"MANDATORY" PRE-BID CONFERENCE SIGN IN SHEET

State of Rhode Island
Division of Purchases
One Capitol Hill
Providence, RI 02908

Mandatory Pre-bid Conference: Any vendor who intends to submit a bid proposal in response to this solicitation must have its representative attend this mandatory prebid conference, sign, and complete all required information on this Sign-In Sheet. Failure to comply with this requirement will result in the rejection of any bid proposal.

Purchasing Representative:
Nina M. Lennon
Mandatory Pre-bid START TIME:
1:00 PM
Mandatory Pre-bid END TIME:
3:00 PM

BID NUMBER: 7606819

BID TITLE: RI Bridges Maintenance & Operations Services Vendor

PRE-BID DATE AND TIME: Monday, July 27, 2020 @ 1:00 PM

	COMPANY NAME	COMPANY REPRESENTATIVE	SIGNATURE	ADDRESS	CONTACT E-MAIL	CONTACT PHONE NUMBER
1	State of Rhode Island Division of Purchases	Nina M. Lennon		One Capitol Hill, Providence, RI 02908	Nina.Lennon@purchasing.ri.gov	401-574-8105
2	State of Rhode Island Division of Purchases	Clarisa Encarnacion		One Capitol Hill, Providence, RI 02908	Clarisa.Encarnacion@purchasing.ri.gov	401-574-9108
3	State of Rhode Island	Phil Silva				
4	State of Rhode Island	Courtney Hawkins				
5	State of Rhode Island	Chirag Patel				
6	State of Rhode Island	Jim Ritter				
7	State of Rhode Island	Kimberly Brito				
8	State of Rhode Island	Christine Treglia				
9	State of Rhode Island	Saurabh Gosai				
10	State of Rhode Island	Tom DeQuattro				
11	State of Rhode Island	Ramesh Madhavan				
12	State of Rhode Island	Benjamin Shaffer				
13	State of Rhode Island	Lindsay Lang				
14	State of Rhode Island	Matt Stark				
15	State of Rhode Island	Deb Merrill				
16	State of Rhode Island	Lisa Martinelli				

2014-20 Date 6/5/17

** VENDOR: PLEASE SUBMIT A BUSINESS CARD IF AVAILABLE**

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17	State of Rhode Island	Lori Rota				
18	KPMG	Amiran Gelashvili				
19	HCH Enterprises LLC	Alka Naithani				
20	Northrop Grumman Systems Corporation	Alan Babbin				
21	Public Consulting Group (PCG)	Brian Howells				
22	HCH Enterprises LLC	Doreen Corvese				
23	Deloitte Consulting LLP	Rohan Khopkar				
24	Deloitte Consulting LLP	Gaurvi Jain				
25	Public Consulting Group (PCG)	Emily Sesno				
26	CGI Technologies & Solutions Inc.	Kelly McLaughlin				
27	Northrop Grumman Systems Corporation	Travis Larson				
28	HCH Enterprises LLC	Jim Moore				
29	Deloitte Consulting LLP	Ryan Fitzgerald				
30	HCH Enterprises LLC	Henry Hodge				
31	Infosys Public Services	Rick Brady				
32	DXC Technology	Clay Erickson				

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33	DXC Technology	Douglas Henault				
34	Rite-Solutions. Inc.	Jay Ferguson				
35	NFP Health	William T. Fubini				
36	HCH Enterprises LLC	Constantine Leotsakos				
37	Rite-Solutions. Inc.	Thomas Santos				
38	Deloitte Consulting LLP	Scott Workman				
39	DXC Technology	Christine Hendren				
40	Rite-Solutions. Inc.	Mike Coffey				
41	CSG Government Solutions	Eileen Cerbarano				
42	CSG Government Solutions	Jim Friel				
43	IBM	George Hogan				
44	CGI Technologies & Solutions Inc.	Galen Bock				
45	HCH Enterprises LLC	Jose OJeda				
46	Public Consulting Group (PCG)	Deb Joffe				
47	NTT DATA Services	Corky Allen				
48	Amazon Web Services	Rob Thrash				
49	Optum Technology	Mike Miller				
50	NTT DATA Services	Scott Greer				
51	IBM	Dave Morales				
52	HCH Enterprises LLC	Lisa Choummalaithong				

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53	IBM	Prasun Biswas				
54	Optum Technology	Virendra Yadav				
55	InfoSys	Rick Brady				
56	Northrop Grumman Systems Corporation	Alan Babbin				
57	CSG Government Solutions	Sean Kasten				
58	Unknown	Aniruddha Bhardwaj				
59	Optum Technology	Bob Dufek				
60	KPMG	Harvey Levin				
61	Unknown	14013208534				
62	Unknown	4015805214				
63	Unknown	Karen's Iphone				
64	Unknown	14146177862				
65	Unknown	17813542341				
66	HCH Enterprises LLC	Virakone Phiuphonphan				
67	Comtech Global Inc	Sridhar Nannapaneni				
68	Public Consulting Group (PCG)	Tom Kapusta				
69	Unknown	Agelashvili				
70	Unknown	Asaxe2				
71	Unknown	Jmauck				
72	Unknown	Ichoum				

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	COMPANY NAME	COMPANY REPRESENTATIVE	SIGNATURE	ADDRESS	CONTACT E-MAIL	CONTACT PHONE NUMBER
73	Unknown	Mike L				
74	Unknown	Sharmila				

RI Bridges M&O RFP

Bidders' Conference – July 27, 2020

Agenda

1. Introduction of Presenters (5 mins)

2. Overview of RFP (25 mins)
   - Importance of RI Bridges to Rhode Islanders
   - Overview and goals of this RFP
   - System and Stakeholder Landscape
   - History and progress of the RIB program
   - Scope of Work

3. Demonstration (90 mins)

Overview of RFP

The State is seeking a qualified firm to provide Maintenance and Operations ("M&O") services for the State's RI Bridges System ("RI Bridges").

Timeline:

- Vendor questions due by 1PM on 8/7/2020

- Proposals due by 1PM on 9/21/2020

- Contract:
  - Begin on or about April 1, 2021 for a transition period
  - Five-year term for M&O services to begin on October 1, 2021
  - Contracts may be renewed based on vendor performance and the availability of funds for up to 48 additional months with each extension not to exceed 24-months

Importance of RI Bridges to Rhode Islanders

More than 300,000 Rhode Island residents rely on RI Bridges (RIB) for vital services including Medicaid, SNAP, child care assistance (CCAP), health insurance, long-term support services, RI Works (cash), and other programs.

In 2019…

- RIB distributed $262M in SNAP and RIW benefits across 145,000+ recipients. In recent months, SNAP Expedited Timeliness was met or exceeded 96% until onset of COVID-19.
- RIB distributed $75M in CCAP benefits across 10,000+ recipients and 800+ providers.
- More than 300,000 Rhode Islanders received Medicaid or QHP through RI Bridges helping to achieve one of the lowest uninsured rates in the country at 3.7% (in 2018).
- More than 590,000 logins to the RIB customer portal.
- During Open Enrollment, 91% of customers were auto-renewed into their QHP plans for 2020. QHP plan selections currently exceed 34,000 lives.

Goals of this RFP

1 — Continue to **maintain, operate, and improve the RI Bridges system** which delivers benefits and programs to Rhode Islanders in a manner that is compliant with state and federal regulations

2 — Continue to plan for and **execute infrastructure, hardware and software maintenance** to ensure ongoing, secure, stable system operations as well as application development, testing, and training

3 — Operate an effective and sustainable **RI Bridges program governance model** including but not limited to active issue/risk management, industry compliant ITIL based incident/problem management, maintenance planning, release planning, operational control/monitoring, data management, change management, architecture management, technical change management and an executive committee.

4 — Maintain and operate a documented **RI Bridges Software Development Lifecycle** (SDLC) that uses mature development processes and tools ensuring implementation of industry best practices, maintenance of system documentation, and adherence to a high standard for system security and performance.

5 — Complete regular **application maintenance releases** to fix system bugs and make improvements

6 — As business priorities emerge, complete **design, development and implement** system enhancements to existing functionality

7 — Operate and mature an **information management/business intelligence** platform within the **RI Bridges** program allowing easy access to relevant data for stakeholders across all State agencies

RI Bridges Stakeholder Landscape

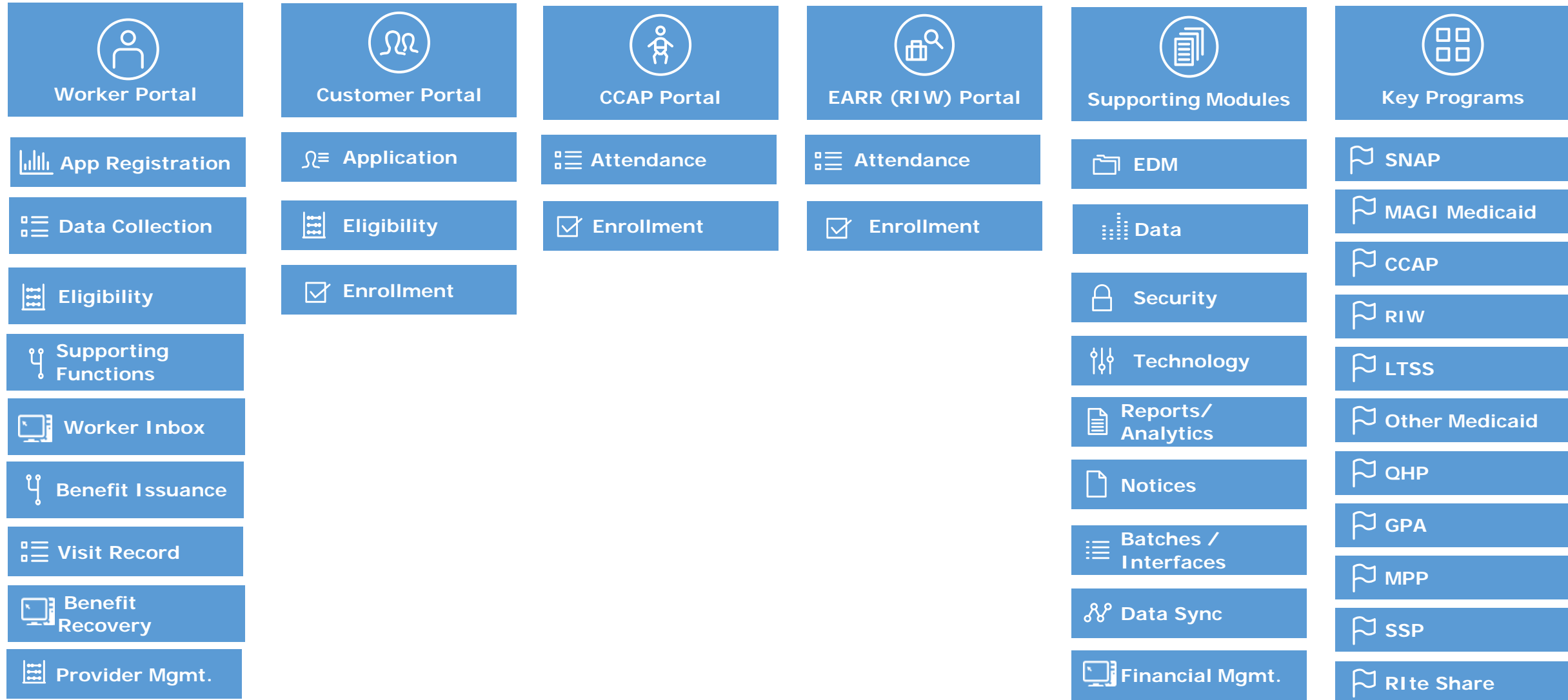| M&O Vendor	Other Vendor	State, Federal, Other

RI Bridges Program Mgmt.

DHS	EOHHS	HSRI	DoIT
PMO	Finance	IV&V	Federal Partners

RI Bridges System

Portals

- Worker Portal
- Customer Portal
- EARR Portal
- CCAP Portal

Key Functionality

- App Registration
- Data Collection
- Eligibility
- Supporting Functions
- Worker Inbox
- Benefit Issuance
- Benefit Recovery
- Enrollment
- Attendance

Supporting Modules

- EDM
- Data
- Security
- Technology
- Reports/ Analytics
- Notices
- Batches / Interfaces
- Data Sync
- Financial Mgmt.

Key Programs

- SNAP
- MAGI Medicaid
- CCAP
- RIW
- LTSS
- Other Medicaid
- QHP
- GPA
- MPP
- SSP
- RIte Share

Supporting IT Groups

- State Data Center
- UAT Team

Trading Partners

- MMIS Vendor
- EBT Vendor
- Federal Partners
- 30+ others

RIBridges M&O Services

Note: This is an illustrative view only. There are additional functionalities, modules, programs, and stakeholders.

RI Bridges Functionality by Portal and Key Programs

Worker Portal
- App Registration
- Data Collection
- Eligibility
- Supporting Functions
- Worker Inbox
- Benefit Issuance
- Visit Record
- Benefit Recovery
- Provider Mgmt.

Customer Portal
- Application
- Eligibility
- Enrollment

CCAP Portal
- Attendance
- Enrollment

EARR (RIW) Portal
- Attendance
- Enrollment

Supporting Modules
- EDM
- Data
- Security
- Technology
- Reports/ Analytics
- Notices
- Batches / Interfaces
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Key Programs
- SNAP
- MAGI Medicaid
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- LTSS
- Other Medicaid
- QHP
- GPA
- MPP
- SSP
- RIte Share

Note: This is an illustrative view only. There are additional functionalities, modules, and programs.

RIBridges M&O Services

IV&V (*Independent Validation & Verification; External*) Historical Assessment

For the first time since go-live, IV&V reported the overall RI Bridges project **health as "green" in their August 2019 assessment**. All remaining "yellow" health indicators transitioned to "green" in September 2019. The latest assessment reported in May 2020 continues to reflect "green" across all health indicators.

Original Project Health Indicators	March 2017	March 2018	March 2019		Revised Project Health Indicators[2]	May 2020
Overall Project Health	**Red**	**Yellow**	**Yellow**	*Revised Indicators in April 2019*	**Overall Project Health**	**Green**
Quality	Red	Red	Yellow		Business Outcomes	Green
System & Acceptance Testing	Red	Red	Green		System Health	Green
Schedule	Red	Yellow	Green		Scope & Schedule Management	Green
Scope/Change Management	Red	Yellow	Yellow			
Risk/Issue Management	Red	Yellow	Green		Program Management	Green
Communication	Red	Green	Green			
Project Management	Red	Green	Green			
Security	Red	Yellow	Green		Security	Green
Technical/Architectural	*Not Assessed*	Yellow[1]	Yellow		Technical/Architectural	Green

[1]*Technical/Architectural became an indicator in April 2018.*

[2]*Project Health Indicators were revised in April 2019.*

RIBridges Technical Metrics – Problem Ticket Backlog
As of May 28, 2020 (7:00 AM EST)

JIRA Problem Backlog Breakdown Day over Day
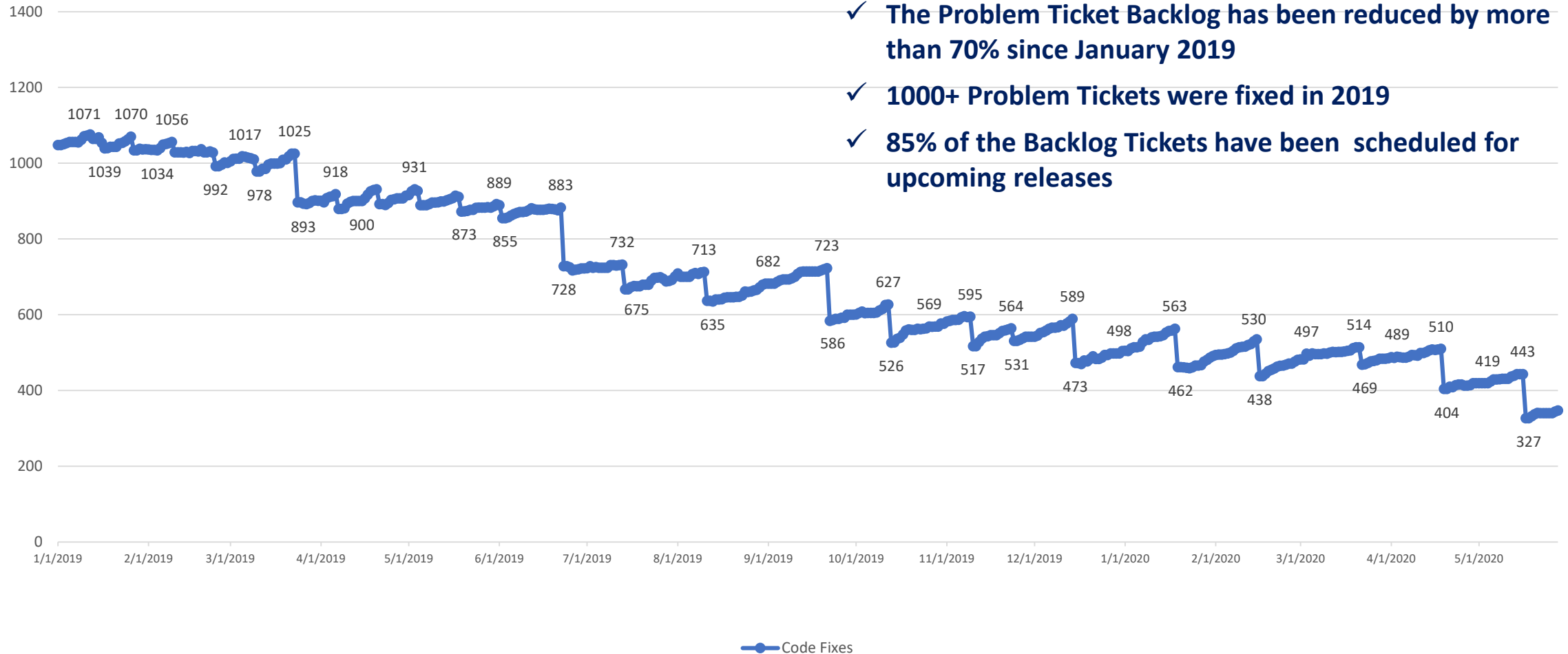
- ✓ **The Problem Ticket Backlog has been reduced by more than 70% since January 2019**
- ✓ **1000+ Problem Tickets were fixed in 2019**
- ✓ **85% of the Backlog Tickets have been scheduled for upcoming releases**

Scope of Work - Fixed Price Services (1 of 3)

Service Description	RFP Section
Program Management Services *The vendor is responsible for supporting the overall <u>RI Bridges</u> program management function including the following focus areas:* A. *Define, operate and maintain the overall project governance as described in Appendix D* B. *Maintain the overall project schedule and release runway* C. *Enable effective decision-making by the State's Executive Committee regarding scope and ensure alignment to budgets* D. *Support business programs to enable release planning and scope prioritization* E. *Help the State plan and facilitate annual portfolio planning* F. *Support Program Leads in achieving business outcomes* G. *Prepare and deliver regular executive status reporting* H. *Provide metrics to monitor performance* I. *Maintain and update all project and system documentation* J. *Perform contract management* K. *Provide support for audits*	**4.A.1**
Application Maintenance Services *The vendor is responsible for maintaining, operating, and improving the RI Bridges system including the following items:* • *Operate, in collaboration with the state, RI Bridges incident management process including operation of a command center process for priority issues* • *Operate RI Bridges problem management process* • *Complete minor application enhancements (5,000 hours per quarter) for RI Bridges system* • *Complete annual maintenance activities (batch job updates, reference tables updates, etc. (refer Appendix E)* • *Maintain, operate, and improve all release management processes* • *Maintain, operate, and improve the information management/business intelligence platform with a focus on improving ease of use of reporting functionality to allow for self-service and "on-demand" reporting by the business.* • *Maintain and operate robotic process automation*	**4.A.2**

Scope of Work - Fixed Price Services (2 of 3)

Service Description	RFP Section
Technical Operations Maintenance Services *The vendor is responsible for maintaining, operating, and improving the RI Bridges system infrastructure and technology (hardware/software), including the following:* • *Database Management* • *Application Operations* • *Disaster Planning & Recovery* • *Hosting and Infrastructure Management* • *System Health Check and Monitoring* • *Application Architecture Management* • *System Patch and Upgrades Management* • *Hardware and Software Upgrades*	**4.A.3**
Security Operations Services *The vendor is responsible for maintaining security of the RI Bridges system with an objective to provide confidentiality, integrity and availability of the sensitive data within the system. The following activities must be performed:* • *Prevent cybersecurity threats and detect incidents and threats* • *Maintain compliance with state and federal security and privacy standards* • *Maintain security servers and access control* • *Provide system security audit support* • *Perform security testing and scanning and support the RI Bridges Secure Software Development Life Cycle (SSDLC)*	**4.A.4**

Scope of Work - Fixed Price Services (3 of 3)

Service Description	RFP Section
Health Coverage Operations Services *The vendor is responsible for completing health coverage operations services as listed below:* • *Complete reconciliation between the RI Bridges system and its health coverage partner systems (financial management system, carriers, CMS, MMIS)* • *Complete billing and enrollment support services to correct billing and enrollment related issues for QHP customers* • *Maintain, operate, and improve the financial management system which supports the exchange billing and invoice generation processes (currently performed by NFP Health)*	**4.A.5**

RFP excerpt from pg. 43
- Manage, maintain, and oversee RI Bridges' financial management system (FMS). The current service/delivery model meets the required objectives of the State.
- The integration of RI Bridges and FMS provides the necessary system functionality to support health coverage operations. The FMS is hosted and operated at NFP Health's data center.
- **In furtherance of the State's best interest, the State may choose to reject a vendor's proposed FMS solution or may suggest alternatives to the vendor. In its discretion, the State may evaluate the FMS support proposal separately from the rest of the RI Bridges M&O RFP scope.**
- The high-level FMS system architecture and the full system explanation is found at Appendix K.
- All program management processes, application maintenance processes, technical operations processes (including disaster recovery), security operations processes, and performance measures (KPIs/SLAs) listed in this RFP shall apply to the Financial Management System.

Scope of Work - Hourly Based Services

Service Description	RFP Section
Application Enhancement Services *The vendor is responsible for performing RI Bridges application enhancements based on business priority and in accordance with the software development lifecycle described in the application maintenance services section. Application enhancements may follow modified timelines based on business need and release governance processes. The State projects purchasing approximately 10,000 hours of application enhancements per year.* *Please note that hours purchased as a part of these services are in addition to the 5,000 quarterly hours allocated for small application enhancements and service requests which are included in the fixed price work as a part of Section 4.2.A "Application Maintenance Services."*	**4.B.1**
Technical Operations Enhancement Services *The vendor is responsible for performing RI Bridges technical operations enhancements (major hardware/software upgrades) based on business priority and in accordance with the technical operations and planning services described above. Technical enhancements may follow modified timelines based on business need and release governance processes. The State projects purchasing approximately 5,000 hours of technical operations enhancements per year.*	**4.B.2**
Information Management Enhancement Services *The vendor is responsible for performing RI Bridges information management enhancements and ad hoc reporting based on business priority and in accordance with the software development lifecycle described in the application maintenance services section. The State projects purchasing approximately 5,000 hours of information management enhancements and ad hoc reporting services per year.*	**4.B.3**
Professional Services *The vendor is responsible for providing various professional services related to the RI Bridges program on an as needed basis. These services may include but are not limited to:* • *Provide support services to state operations teams (DHS, HSRI, EOHHS)* • *Complete ad-hoc executive reporting or support regarding program health, progress, or status* • *Provide audit support services for audits not listed in program management services* *The State projects purchasing approximately 1,000 hours of information management enhancements and ad hoc reporting services per year.*	**4.B.4**

Scope of Work – Value Added Services

In addition to the required services listed in the Scope of Work section of this RFP, the State strongly encourages vendors to propose additional "value added services" as a part of their response (see Section 5). Such services should offer the State material value addition such as:

- Year-over-year Total Cost of Ownership (TCO) reduction
- Usability/efficiency gains for workers
- Significant system issue resolution process improvements (e.g. reduced turnaround time, increased quality)

Value added services may include, but are not limited to:

- Self-service reporting/dashboards
- Self-service system maintenance (State accessible application configurations)
- Implementation of modern DevOps processes
- Implementation of infrastructure-as-a-service capability

Demonstration

RI Bridges Functionality by Portal and Key Programs

Worker Portal
- ② App Registration
- ② Data Collection
- ② Eligibility
- ④ Supporting Functions
- ② Worker Inbox
- ④ Benefit Issuance
- ④ Visit Record
- ④ Benefit Recovery
- ④ Provider Mgmt.

Customer Portal
- ① Application
- ① Eligibility
- ① Enrollment

CCAP Portal
- ③ Attendance
- ③ Enrollment

EARR (RIW) Portal
- ③ Attendance
- ③ Enrollment

Supporting Modules
- ② EDM
- ✔ Data
- ② Security
- ✔ Technology
- ④ Reports/ Analytics
- ② Notices
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- ✔ RIW
- ✖ LTSS
- ✔ Other Medicaid
- ✔ QHP
- ✖ GPA
- ✔ MPP
- ✔ SSP
- ✔ RIte Share

Agenda & Legend

- ① Customer Portal: Account Creation/Application/Eligibility/Enrollment – 15 minutes
- ② Worker Portal: Data Sync, Worker Inbox, App Reg, EDM, Data Collection, Eligibility, RIW E&T, Office Mgmt, Provider Management, EBT Issuance – 20-30 mins
- ③ Child Care Portal/EARR Portal – 10 minutes
- ④ Worker Portal – Support Modules – 20 minutes
- ✔ Covered by Demonstration
- ✖ Not covered by demonstration