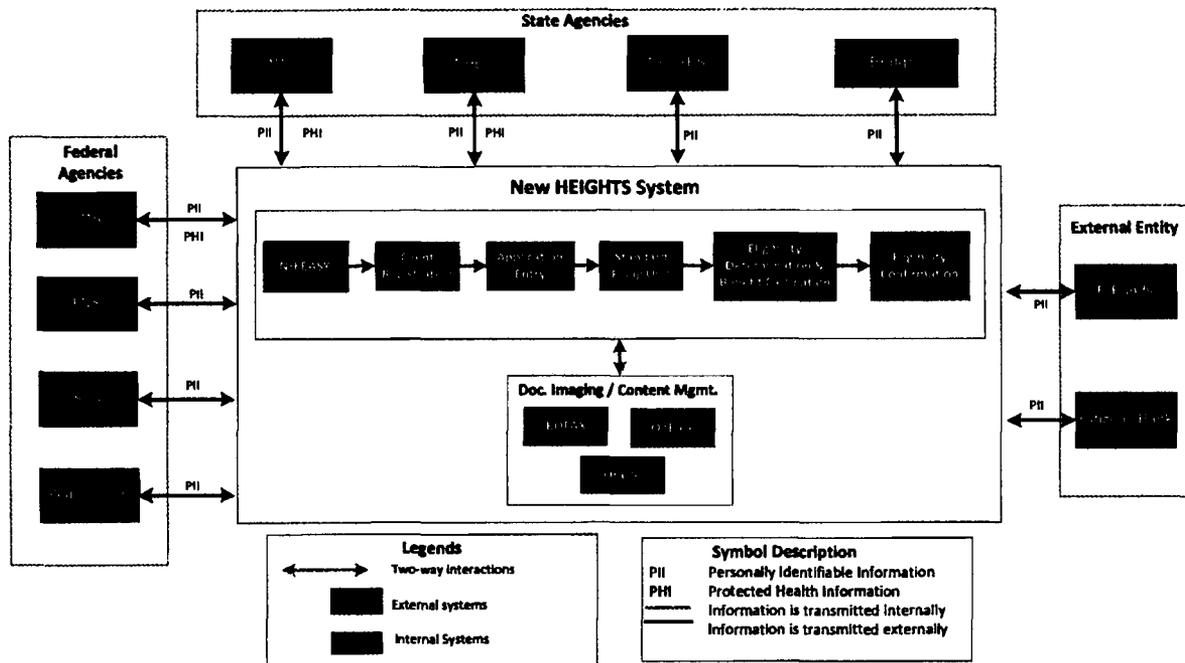


Figure - New HEIGHTS Interfaces

The POA&M milestones include changes to policy, procedure, infrastructure and the New HEIGHTS application. The Department of Health and Human Services (DHHS) retains overall responsibility for the security of the New HEIGHTS enterprise application including:

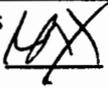
- Ownership for POA&M implementation and overall oversight
- Oversight of ongoing updates to the SSP & POA&M
- Oversight and input for business process and procedures
- Liaison support for vendors and DoIT

Vendor support for the POA&M milestone delivery will be provided as outlined in the table below. In many instances, multiple entities will need to provide support to implement the POA&M control as identified in the POA&M submission to CMS. DHHS will facilitate the cross functional coordination of responsible parties as outlined in the POA&M with the vendor providing subject matter expertise as described below:

Entity	Milestone Grouping	Overview Description	POA&M Reference
<b>Deloitte AERS</b>	POA&M Implementation Support	<p>This milestones grouping includes support by the Deloitte Audit and Enterprise Risk Services team (AERS). This group specializes in security management and previously provided support for DHHS's SSP and POA&amp;M development. The vendor will provide the following support:</p> <ul style="list-style-type: none"> <li>• Security Project Management Office (PMO) support through December of 2014</li> <li>• Assisting with orchestration of the POA&amp;M implementation</li> <li>• Provide support for SIEM configuration</li> <li>• Provide SME and documentation support for process and policy</li> </ul>	NH-POA&M-AU-01 NH-POA&M-AU-02 NH-POA&M-AU-03 NH-POA&M-AU-05 NH-POA&M-CM-01 NH-POA&M-CM-02 NH-POA&M-AC-01 NH-POA&M-AC-02 NH-POA&M-AC-05 NH-POA&M-AC-06 NH-POA&M-AC-09 NH-POA&M-IR-01 NH-POA&M-IR-02 NH-POA&M-PM-02 NH-POA&M-SC-01 NH-POA&M-AT-01 NH-POA&M-SI-01 NH-POA&M-CP-02 NH-POA&M-CP-03 NH-POA&M-CP-04 NH-POA&M-CP-06
<b>Deloitte AERS</b>	New HEIGHTS Java Code Vulnerability Analysis	The vendor will scan the New HEIGHTS and NH EASY Java application code base for security vulnerabilities. The vulnerability results will identify areas of application security risk based on the finding produced using a vulnerability scanning tool.	NH-POA&M-RA-02

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Vendor Initials 

Entity	Milestone Grouping	Overview Description	POA&M Reference
<b>Deloitte Application Team</b>	<b>New HEIGHTS Application Team Security Support</b>	<p>This grouping of POA&amp;M activities will be supported by the application team which maintains New HEIGHTS and provides production operations support for daily management of the system within constraints of the resources allocated for remediation line items:</p> <ul style="list-style-type: none"> <li>• Support for policies/procedures development and deployment related to application maintenance and systems operations</li> <li>• Modifications to the application architecture and functionality based on the POA&amp;M findings</li> <li>• Remediation of application vulnerabilities based on the results and priority of the vulnerability scan</li> </ul>	NH-POA&M-AU-01 NH-POA&M-AU-02 NH-POA&M-AU-03 NH-POA&M-AU-05 NH-POA&M-CM-01 NH-POA&M-CM-04 NH-POA&M-CM-05 NH-POA&M-AC-01 NH-POA&M-AC-02 NH-POA&M-AC-03 NH-POA&M-AC-04 NH-POA&M-AC-05 NH-POA&M-AC-06 NH-POA&M-AC-07 NH-POA&M-AC-08 NH-POA&M-IR-01 NH-POA&M-IR-02 NH-POA&M-IA-03 NH-POA&M-PM-02 NH-POA&M-SC-01

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In addition, the Vendor will support monitoring activities as defined in the table below:

Entity	Milestone Grouping	Overview Description
Deloitte AERS	New HEIGHTS Security Monitoring	<p>The vendor will provide transitional security monitoring support for New HEIGHTS audit logs from January 2014 through June of 2014 based on the following:</p> <ul style="list-style-type: none"> <li>• The Vendor will work with the State to define the log monitoring process, including the use cases or the criteria for the mainframe log monitoring activity</li> <li>• The defined monitoring process along with the use cases/criteria will be mutually agreed upon by DHHS and the Vendor</li> <li>• The logs will be shared with the Vendor's monitoring team everyday using a secure communication channel by DHHS</li> <li>• Vendor resources will work on a daily part time basis (3 – 4 hours per day), as agreed by state's point of contact, to analyze the set of logs received against the pre-defined use cases</li> <li>• In case of an alert, a notification will be shared with the client point of contact as per agreed timelines</li> <li>• Detailed status report will be prepared in case of identification of an incident, report will contain summary of incident</li> <li>• There will be weekly status calls between the client point of contact and the Vendor team will present the weekly report with use case metrics</li> <li>• Log data from the Mainframe will be deleted after a period of 5 days, if there are no events found that map to the defined monitoring use cases</li> </ul> <p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>• Mainframe logs will be provided to the Vendor team everyday by the state's point of contact</li> <li>• Vendor will monitor up to 20 defined and agreed upon use cases</li> <li>• In case of an incident, Vendor team will only be responsible to escalate the incident report to the identified point of contact</li> </ul>

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## 2.2 Quality Assurance

The vendor will provide quality assurance resources for the following roles:

Role	Role Description	Requirements
<b>Quality Assurance Lead</b>	Provide hands on quality assurance support and leadership for the additional quality assurance resources	<ul style="list-style-type: none"><li>• Team leadership experience with proven priority, staff, process and outcome management skills</li><li>• Hands-on domain expertise as a Sr. Quality Assurance Specialist</li><li>• Strong communication skills for management of quality assurance team interaction with business owners, application support and infrastructure teams</li><li>• Demonstrated experience managing SDLC phases</li><li>• Good understanding of project management tools, MS Project, HP Project Management Tools, JIRA or other similar tools</li><li>• Must be able to manage multiple projects</li><li>• Health care and/or insurance industry expertise</li><li>• Extensive experience managing large scale systems integration projects</li></ul>

Role	Role Description	Requirements
<b>Sr. Quality Assurance Specialist</b>	Provide direct quality assurance support for online, real-time and batch modernization as well as the new scope of work defined in this APDU	<ul style="list-style-type: none"> <li>• Extensive experience across all dimensions of quality assurance for software applications</li> <li>• Proven experience testing Ajax-based web applications</li> <li>• Understanding of System Development Life Cycle (SDLC) and testing life-cycle, testing procedures, and methodologies</li> <li>• Strong communication and documentation skills (written/verbal)</li> <li>• Ability to communicate clearly and concisely</li> <li>• Detail oriented with strong analysis, process, problem-solving and critical thinking skills</li> <li>• Inquisitive and driven to understand the intersection of business processes and information technology systems</li> <li>• Ability to participate with a team to achieve a common goal and the ability to work independently (with little oversight) to achieve a pre-defined goal</li> <li>• Ability to multi-task and manage evolving priorities</li> <li>• Ability to interact with all levels of staff with confidence when working with, reporting to, and providing/receiving guidance from team members</li> <li>• Experience with functional test automation tools such as Selenium, Rational Functional Tester, or HP QuickTest Professional</li> <li>• Experience with issue trackers such as JIRA and Source Control Management (SCM) systems such as CA SCM, ClearCase, SVN, or CVS</li> </ul>
<b>Quality Assurance Specialist</b>	Provide direct quality assurance support for online, real-time and batch modernization as well as the new scope of work defined in this APDU	<ul style="list-style-type: none"> <li>• Experience with quality assurance work including test planning, test case construction, testing and defect tracking</li> <li>• Understanding of the systems development life cycle</li> <li>• Detail oriented with strong analysis, process, problem-solving and critical thinking skills</li> <li>• Strong communication and documentation skills (written/verbal)</li> <li>• Ability to self-motivate as well as working well with a diverse team</li> <li>• High degree of comfort interacting with a computer and familiarity with MS Word/Excel/Access</li> </ul>

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Role	Role Description	Requirements
<b>Configuration Manager</b>	Manage the environment configuration and change control across projects included in the scope of this APDU and their overlap with projects already in process	<ul style="list-style-type: none"> <li>• Strong expertise with JAVA SCM Build/Release and performance management</li> <li>• Hands-on experience with JEE (Core Java and Web development) technologies using EJB</li> <li>• Deep understanding of release/change management including branching, tagging, patching and merging</li> <li>• Expertise with CA SCM strongly preferred and/or extensive knowledge of equivalent version control tool</li> <li>• Expertise with build tools (Ant, Maven or equivalent)</li> <li>• Expertise with continuous integration (CI) tools including CruiseControl, Jenkins/Hudson, Bamboo or equivalent</li> <li>• Experience with WebSphere application server</li> <li>• Expertise with IBM Rational Performance Tester (RPT) or equivalent load testing tools</li> <li>• Experience using other performance tools like DynaTrace, Wireshark, HTTPWatch, TMON, etc.</li> <li>• Experience tracing/tuning heap utilization, TCP/IP, CPU, memory, etc.</li> <li>• Experience with Eclipse and/similar IDE tools is required, IBM RAD preferred</li> <li>• Strong communication skills and ability to coordinate with developers and systems administrators</li> </ul>

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The tables below itemize the full time equivalent (FTE) count by the roles described above per month and year under the scope of this contract:

Role	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Quality Assurance Lead	1	1	1	1	1	1	1	1	1	1	1	1
Sr. Quality Assurance Specialist	1	1	2	3	3	3	3	3	3	3	3	3
Quality Assurance Specialist	4	6	6	6	6	6	6	6	6	6	6	6
Configuration Manager	1	1	1	1	1	1	1	1	1	1	1	1
Total	6	8	10	11	11	11	11	11	11	11	11	11

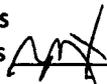
Role	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Quality Assurance Lead	1	1	1	1	1	1	1	1	1	1	1	1
Sr. Quality Assurance Specialist	3	3	3	3	3	3	3	3	3	3	3	3
Quality Assurance Specialist	6	6	6	6	6	6	6	6	8	8	8	8
Configuration Manager	1	1	1	1	1	1	1	1	1	1	1	1
Total	11	11	11	11	11	11	11	11	13	13	13	13

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## 2.3 Enhanced Functions

There are additional enhancements to New HEIGHTS and NH EASY required by the Affordable Care Act and Medicaid policy and operations requirements. Vendor support using the established New HEIGHTS System Delivery Life Cycle (SDLC) and vendor roles and responsibilities will be provided for the following projects:

Function	Description
CMS MAGI Noticing Requirements	This project includes implementation of the new rules being released by CMS for streamlined notification across Medicaid programs and the exchange. The goal of these enhancements is to avoid confusion for consumers and duplicative administrative activity. To the extent feasible, state Medicaid and CHIP agencies and the Exchange should produce a single combined notice after all MAGI-based eligibility determinations have been made. This project will also include the basic content and accessibility standards for all eligibility notices and electronic eligibility notices for applicants and beneficiaries as defined by CMS.
New HEIGHTS & NH EASY 508 Remediation	This project includes implementation of the 508 accessibility remediation activities for NH EASY and New HEIGHTS as defined in the assessment report.  Note: See the 508 detail tables in the section below for assessment findings and recommendations.
Non-MAGI Medicaid Rules Engine Conversion	The scope of the initial contract limited usage of the rules engine to the new MAGI categories. This project extends the rules engine scope to include non-MAGI Medicaid categories, including both medically and categorically needy categories for the Aged, Blind, and Disabled.
Family Planning Medicaid Category	New Hampshire has implemented a new Family Planning category. However, the eligibility system has not been enhanced to support Family Planning. This project includes the following enhancements to New HEIGHTS for the family planning category: <ul style="list-style-type: none"> <li>• Standard Filing Unit enhancements for household composition for the Family Planning category</li> <li>• Non-financial requirements for citizenship &amp; residence, TPL, Etc.</li> <li>• Eligibility Determination changes for income up to 185% of FPL</li> <li>• Caseload management/mass change for Family Planning category</li> <li>• Interfaces with the MMIS, Bridges, NECSES</li> <li>• Presumptive Eligibility functionality</li> </ul>

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Function	Description
Change Tracking Management	Prior to the MAGI/ACA implementation in October, the majority of verifications were processed prior to opening Medicaid. Following the MAGI/ACA implementation, there are several post eligibility verification requirements. The system was/is not designed to provide sufficient management controls and workflow to efficiently manage post-enrollment verifications. This project will create new dashboards and workflows to allow case workers to more effectively manage pending changes, alerts and post-eligibility verification requests. These enhancements are necessary to support the added volume of work expected for case workers and to maintain program integrity with post-eligibility verification finalization.
Softcon interface for PCG Program Integrity	This is a new interface to Softcon to support the identity and verification system contracted to PCG for enhanced fraud detection. The file will include Medicaid recipients and triggers based on updates to eligibility data. The triggering logic will be designed to transfer pending and newly opened cases which have not been reviewed for potential fraud. In addition to the interface, the document imaging workflow will be updated to include new tasks/documents to display the variances identified by PCG for case worker action.
FDSH TALX	This project includes development of an interface with the Federal Data Services Hub (FDSH) for the Equifax Workforce Solutions (also known as TALX). TALX is a CMS contracted service that verifies earned income as reported by employers. This service was identified subsequent to the prior APDU and will enhance DHHS's ability to systematically verify income for Medicaid applicants increasing overall program integrity. The project scope includes the processing logic/procedures for utilizing the TALX data to verify income.
MAGI Benefit Recovery	DHHS has a Benefit Recovery subsystem used primarily by the Office of Special Investigations staff. This system is used to perform benefit error processing such as referral creation, claim establishment and tracking, and recoupment calculation. The MAGI/ACA scope of work did not include the addition of new MAGI categories for Benefit Recovery. This project includes enhancing benefit recovery to include the new MAGI/Medicaid categories.

Function	Description
Enhanced Kofax integration with NH EASY/New HEIGHTS	Currently, the document imaging system is used for correspondence and verification management. The Kofax indexing component supports scanned documents. This project will integrate the indexing of non-scanned content into the Kofax system using the Kofax Import Connector. Adding this functionality will streamline document separation and taxonomy assignment content uploaded via New HEIGHTS or NH EASY. With increased total volume of Medicaid cases driven by ACA, this streamlined processing will be essential to meet timeliness standards for application, redetermination and change reporting documentation.
Enhanced Document Workflow	This project will enable DHHS case workers to management document inputs using an aggregated workflow to more efficiently process Medicaid applications and verifications. For example, the disability unit manages Medicaid application evaluation and requires the collection of a predefined universe of forms and verifications. In today's operating model there is no way to aggregate this information into a single electronic collection for processing. The workflow enhancements included in this project will support the aggregation of documents into logical units of work which can be "transferred" through different phases of the workflow to the designated units responsible for executing a given set of tasks.
Enhanced Post Eligibility Verification	With the transition to post-eligibility enrollment verification, DHHS requires a more integrated verification management process within New HEIGHTS. Currently the verification documentation is separately from the electronic data in the New HEIGHTS system. For example, wage or self-employment verifications are stored in the Document Management sub-system, but the verification flag is stored on the Employment and Self-Employment screens. This project will integrate the verification source documentation with the electronic record used for eligibility determination. This association will improve system integrity, worker efficiency, and enhance the Medicaid post eligibility verification management process for case workers.



Function	Description
<p>Application Lifecycle Management Enhancements</p>	<p>DHHS plans to upgrade the life cycle and defect management systems using JIRA to replace the aging Application Tracking System (ATS). ATS tracks project work, test tasks, time/task management, help desk tickets, defects etc. However, ATS has limited capabilities, requires manual filling of hard copy paper work and is generally insufficient for tracking the volume and complexity of work being undertaken in support of the APD scope of work. JIRA supports traditional SDLC work, Agile projects, scrum facilitation, enhanced task and defect tracking, electronic documentation attachment/integration and traceability throughout all project phases. The scope of this effort will fully replace ATS using JIRA customized to manage and track from requirements through implementation based on New HEIGHTS business practices. Requirements, design and quality assurance artifacts will continue to be maintained using current methods, but they will now be linked to the enhanced project management infrastructure provided using JIRA.</p>



**Section 508 Accessibility Detailed Scope**

The following table lists identified 508 Accessibility gaps for NH EASY, the requirement and the recommended changes to close the gap.

Gap #	Req #	Gap Description	Recommendation
1	2	Two pages are missing an ALT tag for an image.	<ol style="list-style-type: none"> <li>1 Determine the proper text necessary for these images.</li> <li>2 Update the pages with that text.</li> </ol>
2	4	Many of the links are not underlined, which makes it hard for color-blind users to see them.	<ol style="list-style-type: none"> <li>1 Determine how the underlined links should appear (color, etc.).</li> <li>2 Update the stylesheet to underline hyperlinks.</li> <li>3 Determine which pages have custom styles that remove the underline.</li> <li>4 Update pages to underline links.</li> </ol>
3	4	Certain colors are used for the breadcrumbs and tabs to indicate the user's location within the application. This information should be conveyed <i>without color</i> .	See remedy for gap #12.
4	4	Help pages currently explain the meaning of the colors, but make no reference to how those concepts are conveyed to assistive technologies (for example, INISM_Help.htm).	<ol style="list-style-type: none"> <li>1 Find all help pages that mention colors.</li> <li>2 Draft language that explains how these elements will appear to assistive technologies.</li> <li>3 Update the pages.</li> </ol> See remedy for gap #12.
5	10	No TITLE attribute is set for the CAPTCHA frame. This is the only frame in the application.	See remedy for gap #17.
6	14	On some pages, no link is provided for Adobe Acrobat on pages that have links to PDFs. This is a simple fix.	<ol style="list-style-type: none"> <li>1 Determine where link(s) should be placed. It is sufficient to place a link in one or two places that all users will see when they create an application or an account.</li> <li>2 Add links to Adobe Acrobat on the selected pages (with the Acrobat image).</li> </ol>
7	15	<p>There are three common problems with form labels on many pages:</p> <ul style="list-style-type: none"> <li>(a) Form controls have no associated LABEL element.</li> <li>(b) Form controls do not have LABEL elements or TITLE attributes.</li> <li>(c) Date input is broken into three separate input fields. Each field needs a LABEL or TITLE attribute.</li> <li>(d) LABEL elements refer to non-existent form controls.</li> </ul> <p>These problems are more common for checkboxes, radio buttons and date fields. Many of the other form controls have proper labels.</p>	Fix all label errors on the pages listed in the results spreadsheet.

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Gap #	Req #	Gap Description	Recommendation
8	15	<p>There are several cases where image buttons are not accessible using the tab key:</p> <p>(a) All help icons within the pages. In most cases, this is not an issue because there is a help button at the top of the page.</p> <p>(b) Clear and Search buttons on popups such as Find a Health Plan and Provider Search.</p> <p>(c) Search button on Child Care Provider page.</p> <p>(d) Yes and No buttons on some popups.</p> <p>(e) Close button when editing an application.</p> <p>(f) Pages PRADB and PRUSR.</p> <p>In some cases, this is because an IMG tag is used, but it's not inside of a BUTTON or A element.</p>	<p>1 Create a full list of pages that use IMG elements that are not embedded in a BUTTON or A element (<i>except</i> for IMG elements used for inline help buttons).</p> <p>2 Update those pages so that the IMG is inside a BUTTON or A element.</p>
9	15	Validation errors are not recognized by assistive technologies.	<p>1 Determine which pages use custom JavaScript messages.</p> <p>2 Write custom JavaScript function that uses ARIA alert role to display messages.</p> <p>3 Update pages to use JavaScript function.</p> <p>4 Update the custom messages widget (used by all of the other pages) so that it uses the JavaScript function.</p>
10	16	On many pages, the header has a link to skip navigation, but it points to a non-existing anchor target in the page.	Add an A element with the id "skipcontent" to the proper location in all of the pages listed in the results spreadsheet.
11	1, 20	<p><b>Page Element: Dynamic Page Regions</b></p> <p>Sections that are hidden and shown dynamically do not make use of the ARIA hidden state or live regions. Examples of such sections are help boxes (used in many pages to show in-line help) and also dynamic data tables (used to display search results on the Provider Search popup and Health Provider Search pages). In tests, screen readers did not recognize these areas.</p>	<p>1 Develop and test a prototype that uses ARIA live regions to hide and show a table of results and also sort the results on the server and update them dynamically via Ajax.</p> <p>2 List all pages that have dynamically updated results.</p> <p>3 Add ARIA live region support to those pages.</p>
12	1,4, 20	<p><b>Page Element: Breadcrumb / Tabs</b></p> <p>Even though the breadcrumbs and tabs don't use Ajax to dynamically update the page, they still represent a UI widget that assistive technologies won't recognize without proper ARIA attributes representing tabpanels and tabitems.</p>	Update the breadcrumb and tab panel navigation to include the proper ARIA attributes. (See the <a href="#">tabpanel</a> section of the <a href="#">Authoring Practices guide</a> .)

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Gap #	Req #	Gap Description	Recommendation
13	1,20	<p><b>Third Party Widget: <u>ThickBox</u></b></p> <p>This component does not make use of the <u>ARIA dialog role</u> in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.</p> <p>In addition, this component is no longer maintained by its original author.</p>	<p>1 Analyze the current use of all popup widgets and extract the requirements.</p> <p>2 Select an actively supported third-party widget that supports WAI-ARIA (the <u>jQuery UI Dialog</u> may be a good choice).</p> <p>3 Upgrade all pages to the selected widget and remove references to the old widgets.</p>
14	1,20	<p><b>Third Party Widget: <u>blockUI</u></b></p> <p>This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.</p>	See remedy for gap #13.
15	1,20	<p><b>Third Party Widget: <u>SimpleModal</u></b></p> <p>This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.</p>	See remedy for gap #13.
16	1,20	<p><b>Third Party Widget: <u>Tablesorter</u></b></p> <p>Column sorter graphics are not tabbable, and do not have a TITLE attribute. When a user clicks on a column header to sort the rows inside of a table, assistive technologies do not recognize the updated ordering of the rows because <u>ARIA live regions</u> are not in use.</p>	<p>1. Document the requirements for a table sorter component.</p> <p>Find another third-party table sorter widget that supports ARIA, meets these requirements, and has an active community, such as DataTables.net or jQuery-Accessible-RIA table.</p> <p>Implement and test are prototype using the widget.</p> <p>Update all of the pages with sortable tables to use the same widget.</p>

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Gap #	Req #	Gap Description	Recommendation
17	1,10, 20	<p><b>Custom Widget: CAPTCHA</b>  The CAPTCHA component updates the image dynamically via Ajax when the user clicks on the Try Another or Vision Impaired / Audio images. When this happens, assistive technologies do not recognize the updated content because ARIA live regions are not in use. See Implementing Live Regions.</p> <p>Focus is placed on the text input field, which is disorienting for users with assistive technologies because it's unclear where to go in order to read the text. Text refers to what the user "sees above", which is not true for visually impaired users.</p> <p>Tab order is not explicit, and is handled differently in IE and Firefox.  The TITLE text for Vision Impaired / Audio image is confusing.  The Back to Text and Vision Impaired / Audio images are still tab-able when they are not visible (the anchor is still visible, even though the image is not).  Inline help has the same issues as described in gap #11.</p>	Updating the existing CAPTCHA widget to address the gaps. Inline help should be addressed as well, since there is no separate help button on this page.
18	1,20	Since the content of dynamic help regions is also displayed via a Help button at the top of the page, these regions do <i>not</i> need to implement ARIA if the inline help buttons that display the regions are hidden using the ARIA hidden attribute.	The inline help buttons are not tabable since they don't use A or BUTTON elements, so assistive technologies usually do not read them. Because the remedy for gap #8 does <i>not</i> require adding these elements to help buttons, no further action is necessary.

The following table lists identified 508 Accessibility gaps for NH HEIGHTS, the related requirement number and recommended steps to close the gap.

Gap #	Req #	Gap Description	Recommendation
1	15	<p>There are several issues that prohibit assistive technologies from correctly processing New HEIGHTS forms:</p> <p>LABEL elements are present on the page, but are not associated with form controls.</p> <p>Form controls do not have an associated LABEL element or TITLE attribute.</p>	Manually update each page so that the label and form control associations are correct. The work should be divided among different team members, and each member should be assigned a page they have worked on before (if possible).

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Gap #	Req #	Gap Description	Recommendation
2	15	On some pages there are LABEL elements that point to form controls that do not exist on the page. In some cases, the LABEL elements point to SPAN elements; this does not cause problems for assistive technologies. In other cases, this problem is caused by the SelectOneMenu component.	See remedy for gap #5.
3	15	Required fields are identified using colors, so they are not recognized by assistive technologies.	Customize the standard input fields to support WAI-ARIA.  For input fields that use the PrimeFaces widget, see the remedy for gap #4.
4	1,20	<b>Third Party Widget: PrimeFaces DataTable</b>  The basic table requirements of WAI-ARIA have been implemented for the core table. However, this component has the following issues:  <hr/> The paginator is not keyboard accessible and does not implement WAI-ARIA.  Screen readers recognize only one column in the table even when there are several.  Screen readers are not aware that columns are sortable.  Screen readers are not aware of when the table is sorted by a particular column (aria-sort attribute).	Fix the identified gaps with all of the PrimeFaces components at the framework level. (The same remedy covers all PrimeFaces components because they use shared code.)
5	1,15,  20	<b>Third Party Widget: PrimeFaces SelectOneMenu</b>  This component does not implement WAI-ARIA, and also outputs a LABEL element with no FOR attribute.	Convert all pages from the PrimeFaces SelectOneMenu to the standard dropdown widget. This should match the user requirements once the application no longer requires PowerBuilder.  Customize the standard widget to support WAI-ARIA.
6	1,15,  20	<b>Third Party Widget: PrimeFaces Autocomplete</b>  The text field of this component properly supports WAI-ARIA, but the listbox that is displayed when users type into the field does not have any WAI-ARIA attributes (it should probably have a listbox role, among other attributes).	See remedy for gap #4.

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Gap #	Req #	Gap Description	Recommendation
7	1,20	<b>Third Party Widget: PrimeFaces PickList</b>  The buttons of this component are tabbable and have WAI-ARIA attributes, but the listboxes do not use the listbox role and do not have keyboard support.	See remedy for gap #4.
8	1,20	<b>Third Party Widget: PrimeFaces Dialog</b>  This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.	See remedy for gap #4.
9	1,20	<b>Third Party Widget: PrimeFaces ContextMenu</b>  This component does not implement WAI-ARIA and has no keyboard support.	See remedy for gap #4.
10	1,20	<b>Third Party Widget: PrimeFaces-Ext BlockUI</b>  This component does not make use of the ARIA dialog role in order to inform assistive technologies that the region used as a popup dialog that can be hidden or shown.  This component wraps the same jQuery plugin used by New HEIGHTS.	Prototype use of PrimeFaces BlockUI instead (this component should be compliant if the remedy for gap #4 is executed).
11	1,20	<b>Custom Widget: DataTable</b>  This component makes use of several PrimeFaces components, and also has custom features.  Observations for the PrimeFaces components: PickList – see gap #6 DataTable – see gap #4 ContextMenu – users cannot display this menu via the keyboard; the component itself is not compliant – see gap #8 DataExporter – nonvisual; WAI-ARIA is not applicable. Observations for the custom features:  Hiding/showing of filtering controls – When filtering is enabled, the filter controls should contain WAI-ARIA attributes to tell the assistive technologies they are visible. Also, focus should be moved to the first filter field. Printing – Displays the browser print dialog, which is understood by assistive technologies.	Make the following changes to the widget:  Add a hotkey that causes the context menu to popup. Users will learn the hotkey during training.  Add WAI-ARIA attributes and move focus to the first filter input control when showing the filter controls.

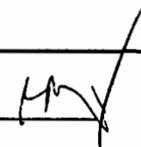


## 2.4 Medicaid and Managed Care Transformation

New Hampshire DHHS is modernizing Medicaid and health care services as well as the operations of the DHHS organization in support of the transition to managed care and Medicaid under the rules of the Affordable Care Act (ACA). The vendor will support this effort using the milestone and deliverable structure for Managed Care Step 2 and the overall Transformation project based as defined in the tables below:

Managed Care Step 2 – Consulting Services
<p><b>High Level Requirements Scope</b></p> <ul style="list-style-type: none"><li>a. SME support – Assist with identification of key design decisions that need to be made for Step 2 design, research up to 3 other state managed care approaches for long term care and long term services and supports and assist in developing option for New Hampshire to approaches to consider for each key decision.</li><li>b. Facilitation – Provide facilitation support for up to six DHHS Step 2 design sessions.</li><li>c. Straw Person Development – Assist in the development of a straw person for the Step 2 design that will be used to describe DHHS’ Step 2 approach to external stakeholders.</li><li>d. Straw Person Presentation – Facilitate up to 2 Stakeholder presentations of the Step 2 Straw person.</li></ul> <p><b>Deliverable - Straw Person Final Draft</b></p>
<p><b>Requirements Definition Scope</b></p> <ul style="list-style-type: none"><li>a. SME support – Conduct research of 3 other states’ approaches to developing managed care organization contract requirements related to the populations and services included in Step 2.</li><li>b. MCO contract development –Prepare draft contract managed care organization language related to Step 2 program design.</li></ul> <p><b>Deliverable - Draft of assigned sections</b></p>
<p><b>Waiver Development Support</b></p> <ul style="list-style-type: none"><li>a. 1115 Waiver Drafting support – Assist with the drafting of the program design components of DHHS’ 1115 waiver application to CMS to implement Step 2.</li><li>b. SME – Provide up to 60 hours of consulting support for DHHS’s waiver collaboration with CMS.</li></ul> <p><b>Deliverable - Draft of 1115 waiver</b></p>
<p><b>General SME support</b></p> <ul style="list-style-type: none"><li>a. Provide ad hoc subject matter expert support on topics related to DHHS Medicaid program and the implementation of Step 2. Total hours related to general SME support will not exceed 240 hours over the duration of the contract.</li></ul> <p><b>Deliverable – SME Support Status Report (for FTE support services tracked by hour up to 240 hours)</b></p>

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**State Innovation Model Testing Grant Application Support**

- a. Provide subject matter expertise to assist DHHS in analyzing the requirements of the CMS Funding Opportunity Announcement (FOA) for State Innovation Model Testing Grant and determining how those requirements align with DHHS goals and objectives.
- b. Assist DHHS in developing a response strategy to the FOA and drafting of program design related sections of the FOA response based on DHHS' goals and objectives.
- c. Facilitation of a maximum of three external stakeholder sessions related to DHHS' response to the CMS FOA.

**Deliverable (1) – DHHS FOA Application Decision**

**Deliverable (2) - Draft of program description section(s) of the SIM FOA response**

**Support the Completion of the High Level Vision of Future Organization Structure**

- a. Support DHHS staff in mapping functions and programs to the upper level management structure defined by DHHS based on input received by DHHS through interviews with DHHS senior management and Program Directors.
- b. Assist DHHS in the identification of similar functional activities that performed in multiple program areas across DHHS.

**Deliverable – Updated Draft of Future organizational functional and positional map**

**Support the development of a detailed organizational chart for the Future State Organization**

- a. Assist DHHS Organizational Re-Design Project Team members in documenting the output of interviews regarding individual placement of each DHHS position (both staffed and unstaffed) in DHHS' Future State Organizational Chart.
- b. Provide assistance to DHHS staff to document detailed organizational chart(s) for the Future State Organization at the individual position level based on the Senior Management and program directors interviews and decisions by DHHS Senior Leadership.
- c. Deloitte will deliver content of all interviews and files containing all organizational chart related information in a format to be mutually agreed to.

**Deliverable – Updated Draft of Organization chart(s) for the Future State Organization**

**Support the Development of an Implementation Road Map to the Future State Organization**

- a. Deloitte will assist DHHS Leadership and the DHHS Organizational Re-Design Project Team in the documentation of the key components of an Future State Organization Implementation Road Map which they identify.
- b. Deloitte will assist DHHS Leadership and the Project Team to identify key stakeholders and their role in the implementation of the Road Map effort
- c. Deloitte will assist Project Team in the development of a project plan to support the implementation Road Map by the DHHS Organizational Re-Design Project Team

**Deliverable – Updated draft of the Implementation Road Map project plan**

**Support On-going DHHS Change management training and support initiatives**

- a. Facilitation of a maximum of three on site change management workshops
- b. One train the trainer change management workshop

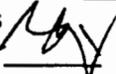
**Deliverable(s) – Change Management Training Status Report  
(following completion of the workshops)**



### 3 Resource Allocation

The scope of work includes enhancements projects which require modifications to the New HEIGHTS system. DHHS will work with the contractor to manage the functional requirements for these projects within the estimates provided in the table below and will prioritize New HEIGHTS Maintenance Contractor resources to complete work that exceeds the defined Resources Constraints (defined by the hours in the table below and the staff load in Attachment A).

Project	Hours	FTE Months
New HEIGHTS Application Changes for Security	13,939	80.4
New HEIGHTS & NH EASY 508	3,384	19.5
Non-MAGI Medicaid Rules Engine Conversion	3,120	18
CMS MAGI Noticing Requirements	3,467	20
Family Planning Medicaid Category	2,773	16
MAGI Benefit Recovery	1,387	8
Enhanced Managed Care/MAGI Reporting	3,120	18
Softeon interface for PCG Program Integrity	2,773	16
FDSH TALX Interface	3,120	18
Enhanced Kofax integration with NH EASY/New HEIGHTS	2,909	16.8
Enhanced Post Eligibility Verification	3,791	21.9
Enhanced Document Workflow	4,017	23.2
Change Tracking Management	2,059	12
Application Lifecycle Management Enhancements	1,040	6

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Attachment B-1 – Addendum for Amendment 2

Attachment B-1 - Addendum for Amendment 2  
Security, Accessibility and Medicaid Enhancements Milestones

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
New HEIGHTS Application Changes for Security	Case/Client Inquiry Screen Re-design	1/15/2014	\$41,400	90%	10%	\$41,400	\$41,400
New HEIGHTS Application Changes for Security	Java View Screen Audit	1/15/2014	\$27,600	90%	10%	\$69,000	\$69,000
POA&M Implementation Support	SSP & POA&M PMO Management - January	1/31/2014	\$60,000	90%	10%	\$129,000	\$129,000
PMO Project Management Support	Audit, monitoring & logging extract requirements/design	1/31/2014	\$84,000	90%	10%	\$213,000	\$213,000
PMO Project Management Support	Centralized monitoring reporting requirements & design	1/31/2014	\$84,000	90%	10%	\$297,000	\$297,000
PMO Project Management Support	Segregation of duties analysis & design	1/31/2014	\$84,000	90%	10%	\$381,000	\$381,000
New HEIGHTS Security Monitoring	Security Monitoring - January	1/31/2014	\$17,000	90%	10%	\$398,000	\$398,000
Family Planning Medicaid Category	Requirements & Design	1/31/2014	\$109,822	90%	10%	\$507,822	\$507,822
Application Lifecycle Management Enhancements	Requirements & Design	1/31/2014	\$43,263	90%	10%	\$551,085	\$551,085
Enhanced Managed Care/MAGI Reporting	Requirements & Design	1/31/2014	\$123,550	90%	10%	\$674,635	\$674,635
Testing Support	Testing Support - January 14	1/31/2014	\$168,041	90%	10%	\$842,676	\$842,676
POA&M Implementation Support	SSP & POA&M PMO Management - February	2/28/2014	\$60,000	90%	10%	\$902,676	\$902,676
PMO Project Management Support	Session & Identity management requirements and design	2/28/2014	\$84,000	90%	10%	\$986,676	\$986,676
New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 1	2/28/2014	\$110,400	90%	10%	\$1,097,076	\$1,097,076
Testing Support	Testing Support - February 14	2/28/2014	\$168,036	90%	10%	\$1,265,112	\$1,265,112

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**Attachment B-1 – Addendum for Amendment 2**

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
New HEIGHTS Security Monitoring	Security Monitoring - February	2/28/2014	\$17,000	90%	10%	\$1,282,112	\$1,282,112
Medicaid Transformation Support	Managed Care Step 2 - Straw Person Draft	3/1/2014	\$100,000	90%	10%	\$1,382,112	\$1,382,112
Medicaid Transformation Support	Medicaid Transformation - DHHS FOA Application Decision Support	3/1/2014	\$10,000	90%	10%	\$1,392,112	\$1,392,112
Medicaid Transformation Support	Medicaid Transformation - Future organizational functional and positional map	3/1/2014	\$60,000	90%	10%	\$1,452,112	\$1,452,112
Family Planning Medicaid Category	Construction	3/28/2014	\$123,550	90%	10%	\$1,575,662	\$1,575,662
Application Lifecycle Management Enhancements	Construction/Pilot	3/28/2014	\$48,671	90%	10%	\$1,624,333	\$1,624,333
POA&M Implementation Support	SSP & POA&M PMO Management - March	3/31/2014	\$60,000	90%	10%	\$1,684,333	\$1,684,333
New HEIGHTS Security Monitoring	Security Monitoring - March	3/31/2014	\$17,000	90%	10%	\$1,701,333	\$1,701,333
Enhanced Managed Care/MAGI Reporting	Construction	3/31/2014	\$138,993	90%	10%	\$1,840,326	\$1,840,326
Testing Support	Testing Support - March 14	3/31/2014	\$168,036	90%	10%	\$2,008,362	\$2,008,362
	Policies documentation, including: 1. Access Control 2. Configuration Management 3. Identification and Authentication 4. System and Communication Protection 5. System Information Integrity 6. Data loss prevention						
PMO Project Management Support	Security Information and Event Management (SEIM) configuration	4/1/2014	\$132,000	90%	10%	\$2,140,362	\$2,140,362
PMO Project Management Support	Security Information and Event Management (SEIM) configuration	4/1/2014	\$120,000	90%	10%	\$2,260,362	\$2,260,362
New HEIGHTS Java Code Vulnerability Analysis	Application vulnerability scan	4/1/2014	\$150,000	90%	10%	\$2,410,362	\$2,410,362
Medicaid Transformation Support	Medicaid Transformation - Program description section(s) of the SIM FOA response	4/1/2014	\$30,000	90%	10%	\$2,440,362	\$2,440,362

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**Attachment B-1 – Addendum for Amendment 2**

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
Application Lifecycle Management Enhancements	Implementation	4/29/2014	\$16,224	90%	10%	\$2,456,586	\$2,456,586
New HEIGHTS Security Monitoring	Security Monitoring - April	4/30/2014	\$17,000	90%	10%	\$2,473,586	\$2,473,586
New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 1	4/30/2014	\$179,400	90%	10%	\$2,652,986	\$2,652,986
New HEIGHTS Application Changes for Security	Identity Management - Milestone 1	4/30/2014	\$82,800	90%	10%	\$2,735,786	\$2,735,786
Enhanced Managed Care/MAGI Reporting	Implementation	4/30/2014	\$46,331	90%	10%	\$2,782,117	\$2,782,117
Testing Support	Testing Support - April 14	4/30/2014	\$168,036	90%	10%	\$2,950,153	\$2,950,153
Medicaid Transformation Support	Managed Care Step 2 - Draft of Assigned Sections	5/1/2014	\$100,000	90%	10%	\$3,050,153	\$3,050,153
Medicaid Transformation Support	Medicaid Transformation - Organization chart(s) for the Future State Organization	5/1/2014	\$150,000	90%	10%	\$3,200,153	\$3,200,153
Family Planning Medicaid Category	Implementation	5/9/2014	\$41,183	90%	10%	\$3,241,336	\$3,241,336
Enhanced Kotax integration with NH EASY/New HEIGHTS							
Testing Support	Requirements & Design	5/28/2014	\$115,200	90%	10%	\$3,356,536	\$3,356,536
New HEIGHTS Security Monitoring	Testing Support - May 14	5/30/2014	\$168,036	90%	10%	\$3,524,572	\$3,524,572
POA&M Implementation Support	Security Monitoring - May SSP & POA&M PMO Management - May	5/31/2014	\$17,000	90%	10%	\$3,541,572	\$3,541,572
Medicaid Transformation Support	Medicaid Transformation - Completion of the workshops	5/31/2014	\$60,000	90%	10%	\$3,601,572	\$3,601,572
New HEIGHTS Security Monitoring	Security Monitoring - June	6/1/2014	\$40,000	90%	10%	\$3,641,572	\$3,641,572
New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 2	6/30/2014	\$17,000	90%	10%	\$3,658,572	\$3,658,572
		6/30/2014	\$110,400	90%	10%	\$3,768,972	\$3,768,972

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**Attachment B-1 – Addendum for Amendment 2**

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
New HEIGHTS Application Changes for Security	Identity Management - Milestone 2	6/30/2014	\$82,800	90%	10%	\$3,851,772	\$3,851,772
Non-MAGI Medicaid Rules Engine Conversion	Medicaid Categorically Needy Categories	6/30/2014	\$154,437	90%	10%	\$4,006,209	\$4,006,209
New HEIGHTS & NH EASY 508	NH EASY 508	6/30/2014	\$150,750	90%	10%	\$4,156,959	\$4,156,959
Testing Support	Testing Support - June 14	6/30/2014	\$168,036	90%	10%	\$4,324,995	\$4,324,995
Medicaid Transformation Support	Managed care Step 2 - Draft of 1115 Waiver	7/1/2014	\$150,000	90%	10%	\$150,000	\$4,474,995
Medicaid Transformation Support	Managed care Step 2 - General SME Support	7/1/2014	\$60,000	90%	10%	\$210,000	\$4,534,995
Medicaid Transformation Support	Medicaid Transformation - Implementation Road Map project plan	7/1/2014	\$100,000	90%	10%	\$310,000	\$4,634,995
Enhanced Kofax integration with NH EASY/New HEIGHTS	Construction, Unit & Integration Testing	7/23/2014	\$129,600	90%	10%	\$439,600	\$4,764,595
POA&M Implementation Support	SSP & POA&M PMO Management - July	7/31/2014	\$60,000	90%	10%	\$499,600	\$4,824,595
Change Tracking Management	Requirements & Design	7/31/2014	\$81,535	90%	10%	\$581,135	\$4,906,130
Softcon interface for PCG Program Integrity	Requirements & Design	7/31/2014	\$109,822	90%	10%	\$690,957	\$5,015,952
Testing Support	Testing Support - July 14	7/31/2014	\$168,036	90%	10%	\$858,993	\$5,183,988
CMS MAGI Noticing Requirements	Requirements & Design	8/15/2014	\$144,210	90%	10%	\$1,003,203	\$5,328,198
New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 2	8/29/2014	\$179,400	90%	10%	\$1,182,603	\$5,507,598
New HEIGHTS Application Changes for Security	PHI/PI Encryption and/or segregation - Milestone 3	8/29/2014	\$179,400	90%	10%	\$1,362,003	\$5,686,998

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**Attachment B-1 – Addendum for Amendment 2**

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
New HEIGHTS Application Changes for Security	Security Vulnerability Remediation - Milestone 1	8/29/2014	\$138,000	90%	10%	\$1,500,003	\$5,824,998
Enhanced Kofax integration with NH EASY/New HEIGHTS	Testing Support - August 14	8/29/2014	\$168,036	90%	10%	\$1,668,039	\$5,993,034
POA&M Implementation Support	Implementation SSP & POA&M PMO Management - September	9/3/2014	\$43,200	90%	10%	\$1,711,239	\$6,036,234
Change Tracking Management	Construction Requirements & Design	9/30/2014	\$60,000	90%	10%	\$1,771,239	\$6,096,234
MAGI Benefit Recovery	Construction	9/30/2014	\$91,726	90%	10%	\$1,862,965	\$6,187,960
Softoon interface for PCG Program Integrity	Requirements & Design	9/30/2014	\$54,356	90%	10%	\$1,917,321	\$6,242,316
Testing Support	Construction	9/30/2014	\$123,550	90%	10%	\$2,040,871	\$6,365,866
CMS MAGI Noticing Requirements	Testing Support - September 14	9/30/2014	\$168,036	90%	10%	\$2,208,907	\$6,533,902
New HEIGHTS Application Changes for Security	Construction, Unit & Integration	10/30/2014	\$162,237	90%	10%	\$2,371,144	\$162,237
Change Tracking Management	Security Vulnerability Remediation - Milestone 2	10/31/2014	\$138,000	90%	10%	\$2,509,144	\$300,237
Softoon interface for PCG Program Integrity	Implementation	10/31/2014	\$30,575	90%	10%	\$2,539,719	\$330,812
Testing Support	Implementation	10/31/2014	\$41,183	90%	10%	\$2,580,902	\$371,995
FDSH TALX interface	Testing Support - October 14	10/31/2014	\$168,036	90%	10%	\$2,748,938	\$540,031
Testing Support	Requirements & Design	11/28/2014	\$123,550	90%	10%	\$2,872,488	\$663,581
	Testing Support - November 14	11/28/2014	\$168,036	90%	10%	\$3,040,524	\$831,617
	Policies documentation, including: 1. Awareness and Training 2. Maintenance 3. Media Protection 4. Physical and Environmental 5. Risk Assessment 6. Security Planning 7. Personnel 8. Contingency management plan						
PMO Project Management Support		12/1/2014	\$132,000	90%	10%	\$3,172,524	\$963,617

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Attachment B-1 – Addendum for Amendment 2

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
New HEIGHTS Application Changes for Security	Policy Definition and Remediation - Milestone 3	12/1/2014	\$110,400	90%	10%	\$3,282,924	\$1,074,017
CMS MAGI Noticing Requirements	Implementation	12/30/2014	\$54,079	90%	10%	\$3,337,003	\$1,128,096
POA&M Implementation Support	SSP & POA&M PMO Management - December	12/31/2014	\$60,000	90%	10%	\$3,397,003	\$1,188,096
POA&M Implementation Support	Final SSP and POA&M Update Report	12/31/2014	\$60,000	90%	10%	\$3,457,003	\$1,248,096
Non-MAGI Medicaid Rules Engine Conversion	Medicaid Medically Necessary Categories	12/31/2014	\$154,437	90%	10%	\$3,611,440	\$1,402,533
New HEIGHTS & NH EASY 508	New HEIGHTS 508 Construction	12/31/2014	\$184,250	90%	10%	\$3,795,690	\$1,586,783
MAGI Benefit Recovery Testing Support	Testing Support - December 14	12/31/2014	\$61,151	90%	10%	\$3,856,841	\$1,647,934
FDSH TALX Interface Testing Support	Construction	1/30/2015	\$168,036	90%	10%	\$4,024,877	\$1,815,970
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - January 15	1/30/2015	\$168,036	90%	10%	\$4,163,870	\$1,954,963
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Implementation	1/31/2015	\$20,384	90%	10%	\$4,331,906	\$2,122,999
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Implementation	2/27/2015	\$46,331	90%	10%	\$4,352,290	\$2,143,383
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - February 15	2/27/2015	\$168,036	90%	10%	\$4,398,621	\$2,189,714
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - March 15	2/27/2015	\$168,036	90%	10%	\$4,566,657	\$2,357,750
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - April 15	3/31/2015	\$168,036	90%	10%	\$4,734,693	\$2,525,786
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - May 15	4/30/2015	\$168,036	90%	10%	\$4,902,729	\$2,693,822
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - June 15	5/29/2015	\$168,036	90%	10%	\$5,070,765	\$2,861,858
MAGI Benefit Recovery FDSH TALX Interface Testing Support	Testing Support - June 15	6/30/2015	\$168,036	90%	10%	\$5,238,801	\$3,029,894
Enhanced Document Workflow	Requirements & Design	7/1/2015	\$159,080	90%	10%	\$159,080	\$3,188,974
Enhanced Post Eligibility Verification	Requirements & Design	7/10/2015	\$150,120	90%	10%	\$309,200	\$3,339,094
Testing Support	Testing Support - July 15	7/31/2015	\$168,036	90%	10%	\$477,236	\$3,507,130
Testing Support	Testing Support - August 15	8/31/2015	\$168,036	90%	10%	\$645,272	\$3,675,166
Enhanced Document Workflow	Construction, Unit & Integration Testing	9/16/2015	\$178,965	90%	10%	\$824,237	\$3,854,131
Testing Support	Testing Support - September 15	9/30/2015	\$168,036	90%	10%	\$992,273	\$4,022,167

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**Attachment B-1 – Addendum for Amendment 2**

Project	Milestones	Finish Date	Amount	Federal Match	State Match	State Fiscal Year	Federal Fiscal Year
Enhanced Document Workflow	Implementation	10/28/2015	\$59,655	90%	10%	\$1,051,928	\$59,655
Enhanced Post Eligibility Verification	Construction, Unit & Integration Testing	10/30/2015	\$168,885	90%	10%	\$1,220,813	\$228,540
Testing Support	Testing Support - October 15	10/30/2015	\$168,036	90%	10%	\$1,388,849	\$396,576
Testing Support	Testing Support - November 15	11/27/2015	\$168,036	90%	10%	\$1,556,885	\$564,612
Enhanced Post Eligibility Verification	Implementation	12/11/2015	\$56,295	90%	10%	\$1,613,180	\$620,907
Testing Support	Testing Support - December 15	12/31/2015	\$168,036	90%	10%	\$1,781,216	\$788,943
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>\$11,345,012</b>	<b>90%</b>	<b>10%</b>	<b>\$11,345,012</b>	<b>\$11,345,012</b>

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# 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 20<sup>th</sup> day of September, A.D. 2013

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

William M. Gardner  
Secretary of State







AGENCY CUSTOMER ID: 709965

LOC #: New York



### ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

<b>AGENCY</b> Marsh USA, Inc.		<b>NAMED 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>POLICY NUMBER</b>		<b>EFFECTIVE DATE:</b>	
<b>CARRIER</b>	<b>NAIC CODE</b>		

**ADDITIONAL REMARKS**

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

WORKER'S COMP (CONTD)

CARRIER: ILLINOIS NATIONAL INSURANCE CO.  
POLICY NO: 039901225 (FL)  
POLICY TERM: 6/1/13 - 6/1/14





**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**DIVISION OF FAMILY ASSISTANCE**

129 PLEASANT STREET, CONCORD, NH 03301-3857  
 603-271-9474 1-800-852-3345 Ext. 9474  
 FAX: 603-271-4637 TDD Access: 1-800-735-2964 www.dhha.nh.gov

Nicholas A. Toumpas  
 Commissioner

Terry R. Smith  
 Director

August 28, 2012

His Excellency, Governor John H. Lynch  
 and the Honorable Executive Council  
 State House  
 Concord, New Hampshire 03301

APPROVED BY \_\_\_\_\_  
 DATE 10/3/12  
 PAGE 5  
 ITEM # 36

**REQUESTED ACTION**

Authorize the State of New Hampshire, Department of Health and Human Services, Division of Family Assistance 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 for the purpose of modernizing New HEIGHTS infrastructure and providing functionality to support the Department of Health and Human Services' strategic vision for improved service delivery in an amount not to exceed \$28,367,824.33, effective October 4, 2012 or the date of Governor and Council approval, whichever is later, through September 30, 2016. Funds are available in the following account(s) in State Fiscal Year 2013 and are anticipated to be available in State Fiscal Years 2014 – 2017, upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts through the Comptroller, if needed and justified, between State Fiscal Years.

05-95-45-450010-0967 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 11-253:1:VII-G NEW HGHTS RENEW

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2013	034-500099	Major IT Systems	\$6,157,022.00
SFY 2014	034-500099	Major IT Systems	\$748,645.00
Sub Total			\$6,905,667.00

05-95-95-950010-0977 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, 11-253:1:VII-Q ACCESS FRONT DOOR

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2014	034-500099	Major IT Systems	\$6,070,888.00
SFY 2015	034-500099	Major IT Systems	\$7,649,112.00
Sub Total			\$13,720,000.00

His Excellency, Governor John H. Lynch  
 and the Honorable Executive Council  
 August 28, 2012  
 Page 2

05-95-45-450010-TBD HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS  
 TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, TBD

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2015	034-500099	Major IT Systems	\$16,397.00
SFY 2016	034-500099	Major IT Systems	\$6,456,127.00
SFY 2017	034-500099	Major IT Systems	\$1,269,633.33
Sub Total			\$7,742,157.33
		Total	\$28,367,824.33

### 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 system, Deloitte Consulting LLP is uniquely qualified to provide this enhancement due to their role with the Department of Health and Human Services/Division of Family Assistance in the development and implementation of the New HEIGHTS system. Because enhancements to the system involve the core subsystems within New HEIGHTS that are maintained by Deloitte, it is in the State's best interest to preserve contractor accountability for the changes being made to the system. To contract with a different vendor could place the State in a situation whereby neither Deloitte 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, the delay would likely result in New Hampshire's inability to support federal and State projects that cannot be deferred.

The Department of Health and Human Services considered a number of alternatives to provide the required service modernization features, Medicaid enhanced funding conditions and standards, and the long term needs of the Department of Health and Human Services far into the future. The analysis of alternative approaches compared the pros and cons of four alternatives to implementing a new eligibility determination and case management system for the Department of Health and Human Services. These alternatives included:

1. **Maintain Status Quo** – Continue maintaining New HEIGHTS as is;
2. **Ground Up Development** – Construct a system from scratch;
3. **Incremental Infrastructure Modernization** – Enhance and build upon the existing New HEIGHTS architecture using an incremental deployment strategy and a combination of COTS and Java framework components; and
4. **Transfer/Commercial Off The Shelf (COTS) System** – Transfer another state's integrated system or buy and build a system using a health and human services framework solution provided by COTS products

The initial qualitative analysis indicated that there might be two viable approaches, both of which were further analyzed in a cost/benefit analysis. The last two options, transferring a system from another state or implementing a COTS solution were compared to modernizing the existing system.

A transfer solution and COTS development effort were combined for purposes of comparison due to the similar attributes of both alternatives, including state resource requirements, financial investment and implementation duration. From a qualitative perspective, the long-term benefits of both an incremental modernization and a new system are essentially equal. However, from a timeline perspective and the management of state resources, the most cost beneficial of the two approaches is to incrementally modernize the infrastructure.

This requested action is to provide infrastructure modernization of New HEIGHTS and critical system enhancements to support the Department of Health and Human Services' strategic vision for improved service delivery. The New HEIGHTS infrastructure modernization project is a critical necessity. New HEIGHTS has been in operation in New Hampshire for 13 years and is rapidly approaching the end of its anticipated 15-year life expectancy. While New HEIGHTS continues to support the business needs of the Department of Health and Human Services, the technology has become outdated and is becoming more costly to operate and more expensive to maintain and enhance. The system uses an IBM mainframe, COBOL programming language, DB2 database technology, and a PowerBuilder user interface. Obtaining the resources to maintain and enhance the system at an affordable price is becoming increasingly difficult. For example, it is already challenging to find system analysts and programmers with PowerBuilder experience. Additionally, the existing infrastructure technology presents challenges as the State embarks on key initiatives requiring interoperability with other systems and applications. Since New HEIGHTS provides eligibility determination for critical public assistance programs including Medicaid/Children' Health Insurance Program, Supplemental Nutrition Assistance Program, Temporary Assistance to Needy Families (TANF), Child Care, Adoption Subsidy/Foster Care and Emergency Assistance, the modernization of New HEIGHTS is one of the highest priority projects for the Department of Health and Human Services.

The modernized New HEIGHTS infrastructure 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:

- Many enhancements to NH EASY, New Hampshire's Electronic Application System, which is the online self-service function for New HEIGHTS;
- A variety of worker productivity improvements to the electronic imaging and workflow functionality contained in New HEIGHTS; and
- Many process improvements to the base New HEIGHTS system which will increase productivity and accuracy in the eligibility determination process.

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.

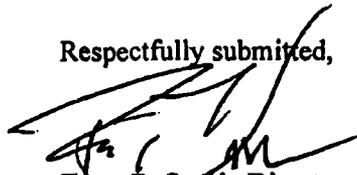
Geographic area served: Statewide

Source of Funds: Federal Funds of 76.76% from multiple benefiting federal programs and 23.24% State General Funds.

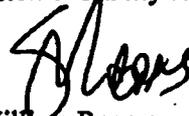
In the event the Federal funds become no longer available, General Funds will not be requested to support this activity.

His Excellency, Governor John H. Lynch  
and the Honorable Executive Council  
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Respectfully submitted,

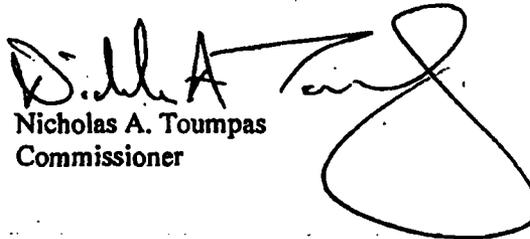


Terry R. Smith, Director  
Division of Family Assistance



S. William Rogers  
Commissioner  
Department of Information Technology

Approved by:



Nicholas A. Toumpas  
Commissioner

*The Department of Health and Human Services' Mission is to join communities and families  
in providing opportunities for citizens to achieve health and independence.*



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

129 PLEASANT STREET, CONCORD, NH 03301-3857  
 603-271-9469 1-800-852-3345 Ext. 9469  
 Fax: 271-4912 TDD Access: 1-800-735-2964 www.dhhs.nh.gov

Nicholas A. Toumpas  
 Commissioner

William L. Baggeroer  
 Chief Information Officer

August 28, 2012

S. William Rogers  
 Commissioner  
 Department of Information Technology  
 27 Hazen Drive  
 Concord, NH 03301

Requested Action and Explanation

The Department of Health and Human Services (DHHS), Division of Family Assistance (DFA), respectfully requests approval to enter into a sole source agreement with Deloitte LLP of 2601 Market Place, 2nd Floor, Harrisburg, PA 17110. The purpose of this project is the modernization of the New HEIGHTS infrastructure and to provide functionality to support DHHS's strategic vision for improved service delivery. The contract is to be effective upon date of Governor and Council approval through September 30, 2016, in an amount not to exceed \$28,367,824.33.

New HEIGHTS has been in operation in New Hampshire for 13 years now and is rapidly approaching the end of its anticipated 15 year life expectancy. While New HEIGHTS continues to support the business needs of DHHS, the technology has become outdated and is becoming more expensive to operate, maintain and enhance. DHHS must modernize the New HEIGHTS infrastructure and implement enhanced service delivery functionalities as the infrastructure modernization project will provide DHHS with a modernized n-tier object oriented architecture. The modernized New HEIGHTS infrastructure will also support streamlined service delivery that increases the quality of client service while minimizing the cost of service delivery.

The service modernization enhancements will provide significant improvements for both DHHS staff and clients alike. These improvements include projects to enhance the self-service program, NH EASY, enhancements to the eligibility determination process for long term care applicants, enhancements to the imaging and content management functionality to provide efficiencies for workers, as well as other improvements to support DHHS.

Funds are available as noted below in the following accounts for Fiscal Years (FY) 2013 thru 2017:

05-95-45-450010-0967 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 11-253:1:VII-G NEW HGHTS RENEW

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2013	034-500099	Major IT Systems	\$6,157,022.00

SFY 2014	034-500099	Major IT Systems	\$748,645.00
Sub Total			\$6,905,667.00

05-95-95-950010-0977 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, 11-253:1:VII-Q ACCESS FRONT DOOR

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2014	034-500099	Major IT Systems	\$6,070,888.00
SFY 2015	034-500099	Major IT Systems	\$7,649,112.00
Sub Total			\$13,720,000.00

05-95-45-450010-TBD HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, TBD

State Fiscal Year	Class/Object	Description	Current Modified Budget
SFY 2015	034-500099	Major IT Systems	\$16,397.00
SFY 2016	034-500099	Major IT Systems	\$6,456,127.00
SFY 2017	034-500099	Major IT Systems	\$1,269,633.33
Sub Total			\$7,742,157.33

Prior Related Actions

There are no prior related actions.

Alternatives and Benefits

Potential alternatives to executing a new contract with Deloitte LLP, were evaluated but it was concluded that the other alternatives were not viable given current mandates and time constraints. This is a sole source contract 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 LLP for these enhancements. Any vendor other than Deloitte would have a tremendous learning curve and the timelines do not support the lag time that would be required to bring a new team on board. It is anticipated that it would have taken another vendor an additional 6 – 12 months to get enough transition to be able to perform the work in this contract, therefore, the costs would be greater with another vendor.

As the current vendor responsible for maintenance of the New HEIGHTS system, Deloitte LLP is uniquely qualified to provide these enhancements due to their role with DHHS/DFA in the development and implementation of the New HEIGHTS system. In addition, because enhancements to the system involve the core infrastructure and subsystems within New HEIGHTS that are maintained by Deloitte, it is in the State's best interest to preserve contractor accountability for the changes being made to the system. To contract with a different vendor could place the State in a situation whereby neither Deloitte nor another contractor would accept responsibility for a malfunction that could result in costly litigation for the State to pursue a remedy to the problem. More importantly there is a greater risk for failure of these projects if the vendor lacks experience on New HEIGHTS and the business processes being enhanced. The process of procuring a new vendor would require reallocation of DHHS resources that are critical to the State's modernization efforts based on the

enhanced Medicaid funding requirements. Given the time limitations of federal and state priorities, the delay would likely result in New Hampshire's inability to support federal and state projects that cannot be deferred.

New Hampshire has considered a number of alternatives to provide the required service modernization features, and the long term needs of DHHS far into the future. This analysis of alternative approaches compared the pros and cons of four alternatives to implementing a new eligibility determination and case management system for DHHS. These alternatives include:

1. **Maintain Status Quo** – Continue maintaining New HEIGHTS as is
2. **Ground Up Development** – Construct a system from scratch
3. **Incremental Infrastructure Modernization** – Enhance and build upon the existing New HEIGHTS architecture using an incremental deployment strategy and a combination of COTS and Java framework components
4. **Transfer/COTS System** – Transfer another state's integrated system or buy and build a system using a health and human services (HHS) framework solution provided by COTS products

The initial qualitative analysis indicated that there were two viable approaches, both of which were further analyzed via a cost/benefit Analysis (CBA). The last two options, transferring a system from another state or implementing a COTS solution were compared to modernizing the existing system.

A transfer solution and COTS development effort were combined for purposes of comparison due to the similar attributes of both alternatives, including state resource requirements, financial investment and implementation duration.

From a qualitative perspective, the long-term benefits of both an incremental modernization and a new system are essentially equal. However, from a timeline perspective and the management of state resources, the most cost beneficial of the two approaches is to incrementally modernize the infrastructure.

All costs associated with the two approaches are summarized below. This includes initial development and implementation costs, as well as conversion, training and maintenance and operations costs during this timeframe. Costs are identified in constant dollars.

System Life Costs	Incremental Infrastructure Modernization	Transfer Solution
Software	\$1,612,400	\$3,224,800
Contract Staff (DDI Vendor)	\$28,367,824	\$62,000,000
<b>TOTAL Non-Recurring (DDI)</b>	<b>\$33,173,842</b>	<b>\$70,892,100</b>
Annual Vendor Maintenance and Enhancements	\$5,500,000	\$5,500,000

\*The non-recurring and recurring costs of the selected option provide a strong return on investment compared to other alternatives.

The high level benefits of the alternatives under consideration include improved case work productivity and workflow management flexibility, system longevity, and compliance with all Federal standards and conditions.

The benefits shown in the table below are categorized as quantitative or qualitative. Quantitative benefits are measurable cost savings or redirected government funds. Quantitative benefits include direct cost savings (e.g., reduction in long-term maintenance costs for a new system), as well as indirect cost savings (e.g., labor-related costs). Indirect quantitative benefits result from changes in systems and business processes that enable increased staff productivity and greater efficiency. Labor savings can be redirected to other activities such as family self-sufficiency, early intervention, employment services, and prevention services.

Qualitative benefits do not result in a measurable cost savings to the State; however, these benefits are real and substantive. The citizens of New Hampshire, families who receive assistance, state personnel, and service delivery partners, will realize many qualitative benefits from the New HEIGHTS initiative.

Anticipated benefits of the New HEIGHTS initiative include:

Benefit Type	Benefit Description
Quantitative	Reduced physical infrastructure expenditures resulting from centralization and specialized task management using central mail, change centers, etc.
Qualitative	Reduction in IT system maintenance and operations costs associated with reliance on z/OS operating system and general purpose mainframe CPU capacity in the form of reduced ongoing price escalation
Qualitative	Improved policy support at lower cost from reduced implementation time for program, policy, and system changes
Qualitative	Less stressed workforce due to the workload relief provided by enhanced workflow management and load balancing across remote and central facilities and staff

Impact on Other State Agencies and Municipalities

DHHS does not anticipate any impact to other state agencies.

**Requisition Information:**

Vendor Name <u>Deloitte LLP</u>
---------------------------------

**Funding Sources and Amounts:**

	* Object Code(s)	SFY 2013	SFY 2014-SFY 2017	Total
STATE	034-500099	\$715,298.00	\$5,878,669.33	\$6,593,967.33
FEDERAL	034-500099	\$5,441,724.00	\$16,332,133.00	\$21,773,857.00
OTHER (Specify Source, i.e.: Registration Fees)				
<b>TOTAL</b>		<b>\$6,157,022.00</b>	<b>\$22,210,802.33</b>	<b>\$28,367,824.33</b>

**CONTACT PERSON**

Laurie Snow, New HEIGHTS Project Manager  
NH Department of Health and Human Services  
Division of Family Assistance  
7 Eagle Square, Suite 301  
Concord, NH 03301  
Telephone: (603) 227-0326  
Fax: (603) 226-2154  
Email: [lsnow@dhhs.state.nh.us](mailto:lsnow@dhhs.state.nh.us)

**CERTIFICATION**

The undersigned hereby certify that the information provided in this document and any attachments is complete and accurate and that alternatives to the solution defined in this document have been appropriately considered.

Respectfully submitted,



William L. Baggeroer  
Chief Information Officer

S. William Rogers  
August 28, 2012  
Page 6 of 6

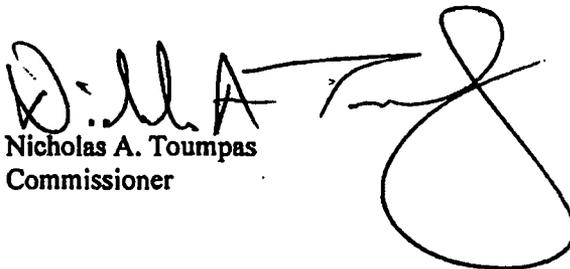


Terry R. Smith, Director  
Division of Family Assistance



Steven Kelleher  
Information Technology Manager, DHHS  
Department of Information Technology

Approved by:



Nicholas A. Toumpas  
Commissioner

CC: Leslie Mason, IT Manager  
Laurie Snow, Project Manager



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
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Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doi](http://www.nh.gov/doi)

**S. William Rogers**  
*Commissioner*

September 7, 2013

Nicholas Toumpas, Commissioner  
State of New Hampshire  
Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301-3857

Dear Commissioner Toumpas:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with Deloitte Consulting LLP, of Pittsburgh, PA as described below and referenced as DoIT No. 2013-063.

This is a request to enter into a contract to provide enhancements to the New HEIGHTS system for the purpose of modernization of the infrastructure and to support the DHHS strategic vision of improved service delivery. The amount of the contract is not to exceed \$28,367,824.33 and shall be effective upon Governor and Council approval from October 4, 2012 to September 30, 2016.

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

Sincerely,

A handwritten signature in black ink, appearing to read "S. Rogers".

S. William Rogers

SWR/itm  
Contract #2013-063  
cc: Mary Calise, DHHS  
Leslie Mason, DoIT

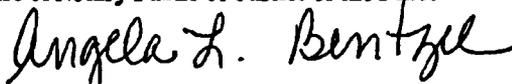
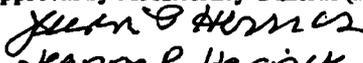
Subject: New HEIGHTS Service Modernization and Incremental Renewal

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

<b>1.1 State Agency Name</b> Dept of Health & Human Services Division of Family Assistance		<b>1.2 State Agency Address</b> 129 Pleasant Street Concord, NH 03301	
<b>1.3 Contractor Name</b> Deloitte Consulting LLP		<b>1.4 Contractor Address</b> 2601 Market Place, 2nd Floor Harrisburg, PA 17110	
<b>1.5 Contractor Phone Number</b> +1 (717) 651-6240	<b>1.6 Account Number</b>	<b>1.7 Completion Date</b> September 30, 2016	<b>1.8 Price Limitation</b> \$28,367,824.33
<b>1.9 Contracting Officer for State Agency</b> Mary Calise		<b>1.10 State Agency Telephone Number</b> 603-271-9285	
<b>1.11 Contractor Signature</b> 		<b>1.12 Name and Title of Contractor Signatory</b> Sundhar Sekhar, Principal	
<b>1.13 Acknowledgement: State of PA, County of Dauphin</b> On <u>8/17/2012</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.			
<b>1.13.1 Signature of Notary Public or Justice of the Peace</b> [Seal] 			
<b>1.13.2 Name and Title of Notary or Justice of the Peace</b> Angela L Bentzel, Notary Public			
<b>1.14 State Agency Signature</b> 		<b>1.15 Name and Title of State Agency Signatory</b> Terry R. Smith, Director	
<b>1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable)</b> By: _____ Director, On: _____			
<b>1.17 Approval by the Attorney General (Form, Substance and Execution)</b> By:  Jeanne P. Herrick, Attorney On: <u>31 Aug. 2012</u>			
<b>1.18 Approval by the Governor and Executive Council</b> By: _____ On: _____			

COMMONWEALTH OF PENNSYLVANIA

Notarial Seal  
Angela L. Bentzel, Notary Public  
Susquehanna Twp., Dauphin County  
My Commission Expires June 8, 2015

MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

Contractor Initials: 

Date: 8/17/12

**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.

**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 enhancement of the New HEIGHTS system in support of the scope of work defined in Attachment B – New HEIGHTS Scope of Services. Attachment B includes projects to support CMS's standards and conditions for enhanced Medicaid funding, modernization of the New HEIGHTS technology architecture and enhancements to support the DHHS Access Front Door (AFD) service modernization initiative.

#### 1.2 SCOPE

Contractor will provide the above services as specified in the Scope of Work (as hereinafter defined; "SOW"). The SOW defines the tasks related to the enhancement of the New HEIGHTS.

#### 1.3 PERIOD OF PERFORMANCE

The work defined by this document begins on October 4, 2012 or the date of Governor and Council approval, whichever is later and shall be comprised of enhancement services to be rendered through September 30, 2016.

#### 1.4 DEFINITIONS

- |  |  |
|--|--|
| 1.4.1 Contractor Project Manager         | Representative designated by Contractor  |
| 1.4.2 DFA                                | Department of Health and Human Services<br>Division of Family Assistance   |
| 1.4.3 New HEIGHTS Project Manager        | Representative designated by the State   |
| 1.4.4 DoIT                               | Department of Information Technology   |
| 1.4.5 Project Management Team            | The New HEIGHTS Project Manager, the Contractor Project Manager and Contractor Project Partner   |
| 1.4.6 New HEIGHTS Maintenance Contractor | The New HEIGHTS contractor providing ongoing maintenance and enhancements to New HEIGHTS   |
| 1.4.7 State                              | The NH Department of Health and Human Services and/or the NH Department of Information Technology as applicable  |
| 1.4.8 Scope of Work (SOW)                | The term "Scope of Work" means this document, including all Exhibits, Attachments, Specifications or materials referenced within this document, which are either physically included with this portion of the Statement of Work or available separately, and are incorporated herein by reference. |
| 1.4.9 System                             | New HEIGHTS  |

Contractor initials:                     

Date:

- 1.4.10 Technical Support Group (TSG) Technical support group responsible for zOS mainframe operations, upgrades including system administration and systems database administration.

1.5 Order of Precedence

The Agreement between the State and Contractor shall comprise 1) this Agreement (including all Exhibits and Attachments).

- 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

1.6 Reviews

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

## 2. NOTICES

All notices under this Agreement shall be deemed duly given: 1) upon delivery, if delivered by hand against receipt, or 2) three days after posting if sent by registered or certified mail, return receipt requested.

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

Mr. Sundhar Sekhar  
Deloitte Consulting LLP  
2601 Market Place  
2<sup>nd</sup> Floor  
Harrisburg, PA 17110-9373

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

Ms. Laurie Snow  
7 Eagle Square  
Suite 301  
Concord, NH 03301

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 will be provided, according to Attachment A-Service Modernization and Incremental Renewal Staff Loading in this Agreement, to perform work under the Services, Requirements, and Staffing as defined in Attachment B-New HEIGHTS Scope of Services (the "Work") Work shall be scheduled full time for all resources on the project as defined in

Attachment A. Full time is defined as forty hours per week. 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.

3.2 The State shall provide the Contractor with:

- a) Timely access to staff and execution of responsibilities defined for the State's New HEIGHTS Project Team, the Department of Information Technology (DoIT), the Technical Support Group (TSG), the New HEIGHTS Maintenance Contractor and other outside agencies required for work associated with this Agreement.
- b) Personnel knowledgeable in the business requirements of the State and operations 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.
- c) Systems administration support through the DoIT and the Technical Support Group (TSG) for mainframe infrastructure and PC server support, including hardware upgrades, installation and configuration of third party software, systems administration/maintenance and performance management.
- d) Adequate infrastructure including telecommunications, networks, hardware (server capacity, disk space, etc.) and software licensing for development and operations in the current and any newly agreed upon database regions. This includes procurement of new hardware and software required to support the scope of work defined in this Agreement.
- e) Facilities and desktop computing hardware and software for up to 20 Contractor staffed housed at the 7 Eagle Square site or an equivalent location.

#### 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 Contractor would be responsible to the State if the Contractor had performed such services. Project management responsibilities are detailed in Attachment B New HEIGHTS 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 a tracking utility provided by the State to manage all in progress work and to track defects identified during system and regression testing. Communication and reporting services are detailed in Attachment B - New HEIGHTS Scope of Services.

*[Handwritten Signature]*  
*[Handwritten Date]*

## 6. TESTING

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

## 7. SYSTEM DOCUMENTATION

The Contractor will be responsible for system technical documentation according to the requirements in Attachment B - New HEIGHTS Scope of Services, Section 3 Project Management. The State shall be responsible for the content of the User Guide, Policy Manuals, and On-Line Screen Help and the definition of links to New HEIGHTS screens for on-line access. The State shall also be responsible for maintaining the User Manual, Policy Manuals, and On-Line Screen Help.

## 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 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.

The State may also request that the Contractor provide a fixed price bid for additional major enhancements to the New HEIGHTS system beyond the resources defined in Attachment A.

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
  - ⇒ The Contractor Project Manager
- Level 2
  - ⇒ Division of Family Assistance Director and the New HEIGHTS Project Manager
  - ⇒ The Contractor Project Partner
- Level 3
  - ⇒ Commissioner of the Department of Health and Human Services and/or the Chief Information Officer of the Department of Information Technology.
  - ⇒ Contractor Quality Assurance Partner

The negotiators at each level shall have a period of ten business days in which to attempt to resolve the dispute. The allotted time for first level negotiators shall begin on the date of receipt of the Invoking Party's notice.

If a resolution is not achieved by negotiators at any given management level at the end of their allotted time, then the allotted time for the negotiators at the next management level, if any shall begin immediately.

If resolution is not achieved by negotiators at the final management level, each party reserves all rights at law or in equity.

Initiation of the dispute resolution process cannot, in and of itself, cause work to stop on any part of the project. Work must continue for all portions of the work not in dispute during dispute resolution unless suspended by the State per this Agreement.

This Agreement may be extended to include additional services for up to three (3) one year extensions 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: \_\_\_\_\_

*[Handwritten initials]*  
*[Handwritten date]*

## EXHIBIT B PAYMENT TERMS

1. Price:
  - a) The total price for all services and facilities provided under this Agreement shall not exceed \$28,367,824.
  
2. Terms of Payment
  - a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$6,593,967.00 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
    - CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,522,048.00.
    - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$20,237,955.00.
    - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$13,854.00.
    -
  
  - b) The State will make payment to the Contractor as defined in the Milestone Payment Schedule included as Attachment B-1. 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, provided the modifications do not result in total state fiscal year amounts that exceed the total state fiscal year amounts of Attachment B-1.
  
  - c) A portion of the funding totaling \$22,500,000 towards this contract is budgeted and available in the following accounts for the current biennium:  
05-95-45-450030-0967: \$7,500,000  
05-95-95-950030-0977: \$15,000,000  
  
A combination of Capital and Operating funding requests is being submitted for the full funding of this contract as part of the budget process for SFY 2014/2015.
  
  - d) The State will make reasonable efforts to achieve Contractor payments within 45 workdays after receipt of invoice. The Contractor may halt further services hereunder until payment is received on past due invoices, which have been outstanding for more than 75 days and are not in good faith dispute between the Parties.
  
  - e) The Parties further agree that the invoices will contain the payment number and the services as indicated in Attachment B-1: Service Modernization and Incremental Renewal Milestones and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations.
  
  - f) The State's liability for deliverables in each State fiscal year shall not exceed the amount appropriated.
  
  - g) This Agreement may be extended to include additional services for up to three (3) one year extensions 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: \_\_\_\_\_

*[Handwritten initials]*  
*[Handwritten date]*

## EXHIBIT C SPECIAL REQUIREMENTS

- 1 The State and the vendor agree that in the event of a failure to meet staffing commitment according to the staff-loading chart included in Attachment A, or any mutually agreed upon performance standards included in the Service Level Agreement developed by the Contractor and approved by the State at the start of the project, damage shall be sustained by the State and that it is and will be impractical and extremely difficult to ascertain and determine the actual damages which the State will sustain by reason of such failure. The parties agree that the Service Level Agreement, as agreed upon by the State and the Contractor, will establish the baseline for measuring vendor performance and establish the schedule of liquidated damages. It is therefore agreed that the State may require the vendor to pay liquidated damages for such failures. The Contractor shall have five workdays or other mutually agreed period from the date of receipt of written notification of a failure to correct the failure set forth in the written notification. If the failure is not resolved within this period, liquidated damages may be imposed retroactively to the date of expected delivery. The remedy of termination will remain available to the state. Liquidated damages may not exceed the total payment for said month, included in Attachment B-1.

The vendor shall be liable for liquidated damages that are related to delays directly caused by the above acts action or omissions by the vendor. The vendor shall not be liable for liquidated damages for events that are directly caused by the failure of the State or any State agency to perform any required activity.

- 2 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 The Contractor's monetary limitation liability to the State shall not exceed two times the total Agreement price, except it shall not apply to the following provisions.
- 13.4 Notwithstanding the monetary limitation contained in paragraph 13.3 above, in the event a claim or action is brought against the State in which infringement and/or a violation of HIPAA is alleged, the Contractor, at its own expense, shall defend, indemnify and hold harmless the State against all such claims or actions for any expenses, costs or damages, including legal fees and expenses, incurred by the State in connection with such claims or actions.
- 13.5 Further, notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State.
- 13.6 This covenant shall survive the termination of the Agreement.

- 3 Following Standard State Agreement Paragraph 9.3 insert:

Contractor initials:                       
Date:

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.

- 4 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.
- 5 The State, or any of its entities, shall not hire or contract with any Contractor personnel or sub-contractor 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.
- 6 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.

- 7 To the extent that Contractor, has entered into other contracts with any other state, exchange, or the Federal Government, relating to the design, development, implementation, or operation of a health benefit exchange as described in the Section 1311 of the ACA to which the requirements of 45 CFR 95 and 45 CFR 92 apply, Contractor will proactively identify for, review for, discuss with, and submit recommendations to the State regarding reuse of work from these other contracts or other shared efforts with these third-parties that could lead to efficiencies in accomplishing the specific requirements of or the objective of this Contract.
- 8 The federal government reserves a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use, for federal government purposes, the copyright in any work developed under a grant, sub-grant, or contract under a grant or sub-grant or any rights of copyright to which a contractor purchases ownership.
- 9 The contractor shall comply with the Clean Air Act, Section 306 and Clean Water Act, Section 309.

## 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: 

## CERTIFICATE

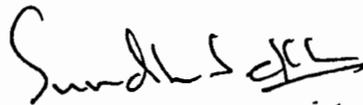
I, Deborah Ferreira, Director of Deloitte Consulting LLP, do hereby certify that:

1. I am a Director of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting");
2. I maintain and have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of the Principals/Directors of Deloitte Consulting assigned to the 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/Director 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:



Deborah Ferreira, Director  
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 Director of the Partnership this 17 day of August, 2012.



Deborah Ferreira

**PENNSYLVANIA**

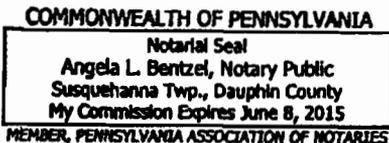
**COUNTY OF DAUPHIN**

On this 17 day of August, 2012, before me, Angela L. Bentzel, the undersigned officer, personally appeared Deborah Ferreira who acknowledged herself to be a Director of Deloitte Consulting LLP, a Delaware limited partnership, and that she, as such Director, being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing her name thereto as Director.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission Expires: 06/08/2015

Angela L. Bentzel  
Notary Republic



Contractor initials: DF/S  
Date: 8/17/12

CERTIFICATE EXHIBIT A

I, SUNDHAR SEKHAR, DO HEREBY CERTIFY THAT:

1. I am a Principal of Deloitte Consulting LLP, a Delaware limited partnership ("Deloitte Consulting").
2. I have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of Principals of Deloitte Consulting assigned to its Camp Hill, Pennsylvania office.
3. Principals of Deloitte Consulting are fully authorized by the Memorandum of Agreement of Deloitte Consulting to enter into and to take any and all actions on behalf of and in the name of Deloitte Consulting to execute, acknowledge, and deliver contracts providing for the performance by Deloitte Consulting of management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as may be necessary, desirable, or appropriate to accomplish the same.
4. Deloitte Consulting LLP has no company seal.
5. I am duly authorized to issue this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand as a Principal of Deloitte Consulting LLP this 17th day of August, 2012.

Sundhar Sekhar  
Sundhar Sekhar

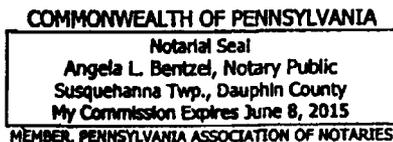
PENNSYLVANIA

COUNTY OF DAUPHIN

On this 17 day of August, 2012, before me, Angela L Bentzel, 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: 06/08/2015 Angela L Bentzel  
Notary Republic



Contractor initials: [Signature]  
Date: 8/17/12



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/14/2012

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	<b>CONTACT NAME:</b>		
	<b>PHONE (A.C. No. Ext.):</b> <b>FAX (A.C. No.):</b> <b>E-MAIL:</b> <b>ADDRESS:</b>		
709965-\$25M-12-13  <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(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	INSURER A : National Union Fire Ins Co Pittsburgh PA		19445
	INSURER B : Insurance Company Of The State Of PA		19429
	INSURER C : Illinois National Ins Co		23817
	INSURER D :		
	INSURER E :		
INSURER F :			

**COVERAGES**                      **CERTIFICATE NUMBER:** NYC-005362029-07                      **REVISION NUMBER:** 6

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	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			GL5076462	06/01/2012	06/01/2013	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
								\$
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC							
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			CAZ714625  'Auto Physical Damage'  \$500 DEDUCTIBLE COMP/COLL'	06/01/2012	06/01/2013	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"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE			13273206	06/01/2012	06/01/2013	EACH OCCURRENCE	\$ 4,000,000
							AGGREGATE	\$ 4,000,000
								\$
	DED <input type="checkbox"/> RETENTION \$							
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		Y/N	WC15110298 (AOS) WC15110299 (CA)	06/01/2012 06/01/2012	06/01/2013 06/01/2013	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
B		N/A		WC15110301 (MA, WI)	06/01/2012	06/01/2013	E.L. EACH ACCIDENT	\$ 1,000,000
C	If yes, describe under DESCRIPTION OF OPERATIONS below			WC15110300 (FL)	06/01/2012	06/01/2013	E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
STATE OF NEW HAMPSHIRE IS INCLUDED AS AN ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY COVERAGE.  
\*WORKERS COMPENSATION INSURANCE COVERAGE IS PROVIDED UNDER DELOITTE'S POLICY, MEETING NEW HAMPSHIRE'S STATUTORY REQUIREMENTS.\*

**CERTIFICATE HOLDER****CANCELLATION**

STATE OF NEW HAMPSHIRE DEPT. OF HEALTH & HUMAN SERVICES OFFICE OF COMMISSIONER 129 PLEASANT STREET CONCORD, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  <b>AUTHORIZED REPRESENTATIVE</b> of Marsh USA Inc. Nancy Bartolino <i>Nancy Bartolino</i>
--	---

*Not a copy*



Nicholas A. Toumpas  
Commissioner  
  
Carol E. Sideris  
Director

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

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

30 <sup>8</sup>

March 11, 2013

~~G&C~~ <sup>SOLE SOURCE</sup> Approved

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

Date 4-3-13  
Item # 408

REQUESTED ACTION

Authorize the State of New Hampshire, Department of Health and Human Services, Division of Client Services to amend an existing sole source contract (PO# 7000896) with Deloitte Consulting LLP, 2601 Market Place, 2<sup>nd</sup> Floor, Harrisburg, PA 17110 (Vendor # 174776), by increasing the price limitation by \$4,942,800.00 from \$28,367,824.33 to an amount not to exceed \$33,310,624.33, effective April 3, 2013 or the date of Governor and Executive Council, whichever is later. The purpose of this amendment is to provide integration with both the Federally Facilitated Exchange and the Federal Data Services Hub, as well as provide the necessary modifications to New HEIGHTS, ensuring compliance with the Affordable Care Act. Governor and Council approved the original contract on October 3, 2012, Agenda Item #36. Funds are available in the following accounts(s) in State Fiscal Year 2013 and are anticipated to be available in State Fiscal Years 2014 – 2017 upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from Governor and Executive Council.

*AMENDMENT = 90% FED 10% GEN*

05-95-45-450010-6125 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, DIRECTOR'S OFFICE

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	046-500464	Consultants	\$0.00	\$4,448,520.00	\$4,448,520.00
Sub Total			\$0.00	\$4,448,520.00	\$4,448,520.00

05-95-45-450010-0967 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, 11-253:1:VII-G NEW HGHTS RENEW

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2013	034-500099	Major IT Systems	\$6,157,022.00	\$494,280.00	\$6,651,302.00

SFY 2014	034-500099	Major IT Systems	\$748,645.00	\$0.00	\$748,645.00
Sub Total			\$6,905,667.00	\$494,280.00	\$7,399,947.00

05-95-95-950010-0977 HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS COMMISSIONER, OFFICE OF THE COMMISSIONER, 11-253:1:VII-Q ACCESS FRONT DOOR

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2014	034-500099	Major IT Systems	\$6,070,888.00	\$0.00	\$6,070,888.00
SFY 2015	034-500099	Major IT Systems	\$7,649,112.00	\$0.00	\$7,649,112.00
Sub Total			\$13,720,000.00	\$0.00	\$13,720,000.00

05-95-45-450010-TBD HEALTH AND SOCIAL SERVICES, DEPT. OF HEALTH AND HUMAN SVCS, HHS TRANSITIONAL ASSISTANCE, DIVISION OF FAMILY ASSISTANCE, TBD

State Fiscal Year	Class/Object	Description	Current Modified Budget	Increase (Decrease) Amount	Revised Modified Budget
SFY 2015	034-500099	Major IT Systems	\$16,397.00	\$0.00	\$16,397.00
SFY 2016	034-500099	Major IT Systems	\$6,456,127.00	\$0.00	\$6,456,127.00
SFY 2017	034-500099	Major IT Systems	\$1,269,633.33	\$0.00	\$1,269,633.33
Sub Total			\$7,742,157.333	\$0.00	\$7,742,157.333
			3		3
		Total	\$28,367,824.33	\$4,942,800.00	\$33,310,624.33

**EXPLANATION**

This is an amendment to a sole source contract 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 for these enhancements. Any vendor other than Deloitte would have a tremendous learning curve and the timelines do not support the lag time that would be required to bring a new team on board. The deliverables contained in this amendment are directly related to the work currently under development in the contract, therefore it is not possible to given the tight timelines and criticality of this functionality to consider another vendor.

At the time of the original contract submission, the scope of the Affordable Care Act work included an analysis of requirements to establish a Health Insurance Exchange interface with a State, Regional or Federal exchange. A determination has been made to integrate New HEIGHTS with the Federally Facilitated Exchange. This amendment is to provide functionality to complete the work of implementing the Health Insurance Exchange within the aggressive time limits required under the Affordable Care Act.

The areas that need to be addressed as part of the Health Insurance Exchange implementation include:

- InterSix web services are planned as part of the Federally Facilitated Exchange/Federal Data Sharing Hub integration for the October 2013 target date. The purpose of these services is to provide near real-time data verification with federal agencies to facilitate real-time eligibility determination. The Federal Data Sharing Hub centralizes verification data from multiple federal

agencies, and makes it accessible through web services. The web services can then be called by New HEIGHTS and NH EASY. New Hampshire will also provide services to the Federal Data Sharing Hub, specifically to confirm coverage in Medicaid/CHIP and to send application information to the Federal Data Sharing Hub for applicants who may be eligible for a Qualified Health Plan to facilitate the "no wrong door" concept.

- Significant Changes to New HEIGHTS, NH EASY and supporting work that are related to the Federally Facilitated Exchange/Federal Data Sharing Hub interfaces. The major areas where these changes need to be made are:
  - Federal Data Sharing Hub Mangement Services
  - Remote ID Proofing
  - Social Security Administration Composite
  - Verify Lawful Presence
  - Verify Annual Household Income
  - Account Transfer (Federally Facilitated Exchange to New Hampshire)
  - Account Transfer (New Hampshire to Federally Facilitated Exchange)
  - Check Existing Coverage
  - Medicaid Only Application
  - Notifications
  - Verifications and Related Changes
  - Redeterminations and Change Reporting
  - Reports
  - Configuration and Performance Management
  - Medicaid Processing Re-engineering
  - Post Implementation Support

Should Governor and Council determine to deny this request, the Department of Health and Human Services will not be able to become compliant with the implementing of the Health Insurance Exchange required under the Affordable Care Act in October 2013.

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

Geographic area served: Statewide

Source of Funds: 90% Federal Funds and 10% State General Funds

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

Respectfully Submitted,



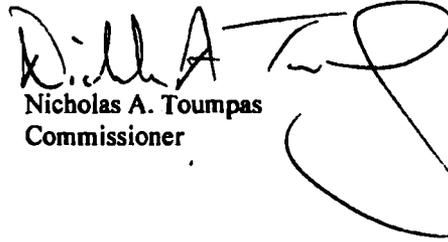
Carol E. Sideris  
Division of Client Services

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Council  
March 11, 2013  
Page 4



Peter Hastings  
Interim Commissioner  
Department of Information Technology

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)

**Peter C. Hastings**  
*Acting Commissioner*

March 15, 2013

Nicholas Toumpas, Commissioner  
State of New Hampshire  
Department of Health and Human Services  
129 Pleasant Street  
Concord, NH 03301-3857

Dear Commissioner Toumpas:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract amendment with Deloitte Consulting LLP, of Pittsburgh, PA as described below and referenced as DoIT No. 2013-063A.

This is a request to amend the contract to ensure compliance with the Affordable Care Act (ACA), the modernization of the New HEIGHTS infrastructure, and to provide functionality to support DHHS' strategic vision for improved service delivery. Deloitte has performed an analysis of requirements to establish a Health Insurance Exchange (HIX) interface with a State, Regional, or Federal exchange. The Department has now determined that it will pursue a strategy to integrate with the Federally Facilitated Exchange (FFE). This amendment is to provide functionality to complete the work of implementing the HIX within the aggressive time limits required under the ACA. The amendment increases the contract funding by \$4,942,800.00, from \$28,367,824.33 to an amount not to exceed \$33,310,624.33 and shall be effective upon Governor and Council approval.

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

Sincerely,

A handwritten signature in black ink that reads "Peter C. Hastings".

Peter C. Hastings

PCH/ltn  
Contract #2013-063A  
cc: Mary Calise, DHHS  
Leslie Mason, DoIT

**STATE OF NEW HAMPSHIRE**  
**Department of Health and Human Services**  
**New HEIGHTS**  
**Service Modernization and Incremental Renewal**  
**Amendment 1**

This 1st Amendment to the Deloitte Consulting LLP Contract (hereinafter referred to as Amendment 1) dated this <sup>6<sup>th</sup></sup> day of March 2013, is by and between the State of New Hampshire, Department of Health and Human Services (hereinafter referred to as the "State" or the "Department" or "DHHS") and Deloitte Consulting, Limited Liability Partnership (hereinafter "Deloitte" and/or "the Contractor") with a place of business at 1000 One PPG Place, Pittsburgh, Pennsylvania 15222-5414.

WHEREAS, pursuant to an Agreement (the Contract) approved by Governor and Executive Council, on October 3, 2012, Item #36, P.O. Number 7000896, the Contractor agrees to supply certain services upon the terms and conditions specified in the Contract and in consideration of certain sums as specified therein; and

WHEREAS, pursuant to section 17 of the General Terms, Form P-37 (1/09) the Contract may be modified or amended only by a written instrument executed by the parties thereto, and only after approved of such modification by the Governor and Executive Council; and

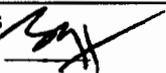
WHEREAS, the Contractor and the Department have agreed to amend the Contract in certain respects; and

WHEREAS, 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 Executive Council of the State of New Hampshire and

WHEREAS the Department wishes to extend the New HEIGHTS contract to support a Federally Facilitated Exchange (FFE) under the Affordable Care Act (ACA) including system interfaces between the Federal Data Services Hub (FDSH) and New HEIGHTS as well as supporting changes to the New HEIGHTS and NH EASY systems, the Department and the Contractor hereby agree to amend the Scope of Work and the terms and conditions of the Contract;

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

1. Except as provided herein, all provisions of the Agreement shall remain in full force and effect. This modification shall take effect on March 6, 2013, or upon the approval of the Governor and Executive Council, whichever is later.
2. **General Provisions, Form P-37 (1/09)** is hereby amended as follows:
  - 2.1. Block 1.8, Price Limitation, increase by an amount not to exceed \$4,942,800.00 from \$28,367,824.33 to \$33,310,624.33.
  - 2.2. Block 1.15 Contracting Offer for State Agency is amended by replacing "Terry R. Smith, Director" with "Carol E. Sideris, Director Division of Client Services".
  - 2.3. Block 3, "Effective Date: Completion of Services" is amended by adding the following sentences to 3.1:

Initial all pages  
Vendor Initials 

Service Modernization and Incremental Renewal, Amendment 1  
Page 1 of 7

"The effective date of the original contract is October 4, 2012. This Amendment, Amendment 1, is effective on the date of Governor and Executive Council approval or March 6, 2013, whichever is later.

3. **Exhibit A Contract Scope of Work** is hereby amended as follows:

- 3.1. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.1. *Purpose* is hereby stricken and replaced with the following:

This document defines the specific services Deloitte Consulting LLP (Contractor) will provide to the State. In general, these services include enhancement of the New HEIGHTS system in support of the scope of work defined in Attachment B – New HEIGHTS Statement of Work and the associated Attachment B – Addendum 1, FFE Scope of Services. Attachment B includes projects to support CMS's standards and conditions for enhanced Medicaid funding, modernization of the New HEIGHTS technology architecture, enhancements to support the DHHS Access Front Door (AFD) service modernization initiative and integration with the Federally Facilitated Exchange (FFE) and the Federal Data Services Hub (FDSH) as well as supporting changes to the New HEIGHTS and NH EASY systems.

- 3.2. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.4 *Definitions* are amended by Inserting the following thereafter:

1.4.11 Federally Facilitated Exchange (FFS)	Health care exchange operated federally which requires integration with State Department of Health and Human Services New HEIGHTS eligibility system.
1.4.12 Federal Data Services Hub (FDSH)	Federally maintained data integration hub through which States exchange data in support of Medicaid operations and FFE integration

- 3.3. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 1.5.1 are amended by Inserting the following thereafter:

- Amendment 1
- Attachment A "*Service Modernization, Incremental Renewal and FFE Staff Loading Amendment 1*"
- Attachment B "*New HEIGHTS Scope of Services*" and "*Attachment B – Addendum 1, FFE Scope of Services*"
- Attachment B-1 "*New HEIGHTS Service Modernization, Incremental Renewal and FFE Milestones Amendment 1*"
- And any and all other attachments and/or appendices and/or tables.

- 3.4. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 3.1 (a) is hereby stricken and replaced with the following:

A baseline complement of Contractor staff will be provided, according to Attachment A - Service Modernization, Incremental Renewal and FFE Staff Loading Amendment 1, to perform work under the Services, Requirements, and Staffing as defined in Attachment B-New HEIGHTS and FFE Scope of Services (the "Work") Work shall be scheduled full time for all resources on the project as defined in Attachment A. Full time is defined as forty hours per week. 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.

3.5. The provisions of Contract Exhibit A: *Scope of Work*, Paragraph 3.2 (e) is hereby stricken and replaced with the following:

Facilities and desktop computing hardware and software for up to 40 Contractor staffed housed at the 7 Eagle Square site or an equivalent location.

3.6. The Contract Exhibit A: *Scope of Work* Paragraphs 4. PROJECT MANAGEMENT AND RESPONSIBILITIES, 5. COMMUNICATION AND REPORTING, 6. TESTING, 7. SYSTEM DOCUMENTATION are amended to strike references to Attachment B - New HEIGHTS Scope of Services and replace them with references to Attachment B New HEIGHTS Scope of Services and Attachment B – Addendum 1, FFE Scope of Services.

4. **Exhibit B Payment Terms** is hereby amended as follows:

4.1. Amend Exhibit B Section 1, Price, by striking

- a) The total price for all services and facilities provided under this Agreement shall not exceed \$28,367,824.00.

And inserting in its place:

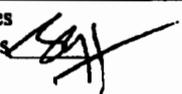
- a) The total price for all services and facilities provided under this Agreement shall not exceed \$33,310,624.33, as stated in the General Terms and Conditions, Form P-37, Section 1.8.

4.2. Amend Exhibit B Section 2, Terms of Payment by striking:

- a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$6,593,967.00 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
  - CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,522,048.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$20,237,955.00.
  - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$13,854.00.

And inserting in its place:

- a) This Agreement is funded with funds from the New Hampshire General Fund in the amount of \$7,088,247.33 and with federal funds made available under the following Catalog of Federal Domestic Assistance:
  - CFDA #10.561, Federal Agency Department of Agriculture, Food and Nutrition Services, Program Title Food Stamp State Administration in the amount of \$1,522,048.00.
  - CFDA #93.778, Federal Agency Department of Health and Human Services, Centers for Medicare and Medicaid Services, Program Title XIX (Medicaid) in the amount of \$24,686,475.00.
  - CDFA #93.658 and #93.659, Federal Agency Department of Health and Human Services, Administration for Children and Families, Program Title IV-E Foster Care/Adoption Assistance in the amount of \$13,854.00.



4.3. Amend Exhibit B Section 2, Terms of Payment by striking:

b) The State will make payment to the Contractor as defined in the Milestone Payment Schedule included as Attachment B-1. 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, provided the modifications do not result in total state fiscal year amounts that exceed the total state fiscal year amounts of Attachment B-1.

And inserting in its place:

b) The State will make payment to the Contractor as defined in the Milestone Payment Schedule included as Attachment B-1 New HEIGHTS Service Modernization, Incremental Renewal and FFE Milestones Amendment 1. 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, provided the modifications do not result in total state fiscal year amounts that exceed the total state fiscal year amounts of Attachment B-1.

4.4. Amend Exhibit B Section 2, Terms of Payment by striking:

- a) A portion of the funding totaling \$22,500,000 towards this contract is budgeted and available in the following accounts for the current biennium:  
05-95-45-450030-0967: \$7,500,000  
05-95-95-950030-0977: \$15,000,000

A combination of Capital and Operating funding requests is being submitted for the full funding of this contract as part of the budget process for SFY 2014/2015.

And inserting in its place:

- a) A portion of the funding totaling \$27,000,000 towards this contract is budgeted and available in the following accounts for the current biennium:  
05-95-45-450030-0967: \$7,500,000  
05-95-95-950030-0977: \$15,000,000  
05-95-45-450010-6125: \$4,500,000

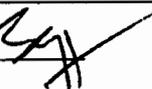
A combination of Capital and Operating funding requests is being submitted for the full funding of this contract as part of the budget process for SFY 2014/2015.

4.5. Amend Exhibit B Section 2, Terms of Payment by striking:

- a) The Parties further agree that the invoices will contain the payment number and the services as indicated in Attachment B-1: Service Modernization and Incremental Renewal Milestones and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations.

And inserting in its place:

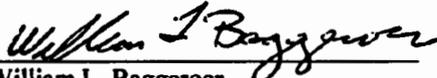
- a) The Parties further agree that the invoices will contain the payment number and the services as indicated in Attachment B-1: Service Modernization, Incremental Renewal and FFE Milestones Amendment 1 and the Contractor has no obligation to provide details in the invoice for state and federal cost allocations.



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

State of New Hampshire  
Office of Information Systems

Date 03/12/13

  
William L. Baggeroer  
Director

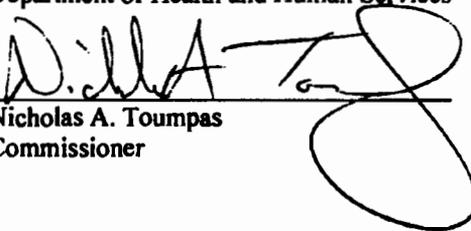
State of New Hampshire  
Division of Client Services

Date 3/12/13

  
Carol E. Sideris  
Director

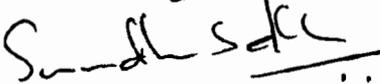
State of New Hampshire  
Department of Health and Human Services

Date 3/22/13

Approved by:   
Nicholas A. Toumpas  
Commissioner

Deloitte Consulting, LLP

Date 3/6/13

  
Sundhar Sekhar, Principal  
Deloitte Consulting LLP

Initial all pages  
Vendor Initials 

STATE OF  
COUNTY

On this the 12<sup>th</sup> day of March 2013, before me, Theresa M. Jones  
the undersigned officer, personally appeared William P. Baggerson, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.

In witness thereof I hereto set my hand and official seal.

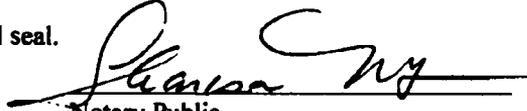
  
Notary Public  
My Commission Expires \_\_\_\_\_

Theresa M. Jones, Notary Public  
My Commission Expires September 19, 2017

STATE OF  
COUNTY

On this the 12<sup>th</sup> day of March 2013, before me, Theresa M. Jones  
the undersigned officer, personally appeared Carol E. Selman, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.

In witness thereof I hereto set my hand and official seal.

  
Notary Public  
My Commission Expires \_\_\_\_\_

Theresa M. Jones, Notary Public  
My Commission Expires September 19, 2017

STATE OF  
COUNTY

On this the, 22 day of March 2013, before me, Theresa M. Jones  
the undersigned officer, personally appeared Nicholas A. Tompa, known to me (or satisfactorily  
proven) to be the person whose name subscribed to the within instrument, and acknowledged that he/she executed  
the same for purposes therein contained.

In witness thereof I hereto set my hand and official seal.

  
Notary Public  
My Commission Expires \_\_\_\_\_

Theresa M. Jones, Notary Public  
My Commission Expires September 19, 2017

Initial all pages  
Vendor Initials 

STATE OF Michigan

COUNTY OF Ingham

On this the 6th day of March 2013, before me, Jill M. Lapham the undersigned officer, personally appeared Sundhar Sekhar who acknowledged himself/herself to be a Principal of Deloitte Consulting LLP, a Delaware registered limited liability partnership, and that he/she, as such being authorized to do so, executed the foregoing instrument for the purposes therein contained, by signing the name of the corporation by himself/herself as Principal. X Sundhar Sekhar

IN WITNESS WHEREOF, I hereunto set my hand and official seal.



Jill M. Lapham  
Notary Public/Justice of the Peace  
My commission expires: 10-17-2013

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

OFFICE OF THE ATTORNEY GENERAL

By: Jeanne P. Herick  
Jeanne P. Herick, Attorney  
Date: 18 MAR 2013

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

Office of the Secretary of State

By: \_\_\_\_\_

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

Date: \_\_\_\_\_

Initial all pages  
Vendor Initials [Signature]

## CERTIFICATE

I, David Parent, 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:

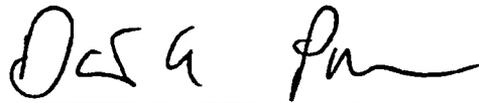


David Parent, Principal  
Deloitte Consulting LLP  
Detroit Office



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 6<sup>th</sup> day of March, 2013.



David Parent

**MICHIGAN**

**COUNTY OF INGHAM**

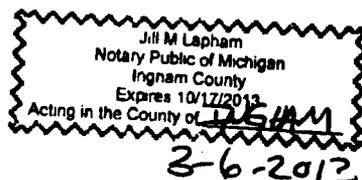
On this 6<sup>th</sup> day of March, 2013, before me, Jill M. Lapham, the undersigned officer, personally appeared David Parent who acknowledged himself to be a Principal of Deloitte Consulting LLP, a Delaware limited partnership, and that he, as such Principal, being authorized to do so, executed the 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: 10-17-2013



Notary Republic

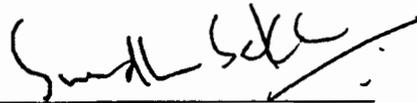


CERTIFICATE EXHIBIT A

**I, SUNDHAR SEKHAR, DO HEREBY CERTIFY THAT:**

1. I am a Principal of Deloitte Consulting LLP; a Delaware limited partnership ("Deloitte Consulting").
2. I have custody of a copy of the Memorandum of Agreement of Deloitte Consulting and a list of Principals of Deloitte Consulting assigned to its Camp Hill, Pennsylvania office.
3. Principals of Deloitte Consulting are fully authorized by the Memorandum of Agreement of Deloitte Consulting to enter into and to take any and all actions on behalf of and in the name of Deloitte Consulting to execute, acknowledge, and deliver contracts providing for the performance by Deloitte Consulting of management consulting services, and any and all documents, agreements, and other instruments (and any and all amendments, revisions, and modifications thereto) as may be necessary, desirable, or appropriate to accomplish the same.
4. Deloitte Consulting LLP has no company seal.
5. I am duly authorized to issue this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand as a Principal of Deloitte Consulting LLP this 6<sup>th</sup> day of March, 2013.

  
\_\_\_\_\_  
Sundhar Sekhar

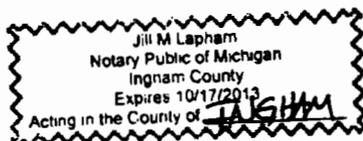
**MICHIGAN**

**COUNTY OF INGHAM**

On this 6<sup>th</sup> day of March, 2013, before me, Jill M. Lapham 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: 10-17-2013   
Notary Republic



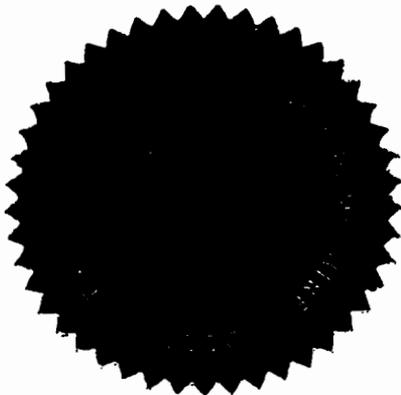
3-6-2013



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 22<sup>nd</sup> day of August, A.D. 2012

A handwritten signature in cursive script, appearing to read "William M. Gardner", is written above the printed name.

William M. Gardner  
Secretary of State



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/14/2012

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  709965-825M-12-13	<b>CONTACT NAME:</b> PHONE (A/C, No. Ext): _____ FAX (A/C, No.): _____ E-MAIL ADDRESS: _____	
	<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	19445
	<b>INSURER B:</b> Insurance Company Of The State Of PA	19429
	<b>INSURER C:</b> Illinois National Ins Co	23817
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

<b>COVERAGES</b>	<b>CERTIFICATE NUMBER:</b> NYC-005362029-07	<b>REVISION NUMBER:</b> 6
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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	INSR WORD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> <b>CLAIMS-MADE</b> <input checked="" type="checkbox"/> <b>OCCUR</b>  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> <b>POLICY</b> <input type="checkbox"/> <b>PRO-JECT</b> <input checked="" type="checkbox"/> <b>LOC</b>			GL5076482	06/01/2012	06/01/2013	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 - COM/POP AGG \$ 2,000,000
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> <b>ANY AUTO</b> <input type="checkbox"/> <b>ALL OWNED AUTOS</b> <input type="checkbox"/> <b>SCHEDULED AUTOS</b> <input type="checkbox"/> <b>HIRED AUTOS</b> <input type="checkbox"/> <b>NON-OWNED AUTOS</b>			CA2714625  'Auto Physical Damage'  '\$500 DEDUCTIBLE COMP/COLL'	06/01/2012	06/01/2013	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"/> <b>OCCUR</b> <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> <b>CLAIMS-MADE</b>  DED RETENTION \$			13273208	06/01/2012	06/01/2013	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> <b>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?</b> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC15110298 (AOS) WC15110299 (CA) WC15110301 (MA, WI) WC15110300 (FL)	06/01/2012 06/01/2012 06/01/2012 06/01/2012	06/01/2013 06/01/2013 06/01/2013 06/01/2013	<input checked="" type="checkbox"/> <b>WC STATU-TORY LIMITS</b> <input type="checkbox"/> <b>OTH-ER</b> E.L EACH ACCIDENT \$ 1,000,000 E.L DISEASE - EA EMPLOYEE \$ 1,000,000 E.L DISEASE - POLICY LIMIT \$ 1,000,000

**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 DEPT. OF HEALTH & HUMAN SERVICES OFFICE OF 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. Nancy Bartolino <i>Nancy Bartolino</i>
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