

## AMENDMENT TO INDEPENDENT CONTRACTOR AGREEMENT

THIS AMENDMENT (the "Amendment") amends the Independent Contractor Agreement (the "Agreement") dated February 12, 2013 between the Connecticut Health Insurance Exchange d/b/a Access Health CT, a quasi-public agency created by the State of Connecticut (the "State") with an office at 280 Trumbull Street, 15<sup>th</sup> Floor, Hartford, Connecticut 06103 (the "Exchange") and Maximus Health Services, Inc., with an office at 30 Broad Street, New York, New York 10004 (the "Contractor").

WHEREAS, the Exchange requires additional services from Contractor; and

WHEREAS, the parties have engaged in a discussion of such additional services and a new associated pricing model; and

WHEREAS, the Contractor has agreed to provide the services defined herein ("Expanded Services") on the terms and conditions set forth herein and according to the revised pricing model (Schedule 3);

NOW, THEREFORE, the parties agree as follows:

1. Section 1 of the Agreement, "Scope of Services," shall be amended to read in its entirety as follows:

Scope of Services. The Contractor shall perform all of the services set forth in the Exchange Call Center Request for Proposal dated October 5, 2012 (the "RFP") and the Contractor's response thereto (the "Response"), including but not limited to, the Requirements Traceability Matrix as amended as set forth on Exhibit A-1 attached hereto (the "Services"). The Services shall include the following Expanded Services:

- Employ four individuals (i) who are trained and licensed as health insurance brokers in Connecticut; (ii) who are appointed by all health plans offering coverage through the Exchange, and (iii) who have satisfactorily completed the Exchange's training program for brokers (the "Qualified Brokers") for the initial period of Call Center operations (October 1, 2013 through March 31, 2014), and thereafter, employ two individuals who meet these requirements; provide call center representative training, and any other appropriate training, to the Qualified Brokers, to enable them to properly assist callers who request the assistance of a broker. Qualified Broker staffing adjustments may be made consistent with changes in enrollment volumes, subject to the Exchange's prior written approval. Any reduction in Qualified Broker staffing will be accompanied by appropriate reductions in charges to the Exchange for Qualified Broker services; Contractor acknowledges that the Qualified Brokers' salaries are exclusive of commissions and agrees that each Qualified Broker will receive all commissions in addition to a base salary of no less than \$50,000 per year;

- Handle calls regarding technical problems encountered by users of the Access Health CT system, including the consumer portal and the worker portal and related processes (the "HIX System") and establish a communications process and channel between Maximus and the Exchange's Tier 3 Help Desk (Deloitte/BEST), as approved by the Exchange, with respect to such technical problems. Contractor acknowledges that the HIX System, as defined, will include Deloitte Releases Nos. 2, 3 and 4;
- Take calls and process telephone applications for individuals for insurance coverage and coverage under the State's Medicaid and low income children's health benefits programs ("HUSKY") through the HIX System;
- Handle calls relating to exemptions and appeals by providing information about the exemption or appeals process, ordering the appropriate forms for the caller, and referring the caller to a contact inside or outside of the Exchange (as specified by the Exchange) if necessary;
- Comply with state and federal requirements regarding offering callers the opportunity to register to vote (and keep required records relating thereto for two years) via the process described in Schedule 5, and refer any callers who ask for assistance in filling out a voter registration application to designated individuals at the Exchange;
- Provide staffing at the Call Center with a sufficient number of Call Center Representatives ("CCR's") to render the Services, including the Expanded Services, and to meet the Service Level Requirements in Schedule 2 hereof, from 8am to 8pm Monday through Friday, and Saturdays from 11:00 am to 3:00 pm. MAXIMUS will also provide extended Saturday hours to correspond with selected NIPA or other events, provided that the Exchange provides at least seven (7) days' prior notice of the event and will provide extended or alternate Saturday hours at the request of the Exchange upon at least seven (7) days' prior notice;
- Handle calls requesting Exchange forms (e.g., verification forms) and send appropriate information to the Exchange's printing contractor for fulfillment of request;
- Adapt Call Center work flows, processes and staffing as necessary to account for and coordinate with the computer processing system and other processes developed for the operation of the HIX System provided that the Exchange, both itself and in conjunction with its other subcontractors and agents, provide such reasonable cooperation and information as may be necessary for MAXIMUS to comply;

- Collaborate, when requested by the Exchange with the Connecticut Department of Social Services ("DSS") and its contractors with respect to coordination of calls and referral of calls for the State's Medicaid and low-income children's population and for other programs not currently being served under the Agreement.
  - Acquire additional work stations, computers, telephone equipment, hardware, licenses, facilities, etc., and perform related additional installation and other work as necessary to accommodate the Expanded Services and increased level of staffing;
  - Ensure that at least two (2) call center phone numbers can be used as requested as dedicated numbers so that the Exchange can track the effect of marketing communications which specifically reference those numbers; and
  - Modify Contractor's training plan and processes to reflect all changes in Services and requirements described above.
2. Item (ii) of Section 4(b)(ii) of the Agreement shall be amended to add reference to Saturday hours as follows:
- (ii) the failure of the call center to be fully operational during the hours of 8:00 a.m. to 8:00 p.m. ET Monday through Friday and for Saturday hours as specified in the Expanded Services (except for downtime agreed to by the Exchange in advance).
3. Section 6 of the Agreement, "Representations and Warranties," shall be amended to add the following:
- (h) Charges for any labor included in the Expanded Services are consistent with the Rate Card in Exhibit D.
- (i) The Contractor is aware of the circumstances which gave rise to the need for the Expanded Services, including, the functions and limitations of the HIX System and the respective roles to be played by the Contractor and DSS and its contractors with respect to assisting the public in applying for health insurance coverage and coverage under the State's Medicaid and low-income children's health benefit programs through the Exchange. Contractor has done the due diligence it believes is necessary to understand (1) its role in assisting callers with respect to the State benefit programs and the health insurance programs and (2) the present and intended future purpose and general functionality of the HIX System and how the operation of the HIX System is likely to affect its current and future operations. Moreover, Contractor represents that Expanded Services as they are defined herein are the result of such due diligence. To the best of Contractor's knowledge, the Contractor believes that the Expanded Services identified in this Amendment, when combined with the Services, constitute all of the work required for the Contractor to operate the Call Center and meet the Service Level Requirements, taking into account the HIX System and the respective roles to be played by the Contractor, DSS and its contractors with respect to assisting the public. The new charges reflected in Revised Schedule 3 to this Amendment are based on Contractor's diligence and Contractor recognizes that it will not be entitled to any increase in its charges or any additional payments of any kind prior to April 2015.

4. Section 12 of the Agreement, "Nondiscrimination, Affirmative Action, State Ethics, Executive Orders and Trafficking Victims Protections Act of 2000," is amended to read in its entirety as follows:

Notice of Special Compliance Requirements. The Contractor shall comply with all provisions set forth on Exhibit C with respect to Nondiscrimination and Affirmative Action, Certain State Ethics Requirements, Applicable Executive Orders of the Governor, and the Trafficking Victims Protection Act, and shall comply, as applicable, with the Cost Principles for State, Local and Tribal Governments, Subcontractor Reporting and Executive Compensation, and General Contractor Registration and Universal Identifier Requirements reflected in Exhibit C.

5. Sections 14(b), (c) and (e) shall be amended to read in their entirety as follows:

- b) Prior to April 2015, the Contractor shall not be entitled to any increase in any of its charges unless such increase is agreed to pursuant to subsection 14(a) above. Commencing April 1, 2015, if the Contractor wishes to make a change to the Services or charges based on what it believes to be a material change in the HIX System which materially affects its operations, the Contractor may submit a proposed Change Request, detailing the problem and the desired solution, an impact summary, including estimates regarding additional time and costs, total additional charges and a description of how the change would be implemented if approved. The parties shall meet to review the Change Request in good faith to determine whether the Change Request is reasonable and whether a material change has occurred. If both of these conditions have been met, the parties shall explore in good faith whether the Change Request can be implemented without an overall increase in cost. If the parties agree in good faith that the change cannot be performed without increasing the overall cost of the Services (after exploring in good faith whether cost savings can be achieved in other areas), and if the parties agree in good faith that the change is necessary, the parties shall negotiate in good faith an equitable charge for the Change Request that is consistent with the rate card attached as Exhibit D hereto and with the pricing of the Services overall. No such Change Order shall become effective until it is in writing and signed by both parties. In the case of the Exchange, the Change Order must be signed by the Exchange's CFO.
- c) If prior to April 2015, there has been a material change to the HIX System which materially affects Contractor's operations, the parties shall engage in good faith discussions to determine whether cost savings can be achieved elsewhere in the operation of the Services (without compromising the quality or reliability of the Services), and if the parties so agree, a Change Order memorializing any agreed upon changes in Services necessary to achieve such cost savings shall be executed by the parties. In the case of the Exchange, the Change Order must be signed by the Exchange's CFO.
- e) For purposes of this Section 14, if a Change Order agreed to by the parties will require additional out-of-pocket costs (e.g., purchase of equipment), the Contractor shall pass through such costs to the Exchange with no margin or mark-up. The Contractor may charge a reasonable amount for the time spent by Contractor personnel in procuring any of the additional items covered by the Change Order. Detailed charges for such time shall be included as a separate line item on any Change Order.

6. Section 18.6 of the Agreement shall be amended to add the following:

The Contractor acknowledges and agrees that such audits may include a review or audit of Call Center calls, Call Center minutes per call, CCR and broker activities, etc., and Contractor shall cooperate fully and supply all requested information in connection with any such review or audit. Upon request, the Contractor shall also supply further information on costs or charges required by the Exchange in connection with other governmental reviews or its negotiation of cost-sharing arrangements with DSS.

7. Section 18 of the Agreement shall be amended to add the following section:

Section 18.16 The Contractor shall execute the Business Associate Agreement attached hereto as Exhibit E.

8. In Exhibit A of the Agreement, the third paragraph and the chart following the third paragraph shall be deleted.
9. In Exhibit B of the Agreement, the paragraph labeled "Deadlines/Timelines," shall be revised in its entirety as follows:

The parties agree that the operational "go live date" is September 3, 2013 and that the Call Center shall commence taking calls from the public on that date. On October 1, 2013, the Call Center shall begin to enroll applicants. The parties have agreed to a Revised Work Plan, which is set forth in Schedule 4 attached to this Amendment.

10. In Exhibit B of the Agreement, the section labeled "Compensation," shall be amended to read in its entirety as follows:

- A. The parties agree that the Fixed Stand-Up Charges and the Operations Charges (Fixed and Variable) are reflected on Revised Schedule 3 attached hereto.
- B. The Exchange shall pay the Fixed Stand-Up Charges as set forth on Revised Schedule 3. The Exchange shall not be liable for any Stand-Up Charges in excess of those set forth on Revised Schedule 3.

Commencing 10/1/2013, the Contractor shall invoice the Exchange on a monthly basis for the Operations Charges and shall show as a detailed deduction from the owed amount any penalties incurred in connection with Schedule 2 regarding the Service Level Requirements. If the Contractor fails to deduct any penalties owed, the Exchange shall have a right to calculate the deduction and deduct such penalties from the invoiced amount.

- C. Fixed Stand-Up Charges and Operations Charges are all-inclusive. The Exchange shall not be required to reimburse Contractor for any costs or expenses which are not already included in the Fixed Stand-Up Charges or Operations Charges.
- D. At the conclusion of the first year of operations (i.e., on 9/1/2014), the parties will re-examine fixed monthly costs to locate efficiencies that can be achieved after the start-up period and shall negotiate in good faith to make appropriate reductions in such costs. In addition, beginning 9/1/2014, the parties will review data regarding call volume to determine whether the estimates of call volume (in minutes) shown on Schedule 6 (the "Estimated Minutes") have proven to be reasonable and accurate. In the event that the Estimated Minutes do not prove to be accurate, the parties shall negotiate in good faith (i) an appropriate reduction in the Fixed Operations Charges in Schedule 3 (in the event that actual minutes used are lower than the Estimated Minutes), or (ii) a reasonable plan to attempt to reduce the number of actual minutes used (in the event the actual minutes used are greater than the Estimated Minutes).

11. Exhibit C of the Agreement shall be amended to add the following:

E. Cost Principles for State, Local and Tribal Governments.

As a Subcontractor of a federal grant recipient, Contractor is subject to the federal cost principle requirements as set forth in Title 2 Part 225, State, Local, and Indian Tribal Governments (previously A-87), if applicable.

F. Subcontractor Reporting and Executive Compensation.

As a Subcontractor of a federal grant recipient, Contractor is subject to the reporting requirements of the Federal Funding Accountability and Transparency Act of 2006 (Pub. L. 109-282), as amended by section 6202 of Public Law 110-252 and implemented by 2 CFR Part 170, if applicable. Subcontractors of a federal grant recipient must report information for each first tier subaward of \$25,000 or more in Federal funds and executive total compensation for the recipient's and subrecipient's five most highly compensated executives as outlined in Appendix A to 2 CFR Part 170. Information about the Federal Funding and Transparency Act Subaward Reporting System (FSRS) is available at [www.fsrs.gov](http://www.fsrs.gov).

G. Central Contractor Registration and Universal Identifier Requirements.

As a Subcontractor of a federal grant recipient, Contractor is subject to the requirements of 2 CFR Part 25, Appendix A, if applicable.

#### H. IRS Requirements.

Performance: In performance of this Agreement, the Contractor agrees to comply with and assume responsibility for compliance by it and its employees with the following requirements:

(1) All work will be done under the supervision of the Contractor or the Contractor's employees.

(2) Any federal tax returns or return information (hereinafter referred to as returns or return information) made available in any format shall be used only for the purpose of carrying out the provisions of the Agreement. Information contained in such material will be treated as confidential and will not be divulged or made known in any manner to any person except as may be necessary in the performance of this Agreement. Disclosure to anyone other than an officer or employee of the Contractor will be prohibited.

(3) All returns and return information will be accounted for upon receipt and properly stored before, during, and after processing. In addition, all related output will be given the same level of protection as required for the source material.

(4) The Contractor certifies that the data processed during the performance of this Agreement will be completely purged from all data storage components of its computer facility, and no output will be retained by the Contractor at the time the work is completed. If immediate purging of all data storage components is not possible, the Contractor certifies that any IRS data remaining in any storage component will be safeguarded to prevent unauthorized disclosures.

(5) Any spoilage or any intermediate hard copy printout that may result during the processing of IRS data will be given to the Exchange or its designee. When this is not possible, the Contractor will be responsible for the destruction of the spoilage or any intermediate hard copy printouts, and will provide the Exchange or its designee with a statement containing the date of destruction, description of material destroyed, and the method used.

(6) All computer systems receiving, processing, storing, or transmitting Federal tax information must meet the requirements defined in IRS Publication 1075. To meet functional and assurance requirements, the security features of the environment must provide for the managerial, operational, and technical controls. All security features must be available and activated to protect against unauthorized use of and access to Federal tax information.

(7) No work involving Federal tax information furnished under this Agreement will be subcontracted without prior written approval of the Exchange.

(8) The Contractor will maintain a list of employees authorized access. Such list will be provided to the Exchange and, upon request, to the IRS reviewing office.

(9) The Exchange will have the right to void the Agreement if the Contractor fails to provide the safeguards described above.

Criminal/Civil Sanctions:

(1) Each officer or employee of any person to whom returns or return information is or may be disclosed will be notified in writing by such person that returns or return information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such returns or return information for a purpose or to an extent unauthorized herein constitutes a felony punishable upon conviction by a fine of as much as \$5,000 or imprisonment for as long as 5 years, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized further disclosure of returns or return information may also result in an award of civil damages against the officer or employee in an amount not less than \$1,000 with respect to each instance of unauthorized disclosure. These penalties are prescribed by IRC sections 7213 and 7431 and set forth at 26 CFR 301.6103(n) - 1.

(2) Each officer or employee of any person to whom returns or return information is or may be disclosed shall be notified in writing by such person that any return or return information made available in any format shall be used only for the purpose of carrying out the provisions of this Agreement. Information contained in such material shall be treated as confidential and shall not be divulged or made known in any manner to any person except as may be necessary in the performance of the Agreement. Inspection by or disclosure to anyone without an official need to know constitutes a criminal misdemeanor punishable upon conviction by a fine of as much as \$1,000 or imprisonment for as long as 1 year, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized inspection or disclosure of returns or return information may also result in an award of civil damages against the officer or employee in an amount equal to the sum of the greater of \$1,000 for each act of unauthorized inspection or disclosure with respect to which such defendant is found liable or the sum of the actual damages sustained by the plaintiff as a result of such authorized inspection or disclosure, plus in the case of a willful inspection or disclosure which is the result of gross negligence, punitive damages, plus the costs of the action. These penalties are prescribed by IRC section 7213A and 7431.

(3) Additionally, it is incumbent upon the Contractor to inform its officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a(i)(1), which is made applicable to Contractors by 5 U.S.C. 552a(m)(1), provides that any officer or employee of a Contractor, who by virtue of his/her employment or official position, has possession of or access to IRS records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

(4) Contractor must maintain its authorization to access FTI through annual certification by the Exchange that the Contractor understands the Exchange's security policy and procedures for safeguarding IRS information. For both the



initial certification and the annual recertification, the Contractor will be required to sign, either with ink or electronic signature, a confidentiality statement certifying its understanding of these security requirements. The Exchange will provide the annual training required for certification and recertification.


Inspection: The IRS and the Exchange shall have the right to send their officers and employees into the offices and plants of the Contractor for inspection of the facilities and operations provided for the performance of any work under this Agreement. On the basis of such inspection, specific measures may be required in cases where the Contractor is found to be noncompliant with these safeguards.

12. Schedule 1 of the Agreement shall be amended in its entirety and replaced with the "Revised Schedule 1" attached hereto.
13. Schedule 2 of the Agreement shall be amended in its entirety and replaced with the "Revised Schedule 2" attached hereto.
14. Schedule 3 of the Agreement shall be amended in its entirety and replaced with the "Revised Schedule 3" attached hereto.
15. Any references in this Amendment or the Agreement to any particular schedule or exhibit which has been revised pursuant to this Amendment shall be deemed to refer to the revised schedule or exhibit.
16. The parties agree that in the event of a conflict between the terms of this Amendment and those of the Agreement, the RFP or the Response, the terms of this Amendment shall take precedence. The parties acknowledge that, except for the description of Services included in the RFP and the Response (as referenced in Section 1 of this Amendment), the RFP, the Response and the Contractor's Best and Final Offer are superseded by the Agreement and this Amendment.


*[Signature page follows.]*

IN WITNESS WHEREOF, this Amendment has been read and signed by the duly authorized representative of each party.

THE CONNECTICUT HEALTH  
INSURANCE EXCHANGE  
d/b/a ACCESS HEALTH CT

By:   
Name: \_\_\_\_\_  
Title: CEO  
Date: 9/23/13

MAXIMUS HEALTH SERVICES, INC.

By:   
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: 9/19/13

**Adam Polatnick**  
**Vice President**  
**Assistant General Counsel**

Exhibit A-1

Revised Requirements Traceability Matrix (RTM)

AP 9/19/13

## Appendix B – Requirements Traceability Matrix

If the Responder does not agree to comply with a requirement as written, and/or has some modifications to the functional requirement language, and/or

- 1.1. Place the letter "N" in the Comply column. ("N" stands for "No" and indicates Responder does not agree with the requirement as written.)
- 1.2. Copy and paste the functional requirement from the "Requirements" column into the corresponding cell in the "Responder Response" column on the right side of the page.
- 1.3. The Responder should then make its proposed revision to the functional requirement language by striking out word(s) and/or inserting the desired language to the text in the "Responder
- 1.4. AFTER completing the proposed revision, the Responder may add a concise explanation concerning the reason for the proposed revision within the cell in the "Responder Response"
- 1.5. The Responder should not view the possibility of requesting changes as an opportunity to re-write the entire RFP. The Client expects the Responder to comply with the requirements as
- 1.6. See "Examples – Format of Required Responses" that follows for an example of responding to this type of requirement (Ref. # 3).

AP 9/19/13

Examples – Format of Required Responses

Ref #	Requirements	Fit Gap of Proposed Solution	Responder Response/Comments
1	The Responder's responsibilities include:		
2	1. Track and manage problems.	Y	
3	2. Perform proactive and reactive troubleshooting to effectively identify and resolve problems.	N	Perform proactive and reactive troubleshooting to effectively identify and resolve problems.

A Responder should enter a "Y" (Yes) or "N" (No) to indicate if it complies with the requirement as written.  
Where a cell is shaded under the "Comply (Y/N)" column, no response is required.

A Responder should enter a "Y" (Yes) or "N" (No) to indicate if it complies with the requirement as written.  
Where a cell is shaded under the "Comply (Y/N)" column, no response is required.

Ref #		Requirements – Request for Proposal		Responder	Responder Response
				Comply (Y/N)	
2.	Per Section 4.1 of the RFP, the Responder's Call Center proposal shall consist of the following sections, in the order listed below:		Y		
	1. Cover Letter				
	2. Table of Contents				
	3. Executive Summary				
	4. Organizational Capability				
	5. Approach and Methodology				
	6. Level of Fit of the Proposed Solution				
	7. Project Timeline				
	8. Scope Exclusions				
	9. Cost/Pricing Proposal				
3.	Per Section 4.1.1 of the RFP, the proposal created by the Responder shall be submitted on 8 1/2" x 11" double sided paper.		Y		
4.	Per Section 4.1.1 of the RFP, the narrative font size shall be no less than 11 points. Exceptions may be made for footnotes, headers, or footers.		Y		
5.	Per Section 4.1.1 of the RFP, all electronic files submitted will be pre-formatted for printing. These electronic files should be created (or fully compatible) with Microsoft Office Word and/or Adobe PDF.		Y		
6.	Per Section 4.1.2 of the RFP, the Responder shall submit ten (10) soft copies on CD-ROMs which will contain all documents (this is in addition to a submission of a hard copy of the proposal).		Y		
7.	Per Section 4.1.2 of the RFP, the Responder shall submit six (6) hard copies in binders organized in the order as specified in Section 4.1 of the RFP. Documents will be separated by tabbed dividers within the binder.		Y		
8.	Per Section 4.2 of the RFP, the Responder shall provide, as a separate document, an executive summary of their proposal. This document will be written to communicate the Responder's commitment to serving the interests of the Exchange, its approach, and the value-added capabilities to an Exchange executive-level audience.		Y		
9.	Per Section 4.3 of the RFP, the Responder shall describe their organizational capability to provide the scope of services described in this RFP.		Y		
10.	Per Section 4.3 of the RFP, the Responder shall provide the following to demonstrate organizational capability:		Y		
11.	1. A description of the company, including when it was established, number of employees, locations of corporate offices, and which offices the personnel that will be assigned to the project are affiliated.		Y		
12.	2. State the number of Call Centers the Responder has implemented and operated and the number of employees with relevant training and experience in operating call centers for health and human services programs.		Y		
13.	3. State whether parts of the services proposed are to be provided by a subcontractor and describe the relationship with the proposed subcontractor and the proposed subcontractor's role during this engagement.		Y		

14.	Per Section 4.3.1 of the RFP, the Respondor shall describe their experience in operating similar call centers for three (3) or more environments of comparable size and complexity over the past five (5) years. While the Respondor should demonstrate the breadth and depth of their experience, they should also highlight experience in delivering these solutions to State and/or Federal government clients.	Y	Section 4.3.1
15.	Per Section 4.3.1 of the RFP, the Respondor shall document their experience and descriptions which shall include:	Y	Section 4.3.1
16.	1. Summary descriptions of the client organization (size, geographic location, scope, industry, etc.).	Y	Section 4.3.1
17.	2. Brief descriptions of consumer assistance services provided.	Y	Section 4.3.1
18.	3. Scope of the effort in terms of total project cost (to the client), duration of the project, and team size (Respondor resources).	Y	Section 4.3.1
19.	Per Section 4.3.2 of the RFP, the Respondor must provide contact information for a minimum of three (3) client references that the Exchange can contact. These references should be drawn from the projects summarized in Section 4.3.1: Respondor Qualifications of the RFP. The Respondor will also ensure that the Exchange is able to have appropriate access to the reference contacts listed, and should expect that such reference contacts will be contacted by the Exchange.	Y	Section 4.3.2
20.	Per Section 4.3.3 of the RFP, the Respondor shall identify any assumptions being made with respect to this service request as discussed in Section 2.5: Assumptions of the RFP.	Y	Section 4.3.3
21.	Per Section 4.4.1 of the RFP, the Respondor will describe how their solution fulfills the Exchange/IE objectives as described in Section 2.2.2: Future State of the RFP.	Y	Section 4.4.1
22.	Per Section 4.4.2 of the RFP, the Respondor should describe how their Call Center services will integrate with the State Call Centers as described throughout the RFP.	Y	Section 4.4.2
23.	Per Section 4.4.3 of the RFP, the Respondor shall describe the proposed services that may be delivered from non-CT locations but within the United States. The description should include a detailed explanation of the delivery model, touch points, resource pyramid (i.e., mix of senior, mid, and junior level resources), communication protocols, team experience levels, travel requirements, data security and other integration considerations as deemed relevant. Additionally, please describe the method by which consumer experience is measured and how performance is improved.	Y	Section 4.4.3 Section 5.3 Section 5.5 Section 5.6
24.	Per Section 4.4.4 of the RFP, the Respondor shall describe the major processes and methodologies that it will be employed in delivering the services. The Respondor should address how they will integrate their processes and tools with the various State benefit programs as described throughout the RFP.	Y	Section 5.4
25.	Per Section 4.4.10 of the RFP, the Respondor should describe its governance operating model including governance hierarchy, contract administration, performance monitoring and reporting, project management, financial management, decision rights between the parties, interfacing with the functions, and other enterprise stakeholders. Specifically, the Respondor should include enough detail to differentiate its best practices and operating models on governance structure and protocols (steering committees, meeting type and frequency, etc.), relationship touch-points and checkpoints, service delivery policy/process descriptions and tools. Be specific about any ready-to-deploy web-based tools, or third party tool provider arrangements and/or alliances that will provide additional value to the management and alignment of the relationship. This section should also describe the Respondor's proposed account team structure and the qualifications of the team and should identify the key personnel (e.g., account manager) to be assigned to the Exchange account, who can be identified at the time of submission of this proposal.	Y	Section 5.10

26.	Per Section 4.4.11 of the RFP, the proposal should describe how the Respondor would add value to the described areas. The Respondor should describe any unique capabilities it possesses for assisting the Exchange in achieving additional improvements and describe how it will make such capabilities available to the Exchange.	Y	Attachment 1
27.	Per Section 4.4.11 of the RFP, if the Respondor has notable capabilities that fall outside the scope of this RFP, but may have considerable value to the Exchange, they are encouraged to describe those capabilities in their proposals. Describe how the value-add capabilities could be applied to the Exchange environment.	Y	Attachment 1
28.	Per Section 4.6 of the RFP, the Respondor shall provide a high-level description of the Respondor's envisioned timeline for this project. The timeline should be based on a full project plan and include all of the milestones and deliverables in Section 2.1: Scope of Solicitation of the RFP.	Y	Section 7
29.	Per Section 4.6 of the RFP, the Respondor shall provide a description of the major tasks to be performed in the work plan, by phase and with associated deliverables, and must utilize the milestones and associated deliverables outlined in the RFP.	Y	Section 7
30.	Per Section 4.6 of the RFP, the Respondor should provide a work plan in MS Project format that details the tasks and activities, durations, dependencies, and resources based on the proposed approach and methodology, which will be executed to create the noted deliverables and complete the system implementation.	Y	Section 7
31.	Per Section 4.7 of the RFP, the Respondor shall explicitly list what is considered to be outside of the scope of the project.	Y	Section 8
32.	Per Section 4.8 of the RFP, the Respondor shall submit a fixed-price cost proposal based on Per Member Per Month (PMPM) fee. The proposal should include PMPM fees for two scenarios described in Section 2.2.3: Volumetrics of the RFP.	Y	Section 9
33.	Per Section 4.8 of the RFP, the Respondor shall include a time and materials rate card for additional services.	Y	Section 9
34.	Respondor confirms that, unless otherwise specifically stated, it will provide a solution that supports all of the business processes described in this Request for Proposal and its Appendices, and that all services, unless otherwise specifically stated, are included in the cost structure.	Y	Section 5.1 Section 9
35.	Respondor is committed to an approach of providing continuous improvement.	Y	Section 5.1 Section 9
36.	Respondor will be responsive to the current and future requirements, by proactively anticipating needs, and adjusting services accordingly.	Y	Section 5.1 Section 9
38.	This section sets forth the Call Center Requirements that the vendor will support or provide, as of the Commencement Date unless otherwise specified, for all services that affect the Call Center described in this RFP.		Section 5.4.1
39.	<b>2.01 General</b>		Section 5
40.	The vendor shall coordinate the execution of all the processes between the vendor and the Exchange in order that all the individual components that make up the services are managed in an end-to-end manner.	Y	Section 5.10.4



41.	The vendor shall provide support to all the Exchange consumers on both a reactive and a proactive basis.	Y	<p>AHCA contract call center provides consumer support on a reactive basis through answers to questions in the WR Call Center to speed the queue based on consumer activity. (based on telephone contact type, location, etc.) in the WR Complaints Answer provided by QCR to various inquiries with support tools such as XMS and CRM. Real-time assistance with the application process, coverage, and other information, including step-by-step guidance on how to fill out paper application or apply on the Web.</p> <p>Resolution of the AHCA Web Portal technical issues including collaboration with vendor's helpdesk handling mailing requests utilizing StreamSpeed, AHCA online version portal.</p> <p>Transfers to appropriate agencies through self-service options in the WR or with the help of a QCR.</p> <p>and language line support.</p> <p>AHCA contract call center provides consumer support on a proactive basis through Call integration that displays the WR support tool (AHCA) consumer assistance special.</p> <p>A unique population of consumer data is received automatically for all AHCA consumers who alerted that they are in the WR.</p> <p>Call consumers back automatically based on WR call back request or system messages such as service inquiries, complaints, and other messages of interest that are automatically route calls to the correct skills and</p>
42.	The vendor shall manage requests from all the Exchange consumers relating to all manners of support required.	Y	<p>AHCA contract call center are trained and equipped with appropriate resources (CRM, XMS, ACD, CRM, AHCA Web Portal, StreamSpeed, Portal, etc.) to respond to inquiries from all AHCA consumers including but not limited to individuals and their Authorized Representatives, Broker, Navigator, in-person, assisted, computer, application, system, providers, QHP representatives and other stakeholders. Multiple staff follow policies and procedures are associated with instructions, review and approval. AHCA contract call center handle inquiries from needs of people such as incoming call handling, inbound call handling, call handling, MFP, Broker's Incoming Call Handling, QHP Representative, and Incoming Call Handling, Provider Medical Representative.</p>



51.	The vendor shall utilize personnel that are dedicated to the Exchange and are not supplying services to multiple clients of the vendor.	Y	Section 5.4.1
52.	The vendor shall provide adequate technical infrastructure that includes at a minimum, equipment (computers, phones, headsets, web cams and others), telecommunications, Internet and others based on the requirements set by Connecticut.	Y	Section 5.4.2
53.		Y	The Oracle Siebel CRM system, facilitated call tracking by capturing a contact's location, by default, for access relying on data from business rules, to provide alerts for follow-up action, and escalation to complete activities. An electronic record is made of each call and follow-up actions can be placed in the work queues.
54.	The system shall facilitate call tracking with work flow processing and work queue functionality.		Section 5.4.3
55.	2.02 Core Functionality/Operations The vendor shall establish and operate a single 1-800 hotline for consumer assistance.	Y	Part 1 of the AHCT MAXIMUS mainframe will maintain contact center phone numbers. The AHCT MAXIMUS has provided a 911 toll free number being dedicated exclusively to AHCT for the purpose of tracking success rate of various marketing campaigns.
56.		Y	The AHCT MAXIMUS Record and Capture solution records calls answered by the AHCT contact center personnel. The recording includes both voice on extension as well as captured on the CRM system. Various systems during the call to ensure they remain accessing the appropriate resources and document in the call pop-up. Recordings are available to review, to designate a file name and item named per AHCT records archival requirements.
57.	The system shall provide call monitoring of calls answered by Call Center personnel and recordings shall be made available to designated Exchange staff as needed and retained as per Exchange records archival requirements.	Y	The Oracle Siebel CRM system is used to record all customer inquiries. CCRs document each customer contact with the CRM including actions taken on the case. Data is leveraged by business rules to provide alerts on follow-up action and escalation to complete a call.
58.	The system shall record inquiry information.	Y	The AHCT contact center IVR solution is developed by the trusted vendor, CS, The IVR is fully customized to provide after-peak information to callers including how to determine eligibility, how to submit a call transfer, and provides additional details to the AHCT contact center. Connect IVR is a USX Application Center for IVR. It is a qualified Health Plans of a managed, non-per AHCT direction. There is no integration between our Web and IVR Web Portal. This integration is a service that is not a contractually enforceable, determining how in the IVR the IVR provides suggestions on how to help this information on the Web Portal is an option to peel a call at the AHCT contact center.
59.	The system shall have the ability to manage outbound IVR campaigns.	Y	Section 5.4.3

60.	The system shall have the ability to add rules to outbound campaigns to direct consumers to inbound IVR self-service functions or to designated Call Center personnel during an outbound automated call.	Y	Section 5.4.3.3
61.		Y	When the wait time threshold or inquiries has been met, the system shall provide a variety of options to the caller and presents an option to leave a request to be called back within the business day or to be placed in the virtual hold. For the virtual hold option, when the caller presses a key, the system collects and confirms the phone number, the person hangs up, the system holds the person's position in the queue. When the call is ready to be answered, the system notifies the caller, phone number, and the caller may call the phone. Consumers who choose one call back option shall be placed in an outbound call file. The outbound file will be at least 60 seconds.
62.	The system shall provide virtual hold and callback features when thresholds are met for wait time to allow consumers to hang up and receive an automated call when Call Center personnel is available.	Y	Section 5.4.3.4
63.	The system shall provide consumers who make contact by phone with an estimated wait time to speak with Call Center personnel.	Y	Section 5.4.3.5
64.	The system shall have the functionality to issue customer service reports, and other reports required by the Exchange for basic reporting needs.	Y	Section 5.4.3.6
65.	The system shall have the functionality to export IVR and CRM statistical data and contact information.	Y	Section 5.4.3.7
66.	The vendor shall provide language translation services whether through Call Center personnel or through a language line service; TTY shall also be provided.	Y	Section 5.4.3.8
67.	The system shall have all prompts/recordings available for English and Spanish call flows.	Y	Section 5.4.3.9
68.	The system shall assign a single ticket to a request and/or event.	Y	Section 5.4.3.10
69.	The system shall have the capacity to assign priority levels by skillset and provide skill based routing via a telephony solution that allows consumers to reach the appropriate skill level for the Exchange's unique call types.	Y	Section 5.4.3.11
70.	The system shall allow for Call Center and support staff to view information about Exchange consumer status (eligibility, enrollment, as well as plan information).	Y	Our Oracle CRM solution will store a large amount of information about consumers, including a history of all interactions, and service requests, notes and associated attached documentation. However, due to the lack of integration with the CRM, web portal, there is no up to date data on the ability, eligibility, or plan information. This is accessible through the CRM. Our staff are trained to direct the consumer to the planned system of record via the web portal to ensure we communicate the most current and accurate information.

71.		Y	Our CRM system supports inquiry categories for all consumer health insurance options including CHIP, Medicaid, Exchange, etc., to support consumers who cross programs.
72.	The system shall support inquiries for all health insurance options, including CHIP, Medicaid, Exchange, etc., to support consumers who cross programs.	Y	
73.	The Call Center shall provide consumers with unbiased clear information and assist with the selection of plans that best meets their needs.		
74.	The Call Center shall assist with customer choice as well as enrollment in the Exchange.	Y	
75.	<b>2.02 Service Level Requirements</b>		
76.	The Call Center will be available 8am to 8pm ET Monday through Friday except at Exchange approved times for system maintenance. The Call Center will answer 90% of calls within 30 seconds, 95% of calls within 45 seconds, and 99% of calls within 60 seconds over a measurement period of each day.	Y	See requirement for the Exchange tab
77.	The Call Center shall incorporate standards for abandon rate (less than 5%).	Y	Section 5.5.3
78.	The Call Center shall incorporate standards for first call resolution (resolvable calls) - 85%.	Y	Section 5.5.3
79.	The Call Center shall incorporate standards for metrics for first call resolution (all calls) 55% or greater.	Y	Section 5.5.3
80.	The Call Center shall establish a 90% consumer satisfaction goal or better.	Y	Section 5.5.3
81.	The Call Center shall incorporate standards for average handle time - talk time before a call is resolved, closed at Tier 1 or transferred to Tier 2, plus documentation time - goal 9.5 minutes or less.	Y	Section 5.5.3
82.	The Call Center shall incorporate standards for average time spent by Call Center personnel off the phone - research, training, administrative work, etc. goal 20% or less.	Y	Section 5.5.3
83.	The Call Center shall incorporate standards for the average time Call Center personnel spends on calls - minimum acceptable goal 65%.	Y	Section 5.5.3
84.	The Call Center will ensure that the weekly average number of incoming calls that are blocked (calls receiving a busy signal) will be no more than 1%.	Y	Section 5.5.3
85.	The Call Center will ensure that the weekly average wait or hold time will not exceed 120 (one-hundred twenty) seconds per call.	Y	Section 5.5.3
86.	<b>2.03 Forecasting, Staffing, and Scheduling</b>		
87.	The Call Center shall be capable of operating during 8am to 8pm Monday through Friday to provide better customer service.	Y	Section 4.4.2
88.	The system shall integrate seamlessly with other agency Call Centers in accordance with their hours of operation.	Y	Section 5.5.3



89.	The Call Center shall have technical capacity and or staffing to provide 12 hours per day, 8am to 8pm Monday through Friday support (level of support may vary) consistent with hours of operation. IVR system should have required level of support 24 X 7.	Y	Section 5.2.1.1 Section 5.2.2
90.	The vendor shall provide support based on the work hours defined by Connecticut.	Y	Section 5.2.1.1 Section 5.2.2
91.	The Call Center shall provide emergency help desk and technical support on holiday, weekends, and after hours if necessary.	Y	Section 5.2.1.1 Section 5.2.2
92.	The vendor shall provide Call Center personnel that are exclusively dedicated to the Exchange Consumer Support.	Y	Section 4.4.4 Section 4.4.5
93.	The vendor shall make efficient use of staff and the scheduling of that staff. The vendor will align staff capacity with request and event arrival patterns.	Y	Section 4.4.2 Section 4.4.3
94.	The vendor shall be responsible for understanding and continuously reviewing and improving the historical arrival patterns of requests, and forecasting future arrival patterns for each type of request arrival mode at a frequency that is appropriate, in order to meet the metrics set forth in the Service Level Agreement.	Y	Section 5.2.1.2 Section 5.2.2
95.	Per Section 4.3.4 of the RFP, the Responder shall provide a brief narrative summarizing their staffing plan.	Y	Section 4.4 Section 4.4.1
96.	Per Section 4.3.4 of the RFP, the Responder shall clearly indicate which proposed resource will be dedicated to this project on a full-time equivalency basis in the Responder's staffing plan. Please note that the Exchange is expecting a dedicated set of resources that are committed to this project and its timely success.	Y	Section 4.4.2 Section 4.4.3
97.	Per Section 4.3.4 of the RFP, the Responder shall provide an organizational chart, including identification (roles, responsibilities, skills, and qualifications) of Call Center personnel.	Y	Section 4.4 Section 4.4.1
98.	The Responder shall include the following in the staffing plan:		Section 4.4.2 Section 4.4.3
99.	1. List all roles and key resources proposed for the project. The Responder must list the key staff as well as additional staff needed to complete the project.	Y	Section 4.4.2 Section 4.4.3
100.	2. Provide an organizational chart for this project, showing the Responder's team and how it will interact with the Exchange and its supporting entities. Also, include a narrative describing the organization and interactions.	Y	Section 4.4.2 Section 4.4.3
101.	3. Please include resumes as an appendix that highlights relevant skills and qualifications of all key staff proposed. Also, include three (3) client references for all key staff proposed (Name, title, phone, e-mail, and project).	Y	Appendix A Section 5.2.1
102.	<b>2.04 Training and Development</b>		Section 5.8
103.	The vendor shall employ personnel that:		
104.	1. Understand, or are trained to understand the Exchange's technology and sourcing arrangements.	Y	Section 5.8.1 Section 5.8.1.1
105.	2. Monitor requests and events that are designed to meet the Exchange, vendor and end-consumer requirements.	Y	Section 5.8.1 Section 5.8.1.1
106.	3. Have adequate training on new products and services, as they become part of the vendor's responsibilities from time to time.	Y	Section 5.8.1 Section 5.8.1.1
107.	4. Are continuously trained and monitored in order to evaluate/correct quality and service-related issues.	Y	Section 5.8.1 Section 5.8.1.1
108.	The vendor shall ensure that Call Center personnel are properly trained on any major changes in the solutions and programs that they provide support on before the changes are effective.	Y	Section 5.8.1 Section 5.8.1.1
109.	The vendor shall have Call Center personnel that are trained and knowledgeable and able to answer questions about eligibility, benefits, services, managed care requirements, household income verification information, enrollment etc.	Y	Section 5.8.1 Section 5.8.1.1

110.	The vendor shall, with Exchange approved knowledge, ensure that Call Center personnel are trained to recognize and understand comments by consumers that imply potential State and ACA rule violations and to follow the case handling procedures as explicitly documented in the Knowledge Database.	Y	Section 5.8.3
111.	The vendor shall, on an annual basis, and upon request by the Exchange, recommend training of knowledge and operations related to the Exchange's governance team.	Y	Section 5.8.3
112.	The vendor will train Call Center personnel on protocol for protecting personally identifiable and other sensitive information.	Y	Section 5.8.3
113.	The vendor shall partner with the Exchange in the development of required training materials for Tier 1, and Tier 2 Exchange Consumer Support.	Y	Section 5.8.4
114.	The vendor shall, in collaboration with the Exchange, define the approach to training and development, including the setting (e.g. classroom, Web-based, etc.), the list of specific skills and knowledge required for each minimum skill; the personnel authorized to provide the training, and a desired outcome that can be verified.	Y	Section 5.8.4
115.	The vendor shall provide the necessary training and development that is needed by all Call Center personnel to acquire and maintain the skills and knowledge required for their positions.	Y	Section 5.8.4
116.	Training to be provided in the most effective manner, including distance learning, online web cast, hands on labs, and classroom based education to insure Call Center personnel are aware and capable of resolving the Exchange consumer issues, and/or that Tier 1 or Tier 2 Exchange Consumer Support are aware of any changes impacting their online management of a request.	Y	Section 5.8.4
117.	The vendor shall define a formal re-training for existing Call Center personnel if the skill and knowledge requirements change.	Y	Section 5.8.4
118.	The vendor shall create and maintain a verification process for all Call Center personnel of their skillset and training that includes:		
119.	1. Objective performance thresholds that are linked to the minimum requirements;	Y	Section 5.8.5
120.	2. Documentation (e.g. tests, scores, dates) that can be audited;	Y	Section 5.8.5
121.	3. Action plans for Call Center personnel that fail to demonstrate the required skills and knowledge;	Y	Section 5.8.5
122.	4. Annual re-verification of skills and knowledge;	Y	Section 5.8.5
123.	5. Re-verification of skills and knowledge following changes in program, procedures, systems, etc.	Y	Section 5.8.5
124.	<b>2.05 Expedited calls</b>		Section 5.4.5
125.	The vendor shall provide support with expedited tickets according to expedited/escalated scenarios as defined by the Exchange consistent with defined hours of operation.		

126.	The vendor shall prioritize and escalate appropriate requests to the Tier 3 Exchange Consumer Support.	Y	Technical issues with the AHC Consumer Portal requiring support (such as AHC consumer portal is down, frozen, AHC consumer portal pages down/frozen, personal account continues to be locked after MAXMUS GGS have tried, or noted, that request for direct help desk, or further assistance. MAXMUS GGS use the STEADFAST system to document the calls, assign a service request, and related notes, and sign-offs of the step of request to the help desk support. The GGS will also enter a ticket into JIRA. The ownership of the same request is transferred to Jira, and the status of the service request remains open until the Tier 3 Help Desk provides a resolution to the consumer. The Tier 3 Help Desk will have access to our GCM where they may check the history, obtain consumer contact information, to provide resolution or request additional information and document the resolution of the technical issue and any other follow up activities. MAXMUS GGS follow work instructions documented in "The 3 Help Desk: Referrals" reviewed and approved by AHC. (Note: Per AHC direction, technical issues ONLY are transferred to the Tier 3 Help Desk. No other range of service request ownership in the GCM. The initial step to the solution was to transfer the call to the Tier 3 Help Desk via a warm transfer.)
127.	The vendor shall provide reports which reflect all expedited tickets on a monthly basis to the Tier 3 Exchange Consumer Support.	Y	Section 5.4.5
128.	<b>5.06 Call Center Performance</b>		Section 5.4.6
129.	The system shall have the functionality to incorporate concurrent call volume for both inbound and outbound traffic into call volume requirements.	Y	Section 5.4.6
130.	The system shall manage call transfer business rules.	Y	Section 5.4.6
131.	The Call Center shall be monitored by the QA vendor. The QA vendor will review the vendor's quality control processes and procedures to develop, track, and report on SLA metrics. A monthly report of recorded results will be submitted to the Exchange.	Y	Section 5.5.4
132.	The goal of the Call Center is to provide a service to the consumer community. As such, the Call Center shall:		
133.	1. Quantify specific attributes (e.g. responsiveness, accuracy, report timeliness) of consumer experience.	Y	Section 5.5.4
134.	2. Identify methods for qualitative assessment and understand the relative importance of each of the attributes (e.g. responsiveness or accuracy) which impact the end-consumer experience.	Y	Section 5.5.4
135.	3. Incorporate a system to track complaints logged from consumers.	Y	Section 5.5.4
136.	4. Measure and manage complaints and other key indicators of poor experience with the Exchange at the program level, and at the entity level across the Exchange at least monthly.	Y	Section 5.5.4



137.	<b>5.07 Customer Relationship Management (CRM)</b>		Section 5.4.7
138.	The system shall track all client encounters in a CRM solution.	Y	Section 5.4.7.1
139.	The system shall analyze request trends, recommend and implement actions, with the Exchange's approval, to reduce requests, including:	Y	Section 5.4.7.2
140.	1. Increasing the availability of self-help capability, such as providing on-line FAQs and help documentation for common problems across Call Centers.	Y	Section 5.4.7.14(a)
141.	2. Keeping consumers regularly updated with alerts advising of any new or changed information.	Y	Section 5.4.7.1
142.	The vendor shall develop and document processes regarding interfaces, interaction, and responsibilities between Tier 1 Exchange Consumer Support Personnel, Tier 2 Exchange Consumer Support Personnel, and any other internal or external persons or entities that may either submit a request or receive a request.	Y	Section 5.4.7.1
143.	The vendor shall provide and maintain instructions for consumers to access the services.	Y	Section 5.4.7.6
144.	The vendor shall make the instructions available to consumers via various media. Media must be approved by the Exchange and may include regular internal newsletter distribution, access via the Intranet, or inclusion in the Exchange staff training, etc.	Y	Section 5.4.7.6
145.	The system shall, at the vendor's expenses, provide the Exchange with appropriate licenses and/or interfaces to use the CRM solution and database (or any replacement thereof).	Y	Section 5.4.7.1
146.	The vendor shall grant the Exchange access to the CRM solution from all applicable locations where the services are performed, and allow the Exchange to monitor and view the knowledge database on an ongoing basis (including Exchange staff).	Y	Section 5.4.7.11
147.	The vendor shall limit access to the CRM solution to the agreed levels for the type of consumers who require access to the systems.	Y	Section 5.4.7.12
148.	The vendor shall provide a CRM solution that will:		
149.	1. Securely segregate the Exchange data so that it can be accessed only by those authorized to comply with Government security requirements and in accordance with the State policy.	Y	Section 5.4.7.1
150.	2. Track information for each request submitted to (or originating from) the Call Center, including, at a minimum, the date and time the request was raised, a request tracking number, a description of the request, relevant information about the consumer reporting the request, and a record of the action taken.	Y	Section 5.4.7.5
151.	3. Identify call types designated by the Exchange for expedited service.	Y	Section 5.4.7.5
152.	4. Capture data pertaining to volumes for all request types by hour per day; Call Center call abandonment, telephone call queue lengths, and time-to-answer rates for telephone calls; and time-to-log for requests.	Y	Section 5.4.7.6
153.	5. Provide functionality within the solution to manage information for each request submitted to, and originating from, the vendor.	Y	Section 5.4.7.5
154.	The system shall follow the request resolution and tracking including detection and reporting; classification and initial support; investigation and diagnosis; resolution and recovery; request closure; post-request process, request ownership; monitoring; tracking and communication.	Y	Section 5.4.7.5
155.	The vendor's solution shall log, track, manage and document resolution of all requests related to the services.	Y	Section 5.4.7.5
156.	The vendor shall utilize and update the solution with all relevant information relating to a request.	Y	Section 5.4.7.5
157.	The system shall make an initial determination of the potential resolution.	Y	Section 5.4.7.5

158.	The system shall categorize calls based on the consumer's initial question in order to route the call to the correct resolving group to prevent multiple misroutes or reroutes of a ticket.	Y	Section 5.47/5
159.	The system shall support a call triage and routing solution that should provide automated call routing based on content and Call Center personnel skill level requirements.	Y	Section 5.47/5
160.	The system shall link multiple contacts pertaining to the same request to the associated request record.	Y	Section 5.47/5
161.	The system shall link multiple requests pertaining to the same service request to the associated service request.	Y	Section 5.47/5
162.	The system shall resolve as many requests as appropriate during the consumer's initial contact with the Call Center, without transferring the call or using any escalation.	Y	Section 5.47/5
163.	The system shall resolve requests requiring Tier 1 and Tier 2 Exchange Consumer Support and close the request including service requests after receiving confirmation from the affected consumer that the request has been resolved.	Y	Section 5.47/5
164.	The system shall have functionality to handle email and written correspondence in addition to phone calls.	Y	Section 5.47/1 (Note: Path: ACH\direction\consumer\emails\handled\b\ACh\and not MAX\MUS)
165.	The system shall promptly process all requests identified by the Exchange Call Center received from consumers via phone, email or web contact.	Y	Section 5.47/5 (Note: Web\data\direction\reports\or\or\or MAX\MUS)
166.	The system shall follow the Exchange classification of request priority, which will be based on applicable definitions.	Y	Section 5.47/5
167.	The system shall follow the Exchange SLA metrics to ensure quick resolution, appropriate decision-making, communications, and debriefs to facilitate problem avoidance or process inefficiencies in the future.	Y	Section 5.47/1
168.	The system shall respond promptly to requests with accurate and appropriate information so as to meet or exceed the Service Levels.	Y	Section 5.47/5
169.	The system shall dispatch requests within specified time limits to the appropriate party without compromising Service Levels or security requirements.	Y	Section 5.47/1
170.	The system shall close a request, including service requests, after receiving confirmation from the affected consumer that the request has been resolved.	Y	Section 5.47/5
171.	The vendor shall retain overall responsibility and ownership of all requests until the request is closed, subject to the Exchange approval.	Y	Section 6.47/5
172.	The vendor shall track and report the progress of resolution efforts and the status of all requests, including:	Y	Section 5.47/5
173.	1. Review the proposed resolution time for each request with the appropriate party and update the status accordingly.	Y	Section 5.47/5
174.	2. Coordinate request tracking efforts, and provide and maintain regular communications between all parties and consumers until request resolution.	Y	Section 5.47/5
175.	3. Keep the Exchange informed of changes in request status throughout the request life cycle in accordance with agreed Service Levels.	Y	Section 5.47/5
176.	4. Keep the Exchange informed of anticipated resolution times for active requests.	Y	Section 5.47/5
177.	5. Identify potential Exchange staff training requirements (e.g., lack of basic skills in Windows), and provide recommended training actions to the Exchange.	Y	Section 5.47/5
178.	The system shall provide Warm-Transfer support, analysis and assistance to the Tier 1 Exchange Consumer Support for requests related to State referrals and other transfers according to the Policies and Procedures established by the Exchange.	Y	Section 5.47/2
179.	The system shall document and dispatch to the Exchange all requests with accurate and appropriate information so as to meet or exceed the Service Levels.	Y	Section 5.47/2

180.	On a monthly basis, the vendor shall provide reporting on volume of requests opened and closed per week, as well as information necessary to determine compliance with Service Levels.	Y	Section 5.4.7.6
181.	<b>2.08 Request Escalation</b>		Section 5.4.8
182.		Y	AHCF Contact Center staff escalate unresolved problems and dissatisfied consumers according to procedures established by the Exchange.
183.	The vendor shall support escalation, tracking, and reporting of unresolved problems according to procedures established by the Exchange.	Y	Section 5.4.8.1
184.	The vendor shall provide prompt communication to the Exchange of any requests that are unresolved or backlogged, or as requested by the Exchange.	Y	Section 5.4.8.2
185.		Y	Our CRM has a section of the tool to allow escalated requests to the appropriate levels for resolution. The timeframes for escalation of all complaints are systematically entered into the CRM. Each complaint and service request submitted has a 60-day time frame associated with it to ensure it is resolved in a timely fashion. The CRM provides complete accessibility of all requests to all request records including capturing requests and notes of resolution from staff and customers.
186.	The system shall identify the owner of the request record, track the progress of resolution effort; escalate requests to the appropriate levels for resolution and close a request.	Y	Section 5.4.8
187.	The system shall, where necessary, coordinate with Exchange staff for request resolution for Tier 3 requests.	Y	When transferring complex technical issues to the 3rd Help Desk, our CRM uses the established CRM system to document the nature of the issue, associated service requests, impacted parties, and the CCR effort to resolve the issue. The ownership of the service request in the CRM is transferred to Tier 3 and the customer service request remains open until the Tier 3 Help Desk staff provides resolution to the consumer. Once the AHCF direction call is transferred to the Help Desk, thus the information about the customer's effort to resolve the issue may be communicated with the requestor/record in the CRM.
188.	The vendor shall, subject to the Exchange review and approval, develop and periodically update Request Escalation procedures and distribute such procedures to designated Exchange staff.	Y	Section 5.4.8
189.	<b>2.09 Knowledge Management</b>		
190.	The vendor shall develop and maintain a central knowledge database used to capture, store, and retrieve information and solutions for reuse by Call Center personnel, Exchange Consumer Support, and Exchange staff. This knowledge database will enable the sharing of policies, procedures, best practices, and methods to resolve requests among Call Center personnel, Exchange Consumer Support, and Exchange staff.	Y	Section 5.4.9

191.	The vendor shall assist the Exchange in development and maintenance of an online knowledge database available to assist with inquiries, procedures and referrals.	Y	Section 5.4.9.2
192.	The vendor shall leverage a knowledge database to assist with the resolution of requests and the processing of service requests, including:	Y	Section 5.4.9.1
193.	1. If approved by the Exchange, make the knowledge base available online to consumers for consumer self help.	Y	Section 5.4.9.1
194.	2. Track the use of the knowledge base and report usage statistics to the Exchange on a monthly basis, or as requested by the Exchange (i.e., the number of requests resolved using the knowledge base).	Y	Section 5.4.9.1
195.	3. Manage content in conjunction with the Exchange knowledge owners to insure continued accuracy/applicability of knowledge elements to the State environment.	Y	Section 5.4.9.2
196.	4. Provide the Exchange with portable copy upon request of all knowledge elements pertaining to the management of the Exchange requests, including but not limited to data, request resolutions, classifications and content.	Y	Section 5.4.9.2
197.	The system shall provide the ability to flag requests that could/should be resolved at Tier 1.	Y	Section 5.4.9.2
198.	The vendor shall regularly update the Exchange with best practices as they are developed, including updates based on "lessons learned" and experience with similar technologies.	Y	Section 5.4.9.2
199.	The system shall provide consumers with the ability to utilize a chat feature in the resolution of their request.	Y	Webchat, not a part of SOLV Workflows
200.	The vendor shall continuously educate the Exchange staff on how to review the status of open tickets.	Y	Section 5.4.9.2
201.	The vendor shall provide and continuously update a list of frequently asked questions (FAQs) regarding the services.	Y	Section 5.4.9.2
202.	The vendor shall compile lists of FAQs where recommended solutions can be made available to consumers to increase their ability to resolve requests.	Y	Section 5.4.9.2
203.	The vendor shall provide FAQs lists for the Exchange.	Y	Section 5.4.9.2
204.	The vendor shall provide FAQs in a portable and easy to use format that can easily be published on the Exchange internal systems (i.e. Web Portal, Mobile Portal, phone, etc.).	Y	Section 5.4.9.2
205.	The vendor shall publish answers to the FAQs using a media that is efficient, easy to use, and easily accessible for consumers, as well as subject to approval by the Exchange.	Y	Section 5.4.9.2
206.	The vendor shall track the use of the FAQs used by consumers and report usage statistics to the State on a monthly basis, or as requested by the Exchange.	Y	Section 5.4.9.2
207.	<b>2.10 Problem Management</b>		
208.	The Call Center shall be responsible to maintain appropriate and timely communications with the Exchange and affected consumers on all problems through resolution.	Y	Section 5.5
209.	The Call Center shall be responsible to correct all problems within the scope of the vendor's responsibility. A problem will not be considered to be corrected until the vendor receives validation from the Exchange that the issue is resolved.	Y	Section 5.5
210.	The vendor shall, subject to the Exchange review and approval, develop and periodically update Problem Management procedures and distribute such procedures to designated Exchange staff.	Y	Section 5.5
211.	The vendor shall provide access and reporting to allow the Exchange to effectively trend and manage recurring problems identified through the Call Center.	Y	Section 5.5
212.	The vendor shall implement a robust and reportable process for Problem Management, which is approved by the Exchange to reduce the recurrence of requests.	Y	Section 5.5



213.	The vendor shall implement tools accessible to Exchange Consumer Support, to proactively perform Problem Management, automate the Problem Management process and identify and resolve potential Problems before they occur.	Y	Section 5.9.5
214.	The system shall facilitate information exchange between and among the vendor and Exchange Consumer Support which will drive continued improvement in end-to-end Problem Management.	Y	Section 5.9.5
215.	The vendor shall provide monthly Problem Management reporting to the IEPMO that includes:	Y	Section 5.9.5.2
216.	1. Trend analysis on the volume and category types of requests.	Y	Section 5.9.5.2
217.	2. Priority of Problems by business impact.	Y	Section 5.9.5.2
218.	3. Sources of requests and Problems.	Y	Section 5.9.5.2
219.	4. Length of time for open requests and Problems.	Y	Section 5.9.5.2
220.	5. Number of requests and Problems resolved.	Y	Section 5.9.5.2
221.	6. Number of requests and Problems requiring Tier 1 or Tier 2 Exchange Consumer Support and all other requests and Problems deemed critical to the Exchange.	Y	Section 5.9.5.2
222.	<b>2.11 Crisis Management</b>		
223.	The vendor shall immediately notify the Exchange of any major Crisis event.	Y	Section 5.9.5.2
224.	The vendor shall provide escalated, higher priority support services when a Crisis is declared, as requested by the Exchange and according to the Exchange specifications, if any.	Y	Section 5.9.5.2
225.	<b>2.12 Change Management</b>		
226.	The vendor shall actively participate in the Exchange Change Management process in coordination with the State's System Integrator Change Management process.	Y	Section 5.7.4
227.	The vendor shall plan, schedule, track and report all in-scope changes impacting Call Center services.	Y	Section 5.7.4
228.	The vendor shall notify the Exchange of all planned or scheduled changes including change windows, authorization of change, reporting and communication practices that impact Call Center services.	Y	Section 5.7.4
229.	The system shall provide data on every change impacting Call Center services that are attempted, including status of completion, cause of any problems, and measures taken to prevent recurrence that impacts Call Center operations, including status or dispatching of tickets to Exchange staff within the State, or telephony-related issues impacting the Exchange consumer community.	Y	Section 5.7.4
230.	The vendor shall obtain the Exchange pre-approvals for all standard changes affecting the Call Center services which pose potential risk to the Exchange consumer community or Exchange Consumer Support.	Y	Section 5.7.4
231.	The vendor shall obtain approval from the Exchange for all Emergency Changes following the Exchange Change Management process; if not possible, the vendor should document and promptly report back to the IEPMO.	Y	Section 5.7.4
232.	The vendor shall schedule planned implementations to minimize business disruption, within defined outage windows. Any planned implementations outside of the defined outage window require Exchange approval.	Y	Section 5.7.4

233.	Per Section 4.4.7 of the RFP, the Respondor shall explain how and when it will implement the services. The Respondor will further describe how it will transition services from the State's current environment to the Respondor's proposed solution. The Respondor should also describe its expectations of the Exchange in support of the transition.	Y	Section 57/1 Section 57/2 Section 57/3
234.	Per Section 4.4.7 of the RFP, the Respondor shall include in its Transition Plan the following elements: 1. Description of Respondor transition methodology and philosophy, including knowledge transfer and aspects of risk-mitigation. 2. Transition roles and responsibilities (including expectations of involvement and commitment of the Exchange). 3. Expected Transition Plan deliverables (including responsibility and acceptance criteria). 4. Description of transition approach for the Exchange, including elements such as: a. Phases b. Timeline (high-level) c. Service changes required to move to outsourced model d. Process specific transition approach e. Any off-site location requirements/impacts f. Communication approach and responsibilities g. Knowledge transfer approach and responsibilities h. Readiness testing/assessment approach and responsibilities i. Acceptance procedures j. The Respondor's suggested approach for Transition governance k. Description of metrics that will be used to identify the establishment of a post-transition "steady state".	Y	Section 57/3
235.	The vendor shall execute the Implementation plan, including coordinating events with all applicable State owners, vendors and third party service providers per the scheduled plan.	Y	Section 57/3
236.	The vendor shall provide an Impact Analysis and Risk Management plan, including mitigations and contingencies, to minimize the business and technical risks in the implementation of the Exchange Call Center services.	Y	Section 57/3
237.	The vendor shall participate in the Risk Assessments as they pertain to Call Center Exchange Consumer Support as requested.	Y	Section 57/3
238.	<b>2.13 Disaster Recovery &amp; Business Continuity (DR) Services</b>		
239.	The vendor shall continuously maintain and update the DR Plans throughout the Term of the contract in order to maintain Call Center Exchange Consumer Support for the Exchange.	Y	Section 59/3
240.	The vendor shall ensure that DR Plans comply with the Exchange external audit requirements. The vendor shall be responsible for updating the DR Plans in the event of changes to the audit requirements.	Y	Section 59/3
241.	The vendor shall acknowledge that the Exchange retains the right to approve vendor DR plans, related communications and other activities for which the vendor is responsible.	Y	Section 59/3
242.	The vendor shall maintain and update a list of Key vendor, Personnel contacts and notification procedures for the Exchange, which will include vendor and third party vendor personnel.	Y	Section 59/3
243.	The vendor shall maintain offline copies of all information, data, configurations, processes, procedures and other materials required for full recovery of the services so as to meet or exceed the Service Levels.	Y	Section 59/3

244.	The vendor shall test all DR processes at least annually against stated DR Service Levels and provide a copy of test results comparing actual test recovery times to stated DR Service Levels to the Exchange for review.	Y	Section 5.9.2
245.	The vendor shall appoint a single point of contact for DR Plans, related communications and execution of DR activities.	Y	Section 5.9.5.4
246.	The vendor shall ensure that multiple alternative methods of communication are available if normal communication channels are disrupted in the event of a disaster declaration.	Y	Section 5.9.5.4
247.	The vendor shall, in the event of a disaster, execute each applicable DR Plan as specified, including restoration of equipment, software and data, and all other functions for in-scope elements.	Y	Section 5.9.5.2
248.	The vendor shall provide all additional resources necessary for the provision of services for unaffected areas and/or realign technical resources to maintain normal business operations.	Y	Section 5.9.1
249.	The vendor shall identify and promptly report any request that increases the risk of a disaster to the Exchange based on requirements in the DR Plan.	Y	Section 5.9.1
250.	The vendor shall, if a disaster is declared, not discuss or disclose any information about the disaster to any third party.	Y	Section 5.9.5.4
251.	The vendor shall plan and execute tests and provide improvement recommendations as determined by the DR Plans.	Y	Section 5.9.2
252.	The vendor shall actively participate in post-test review meetings with the Exchange and incorporate changes into the DR Plans as indicated by the results of the post-test review process and approved by the Exchange.	Y	Section 5.9.2
253.	Per Section 4.4.9 of the RFP, the Responder shall assess the impact on pricing of different scenarios or recovery levels.	Y	Section 5.9.4.5
254.	Per Section 4.4.9 of the RFP, the Responder shall include the risks and liabilities to be assumed by the Responder.	Y	Section 5.9.5.6
255.	Per Section 4.4.9 of the RFP, the Responder shall include in its DR plan the scope of disaster recovery testing and requirements of the Exchange participation in such testing.	Y	Section 5.9.2
256.	Per Section 4.4.9 of the RFP, the Responder shall include in its DR plan the Exchange involvement in developing a Future State disaster recovery Plan, as well as any actual recovery processes.	Y	Section 5.9.2
257.	Per Section 4.4.9 of the RFP, the Responder shall include in its DR plan the provision of continuous operations of the services (including the underlying systems for which the Responder is responsible).	Y	Section 5.9.5.1
258.	Per Section 4.4.9 of the RFP, the Responder shall include in its DR plan the incorporation of the Exchange corporate standards/expectations of disaster recovery into the initial and on-going disaster recovery plans.	Y	Section 5.9.1
259.	<b>2.14 Operations Documentation</b>		Section 5.4.10
260.	The vendor shall maintain comprehensive documentation on operational standards, policies, equipment and software for in-scope elements.	Y	Section 5.4.10
261.	The vendor shall provide access (including paper copies, electronic and web-enabled as designated by the Exchange) to the documentation listed above for the Exchange and, as approved by the Exchange, third party vendors.	Y	Section 5.4.10
262.	The vendor shall provide and maintain a document repository with version and access control.	Y	Section 5.4.10

263.	The vendor agrees to maintain any records associated with the Exchange consumers including but not limited to: recorded phone conversations, processes, procedures or support documentation for a period equal to the length of the contract with the first two years of data being readily accessible or as required by the Exchange. Further, the vendor agrees to turn over said records as requested by the Exchange.	Y	Section 5.4.10
264.	The vendor shall document, implement and maintain a process for developing new, updating existing and/or eliminating obsolete documentation, insuring that all changes to documentation must comply with Change Management processes and policies.	Y	Section 5.4.10
265.	Per Section 4.4 of the RFP, the Responder shall include in its Call Center development and operations approach sufficient detail to ensure that the Exchange can understand and anticipate how the services will be delivered in a standard approach based on the Responder's best practices and experiences with similar clients.	Y	Section 4.4 Section 5
266.	<b>2.15 Quality Assurance</b>		Section 5.5
267.	The system shall include controls for tracking inquiries for accuracy of direction/distribution.	Y	Section 5.5.2.4
268.	The system shall provide the capability to automate surveys with the capacity to configure groups of questions.	Y	Section 5.5.2.4
269.	The vendor shall conduct random surveys of consumers immediately after they have used the Call Center, and report the results of the random survey to the Exchange each month. With these monthly surveys, the vendor will include a minimum survey sample of 25 percent of the requests reported.	Y	Section 5.5.2.4
270.	The vendor shall quantify and report on overall consumer experience on a monthly basis through consumer surveys queried for all closed tickets:		
271.	1. Measuring samples must be representative of the services performed;	Y	Section 5.5.2.4
272.	2. Measuring samples that include all types of end-consumer requests received by the vendor;	Y	Section 5.5.2.4
273.	3. Making suggestions for improvements across the Exchange and the vendor.	Y	Section 5.5.2.4
274.	The vendor shall create and maintain a process for responding to the Exchange complaints on an individual basis.	Y	Section 5.5.2.4
275.	The vendor shall take action on end-consumer dissatisfaction that is controllable by the vendor.	Y	Section 5.5.2.4
276.	The system shall collate requested information from consumers regarding suggested improvements to the vendor's service.	Y	Section 5.5.2.4
277.	The vendor shall develop an Action Plan on a monthly basis to address these suggested improvements.	Y	Section 5.5.2.4
278.	The vendor shall review the Action Plan with the Exchange for the Exchange approval.	Y	Section 5.5.2.4
279.	The vendor shall report to the IEPMO and QA vendor on progress and improvements made.	Y	Section 5.5.2.4
280.	The system shall provide status updates on open tickets to consumers via a web link or other interface.	Y	Section 5.5.5
281.	The vendor shall proactively solicit, evaluate, and take appropriate action on feedback obtained from Call Center personnel at least monthly.	Y	Section 5.5.2.4
282.	1. This approach will include topics on process improvement and recommendations.	Y	Section 5.5.2.4
283.	2. The vendor shall evaluate and analyze the feedback and provide action plans for addressing the feedback received that has the highest potential impact on the Exchange.	Y	Section 5.5.2.4
284.	The vendor shall develop and employ a Quality Assurance Program that promotes performance of the services at a high level of quality, focusing on measuring and continuously improving resolution, knowledge and consumer experience.	Y	Section 5.5.2



285.	The vendor shall perform self-audits that provide the Exchange with the assurance that the vendor is complying with its Quality Assurance procedures and standards. This includes both self-audits on the metrics gathered to support Quality Assurance activities and on vendor's efforts to improve overall quality. Self-audits will demonstrate vendor compliance with Quality Assurance requirements of the Exchange.	Y	Section 5.6.2.8
286.		Y	Section 5.6.1.2
287.	The vendor shall participate in various ad hoc continuous-improvement programs that the Exchange may commission from time to time, including collaborating with the Quality Assurance vendor.		
288.	The vendor shall, before the end of the implementation period, supply the Exchange with a Quality Assurance Plan associated with performance of tools, processes and knowledge.	Y	Section 5.6.2
289.	Per Section 4.4.5 of the RFP, the Responder shall provide a Quality Assurance Plan associated with performance tools, processes, and knowledge. The Responder should provide details of its approach to measuring and maintaining high quality services. The Responder should supply details of any industry-recognized quality standard to which it is, or will become, compliant (including a timeframe for compliance, if not already achieved), as well as any awards received over the last 18 months. Please indicate all quality programs that are externally measured (e.g., Six Sigma, ISO 2000, ITIL, etc.) and how such certifications would directly benefit the Exchange Call Center.		
290.	<b>2.16 Logical Security</b>		Section 5.6
291.	The vendor shall ensure that all appropriate system security controls are in place in order to protect the Exchange data and confidentiality.	Y	Section 5.6.1.1
292.	The vendor shall have a State-approved security process that enables consumers to access information by phone while protecting confidential data.	Y	Section 5.6.1.3
293.	The system shall collaborate with the Security/Compliance Officer to establish and maintain mechanisms to safeguard against the unauthorized access, destruction, loss, or alteration of the Exchange data.	Y	Section 5.6.1.4
294.	Per Section 4.4.6 of the RFP, the Responder must describe its approach to managing information security, data privacy, and Sarbanes-Oxley (SOX) compliance as part of its solution.		Section 5.6.2
295.	<b>2.17 Reporting</b>		Section 5.10.5
296.	The vendor shall be subject to the following responsibilities pertaining to reporting:		
297.	1. Provide regular progress notifications to the Exchange on current status of Tier 1 and Tier 2.	Y	Section 5.10.5
298.	2. Provide regular progress notifications to the Exchange on requests escalated to Tier 3, with the frequency of such notification in accordance with Service Levels.	Y	Section 5.10.5
299.	3. Provide prompt notification to the Exchange of system outages on critical systems; and otherwise provide affected consumers with regular and timely progress updates that clearly indicate the following:	Y	Section 5.10.5
300.	a. Nature of the request	Y	Section 5.10.5
301.	b. Estimated time to completion	Y	Section 5.10.5
302.	c. Potential short-term alternatives	Y	Section 5.10.5
303.	4. Provide the monthly report in electronic copy in a format agreed to with the Exchange, which at a minimum includes:	Y	Section 5.10.5
304.	a. Key issues relating to request management	Y	Section 5.10.5

304.	b. Number of requests during the month, grouped by service, region, and classification	Y	Section 5.10.5
305.	c. List of requests, short description, reference number, and a shortcut to detailed descriptions	Y	Section 5.10.5
306.	d. Detailed descriptions, including timing of activities	Y	Section 5.10.5
307.	e. Links to Problems and Known Errors	Y	Section 5.10.5
308.	f. Trend analysis of the requests reported monthly	Y	Section 5.10.5
309.	5. Generate real time as well as historical reports and provide monthly reports to the Exchange, which include:	Y	Section 5.10.5
310.	a. The number of requests/call volume	Y	Section 5.10.5
311.	b. Sources of the requests	Y	Section 5.10.5
312.	c. Frequency regarding the types or categories of requests	Y	Section 5.10.5
313.	d. The duration of open request (average and quantities by age)	Y	Section 5.10.5
314.	e. Number of requests resolved upon first contact	Y	Section 5.10.5
315.	f. Abandonment rate	Y	Section 5.10.5
316.	g. Availability and Call Center personnel utilization	Y	Section 5.10.5
317.	h. Average speed of answer	Y	Section 5.10.5
318.	i. Consumer satisfaction and consumer feedback	Y	Section 5.10.5
319.	j. Percentage of IVR usage	Y	Section 5.10.5
320.	k. IVR Peg counts (hits) of self-service menu selections	Y	Section 5.10.5
321.	l. Skillset reports	Y	Section 5.10.5
322.	m. Longest hold time	Y	Section 5.10.5
323.	n. Transfers – average number of and to whom the call was transferred	Y	Section 5.10.5
324.	o. Peak hour statistics	Y	Section 5.10.5
325.	p. Other pertinent information regarding request resolution, including Service Level measurement reporting	Y	Section 5.10.5
326.	2.18 Other		Section 5.10.8
327.	The vendor agrees to sign a blanket Confidentiality Agreement, Code of Conduct and Conflict of Interest Statement that will cover all Call Center personnel, as required by the Exchange in conjunction with State and Federal regulations and requirements.	Y	Section 5.10.8
328.	The vendor agrees to conform to any rules and regulations governing its support of the Exchange, or data maintained on behalf of the Exchange, and insure that all personnel supporting the Call Center are governed by the same.	Y	Section 5.10.8
329.	The vendor agrees to support any new Exchange requests as access to the Exchange or State systems or information is authorized and granted to the vendor personnel throughout the course of the contract in an effort to improve first call resolution rates.	Y	Section 5.10.8
330.	The Call Center shall be tightly bound (restricted) to market information, processes, and systems in responding to consumer-related questions.	Y	Section 5.10.8

331.	The vendor agrees that any communication from the vendor to the Exchange consumer-community must be done on behalf of the Exchange and no reference to the vendor (i.e., the consumer-community must be under the impression that they are interacting with Exchange entity.)	Y	Section 5.10.8
332.	The vendor shall allow the Exchange to perform a Due Diligence review of an existing Call Center operation prior to contract signing.	Y	Section 5.10.8

Ref #	Requirements – Amendments	MAXIMUS Solution
1	Employ four individuals (i) who are trained and licensed as health insurance brokers in Connecticut; (ii) who are appointed by all health plans offering coverage through the Exchange, and (iii) who have satisfactorily completed the Exchange's training program for brokers (the "Qualified Brokers") for the initial period of Call Center operations (October 1, 2013 through March 31, 2014), and thereafter, employ two individuals who meet these requirements; provide call center representative training, and any other appropriate training, to the Qualified Brokers, to enable them to properly assist callers who request the assistance of a broker. Qualified Broker staffing adjustments may be made consistent with changes in enrollment volumes, subject to the Exchange's prior written approval. Any reduction in Qualified Broker staffing will be accompanied by appropriate reductions in charges to the Exchange for Qualified Broker services. Contractor acknowledges that the Qualified Brokers' salaries are exclusive of commissions and agrees that each Qualified Broker will receive all commissions in addition to a base salary of no less than \$50,000 per year.	MAXIMUS complies, and will hire brokers accordingly.
2	Handle calls regarding technical problems encountered by users of the Access Health CT system, including the consumer portal and the worker portal and related processes (the "HIX System") and establish a communications process and channel between Maximus and the Exchange's Tier 3 Help Desk (Deloitte/BEST), as approved by the Exchange, with respect to such technical problems. Contractor acknowledges that the Change Orders have been submitted for HIX System Deloitte Releases Nos. 2, 3 and 4, and, and it is anticipated that these releases will be included in the HIX system.	Technical issues with the AHCT Consumer Portal requiring IT support (such as, AHCT Consumer Portal is down/frozen, AHCT Consumer Portal page is down/frozen, Personal account continues to be locked after MAXIMUS CCRs have tried to unlock it) are referred to Tier 3 Help Desk for further assistance. MAXIMUS CCRs use the Siebel CRM system to document the calls, associated service requests, their related notes, and referrals of the service requests to Tier 3 Help Desk support. The ownership of the service request is transferred to Tier 3, and the status of the Service Request remains open until the Tier 3 Help Desk staff provides a resolution to the consumer. The Tier 3 Help Desk staff have access to our CRM where they view the call history, obtain consumer contact information to provide resolution or request additional information, and document the resolution of the technical issue and any other follow-up activities. MAXIMUS CCRs follow work instructions documented in "Tier 3 Help Desk Referrals", reviewed and approved by AHCT. [Note: Per AHCT direction, technical issues ONLY are transferred to the Tier 3 Help Desk through a change of service request ownership in the CRM. The initial vision for the solution was to transfer the callers to the Tier 3 Help Desk via a "warm" transfer.]
3	Take calls and process telephone applications for individuals for insurance coverage and coverage under the State's Medicaid and low income children's benefit programs ("HUSKY") through the HIX System;	The process has been incorporated into the work instructions and policies and procedures, reviewed and approved by AHCT, such as "Completing a new Phone Application", "Completing an In-Progress Application", and "Assisting with a Web Application".
4	Handle calls relating to exemptions and appeals by providing information about the exemption or appeals process, ordering the appropriate forms for the caller, and referring the caller to a contact inside or outside of the Exchange (as specified by the Exchange) if necessary;	In collaboration with AHCT, MAXIMUS is in the process of defining business processes associated with intake of exemption and appeal requests. Initial drafts of the work instructions and policies and procedures, "Exemption Referrals" and "Appeal Referrals", have been reviewed and approved by AHCT.

AP 2/12/13

5	Comply with state and federal requirements regarding offering callers the opportunity to register to vote (and keep required records relating thereto for two years) via the process described in Schedule 5, and refer any callers who ask for assistance in filing out a voter registration application to designated individuals at the Exchange;	The AHCT Contact Center staff offer applicants the opportunity to register to vote with every new/materially amended application (coverage/plan changes), redetermination and/or changes of address, in accordance with Schedule 5 of the Amendment.
6	Provide staffing at the Call Center with a sufficient number of Call Center Representatives ("CCR's") to render the Services, including the Expanded Services, and to meet the Service Level Requirements in Schedule 2 hereof, from 8am to 8pm Monday through Friday, and Saturdays from 11:00 am to 3:00 pm. Provided the HIX System is operational, MAXIMUS will also provide extended Saturday hours to correspond with selected NIPA or other Saturday events, provided that the Exchange provides at least seven (7) days' prior notice of the event and will provide extended or alternate Saturday hours at the request of the Exchange upon at least seven (7) days' prior notice;	MAXIMUS complies, and will staff the Contact Center accordingly.
7	Handle calls requesting Exchange forms (e.g., verification forms) and send appropriate information to the Exchange's printing contractor for fulfillment of request;	In collaboration with AHCT and AHCT Printing Vendor, Sir Speedy, MAXIMUS has developed a process for assisting consumers with mailing requests of the AHCT forms via Sir Speedy portal.
8	Adapt Call Center work flows, processes and staffing as necessary to account for and coordinate with the computer processing system and other processes developed for the operation of the HIX System provided that the Exchange, both itself and in conjunction with its other subcontractors and agents, provide such cooperation and information as may be necessary for MAXIMUS to comply	MAXIMUS complies, and will update work flows and processes accordingly.
9	Collaborate, when requested by the Exchange with the Connecticut Department of Social Services ("DSS") and its contractors with respect to coordination of calls and referral of calls for the State's Medicaid and low-income children's population and for other programs not currently being served under the Agreement.	MAXIMUS complies, and will collaborate in the coordination of calls and referral of calls.
10	Acquire additional work stations, computers, telephone equipment, hardware, licenses, facilities, etc., and perform related additional installation and other work as necessary to accommodate the Expanded Services and increased level of staffing;	MAXIMUS shall build-out the AHCT Contact Center operations according to the agreed upon scope of work.
11	Ensure that at least two (2) call center phone numbers can be used as requested as dedicated numbers so that the Exchange can track the effect of marketing communications which specifically reference those numbers; and	Per AHCT request, to date, MAXIMUS has provided 49 phone numbers dedicated to AHCT to track the effectiveness of various marketing campaigns.
12	Modify Contractor's training plan and processes to reflect all changes in Services and requirements described above.	MAXIMUS shall update training materials to reflect all changes in Services and requirements.

AP 9/19/13

Exhibit E

Business Associate Agreement

**BUSINESS ASSOCIATE AGREEMENT**  
**BY AND BETWEEN**  
**ACCESS HEALTH CONNECTICUT AND**  
**Maximus Health Services, Inc. ("BUSINESS ASSOCIATE")**

**WHEREAS**, The Connecticut Health Insurance Exchange dba Access Health Connecticut ("The Exchange") is a quasi public agency formed to implement certain provisions of the Patient Protection and Affordable Care Act, Pub.L. 111-148, as amended by the Health Care and Education Reconciliation Act of 2010, Pub.L. 111-152 (collectively "PPACA") and is charged with implementing Connecticut's exchange for individuals and small employers to be effective January 1, 2014; and

**WHEREAS**, in accordance with Public Act 11-53, the goals of the Exchange shall be to reduce the number of individuals without health insurance in the State of Connecticut and assist individuals and small employers in the procurement of health insurance by, among other services, offering easily comparable and understandable information about health insurance options; and

**WHEREAS**, the Exchange may receive protected health information from "covered entities," as defined under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA") ; and

**WHEREAS**, the Exchange desires to disclose and Business Associate desires to receive protected health information from the Exchange in connection with the Exchange's above referenced purposes or otherwise in the performance of services on behalf of the Exchange; and

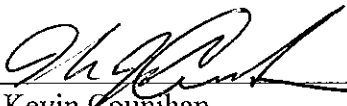
**WHEREAS**, this exchange of information necessitates Business Associate becoming a business associate of the Exchange as required under HIPAA; and

**WHEREAS**, for good and lawful consideration the Exchange and Business Associate enter into this Business Associate Agreement for the purpose of ensuring compliance with the requirements of HIPAA and its implementing regulations:

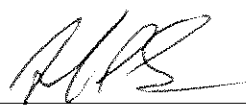
**NOW THEREFORE**, the parties mutually agree to the following terms and conditions.

**ACCEPTANCES AND APPROVALS:**

**ACCESS HEALTH CONNECTICUT**

BY:   
Kevin Counihan  
CEO, Access Health Connecticut  
DATE: 9/25/13

**MAXIMUS HEALTH SERVICES, INC.**

BY:   
NAME: Adam Polatnick  
TITLE: Vice President  
DATE: Assistant General Counsel  
09/14/13

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(a) Definitions

- (1) "Breach" shall have the same meaning as the term is defined in 45 C.F.R. § 164.402.
- (2) "Data Breach Notification Rule" shall mean the rules governing Notification in the Case of Breach of Unsecured Protected Health Information at 45 C.F.R. part 164, subpart D.
- (3) "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 C.F.R. § 164.501.
- (4) "Electronic Health Record" shall have the same meaning as the term is defined in section 13400 of the HITECH Act (42 U.S.C. §17921(5)).
- (5) "Individual" shall have the same meaning as the term "individual" in 45 C.F.R. § 160.103 and shall include a person who qualifies as a personal representative as defined in 45 C.F.R. § 164.502(g).
- (6) "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E.
- (7) "Protected Health Information" or "PHI" shall have the same meaning as the term "protected health information" in 45 C.F.R. § 160.103, limited to information created or received by the Business Associate from or on behalf of the Exchange on behalf of one or more covered entities.
- (8) "Required by Law" shall have the same meaning as the term "required by law" in 45 C.F.R. § 164.103.
- (9) "Secretary" shall mean the Secretary of the Department of Health and Human Services or his designee.
- (10) "More stringent" shall have the same meaning as the term "more stringent" in 45 C.F.R. § 160.202.
- (11) "Security Incident" shall have the same meaning as the term "security incident" in 45 C.F.R. § 164.304.
- (12) "Security Rule" shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. part 160 and part 164, subpart A and C.



- (13) "Unsecured protected health information" shall have the same meaning as defined in 45 C.F.R. § 164.402.

(b) Obligations and Activities of Business Associates.

- (1) Business Associate agrees not to use or disclose PHI other than as permitted or required by this Agreement or as Required by Law or as otherwise directed by the Exchange.
- (2) Business Associate agrees to use appropriate safeguards to prevent use or disclosure of PHI other than as provided for in this Agreement.
- (3) Business Associate agrees to comply with the Security Rule and use administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of electronic protected health information that it creates, receives, maintains, or transmits on behalf of the Exchange.
- (4) Business Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to the Business Associate of a use or disclosure of PHI by Business Associate or its agents or subcontractors in violation of this Agreement or applicable law. Business Associate shall pay any costs associated with such harm, including, without limitation, costs of notifications related to a Breach, such as, letters to Individuals, print or broadcast media announcements, securing credit reporting or monitoring services, or obtaining identity theft insurance on behalf of such Individuals and related third parties. Business Associate will cooperate and ensure cooperation of its agents and subcontractors with the Exchange in the investigation and resolution of any Breach or any use or disclosure of PHI which violates the terms of this Agreement.
- (5) Business Associate agrees to report to the [General Counsel] of the Exchange any use or disclosure of PHI not provided for by this Agreement or any Breach or Security Incident of which it becomes aware within twenty-four (24) hours of discovery.
- (6) In accordance with 45 C.F.R. §§ 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, Business Associate agrees to ensure that any agent, including a subcontractor, to whom it provides PHI received from, or created or received by Business Associate, on behalf of the Exchange, agrees to the same restrictions and conditions that apply through this Agreement to Business Associate with respect to such information.

- (7) Business Associate agrees to provide access, at the request of the Exchange, to PHI in a Designated Record Set, to the Exchange or, as directed by the Exchange, to an Individual within five (5) business days of receipt of such request from the Exchange in order to meet the requirements under 45 C.F.R. § 164.524.
- (8) Business Associate agrees to make any amendments to PHI in a Designated Record Set that the Exchange directs or agrees to pursuant to 45 C.F.R. § 164.526 at and take other measures as necessary to satisfy the Exchange's obligations under 45 C.F.R. § 164.526.
- (9) Business Associate agrees to make internal practices, books, and records, including policies and procedures and PHI, relating to the use and disclosure of PHI received from, or created or received by, Business Associate on behalf of the Exchange, available to the Exchange or to the Secretary in a time and manner agreed to by the parties or designated by the Secretary, for purposes of the Secretary determining the Business Associate's and/or the Exchange's compliance with this Agreement and HIPAA and its implementing regulations.
- (10) Business Associate agrees to document such disclosures of PHI and information related to such disclosures as would be required for the Exchange to respond to a request by a covered entity or an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528.
- (11) Business Associate agrees to provide to the Exchange, within five (5) business days of request, information collected in accordance with subsection (h)(10) of this Agreement, to permit the Exchange to respond to a request by a covered entity or an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528. Business Associate agrees at the Exchange's direction to provide an accounting of disclosures of PHI directly to an Individual in accordance with 45 C.F.R. § 164.528.
- (12) Business Associate agrees to comply with any state or federal law that is more stringent than the Privacy Rule, including, without limitation, those obligations imposed on the Exchange under 45 C.F.R. § 155.260.
- (13) In the event that an Individual requests that the Business Associate
- (A) restrict disclosures of PHI;
  - (B) provide an accounting of disclosures of the Individual's PHI; or

- (C) provide a copy of the Individual's PHI in an electronic health record

the Business Associate agrees to notify the Exchange, in writing, within two (2) business days of the request.

- (14) Business Associate agrees that it shall not, directly or indirectly, receive any remuneration in exchange for PHI of an Individual without

- (A) the written approval of the Exchange and

- (B) the valid authorization of the Individual, except for the purposes provided under 45 C.F.R. § 164.502(a)(5)(ii).

- (15) Obligations in the Event of a Breach.

- (A) The Business Associate agrees that, following the discovery of a breach of unsecured protected health information, it shall notify the Exchange of such breach in accordance with the requirements of 45 C.F.R. part 164, subpart D and this Agreement.

- (B) Such notification shall be provided by the Business Associate to the Exchange without unreasonable delay, and in no case later than twenty-four (24) hours after the breach is discovered by the Business Associate, except as otherwise instructed in writing by a law enforcement official pursuant to 45 C.F.R. § 164.412. A breach is considered discovered as of the first day on which it is, or reasonably should have been, known to the Business Associate. Within five (5) business days after such initial notification, Business Associate shall provide a follow-up notification with the identification and last known address, phone number and email address of each Individual (or the next of kin of the Individual if the Individual is deceased) whose unsecured PHI has been, or is reasonably believed by the Business Associate to have been, accessed, acquired, or disclosed during such breach.

- (C) The Business Associate agrees to include in the follow-up notification to the Exchange at least the following information:

- 1. A brief description of what happened, including the date of the breach and the date of the discovery of the breach, if known.

2. A description of the types of unsecured protected health information that were involved in the breach (such as full name, Social Security number, date of birth, home address, account number, or disability code).
  3. The steps the Business Associate recommends that Individuals take to protect themselves from potential harm resulting from the breach.
  4. A detailed description of what the Business Associate is doing to investigate the breach, to mitigate losses, and to protect against any further breaches.
  5. Whether a law enforcement official has advised either verbally or in writing the Business Associate that he or she has determined that notification or notice to Individuals or the posting required under 45 C.F.R. § 164.406 would impede a criminal investigation or cause damage to national security and; if so, include contact information for said official.
- (D) Business Associate agrees to provide appropriate staffing and have established procedures to ensure that Individuals informed by the Exchange of a breach by the Business Associate have the opportunity to ask questions and contact the Business Associate for additional information regarding the breach. Such procedures shall include a toll-free telephone number, an e-mail address, a posting on its Web site and a postal address. Business Associate agrees to include in the notification of a breach by the Business Associate to the Exchange, a written description of the procedures that have been established to meet these requirements. Costs of such contact procedures will be borne by Business Associate.
- (E) Business Associate agrees that, in the event of a breach, it has the burden to demonstrate that it has complied with all notifications requirements set forth above, including evidence demonstrating the necessity of a delay in notification to the Exchange.

(c) Permitted Uses and Disclosure by Business Associate.

- (1) General Use and Disclosure Provisions Except as otherwise limited in this Agreement, Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, the Exchange as specified in this Agreement or as otherwise directed by the Exchange, provided that such use or disclosure would not violate the Privacy Rule if done by the Exchange or the minimum necessary policies and procedures of the Exchange.
- (2) Specific Use and Disclosure Provisions
  - (A) Except as otherwise limited in this Agreement, Business Associate may use PHI for the proper management and administration of Business Associate or to carry out the legal responsibilities of Business Associate.
  - (B) Except as otherwise limited in this Agreement, Business Associate may disclose PHI for the proper management and administration of Business Associate, provided that disclosures are Required by Law, or Business Associate complies with the provisions of Section (b)(6) of this Agreement.
  - (C) Except as otherwise limited in this Agreement, Business Associate may use PHI to provide Data Aggregation services to the Exchange as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).
- (d) Permissible Requests by the Exchange. The Exchange shall not request Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule if done by the Exchange, except that Business Associate may use and disclose PHI for data aggregation, and management and administrative activities of Business Associate, as permitted under this Agreement.
- (e) Term and Termination.
  - (1) Term. The Term of this Agreement shall be effective as of the date this Agreement is effective and shall terminate when all of the PHI provided by the Exchange to Business Associate, or created or received by Business Associate on behalf of the Exchange, is destroyed or returned to the Exchange, or, if it is infeasible to return or destroy PHI, protections are extended to such information, in accordance with the termination provisions in this Agreement.
  - (2) Termination for Cause. Upon the Exchange's knowledge of a material breach by Business Associate of this Agreement, the Exchange shall either:

- (A) Provide an opportunity for Business Associate to cure the breach or end the violation and terminate this Agreement if Business Associate does not cure the breach or end the violation within the time specified by the Exchange; or
- (B) Immediately terminate this Agreement if Business Associate has breached a material term of this Agreement and cure is not possible; or
- (C) If neither termination nor cure is feasible, the Exchange shall report the violation to the Secretary.

Business Associate agrees that any breach of this Agreement shall also constitute a breach of the Independent Contractor Agreement, dated \_\_\_\_\_, 2013, between the Parties, as it may be amended from time to time, or any other separate agreement between the Parties.

(3) Effect of Termination.

- (A) Except as provided in (e)(2) of this Agreement, upon termination of this Agreement, for any reason, Business Associate shall return or destroy all PHI received from the Exchange, or created or received by Business Associate on behalf of the Exchange. Business Associate shall also provide the information collected in accordance with section (b)(10) of this Agreement to the Exchange within ten business days of the notice of termination. This section shall further apply to PHI that is in the possession of subcontractors or agents of Business Associate. Business Associate shall retain no copies of the PHI.
- (B) In the event that Business Associate determines that returning or destroying the PHI is infeasible, Business Associate shall provide to the Exchange notification of the conditions that make return or destruction infeasible. Upon documentation by Business Associate that return or destruction of PHI is infeasible, Business Associate shall extend the protections of this Agreement to such PHI and limit further uses and disclosures of PHI to those purposes that make return or destruction infeasible, for as long as Business Associate maintains such PHI. Infeasibility of the return or destruction of PHI includes, but is not limited to, requirements under state or federal law that the Business Associate maintains or preserves the PHI or copies thereof.

(f) Miscellaneous Sections.

- (1) Regulatory References. A reference in this Agreement to a section in HIPPA or its implementing regulations means the section as in effect or as amended.
- (2) Amendment. The parties acknowledge that state and federal laws relating to data security and privacy are rapidly evolving and that amendment of this Agreement may be required to provide for procedures to ensure compliance with such developments, including, without limitation, those laws and regulations that relate to health insurance exchanges created under the PPACA. The parties specifically agree to take such action as is necessary to implement the standards and requirements of HIPAA, HITECH, the Privacy Rule, the Security Rule, the Data Breach Notification Rule, the PPACA, and other applicable laws relating to the security or confidentiality of PHI, including amending this Agreement from time to time as is necessary to comply with such applicable laws and regulations.
- (3) Survival. The respective rights and obligations of Business Associate shall survive the termination of this Agreement.
- (4) Construction. This Agreement shall be construed as broadly as necessary to implement and comply with HIPAA, HITECH, the Privacy Rule, the Security Rule and the Data Breach Notification Rule. Any ambiguity in this Agreement shall be resolved in favor of a meaning that complies, and is consistent with, the such laws and regulations.
- (5) Disclaimer. The Exchange makes no warranty or representation that compliance with this Agreement will be adequate or satisfactory for Business Associate's own purposes. The Exchange shall not be liable to Business Associate for any claim, civil or criminal penalty, loss or damage related to or arising from the unauthorized use or disclosure of PHI by Business Associate or any of its officers, directors, employees, contractors or agents, or any third party to whom Business Associate has disclosed PHI contrary to the sections of this Agreement or applicable law. Business Associate is solely responsible for all decisions made, and actions taken, by Business Associate regarding the safeguarding, use and disclosure of PHI within its possession, custody or control.
- (6) Indemnification. Without limiting the Exchange's other remedies for breach of this Agreement, the Business Associate shall indemnify, defend, and hold the Exchange and any covered entity whose information Business Associate processes hereunder, and their respective employees, officers, directors and agents, harmless from and against any and all claims, liabilities, judgments, fines, assessments, penalties, awards and any statutory damages that may



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be imposed or assessed pursuant to HIPAA, as amended or the HITECH Act, including, without limitation, attorney's fees, expert witness fees, costs of investigation, litigation or dispute resolution, and costs awarded thereunder, relating to or arising out of any violation by the Business Associate or its agents, including its subcontractors, of any obligation of Business Associate under this Agreement or applicable laws, rules, and regulations.

Revised Schedule 1

Amortization Schedule

## Revised Schedule 1

If the Exchange terminates the Agreement for cause at any time prior to September 1, 2013, the Contractor shall reimburse the Exchange for all Stand-Up Costs paid by the Exchange. If the Exchange terminates the Agreement for cause after September 1, 2013, the Contractor shall reimburse the Exchange as set forth in the following Schedule. For example, if the termination notice is received in Month 13, the amount to be paid is \$3,578,138.

Startup: Paid through 9/30/2013	\$	3,902,263
<u>Startup: Paid 10/1/2013</u>	<u>\$</u>	<u>1,542,729</u>
<b>Total Startup Price</b>	<b>\$</b>	<b>5,444,992</b>

<u>Project Month</u>	<u>Project Date</u>	<u>Monthly Liability</u>		<u>Liability Balance</u>
		<u>Reduction</u>		
Month 1	Sep-13	\$ -	\$	3,902,263
Month 2	Oct-13	\$ 155,571	\$	5,289,421
Month 3	Nov-13	\$ 155,571	\$	5,133,850
Month 4	Dec-13	\$ 155,571	\$	4,978,278
Month 5	Jan-14	\$ 155,571	\$	4,822,707
Month 6	Feb-14	\$ 155,571	\$	4,667,136
Month 7	Mar-14	\$ 155,571	\$	4,511,565
Month 8	Apr-14	\$ 155,571	\$	4,355,994
Month 9	May-14	\$ 155,571	\$	4,200,422
Month 10	Jun-14	\$ 155,571	\$	4,044,851
Month 11	Jul-14	\$ 155,571	\$	3,889,280
Month 12	Aug-14	\$ 155,571	\$	3,733,709
Month 13	Sep-14	\$ 155,571	\$	3,578,138
Month 14	Oct-14	\$ 155,571	\$	3,422,566
Month 15	Nov-14	\$ 155,571	\$	3,266,995
Month 16	Dec-14	\$ 155,571	\$	3,111,424
Month 17	Jan-15	\$ 155,571	\$	2,955,853
Month 18	Feb-15	\$ 155,571	\$	2,800,282
Month 19	Mar-15	\$ 155,571	\$	2,644,710
Month 20	Apr-15	\$ 155,571	\$	2,489,139
Month 21	May-15	\$ 155,571	\$	2,333,568
Month 22	Jun-15	\$ 155,571	\$	2,177,997
Month 23	Jul-15	\$ 155,571	\$	2,022,426
Month 24	Aug-15	\$ 155,571	\$	1,866,854
Month 25	Sep-15	\$ 155,571	\$	1,711,283
Month 26	Oct-15	\$ 155,571	\$	1,555,712
Month 27	Nov-15	\$ 155,571	\$	1,400,141
Month 28	Dec-15	\$ 155,571	\$	1,244,570
Month 29	Jan-16	\$ 155,571	\$	1,088,998
Month 30	Feb-16	\$ 155,571	\$	933,427
Month 31	Mar-16	\$ 155,571	\$	777,856
Month 32	Apr-16	\$ 155,571	\$	622,285
Month 33	May-16	\$ 155,571	\$	466,714
Month 34	Jun-16	\$ 155,571	\$	311,142
Month 35	Jul-16	\$ 155,571	\$	155,571
Month 36	Aug-16	\$ 155,571	\$	-

AP 9/19/13

## Revised Schedule 2

The Contractor shall meet the Service Level Requirements (each a "SLR") on the attached chart. The Exchange shall review each SLR for consistency with industry standards on an annual basis, and the parties will negotiate in good faith to make modifications consistent with industry standards. Each month, or as indicated otherwise, the Contractor shall measure its performance against the SLRs and submit a detailed report regarding the same to the Exchange. The Contractor shall issue a credit on its invoice to the Exchange equal to the total SLR penalties accrued due to missed SLRs during such month.

If there is a material change in the HIX System which materially affects Contractor's operations and reasonably prevents the Contractor from meeting one (1) or more SLR(s), the Contractor shall provide written notice of such to the Exchange. The penalties for violations of such SLR(s) shall be suspended for a period of thirty (30) days following the date of the Contractor's notice to allow the Contractor to take the necessary steps to come back into compliance with such SLR(s).

With the exception of SLR-0, which is effective upon execution of this Amendment, the remaining SLRs shall be effective September 3, 2013.

AP 9/11/13

# Revised Schedule 2 - Chart

Type	New SLR #	Definition	Penalties	Frequency of Evaluation	Method of Measurement
Start-Up and Transition Activities	SLR-0	Meet the requirements agreed upon in the Revised Work Plan.	\$10,000 for each Business Day that the vendor does not meet a Start-Up or Transition requirement.	Each business day until all start-up and transition requirements are met.	CT Exchange Audit, Contractor Start-Up and Transition Reporting
Hours of Operation	SLR-1	The Call Center will be available 8am to 8pm ET Monday through Friday, and Saturday hours as specified in the amended agreement between the parties, except at Exchange approved times for system maintenance or Exchange-approved closures.	\$5,000 per day for unauthorized closure.	Monthly	Calls Report
Answer Delay Standard	SLR-2	The Call Center shall answer calls with an average delay of no more than 60 seconds on a monthly basis.	\$3,000 when average monthly delay exceeds 60 seconds per call. \$5,000 when weekly average delay exceeds 120 seconds per call.	Monthly	Automated Call Distribution Reports
Call Abandonment Rate	SLR-3	The Call Center shall assure that no more than 5% of callers abandon from the ACD queue before speaking with a CSR, excluding callers who hang up before being on hold at least 20 seconds.	\$3,000 for monthly average abandoned call rates exceeding 5%. \$5,000 for monthly average abandoned call rates exceeding 7%.	Monthly	Automated Call Distribution Reports
First Call Resolution	SLR-4	The Call Center shall incorporate standards for first call resolution (resolvable calls) - 85%. The standard shall not include calls that are transferred to other call centers according to Exchange-approved policy.	\$2,500 when monthly average first call resolution rate for resolvable calls falls below 85%; \$5,000 when monthly first call resolution falls below 65%.	Monthly	Post Call IVR Survey
Service Resolution, Escalation, and Monitoring	SLR-5	The Call Center shall establish a 90% consumer satisfaction goal or better.	\$2,500 when quarterly average overall Customer satisfaction scores are less than 90%; \$5,000 when quarterly average overall Customer satisfaction scores are less than 80%.	Quarterly	Post Call IVR Survey
Call Center Personnel	SLR-6	The Call Center will ensure that the weekly average number of incoming calls that are blocked (calls receiving a busy signal) will be no more than 1%.	\$10,000 when weekly average number of incoming calls that are blocked is more than 1%.	Monthly	Reports from Telco Carrier and IVR Vendor
Reporting Timeliness	SLR-7	Meet the following service levels for Reports:  • Daily reports are due to the Exchange by 12pm the following Business Day. Weekly reports are due to the Exchange by the second (2nd) Business Day following the end of the reporting period.  • Monthly reports are due to the Exchange by tenth (10th) Business Day following the end of the reporting period.  • Quarterly reports are due by the fifteenth (15th) Business Day following the end of the reporting period.  • Semi-annual reports are due by the twentieth (20th) Business Day of the end of the reporting period. Annual reports are due by the twenty-fifth (25th) Business Day following the end of the reporting period.	\$200 for each Business Day beyond the due dates for each listed report.	Monthly	Exchange Audit

Revised Schedule 2 - Chart

Type	New SLR #	Definition	Penalties	Frequency of Evaluation	Method of Measurement
Reporting Accuracy	SLR-8	Provide accurate reports; if the Exchange identifies a substantive problem with the content of any report delivered by the Contractor resulting in the report needing to be regenerated, the Contractor produces a corrected report within one (1) Business Day.	\$100 for each additional Business Day if the corrected report is not delivered within one Business Day.	Monthly	Exchange Audit
Incident Reporting	SLR-9	Meet the following service levels for incident and management reporting: <ul style="list-style-type: none"> <li>Provide incident and management reports no later than 5:00 p.m. of the day on which the Contractor discovers any problem which may jeopardize the success or timely completion of any of its responsibilities under the Agreement (including, without limitation, complaints or other unusual calls or incidents); if the incident is identified prior to 4:30 p.m. on any Business Day, and no later than 9:30 a.m. on the next Business Day if the incident is identified after 4:30 p.m. Any suicide threats, threats to the Exchange, or similar occurrences that could jeopardize the health or safety of employees, callers or others should be reported immediately to the Exchange.</li> <li>All incidents that are not fully resolved in one (1) Business Day are supplemented with email updates every Business Day by 5:00 p.m. during incident remediation.</li> <li>Provide the final incident report to the Exchange within two (2) Business Days of resolving the issue that caused the incident.</li> <li>Provide written management reports in response to particular issues within two (2) Business Days of the Exchange's request.</li> </ul>	\$100 for each instance of violating incident report timing parameters.  If in the course of investigating the incident, it is determined that the Contractor did not inform the Exchange in a timely manner of progress updates, the Contractor shall incur an additional penalty of \$500 per incident.	Monthly	Incident Report
Call Center Brokers	SLR-10	Brokers must maintain a call to conversion ratio above 30% (9 out of 10 calls referred to a broker must result in a submitted application for insurance coverage).	\$1,000 for each month not met.	Monthly	Exchange Audit

**Revised Schedule 3**

Fixed Stand-Up Charges and the Operations Charges (Fixed and Variable)



# MAXIMUS: Breakdown of Fixed Monthly Cost

Fixed Labor:		Monthly Cost
Business Analyst	\$	10,463
Corporate Oversight	\$	1,163
Finance Support	\$	3,512
Human Resources Support	\$	7,025
IT Support	\$	1,411
Project Director	\$	20,131
Quality Assurance & Training Personnel	\$	28,392
Reporting Specialist	\$	6,557
Workforce Management Specialist	\$	6,245
Total Fixed Labor	\$	84,901
Fixed Other Direct Costs:		Monthly Cost
Copier usage	\$	-
Facilities Rent	\$	45,579
Learning Management System charges	\$	2,631
PBX & scanner maintenance	\$	1,048
Remote backup, data circuit & firewall	\$	3,442
Spierdian consultant support, annual hosting charges, CRM license annual fee, and technical support	\$	28,569
Travel	\$	4,604
Workforce Management System charges, voice/DID/fax circuits, Disaster Recovery charges & Home Agent (53) DSL & firewall charges	\$	12,496
Total Fixed Other Direct Costs	\$	98,369
TOTAL FIXED MONTHLY COSTS	\$	183,270

AP 9/16/12

REVISED SCHEDULE 3

Brokers (4) on MAXIMUS Staff, Separate from Fixed/Variable

	STARTUP		OPERATIONS					Total
	6/1/2013-9/1/2013	9/1/2013-3/31/2014	4/1/2014-8/31/2014	9/1/2014-8/31/2015	9/1/2015-8/31/2016			
Start Up Cost	\$ 5,444,991.72							\$ 5,444,991.72
Fixed Monthly Months		\$ 183,270.37	\$ 183,270.37	\$ 183,270.37	\$ 183,270.37			
Total Fixed		\$ 1,282,892.59	\$ 916,351.84	\$ 2,199,244.42	\$ 2,199,244.42			\$ 6,597,733.2
Price per Min		\$ 1.22	\$ 1.22	\$ 1.22	\$ 1.22			
Est. Min		2,340,251	1,354,557	2,321,809	1,916,094			7,932,711
Total Variable Cost		\$ 2,851,622.20	\$ 1,650,543.09	\$ 2,829,151.07	\$ 2,334,782.76			\$ 9,666,099.1
Fixed Monthly Broker Costs* Months		\$ 23,656.32	\$ 11,828.16	\$ 11,828.16	\$ 11,828.16			
Total Fixed Broker Costs		\$ 141,937.22	\$ 59,140.79	\$ 141,937.90	\$ 141,937.90			\$ 484,953.8
Total Annual Cost	\$ 5,444,991.72	4276452.01**	2626035.73**	5170333.40**	4675965.08**			22193777.93**

\*4 Brokers are priced during Open Enrollment period (October 2013 through March 2014). After open enrollment and through project end, only 2 Brokers are priced.  
 \*\*Based on Estimated Minutes. Actual cost may vary.

AP 9/16/13

REVISED SCHEDULE 3

MAXIMUS: Price Points	
Total Stand up cost	\$ 5,444,991.72
Monthly Fixed Cost	\$ 183,270.37
Cost charged per minute	\$ 1.22

AP 8/10/13

Stand-Up Costs: Contractor shall be responsible for procuring all of the following items which Contractor represents and warrants are necessary and sufficient to provide the services required under the Agreement, as amended:

<b>MAXIMUS: Breakdown of Fixed Stand-Up Costs</b>	
<b>Infrastructure:</b>	
Cabling	\$ 82,973
Cubicle & Office Furniture Purchase	\$ 203,493
<u>Build Improvements: Floor Buildout, Carpeting, Painting</u>	<u>\$ 89,499</u>
<b>Total Infrastructure:</b>	<b>\$ 375,966</b>
<b>IT:</b>	
Implementation & Environment Configuration Labor	\$ 1,397,502
CRM Licenses (Oracle) & Hardware:	
Hosting Environment	\$ 247,445
CRM Hardware	\$ 194,320
CRM Licenses*	\$ 840,068
<u>PCs &amp; Network Hardware</u>	<u>\$ 322,278</u>
<b>Total IT:</b>	<b>\$ 3,001,613</b>
<b>Staff Recruiting &amp; Initial Training:</b>	<b>\$ 942,694</b>
<b>Other Initial Fixed Stand Up Cost:</b>	
PBX Phone System	\$ 736,530
IVR Configuration	\$ 117,305
Virtual Hold PBX Extension	\$ 61,766
Home Agent Setup	\$ 54,776
<u>Other Telecom Equipment</u>	<u>\$ 154,342</u>
<b>Total Other Initial Fixed Stand Up Cost:</b>	<b>\$ 1,124,719</b>
<b>Total</b>	<b>\$ 5,444,992</b>

AP 9/16/13

**Schedule 4**

Revised Work Plan

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/Interdependence	Resource Names
1	No	Connecticut Exchange Call Center Transition	94%	478 days	Mon 5/7/12	Sat 3/1/14		
2	No	Phase 1 - Initial Startup: February 13, 2013 through August 31, 2013	97%	433 days	Mon 5/7/12	Fri 12/27/13		
3	Yes	Contract Initiation	100%	0 days	Wed 2/13/13	Wed 2/13/13		
4	1.1.2	Project Initiation	100%	116 days	Wed 2/13/13	Mon 7/22/13		
5	No	Kick-off and Work Plan Finalization	100%	39 days	Wed 2/13/13	Mon 4/8/13	3	Corporate Exec, Transition Mgr
6	1.1.2.1	Newly and mobile Transition Team members	100%	5 days	Wed 2/13/13	Tue 2/19/13	3	Jenn Lynch
7	1.1.2.2	Conduct Kick-off meeting with MAXIMUS Transition Management Team, the Exchange, KPMG, Deloitte, CID, OHA, & OSS	100%	1 day	Thu 2/21/13	Thu 2/21/13	6	Erica Walton
8	1.1.2.3	Conduct Kick-off meeting with MAXIMUS Transition Team	100%	1 day	Mon 2/25/13	Mon 2/25/13	7	Erica Walton
9	1.1.2.1.4	Finalize Transition Work Plan	100%	4 days	Fri 2/22/13	Wed 2/27/13	7	Jenn Lynch
10	1.1.2.1.5	Submit Transition Work Plan to the Exchange	100%	0 days	Wed 2/27/13	Wed 2/27/13	9	Jenn Lynch
11	1.1.2.1.6	Define Integration Strategy with Exchange Systems	100%	28 days	Thu 2/28/13	Mon 4/8/13	10	Erica Walton
12	1.1.2.1.6.1	Identify Integration Points with the Exchange Systems (Deloitte) & Release 1 & 2 Functionality	100%	7 days	Thu 2/28/13	Fri 3/8/13	10	
13	1.1.2.1.6.2	Assess Impact to Work Plan	100%	10 days	Thu 3/7/13	Wed 4/3/13	12	Erica Walton
14	1.1.2.1.6.3	Update Work Plan	100%	3 days	Thu 4/4/13	Mon 4/8/13	13	Erica Walton
15	1.1.2.1.6.4	Submit Final Transition Work Plan to the Exchange	100%	0 days	Mon 4/8/13	Mon 4/8/13	14	Erica Walton
16	1.1.2.2	Finalize Subcontractor/Licensing Requirements	100%	116 days	Wed 2/13/13	Mon 7/22/13		Corporate Exec
17	1.1.2.2.1	Finalize and sign subcontractor agreements	100%	116 days	Wed 2/13/13	Mon 7/22/13	3	Corporate Exec
18	1.1.2.2.1.1	Specimen (Integration & Configuration Services)	100%	20 days	Wed 2/13/13	Tue 3/12/13		
19	1.1.2.2.1.2	Oracle (CRM Product)	100%	20 days	Wed 2/13/13	Tue 3/12/13		
20	1.1.2.2.1.3	CRM (Scheduling Services)	100%	20 days	Thu 2/27/13	Mon 7/22/13		
21	1.1.2.2.1.4	CSI (NVR)	100%	46 days	Fri 3/1/13	Fri 8/9/13		
22	1.1.2.2.1.4.1	Deliver Draft SOV	100%	8 days	Fri 3/1/13	Tue 3/12/13	22	Ben Hunkel
23	1.1.2.2.1.4.2	Review and Update	100%	11 days	Fri 3/22/13	Tue 4/9/13	22	Ben Hunkel
24	1.1.2.2.1.4.3	Deliver Final SOV	100%	8 days	Fri 4/5/13	Tue 4/9/13	23	Ben Hunkel
25	1.1.2.2.1.4.4	Sign-off	100%	13 days	Wed 4/7/13	Fri 5/3/13	24	Ben Hunkel
26	1.1.2.2.1.5	VOX (Telephony)	100%	20 days	Mon 4/15/13	Fri 5/3/13		
27	1.1.2.2.2	Finalize Licensing Agreements	100%	83 days	Wed 3/13/13	Wed 7/17/13		
28	1.1.2.2.2.1	Oracle (CRM License)	100%	15 days	Wed 3/13/13	Fri 6/28/13		
29	1.1.2.2.2.2	Plexipia (VFP)	100%	30 days	Mon 6/10/13	Wed 7/17/13		Shik Mohamed
30	1.1.2.2.2.3	Telnet (Engage)	100%	138 days	Mon 3/14/13	Mon 8/9/13		Erica Walton
31	1.1.3	Weekly Status Meeting 1	100%	1 day	Mon 3/18/13	Mon 3/18/13		Erica Walton
32	1.1.3.1	Weekly Status Meeting 2	100%	1 day	Mon 3/18/13	Mon 3/18/13		Erica Walton
33	1.1.3.2	Weekly Status Meeting 3	100%	1 day	Mon 3/18/13	Mon 3/18/13		Erica Walton
34	1.1.3.3	Weekly Status Meeting 4	100%	1 day	Mon 3/18/13	Mon 3/18/13		Erica Walton
35	1.1.3.4	Weekly Status Meeting 5	100%	1 day	Mon 3/18/13	Mon 3/18/13		Erica Walton
36	1.1.3.5	Weekly Status Meeting 6	100%	1 day	Mon 4/1/13	Mon 4/1/13		Erica Walton
37	1.1.3.6	Weekly Status Meeting 7	100%	1 day	Mon 4/15/13	Mon 4/15/13		Erica Walton
38	1.1.3.7	Weekly Status Meeting 8	100%	1 day	Mon 4/22/13	Mon 4/22/13		Erica Walton
39	1.1.3.8	Weekly Status Meeting 9	100%	1 day	Mon 4/29/13	Mon 4/29/13		Erica Walton
40	1.1.3.9	Weekly Status Meeting 10	100%	1 day	Mon 5/6/13	Mon 5/6/13		Erica Walton
41	1.1.3.10	Weekly Status Meeting 11	100%	1 day	Mon 5/13/13	Mon 5/13/13		Erica Walton
42	1.1.3.11	Weekly Status Meeting 12	100%	1 day	Mon 5/20/13	Mon 5/20/13		Erica Walton
43	1.1.3.12	Weekly Status Meeting 13	100%	1 day	Mon 5/27/13	Mon 5/27/13		Erica Walton
44	1.1.3.13	Weekly Status Meeting 14	100%	1 day	Mon 6/3/13	Mon 6/3/13		Erica Walton
45	1.1.3.14	Weekly Status Meeting 15	100%	1 day	Mon 6/10/13	Mon 6/10/13		Erica Walton
46	1.1.3.15	Weekly Status Meeting 16	100%	1 day	Mon 6/17/13	Mon 6/17/13		Erica Walton
47	1.1.3.16	Weekly Status Meeting 17	100%	1 day	Mon 6/24/13	Mon 6/24/13		Erica Walton

9/11/13

ID	WBS	Milestone Task Name	% Complete	Duration	Start	Finish	Predecessor/ Interdependence	Resource Names	
48	1.1.3.17	No Weekly Status Meeting 17	100%	1 day	Mon 6/24/13	Mon 6/24/13		Erica Walton	Erica Walton
49	1.1.3.18	No Weekly Status Meeting 18	100%	1 day	Mon 7/1/13	Mon 7/1/13		Erica Walton	Erica Walton
50	1.1.3.19	No Weekly Status Meeting 19	100%	1 day	Mon 7/8/13	Mon 7/8/13		Erica Walton	Erica Walton
51	1.1.3.20	No Weekly Status Meeting 20	100%	1 day	Mon 7/15/13	Mon 7/15/13		Erica Walton	Erica Walton
52	1.1.3.21	No Weekly Status Meeting 21	100%	1 day	Mon 7/22/13	Mon 7/22/13		Erica Walton	Erica Walton
53	1.1.3.22	No Weekly Status Meeting 22	100%	1 day	Mon 7/29/13	Mon 7/29/13		Erica Walton	Erica Walton
54	1.1.3.23	No Weekly Status Meeting 23	100%	1 day	Mon 8/5/13	Mon 8/5/13		Erica Walton	Erica Walton
55	1.1.3.24	No Weekly Status Meeting 24	100%	1 day	Mon 8/12/13	Mon 8/12/13		Erica Walton	Erica Walton
56	1.1.3.25	No Weekly Status Meeting 25	100%	1 day	Mon 8/19/13	Mon 8/19/13		Erica Walton	Erica Walton
57	1.1.3.26	No Weekly Status Meeting 26	100%	1 day	Mon 8/26/13	Mon 8/26/13		Erica Walton	Erica Walton
58	1.1.3.27	No Weekly Status Meeting 27	0%	1 day	Mon 9/2/13	Mon 9/2/13		Erica Walton	Erica Walton
59	1.1.3.28	No Weekly Status Meeting 28	0%	1 day	Mon 9/9/13	Mon 9/9/13		Erica Walton	Erica Walton
60	1.1.4	Yes Contract Deliverables	98%	146 days	Tue 2/28/13	Fri 8/13/13		Erica Walton	Erica Walton
61	1.1.4.1	No Policies and Procedures Work Instructions (WI)	100%	86 days	Wed 2/27/13	Wed 6/26/13		Sasha Rumburg	Sasha Rumburg
62	1.1.4.1.1	No Request existing materials for Exchange System development	100%	1 day	Wed 2/27/13	Fri 3/1/13		Erica Walton, Sasha Rumburg	Erica Walton, Sasha Rumburg
63	1.1.4.1.2	No Develop list of Policies and Procedures/WIs	100%	5 days	Mon 4/8/13	Fri 4/12/13		Maria Shabanova	Maria Shabanova
64	1.1.4.1.3	No Finalize template for Policies and Procedures/WIs	100%	3 days	Wed 3/20/13	Fri 3/22/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
65	1.1.4.1.4	No Develop Business Transaction Inventory spreadsheet	100%	15 days	Wed 2/27/13	Tue 3/19/13		Sasha Rumburg, Maria Shabanova	Sasha Rumburg, Maria Shabanova
66	1.1.4.1.5	No Identify and develop first drafts of operational workflows	100%	28 days	Wed 2/27/13	Fri 4/5/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
67	1.1.4.1.6	No Develop Performer List	100%	15 days	Wed 2/27/13	Tue 3/19/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
68	1.1.4.1.7	No Conduct rolling internal review of Business Transaction Inventory, operational workflows, and Performer List and incorporate feedback	100%	18 days	Wed 3/20/13	Fri 4/12/13		Sasha Rumburg, Maria Shabanova	Sasha Rumburg, Maria Shabanova
69	1.1.4.1.8	No Submit Business Transaction Inventory to the Exchange for review	100%	1 day	Tue 4/2/13	Tue 4/2/13		Sasha Rumburg, Maria Shabanova	Sasha Rumburg, Maria Shabanova
70	1.1.4.1.9	No Submit workflow/performer list to the Exchange for review	100%	1 day	Fri 4/5/13	Fri 4/5/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
71	1.1.4.1.10	No Develop and document Policies and Procedures/WIs	100%	28 days	Mon 4/15/13	Wed 5/22/13		Maria Shabanova	Maria Shabanova
72	1.1.4.1.11	No Update detailed Internal and Exchange review schedule and update Transition Plan	100%	5 days	Mon 4/15/13	Fri 4/19/13		Sasha Rumburg, Maria Shabanova	Sasha Rumburg, Maria Shabanova
73	1.1.4.1.12	No Internal rolling review of Policies and Procedures/WIs	100%	15 days	Thu 5/9/13	Wed 6/26/13		Rumburg, Erica Walton, Ben Hummel	Maria Shabanova
74	1.1.4.1.13	No Revisions to Policies and Procedures/WIs based upon review	100%	15 days	Thu 5/9/13	Wed 6/26/13		Maria Shabanova	Maria Shabanova
75	1.1.4.1.14	No Submit 70% of Policies and Procedures/WIs to the Exchange for review	100%	1 day	Thu 5/16/13	Thu 5/16/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
76	1.1.4.1.15	No Submit remaining 30% of Policies and Procedures/WIs to the Exchange for review	100%	1 day	Thu 5/30/13	Thu 5/30/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
77	1.1.4.1.16	No Exchange review of Policies and Procedures/WIs	100%	16 days	Fri 5/17/13	Fri 6/7/13		The Exchange	The Exchange
78	1.1.4.1.17	No Revisions to Policies and Procedures/WIs based upon review by the Exchange	100%	6 days	Mon 6/10/13	Mon 6/17/13		Maria Shabanova	Maria Shabanova
79	1.1.4.1.18	No Final submission of Policies and Procedures/WIs to the Exchange for approval	100%	5 days	Tue 6/18/13	Mon 6/24/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
80	1.1.4.1.19	No Approval of Policies and Procedures/WIs by the Exchange	100%	1 day	Tue 6/25/13	Tue 6/25/13		The Exchange	The Exchange
81	1.1.4.1.20	No Provide Policies and Procedures/WIs to KMS and training teams for incorporation	100%	1 day	Wed 6/26/13	Wed 6/26/13		Maria Shabanova, Sasha Rumburg	Maria Shabanova, Sasha Rumburg
82	1.1.4.2	No Call Center Scripts	100%	100 days	Mon 3/4/13	Wed 7/17/13		Sasha Rumburg	Sasha Rumburg
83	1.1.4.2.1	No Survey script need and existing script use	100%	5 days	Mon 3/4/13	Fri 3/8/13		Sasha Rumburg	Sasha Rumburg
84	1.1.4.2.2	No Develop list of call center scripts	100%	25 days	Mon 3/11/13	Fri 4/12/13		Sasha Rumburg	Sasha Rumburg
85	1.1.4.2.3	No Create call script outlines/structures	100%	2 days	Tue 4/9/13	Tue 4/9/13		Sasha Rumburg	Sasha Rumburg
86	1.1.4.2.4	No Draft call scripts	100%	33 days	Wed 4/17/13	Fri 5/31/13		Sasha Rumburg	Sasha Rumburg
87	1.1.4.2.5	No Develop internal and Exchange review schedule and update Transition Plan	100%	3 days	Wed 4/17/13	Fri 4/19/13		Sasha Rumburg	Sasha Rumburg
88	1.1.4.2.6	No Internal review of Call Center Scripts	100%	11 days	Tue 5/21/13	Tue 6/4/13		Erica Walton, Sasha Rumburg, Ben Hummel	Erica Walton, Sasha Rumburg



ID	WBS	Milestone Task Name	% Complete	Duration	Start	Finish	Predecessor/ Interdependence	Resource Names	
89	1.1.4.2.7	No	Revisions to Call Center Script based upon review	100%	11 days	Wed 5/22/13	Wed 6/5/13	Sasha Rumburg	34
90	1.1.4.2.8	No	First Submission of Call Center Scripts to the Exchange for review (Inbound and Outbound/Chasing)	100%	1 day	Thu 5/23/13	Thu 5/23/13	Sasha Rumburg	38
91	1.1.4.2.9	No	Second Submission of Call Center Scripts to the Exchange for review (Programmatic PAC/Processes)	100%	1 day	Thu 6/6/13	Thu 6/6/13	Sasha Rumburg	
92	1.1.4.2.10	No	Exchange review of Call Center Scripts	100%	16 days	Fri 6/7/13	Fri 6/28/13	The Exchange	
93	1.1.4.2.11	No	Revisions to Call Center Script based upon review by the Exchange	100%	8 days	Mon 7/1/13	Mon 7/8/13	Sasha Rumburg	
94	1.1.4.2.12	No	Final submission of Call Center Script to the Exchange for approval	100%	5 days	Tue 7/8/13	Mon 7/15/13	Sasha Rumburg	
95	1.1.4.2.13	No	Approval of Call Center Scripts by the Exchange	100%	1 day	Tue 7/8/13	Tue 7/7/13	The Exchange	
96	1.1.4.2.14	No	Provide Call Center Scripts to KMS and training teams for incorporation	100%	1 day	Wed 7/7/13	Wed 7/7/13	Sasha Rumburg	
97	1.1.4.3	No	Communications Plan	100%	80 days	Wed 5/6/13	Tue 6/25/13	Jenn Lynch	
98	1.1.4.3.1	No	Develop and document Communication plan	100%	5 days	Wed 5/6/13	Tue 5/12/13	Jenn Lynch	
99	1.1.4.3.2	No	Conduct internal review and make revisions	100%	5 days	Wed 5/13/13	Tue 5/18/13	Jenna Walton, Ben Huntcutt	
100	1.1.4.3.3	Yes	Submit to the Exchange for review and approval	100%	5 days	Wed 5/20/13	Tue 5/26/13	Erika Walton	
101	1.1.4.3.4	No	Receive feedback/approval and make revisions, if necessary	100%	5 days	Wed 5/27/13	Tue 6/2/13	Jenn Lynch	
102	1.1.4.3.5	No	Finalize Communication Plan and upload to KMS	100%	1 day	Tue 6/4/13	Tue 6/4/13	QA/Training Coordinator	
103	1.1.4.3.6	No	Incorporate into staff training plan	100%	2 days	Mon 6/24/13	Tue 6/25/13	Team John Newton, Shaik Mohammad	
104	1.1.4.4	No	DRBC Plan	91%	120 days	Wed 4/3/13	Fri 9/13/13	John Newton, Jenn Scott, Amanda	
105	1.1.4.4.1	No	Develop and document DRBC Plan, including Testing Scenarios	100%	65.14 days	Wed 4/3/13	Wed 6/13/13	Learned Dan Goodwin, Exchange	
106	1.1.4.4.1.1	No	Coordinate with Risk Mgmt team to conduct risk assessment for DRBC	100%	4.25 days	Wed 4/3/13	Tue 4/9/13	135 Ben Huntcutt, Dan Goodwin, Amanda	
107	1.1.4.4.1.2	No	Identify key resources from project, corporate, subcontractors, Exchange	100%	4.25 days	Tue 4/9/13	Mon 4/15/13	Learned Dan Goodwin, Amanda	
108	1.1.4.4.1.3	No	Detail roles and responsibilities of DRBC response team	100%	6.57 days	Mon 4/15/13	Fri 4/26/13	107 Ben Huntcutt, Dan Goodwin, Amanda	
109	1.1.4.4.1.4	No	Develop and document communication plan	100%	5 days	Fri 4/26/13	Fri 5/3/13	108 Team Ben Huntcutt, Shaik Mohammad	
110	1.1.4.4.1.5	No	Finalize response plans for various scenarios	100%	15 days	Fri 5/3/13	Fri 5/24/13	110 Team Ben Huntcutt, Shaik Mohammad	
111	1.1.4.4.1.6	No	Develop testing scenarios and methods	100%	15 days	Fri 5/24/13	Fri 6/14/13	111 Team Ben Huntcutt, Shaik Mohammad	
112	1.1.4.4.1.7	No	Develop testing schedule	100%	3 days	Fri 6/14/13	Wed 6/18/13	112 Team John Newton, Shaik Mohammad	
113	1.1.4.4.2	No	Conduct internal review and make revisions	100%	50 days	Wed 6/19/13	Mon 8/26/13	113 Team Erika Walton, Amanda Martinez	
114	1.1.4.4.3	Yes	Submit to the Exchange for review and approval	0%	2 days	Mon 8/27/13	Tue 9/3/13	114 Team John Newton, Shaik Mohammad	
115	1.1.4.4.4	No	Receive feedback/approval and make revisions, if necessary	0%	5 days	Wed 9/4/13	Tue 9/10/13	114 John Newton, Jenn Scott, Amanda	
116	1.1.4.4.5	No	Finalize DRBC Plan and upload to KMS	0%	1 day	Wed 9/11/13	Wed 9/11/13	115 Team Ben Huntcutt, Shaik Mohammad	
117	1.1.4.4.6	No	Incorporate into staff training plan	0%	2 days	Thu 9/12/13	Fri 9/13/13	116 Team John Newton, Shaik Mohammad	
118	1.1.4.5	No	Security Plan	94%	20 days	Mon 4/29/13	Wed 6/14/13	Data Network Lead, Exchange Team	
119	1.1.4.5.1	No	Develop and document Security Plan	100%	20 days	Mon 4/29/13	Fri 5/24/13	135 Team Exchange Team, Shawn Adams	
120	1.1.4.5.2	No	Conduct internal review and make revisions	100%	20 days	Mon 5/27/13	Fri 6/21/13	120 Team Exchange Team, Shawn Adams	
121	1.1.4.5.3	Yes	Submit to the Exchange for review and approval	100%	5 days	Mon 6/24/13	Fri 6/28/13	121 Ben Huntcutt, Amanda Learned, Dan	
122	1.1.4.5.4	No	Receive feedback/approval and make revisions, if necessary	100%	2 days	Thu 6/27/13	Fri 6/28/13	Goodwin, Shaik Mohammad, Exchange	
123	1.1.4.5.5	No	Finalize Security Plan and upload to KMS	0%	1 day	Mon 6/12/13	Mon 6/12/13	122 Team Exchange Team, Shawn Adams	
124	1.1.4.5.6	No	Incorporate into staff training plan	0%	2 days	Tue 6/13/13	Wed 6/14/13	QA/Training Coordinator	
125	1.1.4.6	No	Risk Management Plan	100%	74 days	Tue 2/26/13	Fri 6/7/13	136 Team Ben Huntcutt, Jenn Scott	
126	1.1.4.6.1	No	Develop and document Risk Management Plan	100%	12 days	Tue 2/26/13	Wed 3/13/13	136 Team Ben Huntcutt, Jenn Scott	
127	1.1.4.6.1.1	No	Perform risk assessment of processes & services	100%	3 days	Tue 2/26/13	Tue 2/26/13	137 Team Ben Huntcutt, Jenn Scott	
128	1.1.4.6.1.2	No	Formulate risk mitigation strategies	100%	3 days	Fri 3/1/13	Tue 3/5/13	137 Team Ben Huntcutt, Jenn Scott	
129	1.1.4.6.1.3	No	Formulate risk configurations	100%	3 days	Wed 3/6/13	Fri 3/8/13	128 Team Ben Huntcutt, Jenn Scott	
130	1.1.4.6.1.4	No	Identify staff roles and responsibilities for risk management	100%	3 days	Mon 3/11/13	Wed 3/19/13	129 Team Ben Huntcutt, Jenn Scott	

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessors	Resource Names	
131	1.1.4.6.2	No	100%	5 days	Mon 3/11/13	Fri 3/15/13	128	Exchange Team, Ben Humm, Leann Scott	
132	1.1.4.6.3	Yes	100%	0 days	Fri 3/15/13	Fri 3/15/13	131	Exchange Team, Ben Humm, Leann Scott	
133	1.1.4.6.4	No	100%	5 days	Mon 3/18/13	Fri 3/22/13	132	The Exchange	
134	1.1.4.6.5	No	100%	5 days	Mon 3/25/13	Fri 3/29/13	133	Exchange Team, Ben Humm, Leann Scott	
135	1.1.4.6.6	No	100%	2 days	Mon 4/1/13	Tue 4/2/13	134	Exchange Team, Ben Humm, Leann Scott	
136	1.1.4.6.7	No	100%	3 days	Wed 6/6/13	Fri 6/7/13	135	QA Training Coordinator	
137	1.1.4.7.1	No	100%	78 days	Mon 4/8/13	Mon 7/22/13	136	QA Training Coordinator	
138	1.1.4.7.1.1	No	100%	38.76 days	Mon 4/8/13	Thu 5/30/13	137	QA Training Coordinator	
139	1.1.4.7.1.2	No	100%	10 days	Mon 4/8/13	Thu 4/19/13	138	QA Training Coordinator	
140	1.1.4.7.1.3	No	100%	5 days	Mon 4/15/13	Thu 4/26/13	139	QA Training Coordinator	
141	1.1.4.7.1.4	No	100%	15 days	Thu 4/26/13	Thu 5/16/13	140	QA Training Coordinator	
142	1.1.4.7.2	No	100%	10 days	Thu 5/16/13	Thu 5/30/13	141	QA Training Coordinator	
143	1.1.4.7.3	No	100%	16 days	Mon 6/10/13	Fri 6/28/13	142	QA Training Coordinator	
144	1.1.4.7.4	No	100%	1 day	Mon 7/1/13	Mon 7/1/13	143	QA Training Coordinator	
145	1.1.4.7.5	No	100%	12 days	Thu 7/27/13	Mon 7/15/13	144	QA Training Coordinator	
146	1.1.4.7.6	No	100%	2 days	Tue 7/16/13	Wed 7/17/13	145	QA Training Coordinator	
147	1.1.4.7.7	No	100%	1 day	Thu 7/18/13	Thu 7/18/13	146	QA Training Coordinator	
148	1.1.4.7.8	No	100%	1 day	Fri 7/19/13	Fri 7/19/13	147	QA Training Coordinator	
149	1.1.4.7.9	No	100%	1 day	Mon 7/22/13	Mon 7/22/13	148	QA Training Coordinator	
150	1.1.4.8	No	100%	108 days	Mon 3/25/13	Wed 8/14/13	149	QA Training Coordinator	
151	1.1.4.8.1	No	100%	60 days	Mon 3/25/13	Fri 6/14/13	150	QA Training Coordinator	
152	1.1.4.8.1.1	No	100%	10 days	Mon 3/25/13	Fri 6/14/13	151	QA Training Coordinator	
153	1.1.4.8.1.2	No	100%	30 days	Mon 4/8/13	Fri 6/14/13	152	QA Training Coordinator	
154	1.1.4.8.1.3	No	100%	20 days	Mon 4/22/13	Fri 6/14/13	153	QA Training Coordinator	
155	1.1.4.8.1.4	No	100%	15 days	Mon 4/29/13	Fri 6/14/13	154	QA Training Coordinator	
156	1.1.4.8.1.5	No	100%	5 days	Mon 5/6/13	Fri 6/14/13	155	QA Training Coordinator	
157	1.1.4.8.1.6	No	100%	20 days	Mon 5/20/13	Fri 6/14/13	156	QA Training Coordinator	
158	1.1.4.8.1.7	No	100%	3 days	Mon 5/13/13	Wed 5/15/13	157	QA Training Coordinator	
159	1.1.4.8.1.8	No	100%	20 days	Mon 5/27/13	Fri 6/14/13	158	QA Training Coordinator	
160	1.1.4.8.2	No	100%	37 days	Mon 6/3/13	Fri 6/14/13	159	QA Training Coordinator	
161	1.1.4.8.3	No	100%	27 days	Mon 6/17/13	Fri 6/28/13	160	QA Training Coordinator	
162	1.1.4.8.4	No	100%	32 days	Mon 6/17/13	Fri 6/28/13	161	QA Training Coordinator	
163	1.1.4.8.5	No	100%	10 days	Mon 7/29/13	Fri 8/9/13	162	QA Training Coordinator	
164	1.1.4.8.6	No	100%	1 day	Mon 8/12/13	Mon 8/12/13	163	QA Training Coordinator	
165	1.1.4.8.7	No	100%	0 days	Mon 8/12/13	Mon 8/12/13	164	QA Training Coordinator	
166	1.1.4.8.8	No	100%	1 day	Mon 8/12/13	Mon 8/12/13	165	QA Training Coordinator	
167	1.1.4.8.9	No	100%	3 days	Tue 7/22/13	Mon 7/29/13	166	QA Training Coordinator	
168	1.1.4.8.10	No	100%	2 days	Tue 7/22/13	Wed 7/23/13	167	QA Training Coordinator	
169	1.1.4.8.11	No	100%	110 days	Mon 3/11/13	Mon 3/11/13	168	QA Training Coordinator	
170	1.1.4.8.12	No	100%	88%	Mon 3/11/13	Fri 6/28/13	169	QA Training Coordinator	
171	1.1.4.9.1	No	100%	20 days	Mon 3/11/13	Fri 6/28/13	170	QA Training Coordinator	
172	1.1.4.9.2	No	100%	5 days	Mon 3/11/13	Fri 6/28/13	171	QA Training Coordinator	
173	1.1.4.9.3	No	100%	3 days	Mon 3/11/13	Fri 6/28/13	172	QA Training Coordinator	
174	1.1.4.9.4	No	100%	3 days	Mon 3/11/13	Fri 6/28/13	173	QA Training Coordinator	

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/ Independence	Resource Names	
175	1.1.4.9.1.3	No	100%	5 days	Mon 3/24/13	Fri 3/29/13	174	Reports Dev Coordinator	34
176	1.1.4.9.1.4	No	100%	5 days	Mon 4/1/13	Fri 4/5/13	175	Reports Dev Coordinator	08
177	1.1.4.9.2	No	100%	20 days	Mon 4/8/13	Fri 5/3/13		Reports Dev Coordinator	
178	1.1.4.9.3	No	100%	3 days	Mon 4/15/13	Wed 4/17/13		Reports Dev Coordinator	
179	1.1.4.9.4	No	100%	5 days	Mon 5/6/13	Fri 5/10/13		A. Learned	
180	1.1.4.9.5	No	100%	2 days	Mon 5/13/13	Tue 5/14/13		A. Learned	
181	1.1.4.9.6	No	100%	5 days	Wed 5/15/13	Tue 5/21/13	180	A. Learned	
182	1.1.4.9.7	No	100%	3 days	Wed 5/22/13	Fri 5/24/13	181	A. Learned	
183	1.1.4.9.8	No	100%	3 days	Mon 5/27/13	Wed 5/29/13	182	A. Learned	
184	1.1.4.9.9	No	75%	7 days	Mon 7/15/13	Tue 7/23/13	183	A. Learned	
185	1.1.4.9.10	No	99%	1 day	Wed 7/24/13	Wed 7/24/13	184	A. Learned	
186	1.1.4.9.11	No	100%	5 days	Mon 7/29/13	Fri 8/2/13	185	A. Learned	
187	1.1.4.9.12	No	100%	10 days	Thu 7/26/13	Wed 8/7/13	186, 185	A. Learned	
188	1.1.5	No	99%	163 days	Mon 1/21/13	Mon 9/2/13		Amanda Learned	
189	1.1.5.1	No	99%	145 days	Mon 1/21/13	Tue 8/13/13		Amanda Learned	
190	1.1.5.1.1	Yes	100%	1 day	Mon 1/21/13	Mon 1/21/13		Erica Walton	121
191	1.1.5.1.1.1	No	100%	1 day	Thu 1/24/13	Thu 1/24/13		Corp Real Estate	
192	1.1.5.1.1.2	No	100%	3 days	Thu 1/24/13	Tue 1/29/13	191	Corp Real Estate	
193	1.1.5.1.1.3	No	100%	1 day	Thu 1/31/13	Thu 1/31/13	192	Corp Real Estate	
194	1.1.5.1.1.4	No	100%	10 days	Mon 2/4/13	Fri 2/15/13	193	Erica Walton	
195	1.1.5.1.1.5	No	100%	2 days	Fri 2/15/13	Mon 2/18/13	194	Amanda Learned	
196	1.1.5.1.1.6	No	100%	10 days	Tue 2/19/13	Mon 3/4/13	195	Corp Real Estate	
197	1.1.5.1.1.7	No	100%	5 days	Mon 3/4/13	Tue 3/19/13	196	CFO	
198	1.1.5.1.1.8	No	100%	1 day	Tue 3/19/13	Fri 3/23/13	197	Amanda Learned	
199	1.1.5.1.1.9	No	100%	70 days	Mon 3/11/13	Fri 6/14/13	198	Amanda Learned	
200	1.1.5.1.1.10	No	100%	1 day	Mon 6/17/13	Mon 6/17/13	200	Amanda Learned	
201	1.1.5.1.1.11	No	100%	83 days	Wed 5/8/13	Wed 7/24/13			
202	1.1.5.1.1.12	No	100%	21 days	Wed 5/8/13	Tue 6/25/13	201		
203	1.1.5.1.1.13	No	100%	15 days	Wed 5/8/13	Wed 6/26/13	202		
204	1.1.5.1.1.14	No	100%	5 days	Thu 6/27/13	Wed 7/3/13	203		
205	1.1.5.1.1.15	No	100%	3 days	Wed 6/27/13	Fri 6/27/13	204		
206	1.1.5.1.1.16	No	100%	15 days	Wed 6/27/13	Mon 7/1/13	205		
207	1.1.5.1.1.17	No	100%	38 days	Wed 6/27/13	Mon 8/12/13	206		
208	1.1.5.1.1.18	No	100%	1 day	Wed 6/27/13	Tue 6/27/13	207		
209	1.1.5.1.1.19	No	100%	5 days	Thu 6/28/13	Mon 7/1/13	208		
210	1.1.5.1.1.20	No	100%	15 days	Wed 6/28/13	Mon 7/1/13	209		
211	1.1.5.1.1.21	No	100%	5 days	Thu 7/4/13	Mon 7/8/13	210		
212	1.1.5.1.1.22	No	100%	15 days	Mon 7/8/13	Mon 7/15/13	211		
213	1.1.5.1.1.23	No	100%	0 days	Mon 7/15/13	Mon 7/15/13			
214	1.1.5.1.1.24	Yes	100%	0 days	Mon 7/15/13	Mon 7/15/13			
215	1.1.5.1.1.25	Yes	100%	0 days	Mon 7/15/13	Mon 7/15/13			
216	1.1.5.1.1.26	Yes	100%	0 days	Mon 7/15/13	Mon 7/15/13			
217	1.1.5.1.1.27	No	100%	81 days	Mon 7/15/13	Mon 9/24/13		Amanda Learned	617
218	1.1.5.1.1.28	No	100%	15 days	Mon 9/24/13	Fri 10/4/13	217	Amanda Learned	
219	1.1.5.1.1.29	No	100%	1 day	Mon 9/24/13	Mon 9/24/13	218	Amanda Learned	
220	1.1.5.1.1.30	No	100%	10 days	Tue 9/24/13	Mon 10/7/13	219	Amanda Learned	
221	1.1.5.1.1.31	No	100%	3 days	Tue 9/24/13	Mon 9/24/13	220	Amanda Learned	
222	1.1.5.1.1.32	No	100%	60 days	Tue 9/24/13	Mon 11/25/13		Amanda Learned	

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/Interdependent	Resource Names	
223	1.5.1.1.12.5.5.1	Order	100%	34 days	Tue 4/2/13	Fri 5/17/13	221	Amanda Learned	
224	1.5.1.1.12.5.5.2	Install	100%	2 days	Fri 6/7/13	Mon 6/24/13	216	Amanda Learned	
225	1.5.1.1.12.5.6	Cubes	100%	60 days	Tue 4/2/13	Mon 6/24/13	221	Amanda Learned	
226	1.5.1.1.12.5.6.1	Order	100%	34 days	Tue 4/2/13	Fri 5/17/13	221	Amanda Learned	
227	1.5.1.1.12.5.6.2	Install	100%	2 days	Fri 6/7/13	Mon 6/24/13	216	Amanda Learned	
228	1.5.1.1.12.5.7	Conference Room	100%	60 days	Tue 4/2/13	Mon 6/24/13	221	Amanda Learned	
229	1.5.1.1.12.5.7.1	Order	100%	34 days	Tue 4/2/13	Fri 5/17/13	221	Amanda Learned	
230	1.5.1.1.12.5.7.2	Install	100%	2 days	Mon 6/24/13	Mon 6/24/13	216	Amanda Learned	
231	1.5.1.1.13.1	Equipment	100%	89 days	Mon 4/1/13	Tue 6/13/13		Amanda Learned	
232	1.5.1.1.13.1	Determine office equipment specifications (Pcs, printers, copier)	100%	7 days	Mon 4/1/13	Tue 4/9/13		Amanda Learned	
233	1.5.1.1.13.2	Finalize office equipment specifications (Pcs, printers, copier)	100%	1 day	Wed 4/10/13	Wed 4/10/13	232	Amanda Learned	
234	1.5.1.1.13.3	Order office equipment	100%	2 days	Fri 6/24/13	Mon 6/27/13	233	Amanda Learned	
235	1.5.1.1.13.4	Order copier	100%	1 day	Tue 5/28/13	Tue 5/28/13	234	Amanda Learned	
236	1.5.1.1.13.5	Identify additional Corporate staff to assist with installation	100%	3 days	Tue 4/16/13	Thu 4/18/13	235	Amanda Learned	
237	1.5.1.1.13.6	Receive and unpack computers and monitors	100%	5 days	Mon 7/22/13	Fri 7/26/13	231	Amanda Learned	
238	1.5.1.1.13.7	Image computers	100%	2 days	Mon 7/29/13	Tue 7/30/13	237	Amanda Learned	
239	1.5.1.1.13.8	Set up computers in conference rooms	100%	1 day	Wed 7/31/13	Wed 7/31/13	238	Amanda Learned	
240	1.5.1.1.13.9	Set up computers at work stations	100%	5 days	Wed 7/31/13	Tue 8/6/13	238	Amanda Learned	
241	1.5.1.1.13.10	Set up printers	100%	5 days	Wed 8/7/13	Tue 8/6/13	240	Amanda Learned	
242	1.5.1.1.13.11	Test equipment for office	100%	5 days	Wed 8/7/13	Tue 8/13/13	239	Amanda Learned	
243	1.5.1.1.13.12	Start to occupy facility	100%	6 days	Wed 7/31/13	Wed 7/31/13	239	Amanda Learned	
244	1.5.1.1.14	Office Supplies and Corporate Posters	100%	18 days	Mon 6/24/13	Wed 6/26/13		Amanda Learned	
245	1.5.1.1.14.1	Office Supplies and Corporate Posters	100%	0 days	Mon 6/24/13	Mon 6/24/13		Amanda Learned	
246	1.5.1.1.14.2	Finalize office supplies specifications (including coffee, soda, Corporate Posters)	100%	1 day	Tue 6/4/13	Tue 6/4/13		Amanda Learned	
247	1.5.1.1.14.3	Vendor identification and selection	100%	5 days	Wed 6/5/13	Tue 6/11/13	247	Amanda Learned	
248	1.5.1.1.14.4	Order office supplies	100%	10 days	Wed 6/12/13	Tue 6/25/13	247	Amanda Learned	
249	1.5.1.1.14.5	Receive office supplies	100%	1 day	Wed 6/26/13	Wed 6/26/13	248	Amanda Learned	
250	1.5.1.1.15	New York Space (30 Broad St. 33rd Floor)	14%	49 days	Fri 6/28/13	Mon 8/26/13			
251	1.5.1.2.1	Contract Amendment Execution	0%	1 day	Fri 6/28/13	Fri 6/28/13	251	L. Baylison	
252	1.5.1.2.2	Lease Execution	100%	0 days	Fri 7/5/13	Fri 7/5/13	251	D. Walker	
253	1.5.1.2.3	Demo of 33rd Floor	100%	2 days	Sat 7/6/13	Sun 7/7/13	252	G. Millan	
254	1.5.1.2.4	Install New Data and Voice Jacks	0%	5 days	Mon 7/8/13	Fri 7/12/13	253	G. Millan	
255	1.5.1.2.5	Furniture & Carpet Build Out Needs (Offices and Staff)	27%	39 days	Fri 7/5/13	Mon 8/26/13		G. Millan	
256	1.5.1.2.5.1	Finalize Furniture Requirements	0%	1 day	Fri 7/5/13	Fri 7/5/13		G. Millan	
257	1.5.1.2.5.2	Carpet	40%	36 days	Fri 7/5/13	Wed 8/21/13		G. Millan	
258	1.5.1.2.5.2.1	Finalize Carpet Requirements	100%	1 day	Fri 7/5/13	Fri 7/5/13		G. Millan	
259	1.5.1.2.5.2.2	Order Carpet	100%	1 day	Fri 7/5/13	Fri 7/5/13		G. Millan	
260	1.5.1.2.5.2.3	Install Carpet	0%	3 days	Mon 8/19/13	Wed 8/21/13	259S-32 days	G. Millan	
261	1.5.1.2.5.3	Private Offices Furniture	0%	36 days	Mon 7/8/13	Mon 8/26/13		G. Millan	
262	1.5.1.2.5.3.1	Order	0%	1 day	Mon 7/8/13	Mon 7/8/13		G. Millan	
263	1.5.1.2.5.3.2	Install	0%	3 days	Thu 8/22/13	Mon 8/26/13	260	G. Millan	
264	1.5.1.2.5.4	Cube Furniture	70%	36 days	Mon 7/8/13	Mon 8/26/13		G. Millan	
265	1.5.1.2.5.4.1	Order	100%	1 day	Mon 7/8/13	Mon 7/8/13		G. Millan	
266	1.5.1.2.5.4.2	Install	80%	3 days	Thu 8/22/13	Mon 8/26/13	260	G. Millan	
267	1.5.1.2.5.5	Conference Room Furniture	0%	36 days	Mon 7/8/13	Mon 8/26/13		G. Millan	
268	1.5.1.2.5.5.1	Order	0%	1 day	Mon 7/8/13	Mon 7/8/13		G. Millan	
269	1.5.1.2.5.5.2	Install	0%	3 days	Thu 8/22/13	Mon 8/26/13	260	G. Millan	
270	1.5.1.2.6	Equipment	0%	37 days	Fri 7/12/13	Mon 8/26/13		G. Millan	

Project: MD Enrollment Broker Project  
Date: Sat 8/5/13

Task

Critical Task

Milestone

Summary

Rolled Up Task

Rolled Up Critical Task

Rolled Up Milestone

Rolled Up Progress

Split

External Tasks

Inactive Milestone

Manual Summary

Project Summary

Group By Summary

Inactive Task

Manual Task

Duration-only

Manual Summary Rollup

Start-only

Finish-only

Progress

Deadline

ID	WBS	Milestone Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names
271	1.1.5.2.6.1	Determine office equipment specifications (PCs, printers, copier)	0%	1 day	Fri 7/12/13	Fri 7/12/13	251	G.Milian
272	1.1.5.2.6.2	Finalize office equipment specifications (PCs, printers, copier)	0%	1 day	Mon 7/15/13	Mon 7/15/13	271	G.Milian
273	1.1.5.2.6.3	Order office equipment	0%	1 day	Tue 7/16/13	Tue 7/16/13	272	G.Milian
274	1.1.5.2.6.4	Identify additional Corporate staff to assist with installation	0%	1 day	Mon 7/15/13	Mon 7/15/13	271	G.Milian
275	1.1.5.2.6.5	Receive and unpack computers and monitors	0%	3 days	Thu 8/22/13	Mon 8/26/13 27FS-28 days		G.Milian
276	1.1.5.2.6.6	Image computers	0%	3 days	Thu 8/22/13	Mon 8/26/13 27FS-28 days		G.Milian
277	1.1.5.2.6.7	Set up computers in conference rooms	0%	3 days	Thu 8/22/13	Mon 8/26/13 27FS-28 days		G.Milian
278	1.1.5.2.6.8	Set up computers at work stations	0%	3 days	Thu 8/22/13	Mon 8/26/13 27FS-28 days		G.Milian
279	1.1.5.2.6.9	Set up phones at work stations	0%	3 days	Thu 8/22/13	Mon 8/26/13 27FS-28 days		G.Milian
280	1.1.5.2.6.10	Test equipment for office	0%	1 day	Fri 8/30/13	Mon 9/2/13	278	G.Milian
281	1.1.5.2.6.11	Start to occupy facility	0%	1 day	Mon 9/2/13	Mon 9/2/13	280	G.Milian
282	1.1.6	Data Circuits	100%	58 days	Mon 4/1/13	Mon 6/17/13		Shawn Adams
283	1.1.6.1	Finalize data circuit design/configuration	100%	5 days	Mon 4/1/13	Fri 4/15/13		Shawn Adams
284	1.1.6.2	Place order for data circuits, routers, firewall	100%	1 day	Mon 4/8/13	Mon 4/8/13	283	Shawn Adams
285	1.1.6.3	Receive and configure equipment	100%	5 days	Tue 6/4/13	Mon 6/10/13 284FS-40 days		Shawn Adams
286	1.1.6.4	Install and test data circuit	100%	5 days	Tue 6/11/13	Mon 6/17/13 284FS-45 days		Shawn Adams
287	1.1.7	Voice Circuits and Services	88%	106 days	Tue 4/8/13	Fri 8/30/13		Jenn Scott
288	1.1.7.1	Finalize call center voice circuit design/configuration	100%	5 days	Tue 4/8/13	Mon 4/15/13		Jenn Scott
289	1.1.7.2	Place order with carrier for new voice circuits	100%	1 day	Tue 4/16/13	Tue 4/16/13	288	Jenn Scott
290	1.1.7.3	Install and test voice circuits	100%	1 day	Mon 7/22/13	Mon 7/22/13 289FS-35 days		Jenn Scott
291	1.1.7.4	Advanced Call Routing Carrier Services (for IVR)	98%	64 days	Thu 6/6/13	Fri 8/30/13		Jenn Scott
292	1.1.7.4.1	Place order with carrier for advanced call routing features	100%	1 day	Thu 6/6/13	Thu 6/6/13		Jenn Scott
293	1.1.7.4.2	Advanced call routing design phase	100%	10 days	Fri 6/7/13	Thu 6/20/13	292	Jenn Scott
294	1.1.7.4.3	Implement advanced call routing	100%	15 days	Fri 6/21/13	Tue 7/9/13	293	Jenn Scott
295	1.1.7.4.4	UAT testing	100%	20 days	Mon 7/22/13	Fri 8/9/13	294	Jenn Scott
296	1.1.7.4.5	Turn up advanced call routing services (2 days after testing)	0%	1 day	Fri 8/30/13	Fri 8/30/13	295	Jenn Scott
297	1.1.8	Telephony	92%	433 days	Mon 5/7/12	Fri 12/27/13		Chris Wilmer
298	1.1.8.1	IVR and Outbound Dialer	97%	133 days	Fri 3/1/13	Thu 8/29/13		Chris Wilmer
299	1.1.8.1.1	Requirements	100%	79 days	Fri 3/1/13	Wed 6/19/13		Chris Wilmer
300	1.1.8.1.1.1	Determine Requisite Functionality 2/8	100%	11 days	Fri 3/1/13	Fri 3/15/13		Chris Wilmer
301	1.1.8.1.1.2	CSI Kick Off	100%	1 day	Thu 3/28/13	Thu 3/28/13		Chris Wilmer
302	1.1.8.1.1.3	Solution CUI Enablement / Oracle Interface	100%	15 days	Mon 4/7/13	Fri 4/19/13	301FS+1 day	Chris Wilmer
303	1.1.8.1.1.4	Solution Outbound CCM	100%	10 days	Mon 4/22/13	Fri 5/3/13		Chris Wilmer
304	1.1.8.1.1.5	Document IVR Structure / Flow	100%	22 days	Mon 4/22/13	Tue 5/14/13		CSI
305	1.1.8.1.1.6	Draft Prompt Language	100%	17 days	Mon 5/20/13	Tue 6/4/13		C.Wilmer
306	1.1.8.1.1.7	AHCT Review of Prompt Content	100%	8 days	Thu 5/23/13	Tue 6/4/13		The Exchange
307	1.1.8.1.1.8	Internal Approval of Draft Flow	100%	0 days	Fri 5/10/13	Fri 5/10/13	307	CHL
308	1.1.8.1.1.9	Develop Prompt Language for Accessibility	100%	5 days	Mon 5/13/13	Fri 5/17/13		Ben Hunnicutt
309	1.1.8.1.1.10	Internal Approval of Flow	100%	1 day	Mon 5/20/13	Wed 6/19/13	308FS-1 day	The Exchange
310	1.1.8.1.1.11	Obtain CT approval	100%	23 days	Mon 5/20/13	Thu 7/18/13		E. Baylison, CSI
311	1.1.8.1.2	Connectivity	100%	23 days	Mon 5/20/13	Thu 7/18/13		E. Baylison, CSI
312	1.1.8.1.2.1	Establish Connectivity Between CSI & MAXIMUS (UAT)	100%	13 days	Thu 6/20/13	Sat 7/6/13	310	E. Baylison, CSI
313	1.1.8.1.2.2	Establish Connectivity Between CSI & MAXIMUS (Production)	100%	16 days	Mon 7/1/13	Thu 7/18/13		E. Baylison, CSI
314	1.1.8.1.3	Development	100%	48 days	Thu 6/20/13	Fri 8/23/13		YR vendor, Ben Hunnicutt, Jenn Scott
315	1.1.8.1.3.1	Solution Inbound Data Feed	100%	8 days	Thu 6/20/13	Mon 6/24/13	313	Chris Wilmer
316	1.1.8.1.3.2	Translate Prompts to Spanish	100%	5 days	Thu 6/20/13	Wed 6/26/13	310	N. Torres

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/Interdependence	Resource Names
317	1.1.8.1.3.3	Record Prompts	100%	7 days	Thu 6/22/13	Fri 7/5/13	316	CSI
318	1.1.8.1.3.4	Obtain DEV Test Cases	100%	15 days	Thu 5/30/13	Wed 6/19/13		C. Wilmer
319	1.1.8.1.3.5	Develop IVR Flow (Include transfer to DSS)	100%	19 days	Mon 6/10/13	Thu 7/4/13		CSI
320	1.1.8.1.3.6	Develop IVR Pack	100%	32 days	Mon 6/10/13	Fri 7/19/13		CSI
321	1.1.8.1.3.7	Develop data feeds (include enabling outbound, call backs)	100%	19 days	Thu 6/27/13	Fri 7/19/13		CSI
322	1.1.8.1.3.8	IVR Ready for UAT	100%	10 days	Mon 7/22/13	Fri 8/2/13	320	CSI
323	1.1.8.1.4	Testing	100%	44 days	Thu 6/20/13	Fri 8/16/13		C. Wilmer
324	1.1.8.1.4.1	Obtain UAT Test Cases	100%	22 days	Wed 6/20/13	Wed 7/17/13	324	C. Wilmer
325	1.1.8.1.4.2	UAT	100%	22 days	Thu 7/18/13	Fri 8/16/13	324	C. Wilmer
326	1.1.8.1.5	Production Deployment (Complete by 8/10)	80%	8 days	Mon 8/19/13	Thu 8/29/13	325	CSI
327	1.1.8.1.5.1	Deploy inbound IVR	100%	8 days	Mon 8/19/13	Thu 8/29/13		CSI
328	1.1.8.1.5.2	Deploy OCIM	100%	8 days	Mon 8/19/13	Thu 8/29/13		CSI
329	1.1.8.1.5.3	Deploy CROCM	100%	8 days	Mon 8/19/13	Thu 8/29/13		CSI
330	1.1.8.1.5.4	Deploy data feeds	100%	9 days	Mon 8/19/13	Thu 8/29/13		CSI
331	1.1.8.1.5.5	Deploy CTI	0%	9 days	Mon 8/19/13	Thu 8/29/13		CSI
332	1.1.8.2	Telephone System Upgrades and Call Recording	100%	334 days	Mon 5/7/12	Mon 8/12/13		Jenn Scott
333	1.1.8.2.1	Finalize phone system quote for upgrades and recording and place order with vendor	100%	1 day	Mon 5/7/12	Mon 5/7/12		Jenn Scott
334	1.1.8.2.2	Receive upgrade/expansion equipment	100%	1 day	Mon 7/15/13	Mon 7/15/13	333	Jenn Scott
335	1.1.8.2.3	Install and configure phone system upgrade and telephones	100%	2 days	Mon 7/15/13	Fri 7/19/13	334	Jenn Scott
336	1.1.8.2.4	Place phones on desks in Hartford	100%	1 day	Mon 7/22/13	Mon 7/22/13	335	Jenn Scott
337	1.1.8.2.5	Place phones on desks at 30 Broad	100%	1 day	Mon 8/5/13	Mon 8/5/13	336	Jenn Scott
338	1.1.8.2.6	Phone system testing and deployment	100%	5 days	Mon 8/12/13	Mon 8/12/13	337	Jenn Scott
339	1.1.8.3	TTY System	94%	89 days	Mon 4/22/13	Thu 8/29/13		Jenn Scott
340	1.1.8.3.1	Finalize TTY requirements	100%	2 days	Mon 4/22/13	Tue 4/23/13	340	Jenn Scott
341	1.1.8.3.2	Order equipment	100%	1 day	Thu 4/23/13	Wed 4/24/13	341	Jenn Scott
342	1.1.8.3.3	Order 800# and line	100%	1 day	Thu 4/23/13	Thu 4/23/13	341	Jenn Scott
343	1.1.8.3.4	Configure and install	100%	2 days	Mon 7/22/13	Tue 7/23/13	341	Jenn Scott
344	1.1.8.3.5	Test and deploy TTY	75%	2 days	Mon 8/19/13	Tue 8/26/13	343	Jenn Scott
345	1.1.8.4	Home-based CCR/Broker set-up	0%	20 days	Mon 12/2/13	Fri 12/27/13		Jenn Scott
346	1.1.8.4.1	Finalize technical VLP requirements	0%	5 days	Mon 12/2/13	Fri 12/6/13	338, 345	Scott, Ben Huntcliff, Shok Mohamed
347	1.1.8.4.2	Conduct home security audits	0%	5 days	Mon 12/9/13	Fri 12/13/13	346	Vendor, Data Network Lead, Jenn Scott
348	1.1.8.4.3	Install and configure VLP equipment	0%	5 days	Mon 12/16/13	Fri 12/20/13	347	Vendor, Data Network Lead, Jenn Scott
349	1.1.8.4.4	Test and deploy home-based CCR/Brokers	0%	5 days	Mon 12/23/13	Fri 12/27/13	348	Vendor, Data Network Lead, Jenn Scott
350	1.1.9	Workforce Management (WFM) System	100%	141 days	Wed 2/13/13	Mon 8/26/13		Ben Huntcliff
351	1.1.9.1	Finalize quote and place order with vendor	100%	1 day	Wed 2/13/13	Wed 2/13/13	3	Ben Huntcliff
352	1.1.9.2	Conduct desktop call with vendor and call center team	100%	1 day	Wed 2/13/13	Wed 2/13/13		Ben Huntcliff
353	1.1.9.3	Create Documentation of Planned Work and Verify with Pipkins	100%	2 days	Mon 6/24/13	Tue 6/25/13		Ilya Guzman, Luan Dang
354	1.1.9.4	WFM Installation and configuration	100%	12 days	Tue 6/6/13	Wed 6/27/13	353	Ilya Guzman
355	1.1.9.4.1	Create Group for AHCT	100%	3 days	Mon 6/18/13	Wed 6/27/13		Ilya Guzman
356	1.1.9.4.2	Import Schedules Once Created by VOX in CCMVA	100%	1 day	Tue 6/18/13	Tue 6/18/13	355	Ilya Guzman
357	1.1.9.4.3	Provide Monthly Cost for Total AHCT Agents	100%	3 days	Mon 6/19/13	Wed 6/27/13	353	Jenn Scott
358	1.1.9.4.4	Vantage Point Access for AHCT Managers/Supervisor	100%	3 days	Mon 6/19/13	Wed 6/27/13	353, 356	Ilya Guzman
359	1.1.9.5	Testing - Adherence, Agents' Logins, Vantage Point, Agents Group Count	100%	3 days	Thu 6/27/13	Mon 6/28/13	353, 354	Ilya Guzman
360	1.1.9.6	Create Agents	100%	1 day	Mon 6/18/13	Mon 6/18/13	359	Ilya Guzman, Ben Huntcliff
361	1.1.9.7	WFM Deployment	100%	2 days	Tue 6/20/13	Wed 6/27/13	360	Ilya Guzman
362	1.1.9.8	Program WFM training materials	100%	2 days	Thu 6/27/13	Fri 6/28/13	361	Ilya Guzman
363	1.1.10	CT HIX Stages - CRM Implementation	99%	1424 days	Wed 3/20/13	Wed 10/21/13		Ilya Guzman, Ben Huntcliff

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Name
364	1.1.10.1	Project Management Planning	95%	142.4 days	Wed 3/20/13	Wed 10/2/13		
365	1.1.10.1.1	Project Charter	100%	35 days	Wed 3/20/13	Tue 5/7/13		
366	1.1.10.1.1.1	Create and Conduct Internal Review of Project Charter	100%	35 days	Wed 3/20/13	Fri 3/22/13		
367	1.1.10.1.1.2	Perform Customer Review and Revise Project Charter	100%	32 days	Mon 3/25/13	Tue 5/7/13		
368	1.1.10.1.1.3	Project Charter Complete	100%	0 days	Tue 5/7/13	Tue 5/7/13		
369	1.1.10.1.2	Project Management	95%	135.4 days	Thu 3/28/13	Wed 10/2/13		
370	1.1.10.1.2.1	Conduct Project Team Orientation	100%	3 days	Thu 3/28/13	Mon 4/1/13		
371	1.1.10.1.2.2	Deliverable: Weekly Status Report - [CT - DEL - 02]	55%	128 days	Thu 3/28/13	Wed 10/2/13		
372	1.1.10.1.2.3	Deliverable: Updated Project Plan - [CT - DEL - 01]	95%	128 days	Thu 3/28/13	Wed 10/2/13		
373	1.1.10.2	Assess	100%	15 days	Wed 3/27/13	Wed 4/17/13		
374	1.1.10.2.1	Project Kick off Meeting	100%	0 days	Wed 3/27/13	Wed 3/27/13		
375	1.1.10.2.2	Business Requirements Workshops	100%	15 days	Thu 3/28/13	Wed 4/17/13		
376	1.1.10.2.2.1	CTI and IVR Business Flow Review	100%	2 days	Thu 3/28/13	Fri 3/29/13		
377	1.1.10.2.2.2	Integration Business Flow Review - Siebel and KMS	100%	2 days	Wed 4/3/13	Tue 4/2/13		
378	1.1.10.2.2.3	Business Flow Review - Incoming channels Phone and Email	100%	2 days	Wed 4/3/13	Thu 4/4/13		
379	1.1.10.2.2.4	Business Flow Review - Service Call Types	100%	2 days	Fri 4/5/13	Mon 4/8/13		
380	1.1.10.2.2.5	Gather Reporting Requirements	100%	6 days	Fri 4/5/13	Wed 4/17/13		
381	1.1.10.3	Environment Set-up	100%	107 days	Mon 4/8/13	Fri 8/30/13		
382	1.1.10.3.1	Application Development Env Setup	100%	85 days	Mon 4/8/13	Wed 7/31/13		
383	1.1.10.3.1.1	Siebel	100%	5 days	Mon 4/8/13	Fri 4/12/13		
384	1.1.10.3.1.2	OBIEE	100%	5 days	Mon 4/8/13	Fri 4/19/13		
385	1.1.10.3.1.3	KMS	100%	7 days	Mon 4/8/13	Tue 4/23/13		
386	1.1.10.3.1.4	Setup Content for KMS	100%	3 days	Mon 7/29/13	Wed 7/31/13		
387	1.1.10.3.2	Application Install for other Environments if available	100%	54 days	Thu 6/20/13	Fri 8/30/13		
388	1.1.10.3.2.1	Siebel	100%	27 days	Thu 6/20/13	Wed 7/24/13		
389	1.1.10.3.2.2	OBIEE	100%	27 days	Thu 6/20/13	Wed 7/24/13		
390	1.1.10.3.2.3	KMS	100%	27 days	Thu 6/20/13	Wed 7/24/13		
391	1.1.10.3.2.4	Setup Content for KMS	100%	27 days	Thu 7/25/13	Fri 8/30/13		
392	1.1.10.4	Recommend	100%	52 days	Mon 4/22/13	Fri 6/28/13		
393	1.1.10.4.1	Integration Workstream Solution Review	100%	6 days	Mon 4/22/13	Mon 4/22/13		
394	1.1.10.4.1.1	KMS Technical Workshop - Entity and Data Flow	100%	2 days	Mon 4/22/13	Tue 4/23/13		
395	1.1.10.4.1.2	KMS Specification Document	100%	4 days	Wed 4/24/13	Mon 4/29/13		
396	1.1.10.4.2	Functional Stream Solution Review	100%	52 days	Thu 4/18/13	Fri 6/28/13		
397	1.1.10.4.2.1	Screen Mockup Use Case and Story Boarding : CT/IVR	100%	2 days	Thu 4/18/13	Fri 4/19/13		
398	1.1.10.4.2.2	Screen Mockup Use Case and Story Boarding: Call Request Types	100%	2 days	Mon 4/22/13	Tue 4/23/13		
399	1.1.10.4.2.3	Deliverable: Functional Gap Analysis Document - [CT - DEL - 04]	100%	48 days	Wed 4/24/13	Fri 6/28/13		
400	1.1.10.4.2.4	Deliverable: Siebel Requirement Document - [CT - DEL - 03]	100%	23 days	Wed 4/24/13	Fri 5/24/13		
401	1.1.10.4.3	Reporting Solution Review	100%	19.4 days	Thu 4/18/13	Wed 5/15/13		
402	1.1.10.4.3.1	Review Customization level and map Requirements	100%	17 days	Thu 4/18/13	Fri 5/10/13		
403	1.1.10.4.3.2	Review and Approve Report Mockups	100%	16 days	Fri 4/19/13	Wed 5/15/13		
404	1.1.10.4.3.3	Report Requirement Specification Document	100%	17 days	Thu 4/18/13	Fri 5/10/13		
405	1.1.10.4.4	Technical Architecture Review	100%	19 days	Thu 4/23/13	Fri 5/17/13		
406	1.1.10.4.4.1	System Architecture Design	100%	5 days	Tue 4/23/13	Mon 4/28/13		
407	1.1.10.4.4.2	Security Requirements	100%	5 days	Tue 4/23/13	Mon 4/28/13		
408	1.1.10.4.4.3	Deliverable: Technical Architecture Document - [CT - DEL - 05]	100%	18 days	Tue 4/23/13	Fri 5/17/13		
409	1.1.10.5	Design	100%	67 days	Tue 4/23/13	Mon 7/22/13		



ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/Independent	Resource Names
410	1.1.10.5.1	BOBC Design and Business Rules Design	100%	11 days	Tue 4/30/13	Tue 5/14/13		
411	1.1.10.5.1.1	Prepare Detailed Design for Business and Corresponding Data Layer	100%	10 days	Tue 4/30/13	Mon 5/13/13		
412	1.1.10.5.1.2	Prepare EPR's (Entity Relationship Diagram)	100%	10 days	Tue 4/30/13	Mon 5/13/13		
413	1.1.10.5.1.3	Internal Review and Approve Detailed Design	100%	1 day	Tue 5/14/13	Tue 5/14/13	411	
414	1.1.10.5.2	UI Layer Design	100%	11 days	Tue 4/30/13	Tue 5/14/13		
415	1.1.10.5.2.1	Prepare Design for Reports, Screens & Views	100%	10 days	Tue 4/30/13	Mon 5/13/13		
416	1.1.10.5.2.2	Internal Review and Approve Detailed Design	100%	1 day	Tue 5/14/13	Tue 5/14/13	415	
417	1.1.10.5.3	CTI Design	100%	45 days	Tue 4/30/13	Mon 7/1/13		
418	1.1.10.5.3.1	Prepare Design to Integrate Siebel with CTI	100%	9 days	Tue 4/30/13	Fri 5/28/13		
419	1.1.10.5.3.2	Internal Review and Approve Detailed Design	100%	1 day	Mon 7/1/13	Mon 7/1/13	418	
420	1.1.10.5.4	KMS Design	100%	10 days	Tue 4/30/13	Mon 5/13/13		
421	1.1.10.5.4.1	Prepare Design for KMS	100%	9 days	Tue 4/30/13	Fri 5/10/13		
422	1.1.10.5.4.2	Internal Review and Approve Detailed Design	100%	1 day	Mon 5/13/13	Mon 5/13/13	421	
423	1.1.10.5.5	Integration Design	100%	10 days	Tue 4/30/13	Mon 5/13/13		
424	1.1.10.5.5.1	Prepare Design to Integrate Siebel with KMS and CTI	100%	9 days	Tue 4/30/13	Fri 5/10/13		
425	1.1.10.5.5.2	Internal Review and Approve Detailed Design	100%	1 day	Mon 5/13/13	Mon 5/13/13	424	
426	1.1.10.5.6	Reports Design	100%	15 days	Tue 4/23/13	Mon 5/13/13	404	
427	1.1.10.5.6.1	BI Reports / Templates Design	100%	14 days	Tue 4/23/13	Fri 5/10/13		
428	1.1.10.5.6.2	OBIEE repository design with Siebel OLTP / IWR Data Source	100%	7 days	Tue 4/23/13	Wed 5/1/13		
429	1.1.10.5.6.3	OBIEE dashboard report design	100%	7 days	Thu 5/2/13	Fri 5/10/13	428	
430	1.1.10.5.6.4	Review and Approve Detailed Design	100%	1 day	Mon 5/13/13	Mon 5/13/13	429	
431	1.1.10.5.7	Batch Load Design	100%	5 days	Tue 4/30/13	Mon 5/6/13		
432	1.1.10.5.7.1	Prepare Design for Bulk Batch Load programs	100%	4 days	Tue 4/30/13	Fri 5/3/13		
433	1.1.10.5.7.2	Internal Review and Approve Detailed Design	100%	1 day	Mon 5/6/13	Mon 5/6/13	432	
434	1.1.10.5.8	Deliverable: Technical Design Document Review (CT - DEL 07)	100%	1 day	Mon 7/15/13	Mon 7/15/13	433	
435	1.1.10.5.9	Design Sign Off	100%	5 days	Mon 5/13/13	Mon 7/22/13	434	
436	1.1.10.6	Build	100%	50 days	Wed 5/15/13	Fri 7/19/13		
437	1.1.10.6.1	Configuration and Unit Testing	100%	48 days	Wed 5/15/13	Wed 7/17/13		
438	1.1.10.6.1.1	Extend the Siebel Schema	100%	3 days	Wed 5/15/13	Fri 5/17/13		
439	1.1.10.6.1.2	Develop / Configure BO BC as per approved design	100%	7 days	Wed 5/15/13	Thu 5/23/13		
440	1.1.10.6.1.3	Develop / Configure UI Layer (Screens, Views and Applets)	100%	12 days	Fri 5/24/13	Mon 6/10/13	438	
441	1.1.10.6.1.4	Unit testing of Siebel UI layer and Service Request types	100%	5 days	Tue 6/11/13	Mon 6/17/13	440	
442	1.1.10.6.1.5	Siebel Call Center Training Material - UPR/PowerPoint	100%	3 days	Mon 7/15/13	Wed 7/17/13		
443	1.1.10.6.1.6	Resolve Defects	100%	5 days	Mon 7/8/13	Fri 7/12/13	440	
444	1.1.10.6.2	Workflows and Business Rules Development	100%	45 days	Wed 5/15/13	Fri 7/12/13		
445	1.1.10.6.2.1	Develop / Configure Workflows and Business Rules as per approved design	100%	22 days	Wed 5/15/13	Thu 6/13/13		
446	1.1.10.6.2.2	Unit testing of Siebel Workflows and Business Rules	100%	5 days	Fri 6/14/13	Thu 6/20/13	445	
447	1.1.10.6.2.3	Resolve Defects	100%	5 days	Fri 7/12/13	Fri 7/12/13	446	
448	1.1.10.6.3	KMS Development	100%	33 days	Wed 5/15/13	Thu 6/27/13		
449	1.1.10.6.3.1	KMS Configuration	100%	12 days	Wed 5/15/13	Thu 5/20/13		
450	1.1.10.6.3.2	KMS Content Management Training Materials - UPR/PowerPoint	100%	3 days	Tue 5/28/13	Thu 5/30/13		
451	1.1.10.6.3.3	Content Setup	100%	20 days	Fri 5/31/13	Thu 6/27/13	449	
452	1.1.10.6.4	Interface Development and Unit Testing	100%	33 days	Fri 6/7/13	Fri 7/19/13		
453	1.1.10.6.4.1	Integrate Siebel with CTI and KMS	100%	10 days	Fri 7/5/13	Tue 7/16/13	439	
454	1.1.10.6.4.2	Unit testing of Siebel with CTI and KMS	100%	3 days	Fri 6/7/13	Wed 7/17/13	453	

Project MD Enrollment Broker Project

Date Sat 6/5/13

Task

Critical Task

Milestone

Summary

Rollup Task

Rollup Critical Task

Rollup Milestone

Rollup Progress

Split

External Tasks

Project Summary

Group By Summary

Inactive Task

Inactive Milestone

Manual Summary

Manual Task

Manual Summary/ Rollup

Start-only

Finish-only

Progress

Deadline

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/ Interdependent	Resource Names
455	1.1.10.6.4.3	No	100%	2 days	Fri 8/27/13	Mon 8/26/13		
456	1.1.10.6.4.4	No	100%	12 days	Wed 8/29/13	Fri 7/15/13	454	
457	1.1.10.6.4.5	No	100%	45 days	Wed 8/19/13	Fri 7/12/13	430	
458	1.1.10.6.5.1	No	100%	24 days	Wed 8/19/13	Mon 8/17/13		
459	1.1.10.6.5.2	No	100%	12 days	Wed 8/19/13	Thu 8/30/13		
460	1.1.10.6.5.3	No	100%	12 days	Fri 5/31/13	Mon 6/17/13	459	
461	1.1.10.6.5.4	No	100%	24 days	Wed 8/19/13	Mon 6/17/13		
462	1.1.10.6.5.5	No	100%	5 days	Tue 8/18/13	Mon 8/26/13	460	
463	1.1.10.6.5.6	No	100%	3 days	Thu 8/20/13	Mon 8/26/13		
464	1.1.10.6.5.7	No	100%	5 days	Mon 7/8/13	Fri 7/12/13	460	
465	1.1.10.6.6	No	100%	44 days	Wed 5/15/13	Tue 8/27/13	433	
466	1.1.10.6.6.1	No	100%	5 days	Wed 5/15/13	Wed 5/22/13	466	
467	1.1.10.6.6.2	No	100%	1 day	Wed 5/22/13	Wed 5/22/13	466	
468	1.1.10.6.6.3	No	100%	1 day	Wed 5/22/13	Wed 5/22/13	466	
469	1.1.10.6.6.4	No	100%	2 days	Mon 8/26/13	Tue 8/26/13		
470	1.1.10.6.6.5	Yes	100%	0 days	Fri 7/12/13	Fri 7/12/13		
471	1.1.10.7	No	100%	49 days	Mon 8/17/13	Tue 8/20/13		
472	1.1.10.7.1	No	100%	5 days	Mon 8/17/13	Fri 8/21/13		
473	1.1.10.7.2	No	100%	9 days	Wed 7/17/13	Fri 7/19/13	472	
474	1.1.10.7.3	Yes	100%	0 days	Tue 8/20/13	Tue 8/20/13		
475	1.1.10.7.4	No	100%	28 days	Mon 8/26/13	Mon 7/29/13		
476	1.1.10.7.4.1	No	100%	17 days	Mon 8/26/13	Fri 7/12/13		
477	1.1.10.7.4.1.1	No	100%	4 days	Mon 8/26/13	Thu 8/27/13		
478	1.1.10.7.4.1.2	No	100%	4 days	Mon 8/26/13	Thu 8/27/13		
479	1.1.10.7.4.1.3	No	100%	4 days	Tue 7/8/13	Fri 7/12/13		
480	1.1.10.7.4.2	No	100%	18 days	Fri 8/29/13	Fri 7/19/13	436	
481	1.1.10.7.4.2.1	No	100%	5 days	Mon 7/8/13	Fri 7/12/13		
482	1.1.10.7.4.2.2	No	100%	5 days	Mon 7/15/13	Fri 7/19/13	481	
483	1.1.10.7.4.2.3	No	100%	8 days	Fri 8/29/13	Sun 7/7/13		
484	1.1.10.7.4.2.4	No	100%	14 days	Fri 8/29/13	Mon 7/15/13		
485	1.1.10.7.4.2.5	No	100%	14 days	Fri 8/29/13	Mon 7/15/13		
486	1.1.10.7.4.2.6	No	100%	14 days	Fri 8/29/13	Mon 7/15/13		
487	1.1.10.7.4.2.7	No	100%	14 days	Fri 8/29/13	Mon 7/15/13		
488	1.1.10.7.4.3	No	100%	14 days	Wed 7/10/13	Mon 7/29/13		
489	1.1.10.7.4.3.1	No	100%	5 days	Tue 7/23/13	Mon 7/29/13		
490	1.1.10.7.4.3.2	Yes	100%	0 days	Wed 7/10/13	Wed 7/10/13		
491	1.1.10.7.4.3.3	No	100%	1 day	Mon 7/22/13	Mon 7/22/13		
492	1.1.10.7.4.3.4	No	100%	1 day	Mon 7/22/13	Mon 7/22/13		
493	1.1.10.7.4.3.5	No	100%	2 days	Mon 7/22/13	Tue 7/23/13		
494	1.1.10.7.4.3.6	No	100%	5 days	Tue 7/23/13	Mon 7/29/13	493	
495	1.1.10.7.4.3.7	No	100%	12 days	Tue 7/23/13	Mon 7/29/13	490	
496	1.1.10.7.4.4	No	100%	12 days	Wed 7/10/13	Thu 7/25/13		
497	1.1.10.7.4.4.1	No	100%	2 days	Mon 7/15/13	Tue 7/15/13		

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessor/Interdependence	Resource Names
498	1.1.10.7.4.4.2	No	100%	2 days	Mon 7/15/13	Tue 7/16/13		
499	1.1.10.7.4.4.3	No	100%	8 days	Mon 7/15/13	Wed 7/24/13		
500	1.1.10.7.4.4.4	No	100%	8 days	Tue 7/16/13	Thu 7/25/13		
501	1.1.10.7.4.4.5	No	100%	8 days	Wed 7/10/13	Fri 7/19/13		
502	1.1.10.7.4.4.6	No	100%	8 days	Wed 7/10/13	Fri 7/19/13		
503	1.1.10.7.4.4.7	No	100%	8 days	Wed 7/10/13	Fri 7/19/13		
504	1.1.10.7.4.5	No	100%	6 days	Mon 7/22/13	Mon 7/29/13		
505	1.1.10.7.4.5.1	No	100%	2 days	Mon 7/22/13	Tue 7/23/13		
506	1.1.10.7.4.5.2	No	100%	2 days	Mon 7/22/13	Tue 7/23/13		
507	1.1.10.7.4.5.3	No	100%	6 days	Mon 7/22/13	Mon 7/29/13		
508	1.1.10.7.4.5.4	No	100%	6 days	Mon 7/22/13	Mon 7/29/13		
509	1.1.10.7.4.5.5	No	100%	6 days	Mon 7/22/13	Mon 7/29/13		
510	1.1.10.7.4.5.6	No	100%	6 days	Mon 7/22/13	Mon 7/29/13		
511	1.1.10.7.4.5.7	No	100%	6 days	Mon 7/22/13	Mon 7/29/13		
512	1.1.10.7.5	No	100%	35 days	Fri 7/19/13	Tue 8/20/13		
513	1.1.10.7.5.1	No	100%	5 days	Fri 7/19/13	Tue 7/30/13		
514	1.1.10.7.5.2	No	100%	1 day	Mon 7/29/13	Mon 7/29/13	513	
515	1.1.10.7.5.3	Yes	100%	0 days	Tue 8/20/13	Tue 8/20/13		
516	1.1.10.7.5.4	No	100%	22 days	Mon 7/22/13	Tue 8/20/13	496	
517	1.1.10.7.5.4.1	No	100%	1 day	Mon 7/22/13	Mon 7/22/13		
518	1.1.10.7.5.4.1.1	No	100%	1 day	Mon 7/22/13	Mon 7/22/13		
519	1.1.10.7.5.4.1.2	No	100%	1 day	Mon 7/22/13	Mon 7/22/13		
520	1.1.10.7.5.4.1.3	No	100%	1 day	Mon 7/22/13	Mon 7/22/13		
521	1.1.10.7.5.4.2	No	100%	9 days	Thu 8/8/13	Tue 8/20/13	520	
522	1.1.10.7.5.4.2.1	No	100%	9 days	Thu 8/8/13	Tue 8/20/13		
523	1.1.10.7.5.4.2.2	No	100%	9 days	Thu 8/8/13	Tue 8/20/13		
524	1.1.10.7.5.4.2.3	No	100%	9 days	Thu 8/8/13	Tue 8/20/13		
525	1.1.10.7.5.4.2.4	No	100%	9 days	Thu 8/8/13	Tue 8/20/13		
526	1.1.10.8	No	91%	16 days	Mon 8/12/13	Mon 9/2/13	521	
527	1.1.10.8.1	No	100%	9 days	Wed 8/21/13	Mon 9/2/13		
528	1.1.10.8.1.1	No	100%	7 days	Wed 8/21/13	Mon 9/2/13	528	
529	1.1.10.8.1.2	No	90%	7 days	Fri 8/23/13	Mon 9/2/13		
530	1.1.10.8.2	No	93%	16 days	Mon 8/12/13	Mon 9/2/13		
531	1.1.10.8.2.1	No	100%	15 days	Mon 8/12/13	Fri 8/30/13	525	
532	1.1.10.8.2.1.1	No	100%	1 day	Wed 8/21/13	Wed 8/21/13	532	
533	1.1.10.8.2.1.2	No	100%	1 day	Thu 8/22/13	Thu 8/22/13		
534	1.1.10.8.2.1.3	No	100%	2 days	Fri 8/23/13	Mon 9/2/13	533	
535	1.1.10.8.2.1.4	No	100%	8 days	Mon 8/12/13	Wed 8/21/13		
536	1.1.10.8.2.1.4.1	No	100%	3 days	Mon 8/12/13	Wed 8/14/13		
537	1.1.10.8.2.1.4.2	No	100%	2 days	Thu 8/15/13	Fri 8/16/13		
538	1.1.10.8.2.1.4.3	No	100%	3 days	Mon 8/19/13	Wed 8/21/13		
539	1.1.10.8.2.1.5	No	100%	4 days	Thu 8/22/13	Tue 8/27/13		
540	1.1.10.8.2.1.5.1	No	100%	4 days	Thu 8/22/13	Tue 8/27/13		
541	1.1.10.8.2.1.5.2	No	100%	4 days	Thu 8/22/13	Tue 8/27/13		
542	1.1.10.8.2.1.5.3	No	100%	4 days	Thu 8/22/13	Tue 8/27/13		
543	1.1.10.8.2.1.5.4	No	100%	4 days	Thu 8/22/13	Tue 8/27/13		

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/Interdependence	Resource Name
544	1.1.10.8.2.1.6	No	Smoke Test	0%	2 days	Thu 9/29/13	Fri 8/30/13		
545	1.1.10.8.2.2	Yes	Go Live	0%	1 day	Mon 9/2/13	Mon 9/2/13		
546	1.1.10.8.2.2.1	No	Schedule meeting with Stakeholders to get sign off	0%	1 day	Mon 9/2/13	Mon 9/2/13	531	
547	1.1.10.8.2.2.2	Yes	Go-Live	0%	0 days	Mon 9/2/13	Mon 9/2/13	546	
548	1.1.17	No	Starting	99%	167 days	Wed 2/19/13	Tue 10/1/13		AI Miranda
549	1.1.17.1	No	Account Mgr and Exchange Call Center Mgr begin (part of Transition Team)	100%	1 day	Wed 2/19/13	Wed 2/19/13		AI Miranda
550	1.1.17.2	No	Finalize job descriptions and Operations org chart	100%	14 days	Tue 9/12/13	Fri 3/29/13	31-S+15 days	AI Miranda
551	1.1.17.3	No	Finalize Telecommuter Agreement Document	100%	31 days	Mon 9/13/13	Mon 6/24/13		AI Miranda
552	1.1.17.4	No	Meet with staffing agency to plan recruitment activities	100%	42 days	Thu 8/23/13	Wed 7/17/13	550	AI Miranda
553	1.1.17.5	No	Post job openings internally/externally	100%	59 days	Wed 9/17/13	Wed 7/17/13		AI Miranda
554	1.1.17.6	No	Screen resumes and schedule interviews	100%	48 days	Wed 9/17/13	Fri 7/19/13		AI Miranda
555	1.1.17.7	No	Conduct candidate interviews	100%	5 days	Thu 7/18/13	Mon 7/15/13	554	AI Miranda
556	1.1.17.8	No	Select final candidates	100%	2 days	Thu 7/18/13	Fri 7/19/13	555	AI Miranda
557	1.1.17.9	No	Conduct background checks	100%	10 days	Mon 7/22/13	Fri 8/2/13	556	AI Miranda
558	1.1.17.10	No	Check references	100%	5 days	Mon 7/22/13	Fri 7/26/13	558	AI Miranda
559	1.1.17.11	No	Expand verbal offers to candidates and issue offer letters (Permanent)	100%	1 day	Mon 7/29/13	Mon 7/29/13	558	AI Miranda
560	1.1.17.12	No	Notify Staffing Agencies of Selected Candidates (Temp to Perm)	100%	6 days	Mon 7/15/13	Mon 7/22/13		AI Miranda
561	1.1.17.13	No	Expand verbal offers to candidates and issue offer letters (Temp to Perm)	100%	6 days	Mon 7/15/13	Mon 7/22/13		Staffing Agencies
562	1.1.17.14	No	Confirm Temp-to-Perm Offer Acceptance	100%	3 days	Mon 7/29/13	Thu 8/1/13	559	AI Miranda
563	1.1.17.15	No	Starting completed	100%	1 day	Mon 8/5/13	Mon 8/5/13	562	AI Miranda
564	1.1.17.16	Yes	Management start begin July 16, 2013	100%	0 days	Mon 7/29/13	Mon 7/29/13	559	AI Miranda
565	1.1.17.17	Yes	CCRR begin August 13, 2013	100%	0 days	Thu 8/15/13	Thu 8/15/13	564	AI Miranda
566	1.1.17.18	No	Broken Begin 10/1/2013	0%	1 day	Tue 10/1/13	Tue 10/1/13	551	AI Miranda
567	1.1.17.19	No	Training	99%	77 days	Mon 8/20/13	Fri 8/30/13		
568	1.1.17.20	No	Deliver Training	99%	40 days	Mon 7/16/13	Fri 8/30/13		
569	1.1.17.21	No	Deliver Training for project management staff and TTT	100%	28 days	Mon 7/16/13	Wed 8/14/13		Training Coordinator
570	1.1.17.22	No	Deliver Training for CCRs and Select CCR Supervisors	85%	12 days	Thu 8/15/13	Fri 8/30/13	568	Training Coordinator
571	1.1.17.23	No	Set up Learning Management System (LMS)	100%	70 days	Mon 8/20/13	Wed 8/21/13		Training Coordinator/Systems Team Lead
572	1.1.17.24	No	Finalize LMS requirements	100%	20 days	Mon 8/20/13	Fri 8/16/13	572	Training Coordinator/Systems Team Lead
573	1.1.17.25	No	Set-up Staff in LMS Database	100%	50 days	Mon 8/17/13	Wed 8/21/13		QA/Training Supervisors, Rumburg
574	1.1.17.26	No	Set up Knowledge Management System	99%	25 days	Mon 7/15/13	Fri 8/16/13		QA/Training Supervisors, Rumburg
575	1.1.17.27	No	Gather materials for inclusion in KMS	100%	15 days	Mon 8/15/13	Fri 8/2/13	575	QA/Training Supervisors, Rumburg
576	1.1.17.28	No	Create KMS articles in LMS	100%	5 days	Mon 8/15/13	Fri 8/9/13	576	QA/Training Supervisors, Rumburg
577	1.1.17.29	No	Migrate KMS articles from LMS to production	100%	3 days	Mon 8/15/13	Wed 8/14/13	577	QA/Training Supervisors, Rumburg
578	1.1.17.30	No	Test KMS articles in production	50%	2 days	Thu 8/15/13	Fri 8/22/13		QA/Training Supervisors, Rumburg
579	1.1.17.31	No	Test KMS articles in production	90%	91 days	Mon 8/12/13	Thu 8/22/13		Exchange Team, Transition Team
580	1.1.17.32	No	Readiness Review	100%	1 day	Mon 8/17/13	Mon 8/17/13		Exchange Team, Transition Team
581	1.1.17.33	No	Meet with the Exchange to finalize Readiness Review expectations and requirements	100%	10 days	Mon 7/22/13	Fri 5/2/13	580	Exchange Team, Transition Team
582	1.1.17.34	No	Meet with corporate CRM to define level and areas of their involvement	100%	5 days	Tue 7/2/13	Sat 7/6/13	581	Exchange Team, Transition Team
583	1.1.17.35	Yes	Finalize Readiness Review schedule and tasks with stakeholders	95%	5 days	Fri 7/12/13	Thu 7/18/13	582S+5 days	Exchange Team, Transition Team
584	1.1.17.36	No	Conduct Readiness Review	85%	5 days	Fri 7/19/13	Thu 7/25/13	583	Exchange Team, Transition Team
585	1.1.17.37	No	Document each activity and distribute to stakeholders	95%	5 days	Fri 7/19/13	Thu 7/25/13	584	Exchange Team, Transition Team
586	1.1.17.38	No	Obtain final sign-off on Readiness Review	75%	15 days	Fri 8/2/13	Thu 8/1/13	585	Exchange Team, Transition Team
587	1.1.17.39	Yes	Conduct final preparation for Informational Go Live	0%	0 days	Fri 8/2/13	Fri 8/30/13	586	Exchange Team, Transition Team
588	1.2	Yes	Phase 1 completed	0%	34 days	Mon 8/2/13	Thu 10/17/13	578	Transition Team

ID	WBS	Milestone/Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names	
589	1.2.1	Yes Phase 2 - Provide information to callers: September 2 - September 30, 2013	0%	0 days	Mon 9/2/13	Mon 9/2/13	587		9/2
590	1.2.2	Yes Phase 2 - Provide information to callers: September 2 - September 30, 2013	0%	0 days	Mon 9/30/13	Mon 9/30/13	589		9/30
591	1.2.3	No Post "Go Live" Meeting with the Exchange and other stakeholders	0%	1 day	Tue 10/1/13	Tue 10/1/13	590	Exchange Team, Transition Team	10/1
592	1.2.4	No Work with Operations Team for gradual hand-off of project activities	0%	10 days	Wed 10/2/13	Tue 10/15/13	591	Transition Team, Operations Team	
593	1.2.5	No Final meeting to document lessons learned and sign off on hand-off	0%	1 day	Wed 10/16/13	Wed 10/16/13	592	Transition Team, Operations Team	
594	1.2.6	Yes Transition Team Phased Out	0%	1 day	Thu 10/17/13	Thu 10/17/13	593	Transition Team, Operations Team	10/17
595	1.3	Yes Phase 3 - Initial Open Enrollment: October 1, 2013 - February 28, 2014	0%	109 days	Tue 10/1/13	Fri 2/28/14		Transition Team, Operations Team	10/1
596	1.3.1	No Accept Pre-enrollment applications for MAGI population	0%	96 days	Tue 10/1/13	Tue 12/31/13			
597	1.3.2	No Begin processing applications and run eligibility for MAGI applications	0%	43 days	Wed 1/1/14	Fri 2/28/14			
598	1.4	Yes Phase 4: Steady State Operations: March 1, 2014 to End of Contract	0%	0 days	Sat 3/1/14	Sat 3/1/14			3/1

Project MAGI Enrollment Broker Project Date: Sat 8/31/13	Task	Critical Task Milestone Summary	Relied Up Critical Task Milestone	Project Summary Group By Summary	Inactive Task Manual Task	Manual Summary Rollup	Start-only Finish-only Progress Deadline
	Relied Up Task		External Tasks	Inactive Milestone	Manual Summary		

NP 9/14/13

## Schedule 5

### Voter Registration Process

**After completing or responding to all required application information or questions, but before terminating contact...**

1. Tell caller that AHCT is required to offer the opportunity to register to vote and that **their choice will in no way affect their right to participate in the Exchange and/or receive tax credits, nor the amount of such credits, if they otherwise qualify.**
2. Ask the caller if he or she is already registered to vote. If the caller says "no," the caller is not already registered to vote, go to Step 3. If "yes," the Call Center representative will fill out a declination form on the caller's behalf by checking the already registered box, capturing the caller's name and either date of birth or address, and signing **the representative's own name** and the date.
3. If the caller says they are not already registered to vote, caller should be asked if they would like to register to vote. If caller wants to register (says "yes,"), order a voter registration form for the caller from the Exchange's printing contractor and complete the form appropriately. The caller must also be told that should they need assistance in filling out the application, they can call AHCT and someone will help them complete the voter registration application.
4. If the caller says "no," he or she does not want to register to vote, the representative will complete a declination form on the caller's behalf and will **sign the representative's own name and date** and also indicate that person refused to register.
5. **The Caller Center shall remit all completed declination forms to AHCT on a monthly basis.**

Schedule 6  
Estimated Minutes

Time Period	Estimated Minutes
9/1/2013 – 2/28/2014	2,340,251
3/1/2014 – 8/31/2014	1,354,557
9/1/2014 – 8/31/2015	2,321,809
9/1/2015 – 8/31/2016	1,916,094

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