

## 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:55

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

MAXIMUS HEALTH SERVICES, INC.

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

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).

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**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 Comply (Y/N)	Responder Response
2.	<p>Per Section 4.1 of the RFP, the Responder's Call Center proposal shall consist of the following sections, in the order listed below:</p> <ol style="list-style-type: none"> <li>1. Cover Letter</li> <li>2. Table of Contents</li> <li>3. Executive Summary</li> <li>4. Organizational Capability</li> <li>5. Approach and Methodology</li> <li>6. Level of Fit of the Proposed Solution</li> <li>7. Project Timeline</li> <li>8. Scope Exclusions</li> <li>9. Cost/Pricing Proposal</li> </ol>	Y	
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	Section 3
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	Section 4
10.	Per Section 4.3 of the RFP, the Responder shall provide the following to demonstrate organizational capability:	Y	Section 4
11.	<ol style="list-style-type: none"> <li>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.</li> </ol>	Y	Section 4
12.	<ol style="list-style-type: none"> <li>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.</li> </ol>	Y	Section 4
13.	<ol style="list-style-type: none"> <li>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.</li> </ol>	Y	Section 4

14.	Per Section 4.3.1 of the RFP, the Responder 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 Responder 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 4.1
15.	Per Section 4.3.1 of the RFP, the Responder shall document their experience and descriptions which shall include:	Y	Section 4.1
16.	1. Summary descriptions of the client organization (size, geographic location, scope, industry, etc.).	Y	Section 4.1
17.	2. Brief descriptions of consumer assistance services provided.	Y	Section 4.1
18.	3. Scope of the effort in terms of total project cost (to the client), duration of the project, and team size (Responder resources).	Y	Section 4.1
19.	Per Section 4.3.2 of the RFP, the Responder 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: Responder Qualifications of the RFP. The Responder 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 4.2
20.	Per Section 4.3.3 of the RFP, the Responder 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
21.	Per Section 4.4.1 of the RFP, the Responder will describe how their solution fulfils the Exchange/IE objectives as described in Section 2.2.2: Future State of the RFP.	Y	Section 5.1
22.	Per Section 4.4.2 of the RFP, the Responder should describe how their Call Center services will integrate with the State Call Centers as described throughout the RFP.	Y	Section 5.2
23.	Per Section 4.4.3 of the RFP, the Responder 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 5.3 Section 5.5 Section 5.6
24.	Per Section 4.4.4 of the RFP, the Responder shall describe the major processes and methodologies that it will be employed in delivering the services. The Responder 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 Responder 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 Responder 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/procedures/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 Responder'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 Responder would add value to the described areas. The Responder 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 Responder 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 Responder shall provide a high-level description of the Responder'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 Responder 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 Responder 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 Responder 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 Responder 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 Responder shall include a time and materials rate card for additional services.	Y	Section 9
34.	Responder 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.	Responder is committed to an approach of providing continuous improvement.	Y	Section 5.1
36.	Responder will be responsive to the current and future requirements, by proactively anticipating needs, and adjusting services accordingly.	Y	Section 5.1
			<b>Section 5.4.1</b>
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.		
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 5.104

41.	The vendor shall provide support to all the Exchange consumers on both a reactive and a proactive basis.	Y	<p>AHCT Contact Center provides consumer support on a reactive basis through:</p> <ul style="list-style-type: none"> <li>Answers to FAQs offered in the IVR</li> <li>Call routing to specific queues based on consumer activity (language preference, contact type selection, etc) in the IVR</li> <li>Comprehensive answers provided by GCRs to various inquiries with support tools such as KMS and CRM</li> <li>Real-time assistance with the application processing over the phone, including step-by-step guidance on how to fill out paper application or apply on the web</li> <li>Resolution of the AHCT Web Portal technical issues, including collaboration with the Tier 3 Help Desk</li> <li>Handling mailing requests utilizing Sir Speedy's (AHCT printing vendor) portal</li> <li>Transfers to appropriate agencies through self-service options in the IVR or with the help of a GCR</li> <li>TTY and language line support</li> </ul> <p>AHCT Contact Center provides consumer support on a proactive basis through:</p> <ul style="list-style-type: none"> <li>CRM Integration that displays the IVR exit point for all AHCT consumers as the GCR receives a call</li> <li>Automatic population of consumer data as the GCR receives a phone call for all AHCT consumers who validated their identity in the IVR</li> <li>Call consumers back automatically based on IVR call back requests or system triggers such as escalated inquiries, complaints, after-hour messages, or virtual hold</li> <li>Automatically route calls to the correct skillset and</li> </ul>
42.	The vendor shall manage requests from all the Exchange consumers relating to all manners of support required.	Y	<p>AHCT Contact Center staff are trained and equipped with appropriate resources (CRM, KMS, ACD, Call, AHCT Web Portal, Sir Speedy Portal, etc) to respond to inquiries from all AHCT consumers including but not limited to individuals and their Authorized Representatives, Brokers, Navigators, In-Person Assistants, certified Application Assistants, Providers, OHP Representatives, and other stakeholders. MAXIMUS staff follow policies and procedures and associated work instructions, reviewed and approved by AHCT, on how to handle various inquiries from each type of caller, such as: Incoming Call Handling-Individual, Incoming Call Handling-NIP/Broker, Incoming Call Handling-OHP Representative, and Incoming Call Handling-Provider/Medical Facility Representative.</p>

43.	The Call Center solution and its supporting systems shall communicate to consumers in layman language, using terms that are clearly understood by the consumers and consistent with those used by the Exchange.	Y	Section 5.4.1.2
44.	The vendor shall seamlessly coordinate and integrate the Call Center with the Exchange Consumer Support providing services to consumers, including tools, technology and processes.	Y	<p>1. The AHCT contact center seamlessly coordinates in a key and resolution of complex AHCT Web Portal related issues with the Tier 3 Help Desk (Deloitte/BFS) through use of MAXIMUS CRM (Oracle Siebel). MAXIMUS staff follow work instructions described in the AHCT approved policy and procedure, Tier 3 Help Desk Referrals.</p> <p>2. The AHCT contact center IVR is integrated with the Connect IVR to ensure existing DSS recipients can get assistance without having to dial a separate phone number. Our IVR includes a separate landing menu for callers transferred to the AHCT IVR from the Connect IVR. The AHCT contact center IVR is also set up to transfer calls to HUSKY Application Center (Xerox), Anthem Connect Care, Health CT, Anthem Dental, OHA, and QID call centers.</p> <p>3. AHCT contact center staff follow policies and procedures and associated work instructions on handling inquiries involving other agencies/stakeholders, reviewed and approved by the AHCT marketing and legal teams, such as Appeals Referrals, Exemptions Referrals, QHP Referrals, SHOP Referrals, Connect and HUSKY Application Center Referrals, and Tier 3 Help Desk Referrals. The AHCT contact center operating processes have been developed in close collaboration with various critical stakeholders such as DSS, Deloitte (Web Portal and Tier 3 Help Desk Vendor), Sirspeed (AHCT Printing Vendor), ScanOptics (AHCT Mail Processing Vendor), OHA, QID, and KPMG to ensure seamless coordination of efforts across all program areas.</p>
45.	The Call Center shall seamlessly coordinate and integrate with applicable Exchange IT core system components, including Web Portal enrollment, reporting, noticing, appeals, etc.	Y	Per direction of AHCT, there are no integration points between the AHCT contact center technology (CRM/IVR) and AHCT IT core system components (AHCT Web Portal, enrollment, reporting, noticing, appeals, etc.) at this time.
46.	The vendor shall provide a Call Center with processes for service delivery and service management that are based on a standard and repeatable methodology (ex. ITIL-conformant).	Y	Section 5.4.1.4
47.	The Call Center(s) shall be located in an off-site location(s) from the Exchange (approved by the Exchange), except for temporary periods where:	Y	Section 5.9.5.1
48.	1. Calls are overflowed to a different Call Center location to handle major outages and business releases.	Y	Section 5.9.5.1
49.	2. Calls that overflow to a different Call Center location are handled by Call Center personnel who have been trained and are knowledgeable on the Exchange environment.	Y	Section 5.9.5.1
50.	Where more than one site is proposed for the delivery of Call Center services, any switching between the sites must be seamless to callers to the Call Center.	Y	Section 5.9.5.1

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 4.4.1
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.	The system shall facilitate call tracking with work flow processing and work queue functionality.	Y	The Oracle Siebel CRM system facilitates call tracking by capturing an / consumer contact or action taken on behalf of a case relying on data-driven business rules to provide alerts for follow up action and escalation for incomplete activities. An electronic record is made of each call and follow-up actions can be placed in the work queues.
54.	<b>2.02 Core Functionality/Operations</b>		Section 5.4.3
55.	The vendor shall establish and operate a single 1-800 hotline for consumer assistance.	Y	Per direction of AHCT, MAXIMUS maintains two main contact center phone numbers. To date, MAXIMUS has provided 49 toll free numbers dedicated exclusively to AHCT for the purpose of tracking success rate of various marketing campaigns.
56.	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 Telstar Engage Recorder and Capture solution records calls answered by the AHCT contact center personnel. The recording includes both voice conversation as well as capture of the CCR activity in various screens during the call to ensure that staff are accessing the appropriate resources and documenting the call properly. Recordings are available for review to designated AHCT staff and are retained per AHCT records archival requirements.
57.	The system shall record inquiry information.	Y	The Oracle Siebel CRM system is used to record all customer inquiries. CCRs document each customer contact within the CRM including actions taken on the case. Data-driven business rules provide alerts for follow-up action and escalation for incomplete activities.
58.	The system shall assist consumers through Interactive Voice Response (IVR) technology. IVR should be customized for Exchange functionality, include the ability to assist in eligibility determination, confirm enrollment, assist with automated call transfers, etc.	Y	The AHCT contact center IVR solution is hosted by our trusted vendor, CSI. The IVR is fully customized to provide AHCT specific information to callers including how to determine eligibility, how to confirm enrollment, and provides automated call transfers to the AHCT contact center, ConnectVR, HubV, Application Center, Xerox IVR, the Qualified Health Plans (QHP) and eID. Note: Per AHCT direction, there is no integration between our IVR and AHCT Web Portals thus, there is no self-service feature to confirm enrollment, or eligibility determination status in the IVR. The IVR provides guidance on how to obtain this information on the Web. It also offers an option to speak to a CCR at the AHCT contact center.
59.	The system shall have the ability to manage outbound IVR campaigns.	Y	Section 5.4.3.5

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.	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	When the wait time threshold of 60 minutes has been met, the system shall deliver wait time to the caller and presents an option to leave a request to be called back within the next business day or to be placed in the virtual hold. For the virtual hold option, when the caller presses 7, the system collects and confirms the phone number. When the person hangs up, the system holds the person's position in the queue. When the call is ready to be answered, the system auto dials the caller's phone number and the CCR answers the phone. Consumers who choose the call back option shall be placed in an outbound dial file. The outbound dial file runs at least once daily.
62.	The system shall provide consumers who make contact by phone with an estimated wait time to speak with Call Center personnel.	Y	Section 5.4.3.4
63.	The system shall have the functionality to issue customer service reports, and other reports required by the Exchange for basic reporting needs.	Y	Section 5.4.3.5
64.	The system shall have the functionality to export IVR and CRM statistical data and contact information.	Y	Section 5.4.3.7
65.	The system shall have the functionality to call people based on an IVR periodic call list.	Y	Section 5.4.3.8
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 Section 5.4.3.9
67.	The system shall have all prompts/recordings available for English and Spanish call flows.	Y	Section 5.4.3.4
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
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 track an extensive amount of information about a consumer, including a history of all interactions and service requests, notes and associated attached documentation. However, due to the lack of integration with the AHCA Web Portal, there is no up-to-date data on the eligibility, enrollment, or plan information status accessible through the CRM. Our staff are trained to check the consumer status in the primary system of record, AHCA Web Portal, to ensure we communicate the most current and accurate information.

71.	The system shall support inquiries for all health insurance options, including CHIP, Medicaid, Exchange, etc., to support consumers who cross programs.	Y	Our CRM system supports industry categories for all consumer health insurance options including Medicaid, CHIP, and AHCJ. In consultation with AHCJ and DSS, we have customized our CRM to include Homelessness status for Medicaid recipients as well as the option to capture PRUCOL (Foster Children) ID numbers and other forms of identification common for DSS recipients. The system supports capture of unique identifiers for numerous AHCJ consumers including but not limited to Navigators, Brokers, In-Person Assistants, Providers and Medical Facility Representatives. Moreover, the system tracks relationship between various stakeholders (for example, Navigator to individual, etc.)
72.	The Call Center shall provide consumers with unbiased clear information and assist with the selection of plans that best meets their needs.	Y	Section 5.4.3.11
73.	The Call Center shall assist with customer choice as well as enrollment in the Exchange.	Y	Section 5.4.3.11
74.	<b>2.02 Service Level Requirements</b>		Section 5.5
75.	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 requirements from the "Amendments" tab
76.	The Call Center shall incorporate industry standards for average speed of answer metrics (20 seconds or less).	Y	Section 5.5.3
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) 65% 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>		Section 4.4.2
87.	The Call Center shall be capable of operating during 8am to 8pm Monday through Friday to provide better customer service.	Y	Section 4.4.2.1
88.	The system shall integrate seamlessly with other agency Call Centers in accordance with their hours of operation.	Y	Section 5.2.3

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 5.2.4.1 Section 5.4.3.2
90.	The vendor shall provide support based on the work hours defined by Connecticut.	Y	Section 5.4.3.1
91.	The Call Center shall provide emergency help desk and technical support on holiday, weekends, and after hours if necessary.	Y	Section 5.4.3.2
92.	The vendor shall provide Call Center personnel that are exclusively dedicated to the Exchange Consumer Support.	Y	Section 4.4.1
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
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 5.5.1.2
95.	Per Section 4.3.4 of the RFP, the Responder shall provide a brief narrative summarizing their staffing plan.	Y	Section 4.4
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
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 4.4.1
98.	The Responder shall include the following in the staffing plan:		
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 4.4.1/2
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 4.4.1/1
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
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
105.	2. Monitor requests and events that are designed to meet the Exchange, vendor and end-consumer requirements.	Y	Section 5.8.1
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
107.	4. Are continuously trained and monitored in order to evaluate/correct quality and service-related issues.	Y	Section 5.8.1
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 5.8.2
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 5.8.3

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 AHCF Consumer Portal requiring IT support (such as AHCF Consumer Portal is down/frozen, AHCF Consumer Portal pages 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 CCR will also enter a ticket into JIRA. 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 AHCF. (Note: Per AHCF 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.)
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.	5.07 Customer Relationship Management (CRM)		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 5.4.7.3
141.	2. Keeping consumers regularly updated with alerts advising of any new or changed information.	Y	Section 5.4.7.4
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 5.4.7.5
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 5.4.7.7
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 5.4.7.8
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 5.4.7.9
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 5.4.7.4
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 5.4.7.6
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 5.4.7.5
159.	The system shall support a call trlage and routing solution that should provide automated call routing based on content and Call Center personnel skill level requirements.	Y	Section 5.4.7.5
160.	The system shall link multiple contacts pertaining to the same request to the associated request record.	Y	Section 5.4.7.5
161.	The system shall link multiple requests pertaining to the same service request to the associated service request.	Y	Section 5.4.7.5
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 5.4.7.5
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 5.4.7.5
164.	The system shall have functionality to handle email and written correspondence in addition to phone calls.	Y	Section 5.4.7.1 (Note: Per AHC direction, consumer emails are handled by AHC and not MAXIMUS)
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 5.4.7.5 (Note: Email or Web chat are not on behalf of SOW or MAXIMUS)
166.	The system shall follow the Exchange classification of request priority, which will be based on applicable definitions.	Y	Section 5.4.7.5
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 5.4.7.1
168.	The system shall respond promptly to requests with accurate and appropriate information so as to meet or exceed the Service Levels.	Y	Section 5.4.7.1
169.	The system shall dispatch requests within specified time limits to the appropriate party without compromising Service Levels or security requirements.	Y	Section 5.4.7.1
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 5.4.7.5
171.	The vendor shall retain overall responsibility and ownership of all requests until the request is closed, subject to the Exchange approval.	Y	Section 5.4.7.5
172.	The vendor shall track and report the progress of resolution efforts and the status of all requests, including:	Y	Section 5.4.7.5
173.	1. Review the proposed resolution time for each request with the appropriate party and update the status accordingly.	Y	Section 5.4.7.5
174.	2. Coordinate request tracking efforts, and provide and maintain regular communications between all parties and consumers until request resolution.	Y	Section 5.4.7.5
175.	3. Keep the Exchange Informed of changes in request status throughout the request life cycle in accordance with agreed Service Levels.	Y	Section 5.4.7.5
176.	4. Keep the Exchange informed of anticipated resolution times for active requests.	Y	Section 5.4.7.5
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 5.4.7.5
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 5.4.7.2
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 5.4.7.2

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.	The vendor shall be responsible to escalate unresolved problems and dissatisfied consumers according to procedures established by the Exchange.	Y	AHCR Contact Center staff escalate unresolved problems and dissatisfied consumers by following work instructions and policies and procedures, reviewed and approved by AHCT, including: "Documenting and Handling a Complaint," "Processing a Complaint," "Processing an Escalation," "Tier 3 Help Desk Referrals," "Handling Callbacks"
183.	The vendor shall support escalation, tracking, and reporting of unresolved problems according to procedures established by the Exchange.	Y	Section 5.4.8
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
185.	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	Our CRM has a custom workflow to route escalated requests to the appropriate levels for resolution. The timeframes for resolution of all complaints are systematically enforced in the CRM. Each Complaint (and Service Request) subarea has a follow up time frame associated with it to ensure all issues get resolved in a timely fashion. The CRM provides complete traceability of all actions for all request records, including capturing request owner, progress of resolution effort, and closure.
186.	The system shall, where necessary, coordinate with Exchange staff for request resolution for Tier 3 requests.	Y	Section 5.4.8
187.	The vendor shall, for requests that vendor reasonably believes cannot be resolved, communicate to the Tier 3 support the nature of the problem, the reason why the vendor believes it cannot be resolved and the efforts employed by vendor to resolve the request to the appropriate level. Vendor then will work with the Exchange staff to resolve request.	Y	When transferring complex technical issues to Tier 3 Help Desk, VAXIMUS CRs use the Siebel CRM system to document the nature of the issue, associated service requests, their related notes, and the CR effort to resolve the issue. The ownership of the service request in the CRM 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. Note: Per AHCT direction, callers are not transferred to Tier 3 Help Desk. Thus, the information about VAXIMUS efforts to resolve the issue may only be communicated in writing via notes/SR records 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 5.4.9/10

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 5.4.9.1
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 is a long term part of SOW for MAXIMUS
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 5.4.9.4
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 5.4.9.4
203.	The vendor shall provide FAQs lists for the Exchange.	Y	Section 5.4.9.4
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 5.4.9.4
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 5.4.9.4
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 5.4.9.4
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 5.5.5
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 5.5.5
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 5.5.5
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 5.5.5
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 5.5.5

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 5.6.5
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 5.6.5
215.	The vendor shall provide monthly Problem Management reporting to the IEPMO that includes:	Y	Section 5.6.5
216.	1. Trend analysis on the volume and category types of requests.	Y	Section 5.6.5
217.	2. Priority of Problems by business impact.	Y	Section 5.6.5
218.	3. Sources of requests and Problems.	Y	Section 5.6.5
219.	4. Length of time for open requests and Problems.	Y	Section 5.6.5
220.	5. Number of requests and Problems resolved.	Y	Section 5.6.5
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 5.6.5
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 Responder shall explain how and when it will implement the services. The Responder will further describe how it will transition services from the State's current environment to the Responder's proposed solution. The Responder should also describe its expectations of the Exchange in support of the transition.	Y	Section 5.7.1 Section 5.7.2 Section 5.7.3
234.	Per Section 4.4.7 of the RFP, the Responder shall include in its Transition Plan the following elements: 1. Description of Responder 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 5. The Responder's suggested approach for Transition governance 6. Description of metrics that will be used to identify the establishment of a post-transition "steady state".	Y	Section 5.7.3
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 5.7.3
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 5.7.5
237.	The vendor shall participate in the Risk Assessments as they pertain to Call Center Exchange Consumer Support as requested.	Y	Section 5.7.5
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 5.9.3
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 5.9.3
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 5.9
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 5.9.3.1
243.	The vendor shall maintain offsite 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 5.9

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 5.9.4
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 5.9.12
250.	The vendor shall, if a disaster is declared, not discuss or disclose any information about the disaster to any third party.	Y	Section 5.9.6.4
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 5.9.5.5
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 5.9.2
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. 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
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 5.5.2.3
286.	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.	Y	Section 5.5.2.2
287.	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 5.5.2
288.	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.	Y	Section 5.5.2
289.	<b>2.16 Logical Security</b>		Section 5.6
290.	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
291.	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
292.	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
293.	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.	Y	Section 5.6.1 Section 5.6.2
294.	<b>2.17 Reporting</b>		Section 5.10.5
295.	The vendor shall be subject to the following responsibilities pertaining to reporting:		
296.	1. Provide regular progress notifications to the Exchange on current status of Tier 1 and Tier 2.	Y	Section 5.10.5
297.	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
298.	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
299.	a. Nature of the request	Y	Section 5.10.5
300.	b. Estimated time to completion	Y	Section 5.10.5
301.	c. Potential short-term alternatives	Y	Section 5.10.5
302.	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
303.	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 quantiles 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.	<b>2.18 Other</b>		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, <i>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</i> ) 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. <i>[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.]</i>
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.

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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 filling 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.

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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**

**MAXIMUS HEALTH SERVICES, INC.**

BY:   
Kevin Counihan  
CEO, Access Health Connecticut

BY:   
NAME: Adam Polatnick  
TITLE: Vice President  
DATE: Assistant General Counsel

DATE: 9/25/13

09/24/13

(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 HIPAA 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

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
Startup: Paid <u>10/1/2013</u>	\$	1,542,729
<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.

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 Startup or Transition requirement.	Each business day until all startup 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	<p>Meet the following service levels for incident and management reporting:</p> <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>	<p>\$100 for each instance of violating incident report timing parameters.</p> <p>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.</p>	Monthly	Incident Report
Call Center Brokers	SLR-10	Brokers must maintain a call to conversion ratio above 90% (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:		<u>Monthly Cost</u>
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
<b>Total Fixed Labor</b>	<b>\$</b>	<b>84,901</b>
Fixed Other Direct Costs:		<u>Monthly Cost</u>
Copier usage	\$	-
Facilities Rent	\$	45,579
Learning Management System charges	\$	2,631
PBX & scanner maintenance	\$	1,048
Remote backup, data circuit & firewall	\$	3,442
Speridian 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
<b>Total Fixed Other Direct Costs</b>	<b>\$</b>	<b>98,369</b>
<b>TOTAL FIXED MONTHLY COSTS</b>	<b>\$</b>	<b>183,270</b>

*AP 9/10/12*

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		\$ 183,270.37	\$ 183,270.37	\$ 183,270.37	\$ 183,270.37	
Months		7	5	12	12	31
Total Fixed		\$ 1,282,892.59	\$ 916,351.84	\$ 2,199,244.42	\$ 2,199,244.42	\$ 6,597,733.22
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	\$ 9,666,099.12
Fixed Monthly Broker Costs*		\$ 23,656.32	\$ 11,828.16	\$ 11,828.16	\$ 11,828.16	
Months		6*	5	12	12	31
Total Fixed Broker Costs		\$ 141,937.22	\$ 59,140.79	\$ 141,937.90	\$ 141,937.90	\$ 484,953.81
<b>Total Annual Cost</b>	<b>\$ 5,444,991.72</b>	<b>4276452.01**</b>	<b>2626035.73**</b>	<b>5170333.40**</b>	<b>4675965.08**</b>	<b>22193777.93**</b>

\*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 9/6/13

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 8/20/13

REVISED SCHEDULE 3

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	Predecessors/ Interdependence	Resource Names	
1	1	No	Connecticut Exchange Call Center Transition	94%	478 days	Mon 5/7/12	Sat 3/1/14			
2	1.1	No	Phase 1 - Initial Startup: February 13, 2013 through August 31, 2013	97%	433 days	Mon 5/7/12	Fri 12/27/13			
3	1.1.1	Yes	Contract Initiation	100%	0 days	Wed 2/13/13	Wed 2/13/13			
4	1.1.2	No	Project Initiation	100%	116 days	Wed 2/13/13	Mon 7/22/13			
5	1.1.2.1	No	Kick-off and Work Plan Finalization	100%	39 days	Wed 2/13/13	Mon 4/8/13	3	Corporate Exec, Transition Mgr	
6	1.1.2.1.1	No	Notify and mobilize Transition Team members	100%	5 days	Wed 2/13/13	Tue 2/19/13	3	Jenn Lynch	Jenn Lynch
7	1.1.2.1.2	No	Conduct Kick-off meeting with MAXIMUS Transition Management Team, the Exchange, KPMG, Deloitte, CID, OHA, & DSS	100%	1 day	Thu 2/21/13	Thu 2/21/13	6	Erika Walton	Erika Walton
8	1.1.2.1.3	No	Conduct Kick-off meeting with MAXIMUS Transition Team	100%	1 day	Mon 2/25/13	Mon 2/25/13	7	Erika Walton	Erika Walton
9	1.1.2.1.4	No	Finalize Transition Work Plan	100%	4 days	Fri 2/22/13	Wed 2/27/13	7	Jenn Lynch	Jenn Lynch
10	1.1.2.1.5	Yes	Submit Transition Work Plan to the Exchange	100%	0 days	Wed 2/27/13	Wed 2/27/13	9	Jenn Lynch	Jenn Lynch
11	1.1.2.1.6	No	Define Integration Strategy with Exchange Systems	100%	28 days	Thu 2/28/13	Mon 4/8/13	10	Erika Walton	
12	1.1.2.1.6.1	No	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	No	Assess Impact to Work Plan	100%	10 days	Thu 3/21/13	Wed 4/3/13	12		
14	1.1.2.1.6.3	No	Update Work Plan	100%	3 days	Thu 4/4/13	Mon 4/8/13	13	Erika Walton	Erika Walton
15	1.1.2.1.6.4	Yes	Submit Final Transition Work Plan to the Exchange	100%	0 days	Mon 4/8/13	Mon 4/8/13	14	Erika Walton	Erika Walton
16	1.1.2.2	No	Finalize Subcontractor/Licensing Requirements	100%	116 days	Wed 2/13/13	Mon 7/22/13		Corporate Exec	
17	1.1.2.2.1	No	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	No	Speridian (Integration & Configuration Services)	100%	20 days	Wed 2/13/13	Tue 3/12/13			
19	1.1.2.2.1.2	No	Oracle (CRM Product)	100%	20 days	Wed 2/13/13	Tue 3/12/13			
20	1.1.2.2.1.3	No	GRM (Shredding Services)	100%	20 days	Thu 6/27/13	Mon 7/22/13			
21	1.1.2.2.1.4	No	GSI (IVR)	100%	46 days	Fri 3/1/13	Fri 5/3/13			
22	1.1.2.2.1.4.1	No	Deliver Draft SOW	100%	8 days	Fri 3/1/13	Tue 3/12/13		CSI	CSI
23	1.1.2.2.1.4.2	No	Review and Update	100%	11 days	Fri 3/22/13	Fri 4/5/13	22	Ben Hunnicut	Ben Hunnicut
24	1.1.2.2.1.4.3	No	Deliver Final SOW	100%	8 days	Fri 4/5/13	Tue 4/16/13	23FS-1 day	CSI	CSI
25	1.1.2.2.1.4.4	No	Sign-off	100%	13 days	Wed 4/17/13	Fri 5/3/13	24	L.Baylinson,A.Martinez,A.Polatinck	L.Baylinson,A.Martinez,A.P
26	1.1.2.2.1.5	No	VOX (Telephony)	100%	20 days	Mon 4/15/13	Fri 5/10/13			
27	1.1.2.2.2	No	Finalize Licensing Agreements	100%	93 days	Wed 3/13/13	Wed 7/17/13			
28	1.1.2.2.2.1	No	Oracle (CRM Licenses)	100%	15 days	Wed 3/13/13	Tue 4/2/13			
29	1.1.2.2.2.2	No	Pipkins (WFM)	100%	15 days	Mon 6/10/13	Fri 6/28/13		Sheik Mohamad	Sheik Mohamad
30	1.1.2.2.2.3	No	Telstrat (Engage)	100%	30 days	Mon 6/10/13	Wed 7/17/13		Sheik Mohamad	Sheik Mohamad
31	1.1.3	No	Weekly Status Meeting	93%	138 days	Mon 3/4/13	Mon 9/9/13		Erika Walton	Erika Walton
32	1.1.3.1	No	Weekly Status Meeting 1	100%	1 day	Mon 3/4/13	Mon 3/4/13		Erika Walton	Erika Walton
33	1.1.3.2	No	Weekly Status Meeting 2	100%	1 day	Mon 3/11/13	Mon 3/11/13		Erika Walton	Erika Walton
34	1.1.3.3	No	Weekly Status Meeting 3	100%	1 day	Mon 3/18/13	Mon 3/18/13		Erika Walton	Erika Walton
35	1.1.3.4	No	Weekly Status Meeting 4	100%	1 day	Mon 3/25/13	Mon 3/25/13		Erika Walton	Erika Walton
36	1.1.3.5	No	Weekly Status Meeting 5	100%	1 day	Mon 4/1/13	Mon 4/1/13		Erika Walton	Erika Walton
37	1.1.3.6	No	Weekly Status Meeting 6	100%	1 day	Mon 4/8/13	Mon 4/8/13		Erika Walton	Erika Walton
38	1.1.3.7	No	Weekly Status Meeting 7	100%	1 day	Mon 4/15/13	Mon 4/15/13		Erika Walton	Erika Walton
39	1.1.3.8	No	Weekly Status Meeting 8	100%	1 day	Mon 4/22/13	Mon 4/22/13		Erika Walton	Erika Walton
40	1.1.3.9	No	Weekly Status Meeting 9	100%	1 day	Mon 4/29/13	Mon 4/29/13		Erika Walton	Erika Walton
41	1.1.3.10	No	Weekly Status Meeting 10	100%	1 day	Mon 5/6/13	Mon 5/6/13		Erika Walton	Erika Walton
42	1.1.3.11	No	Weekly Status Meeting 11	100%	1 day	Mon 5/13/13	Mon 5/13/13		Erika Walton	Erika Walton
43	1.1.3.12	No	Weekly Status Meeting 12	100%	1 day	Mon 5/20/13	Mon 5/20/13		Erika Walton	Erika Walton
44	1.1.3.13	No	Weekly Status Meeting 13	100%	1 day	Mon 5/27/13	Mon 5/27/13		Erika Walton	Erika Walton
45	1.1.3.14	No	Weekly Status Meeting 14	100%	1 day	Mon 6/3/13	Mon 6/3/13		Erika Walton	Erika Walton
46	1.1.3.15	No	Weekly Status Meeting 15	100%	1 day	Mon 6/10/13	Mon 6/10/13		Erika Walton	Erika Walton
47	1.1.3.16	No	Weekly Status Meeting 16	100%	1 day	Mon 6/17/13	Mon 6/17/13		Erika Walton	Erika Walton

Project: MD Enrollment Broker Project  
Date: Sat 8/31/13

Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

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ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names	1984	1984	1984
48	1.1.3.17	No	Weekly Status Meeting 17	100%	1 day	Mon 6/24/13	Mon 6/24/13		Erika Walton			Erika Walton
49	1.1.3.18	No	Weekly Status Meeting 18	100%	1 day	Mon 7/1/13	Mon 7/1/13		Erika Walton			Erika Walton
50	1.1.3.19	No	Weekly Status Meeting 19	100%	1 day	Mon 7/8/13	Mon 7/8/13		Erika Walton			Erika Walton
51	1.1.3.20	No	Weekly Status Meeting 20	100%	1 day	Mon 7/15/13	Mon 7/15/13		Erika Walton			Erika Walton
52	1.1.3.21	No	Weekly Status Meeting 21	100%	1 day	Mon 7/22/13	Mon 7/22/13		Erika Walton			Erika Walton
53	1.1.3.22	No	Weekly Status Meeting 22	100%	1 day	Mon 7/29/13	Mon 7/29/13		Erika Walton			Erika Walton
54	1.1.3.23	No	Weekly Status Meeting 23	100%	1 day	Mon 8/5/13	Mon 8/5/13		Erika Walton			Erika Walton
55	1.1.3.24	No	Weekly Status Meeting 24	100%	1 day	Mon 8/12/13	Mon 8/12/13		Erika Walton			Erika Walton
56	1.1.3.25	No	Weekly Status Meeting 25	100%	1 day	Mon 8/19/13	Mon 8/19/13		Erika Walton			Erika Walton
57	1.1.3.26	No	Weekly Status Meeting 26	100%	1 day	Mon 8/26/13	Mon 8/26/13		Erika Walton			Erika Walton
58	1.1.3.27	No	Weekly Status Meeting 27	0%	1 day	Mon 9/2/13	Mon 9/2/13		Erika Walton			Erika Walton
59	1.1.3.28	No	Weekly Status Meeting 28	0%	1 day	Mon 9/9/13	Mon 9/9/13		Erika Walton			Erika Walton
60	1.1.4	Yes	Contract Deliverables	98%	146 days	Tue 2/26/13	Fri 9/13/13		Erika Walton			2/26
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			
62	1.1.4.1.1	No	Request existing materials for Exchange System development	100%	1 day	Fri 3/1/13	Fri 3/1/13		Erika Walton,Sasha Rumburg			Erika 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	70	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	62	Maria Shabanova,Sasha Rumburg			Maria Shabanova,Sasha R
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 Sha
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 R
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 R
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 Sha
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 Sha
70	1.1.4.1.9	No	Submit workflows/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 R
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	63	Maria Shabanova			Maria Shabanova
72	1.1.4.1.11	No	Develop 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 Sha
73	1.1.4.1.12	No	Internal rolling review of Policies and Procedures/WIs	100%	15 days	Thu 5/9/13	Wed 5/29/13		Rumburg,Erika Walton,Ben Hunnicutt			Maria Shabanova,Sasha R
74	1.1.4.1.13	No	Revisions to Policies and Procedures/WIs based upon review	100%	15 days	Thu 5/9/13	Wed 5/29/13		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 R
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 R
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	77	Maria Shabanova			Maria Shabanova
79	1.1.4.1.18	No	Final submission of Policies and Procedures/WIs to the Exchange for approval	100%	3 days	Tue 6/18/13	Mon 6/24/13	78	Maria Shabanova,Sasha Rumburg			Maria Shabanova,Sasha R
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	79	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	80	Maria Shabanova,Sasha Rumburg			Maria Shabanova,Sasha R
82	1.1.4.2	No	Call Center Scripts	100%	100 days	Mon 3/4/13	Wed 7/17/13		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	83	Sasha Rumburg			Sasha Rumburg
85	1.1.4.2.3	No	Create call script outlines/structures	100%	2 days	Mon 4/15/13	Tue 4/16/13	84	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	85	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		Walton,Sasha Rumburg,Ben Hunnicutt			Erika Walton,Sasha Rumb

Project: MD Enrollment Broker Project  
Date: Sat 8/3/13

Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Task		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names	1984	1985	1986
89	1.1.4.2.7	No	Revisions to Call Center Scripts based upon review	100%	11 days	Wed 5/22/13	Wed 6/5/13		Sasha Rumburg			Sasha Rumburg
90	1.1.4.2.8	No	First Submission of Call Center Scripts to the Exchange for review (Inbound and Outbound/Closing)	100%	1 day	Thu 5/23/13	Thu 5/23/13		Sasha Rumburg			Sasha Rumburg
91	1.1.4.2.9	No	Second Submission of Call Center Scripts to the Exchange for review (Programmatic FAQ/Processes)	100%	1 day	Thu 6/6/13	Thu 6/6/13	89	Sasha Rumburg			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	91	The Exchange			The Exchange
93	1.1.4.2.11	No	Revisions to Call Center Scripts based upon review by the Exchange	100%	8 days	Mon 7/1/13	Mon 7/8/13	92	Sasha Rumburg			Sasha Rumburg
94	1.1.4.2.12	No	Final submission of Call Center Scripts to the Exchange for approval	100%	5 days	Tue 7/8/13	Mon 7/15/13	93	Sasha Rumburg			Sasha Rumburg
95	1.1.4.2.13	No	Approval of Call Center Scripts by the Exchange	100%	1 day	Tue 7/16/13	Tue 7/16/13	94	The Exchange			The Exchange
96	1.1.4.2.14	No	Provide Call Center Scripts to KMS and training teams for incorporation	100%	1 day	Wed 7/17/13	Wed 7/17/13	95	Sasha Rumburg			Sasha Rumburg
97	1.1.4.3	No	Communications Plan	100%	80 days	Wed 3/6/13	Tue 6/25/13		Jenn Lynch			Jenn Lynch
98	1.1.4.3.1	No	Develop and document Communication plan	100%	5 days	Wed 3/6/13	Tue 3/12/13		Jenn Lynch			Jenn Lynch
99	1.1.4.3.2	No	Conduct Internal review and make revisions	100%	5 days	Wed 3/13/13	Tue 3/19/13	98	Walton,Ben Hunnicutt,Awilda Martinez			Erika Walton,Ben Hunnicutt
100	1.1.4.3.3	Yes	Submit to the Exchange for review and approval	100%	5 days	Wed 3/20/13	Tue 3/26/13	99	Erika Walton			Erika Walton
101	1.1.4.3.4	No	Receive feedback/approval and make revisions, if necessary	100%	5 days	Wed 3/27/13	Tue 4/2/13	100	Jenn Lynch			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	101				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	102	QA/Training Coordinator			QA/Training Coordinator
104	1.1.4.4	No	DR/BC Plan	91%	120 days	Wed 4/3/13	Fri 9/13/13		Team,John Newton,Sheik Mohamad			
105	1.1.4.4.1	No	Develop and document DR/BC Plan, including Testing Scenarios	100%	55.14 days	Wed 4/3/13	Wed 6/19/13		John Newton,Jenn Scott,Amanda Learned,Dan Goodwin,Exchange			
106	1.1.4.4.1.1	No	Coordinate with Risk Mgmt team to conduct risk assessment for DR/BC	100%	4.29 days	Wed 4/3/13	Tue 4/9/13	105	Ben Hunnicutt,Dan Goodwin,Amanda Learned,Jenn Scott,Exchange			Ben Hunnicutt,Dan Goodwin
107	1.1.4.4.1.2	No	Identify key resources from project, corporate, subcontractors, Exchange	100%	4.29 days	Tue 4/9/13	Mon 4/15/13	106	Ben Hunnicutt,Dan Goodwin,Amanda Learned,Jenn Scott,Exchange			Ben Hunnicutt,Dan Goodwin
108	1.1.4.4.1.3	No	Detail roles and responsibilities of DR/BC response team	100%	8.57 days	Mon 4/15/13	Fri 4/26/13	107	Ben Hunnicutt,Dan Goodwin,Amanda Learned,Jenn Scott,Exchange			Ben Hunnicutt,Dan Goodwin
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 Hunnicutt,Sheik Mohamad			John Newton,Jenn Scott,A
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	109	Team,Ben Hunnicutt,Sheik Mohamad			John Newton,Jenn Scott,A
111	1.1.4.4.1.6	No	Develop testing scenarios and methods	100%	15 days	Fri 5/24/13	Fri 6/14/13	110	Team,Ben Hunnicutt,Sheik Mohamad			John Newton,Jenn Scott,A
112	1.1.4.4.1.7	No	Develop testing schedule	100%	3 days	Fri 6/14/13	Wed 6/19/13	111	Team,John Newton,Sheik Mohamad			Ben Hunnicutt,Dan Goodwin
113	1.1.4.4.2	No	Conduct Internal review and make revisions	100%	50 days	Wed 6/19/13	Mon 8/26/13	112	ohamad,Erika Walton,Awilda Martinez			Ben Hunnicutt,Dan Goodwin
114	1.1.4.4.3	Yes	Submit to the Exchange for review and approval	0%	2 days	Mon 6/2/13	Tue 6/3/13	113	Team,John Newton,Sheik Mohamad			9/2
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 Learned,Dan Goodwin,Exchange			John Newton,Jenn Scott,A
116	1.1.4.4.5	No	Finalize DR/BC Plan and upload to KMS	0%	1 day	Wed 9/11/13	Wed 9/11/13	115	Team,Ben Hunnicutt,Sheik Mohamad			John Newton,Jenn Scott,A
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,Sheik Mohamad			Ben Hunnicutt,Dan Goodwin
118	1.1.4.5	No	Security Plan	94%	80 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	118	hnicutt,Exchange Team,Shawn Adams			Sheik Mohamad,Dan Goodwin
120	1.1.4.5.2	No	Conduct Internal review and make revisions	100%	20 days	Mon 5/27/13	Fri 6/21/13	119	hmad,Exchange Team,Shawn Adams			Ben Hunnicutt,Amanda Learned
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	120	hmad,Exchange Team,Shawn Adams			6/24
122	1.1.4.5.4	No	Receive feedback/approval and make revisions, if necessary	100%	2 days	Thu 6/6/13	Fri 6/9/13	121	Ben Hunnicutt,Amanda Learned,Dan Goodwin,Sheik Mohamad,Exchange			Ben Hunnicutt,Amanda Learned
123	1.1.4.5.5	No	Finalize Security Plan and upload to KMS	0%	1 day	Mon 8/12/13	Mon 8/12/13	122	hmad,Exchange Team,Shawn Adams			Ben Hunnicutt,Amanda Learned
124	1.1.4.5.6	No	Incorporate into staff training plan	0%	2 days	Tue 8/13/13	Wed 8/14/13	123	QA/Training Coordinator			QA/Training Coordinator
125	1.1.4.6	No	Risk Management Plan	100%	74 days	Tue 2/26/13	Fri 6/7/13		nge Team,Ben Hunnicutt,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		nge Team,Shawn Adams,Jenn Scott			
127	1.1.4.6.1.1	No	Perform risk assessment of processes & services	100%	3 days	Tue 2/26/13	Thu 2/28/13		hange Team,Ben Hunnicutt,Jenn Scott			Shawn Adams,Sheik Mohamad
128	1.1.4.6.1.2	No	Formulate risk mitigation strategies	100%	3 days	Fri 3/1/13	Tue 3/5/13		hange Team,Ben Hunnicutt,Jenn Scott			Shawn Adams,Sheik Mohamad
129	1.1.4.6.1.3	No	Formulate risk contingencies	100%	3 days	Wed 3/6/13	Fri 3/8/13		hange Team,Ben Hunnicutt,Jenn Scott			Shawn Adams,Sheik Mohamad
130	1.1.4.6.1.4	No	Identify staff roles and responsibilities for risk management	100%	3 days	Mon 3/11/13	Wed 3/13/13		Shawn Adams,Sheik Mohamad,Dan Goodwin,Amanda Learned,Exchange			Shawn Adams,Sheik Mohamad

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Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Task		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names	1984	1984	1984
131	1.1.4.6.2	No	Conduct internal review and make revisions	100%	5 days	Mon 3/11/13	Fri 3/15/13	129	Exchange Team, Ben Hunnicutt, Jenn Scott			Shawn Adams, Sheik Moha
132	1.1.4.6.3	Yes	Submit to the Exchange for review and approval	100%	0 days	Fri 3/15/13	Fri 3/15/13	131	Exchange Team, Ben Hunnicutt, Jenn Scott			3/15
133	1.1.4.6.4	No	Review and approve plan	100%	5 days	Mon 3/18/13	Fri 3/22/13	132	The Exchange			The Exchange
134	1.1.4.6.5	No	Receive feedback/approval and make revisions, if necessary	100%	5 days	Mon 3/25/13	Fri 3/29/13	133	Exchange Team, Ben Hunnicutt, Amanda Learned, Dan			Exchange Team, Ben Hunnicutt
135	1.1.4.6.6	No	Finalize Risk Management Plan and upload to KMS	100%	2 days	Mon 4/1/13	Tue 4/2/13	134	Shawn Adams, Ben Hunnicutt, Jenn Scott			Exchange Team, Amanda L
136	1.1.4.6.7	No	Incorporate into staff training plan	100%	3 days	Wed 6/5/13	Fri 6/7/13	135	QA/Training Coordinator			QA/Training Coordinator
137	1.1.4.7	No	Quality Management Plan	100%	78 days	Mon 4/8/13	Mon 7/22/13		ator, Sasha Rumburg, Ben Hunnicutt			
138	1.1.4.7.1	No	Develop Quality Management Plan	100%	38.76 days	Mon 4/8/13	Thu 5/30/13		QA Coordinator			QA Coordinator
139	1.1.4.7.1.1	No	Identify key performance indicators for the call center	100%	10 days	Mon 4/8/13	Fri 4/19/13		QA Coordinator			QA Coordinator
140	1.1.4.7.1.2	No	Identify measurement tools and procedures - WFM, call recording, call monitoring	100%	5 days	Mon 4/15/13	Thu 4/25/13	139	QA Coordinator			QA Coordinator
141	1.1.4.7.1.3	No	Identify monitoring tasks and responses	100%	15 days	Thu 4/25/13	Thu 5/16/13	140	QA Coordinator			QA Coordinator
142	1.1.4.7.1.4	No	Identify staff roles and responsibilities for QA	100%	10 days	Thu 5/16/13	Thu 5/30/13	141	QA Coordinator			QA Coordinator
143	1.1.4.7.2	No	Internal review of quality management plan	100%	15 days	Mon 6/10/13	Fri 6/28/13	142	QA Coordinator			QA Coordinator
144	1.1.4.7.3	No	Revisions to Quality Management Plan based upon review	100%	1 day	Mon 6/10/13	Mon 7/1/13	143	QA Coordinator			QA Coordinator
145	1.1.4.7.4	No	Submit Quality Management Plan to the Exchange for review	100%	12 days	Tue 7/2/13	Mon 7/15/13	144	QA Coordinator			QA Coordinator
146	1.1.4.7.5	No	Revisions to Quality Management Plan based upon review by the Exchange	100%	2 days	Tue 7/16/13	Wed 7/17/13	145	QA Coordinator			QA Coordinator
147	1.1.4.7.6	No	Final submission of Quality Management Plan to the Exchange for approval	100%	1 day	Thu 7/18/13	Thu 7/18/13	146	QA Coordinator, Sasha Rumburg			QA Coordinator, Sasha Rumburg
148	1.1.4.7.7	No	Approval of the Quality Management Plan by the Exchange	100%	1 day	Fri 7/19/13	Fri 7/19/13	147	The Exchange			The Exchange
149	1.1.4.7.8	No	Finalize Quality Management Plan and provide to KMS and training teams for incorporation	100%	1 day	Mon 7/22/13	Mon 7/22/13	148	QA Coordinator			QA Coordinator
150	1.1.4.8	No	Training Plan	100%	105 days	Mon 3/25/13	Wed 8/14/13		llen, Sasha Rumburg, Ben Hunnicutt			
151	1.1.4.8.1	No	Develop and document Training Plan	100%	60 days	Mon 3/25/13	Fri 6/14/13		Laura Mullen			Laura Mullen
152	1.1.4.8.1.1	No	Analyze training requirements	100%	10 days	Mon 3/25/13	Fri 4/6/13		Laura Mullen			Laura Mullen
153	1.1.4.8.1.2	No	Identify materials to be developed	100%	30 days	Mon 4/8/13	Fri 5/17/13	152	Laura Mullen			Laura Mullen
154	1.1.4.8.1.3	No	Identify Training Gap Analysis	100%	20 days	Mon 4/22/13	Fri 5/17/13		Laura Mullen			Laura Mullen
155	1.1.4.8.1.4	No	Finalize required training modules list	100%	15 days	Mon 4/29/13	Fri 5/17/13		Laura Mullen			Laura Mullen
156	1.1.4.8.1.5	No	Develop outlines for training modules	100%	10 days	Mon 5/6/13	Fri 5/17/13		Laura Mullen			Laura Mullen
157	1.1.4.8.1.6	No	Develop training schedule	100%	5 days	Mon 5/27/13	Fri 5/31/13		Laura Mullen			Laura Mullen
158	1.1.4.8.1.7	No	Develop draft training modules	100%	20 days	Mon 5/20/13	Fri 6/14/13	156	Laura Mullen			Laura Mullen
159	1.1.4.8.1.8	No	Develop internal and Exchange review schedule and update Transition Plan	100%	3 days	Mon 5/13/13	Wed 5/15/13		Laura Mullen, Sasha Rumburg			Laura Mullen, Sasha Rumburg
160	1.1.4.8.2	No	Conduct internal review of training materials	100%	20 days	Mon 5/27/13	Fri 6/21/13		Rumburg, Ben Hunnicutt, Erika Walton			Laura Mullen, Sasha Rumburg
161	1.1.4.8.3	No	Revisions to training materials based upon review	100%	37 days	Mon 6/3/13	Fri 7/19/13		Laura Mullen			Laura Mullen
162	1.1.4.8.4	No	Submit training materials to the Exchange for review	100%	27 days	Mon 6/17/13	Fri 7/19/13		Laura Mullen, Sasha Rumburg			Laura Mullen, Sasha Rumburg
163	1.1.4.8.5	No	Revisions to training materials based upon review	100%	32 days	Mon 6/17/13	Fri 7/26/13		Laura Mullen			Laura Mullen
164	1.1.4.8.6	No	Final submission of training materials to the Exchange for approval	100%	10 days	Mon 7/29/13	Fri 8/9/13	163	Laura Mullen, Sasha Rumburg			Laura Mullen, Sasha Rumburg
165	1.1.4.8.7	No	Approval of training materials by the Exchange	100%	1 day	Mon 8/12/13	Mon 8/12/13	164	The Exchange			The Exchange
166	1.1.4.8.8	Yes	Finalize Training Plan	100%	0 days	Mon 8/12/13	Mon 8/12/13	165	Laura Mullen			8/12
167	1.1.4.8.9	No	Prepare training materials for project management training sessions	100%	1 day	Mon 8/12/13	Mon 8/12/13	164	Laura Mullen			Laura Mullen
168	1.1.4.8.10	No	Prepare training materials for CCR sessions	100%	3 days	Mon 8/12/13	Wed 8/14/13	164	Laura Mullen			Laura Mullen
169	1.1.4.8.11	No	Speridian TTT	100%	5 days	Tue 7/23/13	Mon 7/29/13		Speridian			Speridian
170	1.1.4.8.12	No	Deloitte TTT	100%	2 days	Tue 8/13/13	Wed 8/14/13		Deloitte			Deloitte
171	1.1.4.9	No	Report Format Development	98%	110 days	Mon 3/11/13	Wed 8/7/13		ts Dev Coordinator, Sasha Rumburg			
172	1.1.4.9.1	No	Develop and Document Report Formats	100%	20 days	Mon 3/11/13	Fri 4/5/13		Reports Dev Coordinator			
173	1.1.4.9.1.1	No	Define report requirements from RFP and Proposal	100%	10 days	Mon 3/11/13	Fri 3/22/13		Reports Dev Coordinator			Reports Dev Coordinator
174	1.1.4.9.1.2	No	Identify needed reports	100%	5 days	Mon 3/18/13	Fri 3/22/13		ports Dev Coordinator, Exchange Team			Reports Dev Coordinator, E

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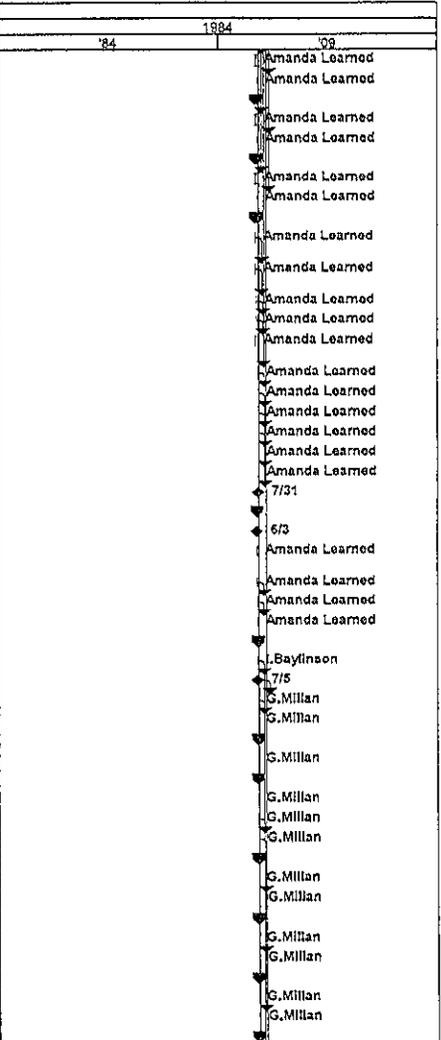
Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names	1984	1985
175	1.1.4.9.1.3	No	Identify data sources	100%	5 days	Mon 3/25/13	Fri 3/29/13	174	Reports Dev Coordinator		Reports Dev Coordinator
176	1.1.4.9.1.4	No	Finalize report generation functionality	100%	5 days	Mon 4/1/13	Fri 4/5/13	175	Reports Dev Coordinator		Reports Dev Coordinator
177	1.1.4.9.2	No	Develop report formats	100%	20 days	Mon 4/8/13	Fri 5/3/13		Reports Dev Coordinator		Reports Dev Coordinator
178	1.1.4.9.3	No	Develop internal Exchange review schedule and update Transition Plan	100%	3 days	Mon 4/15/13	Wed 4/17/13		Reports Dev Coordinator		Reports Dev Coordinator
179	1.1.4.9.4	No	Conduct internal review of report formats	100%	5 days	Mon 5/6/13	Fri 5/10/13		A. Leamed		A. Leamed
180	1.1.4.9.5	No	Revisions to report formats based upon review	100%	2 days	Mon 5/13/13	Tue 5/14/13	179	A. Leamed		A. Leamed
181	1.1.4.9.6	No	Submit report formats to the Exchange for review	100%	5 days	Wed 5/15/13	Tue 5/21/13	180	A. Leamed		A. Leamed
182	1.1.4.9.7	No	Revisions to report formats based upon review	100%	3 days	Wed 5/22/13	Fri 5/24/13	181	A. Leamed		A. Leamed
183	1.1.4.9.8	No	Final submission of report formats to the Exchange for approval	100%	3 days	Mon 5/27/13	Wed 5/29/13	182	A. Leamed		A. Leamed
184	1.1.4.9.9	No	Approval of report formats by the Exchange	75%	7 days	Mon 7/15/13	Tue 7/23/13	183	A. Leamed		A. Leamed
185	1.1.4.9.10	No	Finalize report formats	95%	1 day	Wed 7/24/13	Wed 7/24/13	184	A. Leamed		A. Leamed
186	1.1.4.9.11	No	Create report test cases	100%	5 days	Mon 8/24/13	Fri 8/28/13	185	A. Leamed		A. Leamed
187	1.1.4.9.12	No	Conduct report testing	100%	10 days	Thu 7/25/13	Wed 8/7/13	186,185	A. Leamed		A. Leamed
188	1.1.5	No	Facilities and Office Equipment	90%	163 days	Mon 1/21/13	Mon 9/2/13		Amanda Leamed		Amanda Leamed
189	1.1.5.1	No	Facilities Leasing and Build-out	99%	149 days	Mon 1/21/13	Tue 8/13/13		Amanda Leamed		Amanda Leamed
190	1.1.5.1.1	Yes	Hartford Space	100%	149 days	Mon 1/21/13	Tue 8/13/13		Amanda Leamed		1/21
191	1.1.5.1.1.1	No	Complete Facilities Request Form	100%	1 day	Mon 1/21/13	Mon 1/21/13		Erika Walton		Erika Walton
192	1.1.5.1.1.2	No	Possible Site Locations Identified	100%	1 day	Thu 1/24/13	Thu 1/24/13		Corp Real Estate		Corp Real Estate
193	1.1.5.1.1.3	No	ID/Assess Sites	100%	3 days	Fri 1/25/13	Tue 1/29/13	192	Corp Real Estate		Corp Real Estate
194	1.1.5.1.1.4	No	Select Permanent Space	100%	1 day	Thu 1/31/13	Thu 1/31/13	193	Corp Real Estate		Corp Real Estate
195	1.1.5.1.1.5	No	Finalize Space Needs	100%	10 days	Mon 2/4/13	Fri 2/15/13	194	Erika Walton		Erika Walton
196	1.1.5.1.1.6	No	Define Buildout Plan	100%	2 days	Fri 2/15/13	Mon 2/18/13	195	Amanda Leamed		Amanda Leamed
197	1.1.5.1.1.7	No	Negotiate Tenant Improvements/Build-out Requirements	100%	10 days	Tue 2/19/13	Mon 3/4/13	196	Corp Real Estate		Corp Real Estate
198	1.1.5.1.1.8	No	Sign Lease Agreement	100%	5 days	Mon 3/4/13	Fri 3/8/13		CFO		CFO
199	1.1.5.1.1.9	No	Determine Color Schemes	100%	1 day	Tue 2/19/13	Tue 2/19/13	198	Amanda Leamed		Amanda Leamed
200	1.1.5.1.1.10	No	Build-out Underway	100%	70 days	Mon 3/11/13	Fri 6/14/13	198	Amanda Leamed		Amanda Leamed
201	1.1.5.1.1.11	No	Build-out Completed	100%	1 day	Mon 6/17/13	Mon 6/17/13	200	Amanda Leamed		Amanda Leamed
202	1.1.5.1.1.12	No	Office Installation	100%	88 days	Mon 3/14/13	Wed 7/3/13		Amanda Leamed		Amanda Leamed
203	1.1.5.1.1.12.1	No	Security Installation	100%	21 days	Wed 6/5/13	Wed 7/3/13				
204	1.1.5.1.1.12.1.1	No	Security Requests for Bids	100%	15 days	Wed 6/5/13	Tue 6/25/13				
205	1.1.5.1.1.12.1.2	No	Select Vendor	100%	1 day	Wed 6/26/13	Wed 6/26/13	204			
206	1.1.5.1.1.12.1.3	No	Negotiate and Sign Contract	100%	5 days	Thu 6/27/13	Wed 7/3/13	205			
207	1.1.5.1.1.12.1.4	No	Install System	100%	3 days	Wed 6/19/13	Fri 6/21/13	201			
208	1.1.5.1.1.12.2	No	Cabling Installation	100%	39 days	Wed 5/1/13	Mon 6/24/13				
209	1.1.5.1.1.12.2.1	No	Cabling Requests for Bids	100%	15 days	Wed 5/1/13	Tue 5/21/13				
210	1.1.5.1.1.12.2.2	No	Select Vendor	100%	1 day	Wed 5/22/13	Wed 5/22/13	209			
211	1.1.5.1.1.12.2.3	No	Negotiate and Sign Contract	100%	5 days	Thu 5/23/13	Wed 5/29/13	210			
212	1.1.5.1.1.12.2.4	No	Install Cabling	100%	15 days	Tue 6/4/13	Mon 6/24/13	211			
213	1.1.5.1.1.12.3	Yes	IT Server/Phone Room	100%	0 days	Mon 6/17/13	Mon 6/17/13				6/17
214	1.1.5.1.1.12.3.1	Yes	Server room ready date	100%	0 days	Mon 6/17/13	Mon 6/17/13		Amanda Leamed		6/17
215	1.1.5.1.1.12.4	Yes	Data Conduit and Electrical Work for Furniture	100%	0 days	Mon 6/17/13	Mon 6/17/13				6/17
216	1.1.5.1.1.12.4.1	Yes	Data conduit/electrical work ready date	100%	0 days	Mon 6/17/13	Mon 6/17/13		Amanda Leamed		
217	1.1.5.1.1.12.5	No	Furniture Build Out Needs (Offices and Staff)	100%	81 days	Mon 3/4/13	Mon 6/24/13		Amanda Leamed		
218	1.1.5.1.1.12.5.1	No	Finalize Furniture Requirements	100%	15 days	Mon 3/4/13	Fri 3/22/13		Amanda Leamed		Amanda Leamed
219	1.1.5.1.1.12.5.2	No	Prepare Furniture Request for Bid	100%	1 day	Mon 3/11/13	Mon 3/11/13	218	Amanda Leamed		Amanda Leamed
220	1.1.5.1.1.12.5.3	No	Vendor Response	100%	10 days	Tue 3/12/13	Mon 3/25/13	219	Amanda Leamed		Amanda Leamed
221	1.1.5.1.1.12.5.4	No	Select Vendor	100%	5 days	Tue 3/26/13	Mon 4/1/13	220	Amanda Leamed		Amanda Leamed
222	1.1.5.1.1.12.5.5	No	Private Offices	100%	60 days	Tue 4/2/13	Mon 6/24/13		Amanda Leamed		

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Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names
223	1.5.1.1.12.5.5.1	No	Order	100%	34 days	Tue 4/2/13	Fri 5/17/13	221	Amanda Learned
224	1.5.1.1.12.5.5.2	No	Install	100%	2 days	Fri 6/21/13	Mon 6/24/13	218	Amanda Learned
225	1.1.5.1.1.12.5.6	No	Cubes	100%	60 days	Tue 4/2/13	Mon 6/24/13		Amanda Learned
226	1.5.1.1.12.5.6.1	No	Order	100%	34 days	Tue 4/2/13	Fri 5/17/13	221	Amanda Learned
227	1.5.1.1.12.5.6.2	No	Install	100%	2 days	Fri 6/21/13	Mon 6/24/13	218	Amanda Learned
228	1.1.5.1.1.12.5.7	No	Conference Room	100%	60 days	Tue 4/2/13	Mon 6/24/13		Amanda Learned
229	1.5.1.1.12.5.7.1	No	Order	100%	34 days	Tue 4/2/13	Fri 5/17/13	221	Amanda Learned
230	1.5.1.1.12.5.7.2	No	Install	100%	2 days	Fri 6/21/13	Mon 6/24/13	218	Amanda Learned
231	1.1.5.1.1.13	No	Equipment	100%	99 days	Mon 4/1/13	Tue 8/13/13		Amanda Learned
232	1.1.5.1.1.13.1	No	Determine office equipment specifications (PCs, printers, copier)	100%	7 days	Mon 4/1/13	Tue 4/9/13		Amanda Learned
233	1.1.5.1.1.13.2	No	Finalize office equipment specifications (PCs, printers, copier)	100%	1 day	Wed 4/10/13	Wed 4/10/13	232	Amanda Learned
234	1.1.5.1.1.13.3	No	Order office equipment	100%	2 days	Fri 5/24/13	Mon 5/27/13	233	Amanda Learned
235	1.1.5.1.1.13.4	No	Order copier	100%	1 day	Tue 5/28/13	Tue 5/28/13	234	Amanda Learned
236	1.1.5.1.1.13.5	No	Identify additional Corporate staff to assist with installation	100%	3 days	Tue 4/16/13	Thu 4/18/13	235	Amanda Learned
237	1.1.5.1.1.13.6	No	Receive and unpack computers and monitors	100%	5 days	Mon 7/22/13	Fri 7/26/13	201	Amanda Learned
238	1.1.5.1.1.13.7	No	Image computers	100%	2 days	Mon 7/29/13	Tue 7/30/13	237	Amanda Learned
239	1.1.5.1.1.13.8	No	Set up computers in conference rooms	100%	1 day	Wed 7/31/13	Wed 7/31/13	238	Amanda Learned
240	1.1.5.1.1.13.9	No	Set up computers at work stations	100%	5 days	Wed 7/31/13	Tue 8/6/13	238	Amanda Learned
241	1.1.5.1.1.13.10	No	Set up printers	100%	5 days	Wed 7/31/13	Tue 8/6/13	238	Amanda Learned
242	1.1.5.1.1.13.11	No	Test equipment for office	100%	5 days	Wed 8/7/13	Tue 8/13/13	240	Amanda Learned
243	1.1.5.1.1.13.12	Yes	Staff to Occupy facility	100%	0 days	Wed 7/31/13	Wed 7/31/13	239	Amanda Learned
244	1.1.5.1.1.14	No	Office Supplies and Corporate Posters	100%	18 days	Mon 6/3/13	Wed 6/26/13		Amanda Learned
245	1.1.5.1.1.14.1	Yes	Office Supplies and Corporate Posters	100%	0 days	Mon 6/3/13	Mon 6/3/13		Amanda Learned
246	1.1.5.1.1.14.2	No	Finalize office supplies specifications (including coffee, soda, Corporate posters)	100%	1 day	Tue 6/4/13	Tue 6/4/13		Amanda Learned
247	1.1.5.1.1.14.3	No	Vendor identification and selection	100%	5 days	Wed 6/5/13	Tue 6/11/13		Amanda Learned
248	1.1.5.1.1.14.4	No	Order office supplies	100%	10 days	Wed 6/12/13	Tue 6/25/13	247	Amanda Learned
249	1.1.5.1.1.14.5	No	Receive office supplies	100%	1 day	Wed 6/26/13	Wed 6/26/13	248	Amanda Learned
250	1.1.5.2	No	New York Space (30 Broad St, 33rd Floor)	14%	49 days	Fri 6/28/13	Mon 9/2/13		
251	1.1.5.2.1	No	Contract Amendment Execution	0%	1 day	Fri 6/28/13	Fri 6/28/13		I.Baylinton
252	1.1.5.2.2	Yes	Lease Execution	100%	0 days	Fri 7/5/13	Fri 7/5/13	251	D. Walker
253	1.1.5.2.3	No	Demo of 33rd Floor	100%	2 days	Sat 7/6/13	Sun 7/7/13	252	G.Millan
254	1.1.5.2.4	No	Install New Data and Voice Jacks	0%	5 days	Mon 7/8/13	Fri 7/12/13	253	G.Millan
255	1.1.5.2.5	No	Furniture & Carpet Build Out Needs (Offices and Staff)	27%	39 days	Fri 7/5/13	Mon 8/26/13		G.Millan
256	1.1.5.2.5.1	No	Finalize Furniture Requirements	0%	1 day	Fri 7/5/13	Fri 7/5/13		G.Millan
257	1.1.5.2.5.2	No	Carpet	40%	36 days	Fri 7/5/13	Wed 8/21/13		G.Millan
258	1.1.5.2.5.2.1	No	Finalize Carpet Requirements	100%	1 day	Fri 7/5/13	Fri 7/5/13		G.Millan
259	1.1.5.2.5.2.2	No	Order Carpet	100%	1 day	Fri 7/5/13	Fri 7/5/13		G.Millan
260	1.1.5.2.5.2.3	No	Install Carpet	0%	3 days	Mon 8/19/13	Wed 8/21/13	259FS+32 days	G.Millan
261	1.1.5.2.5.3	No	Private Offices Furniture	0%	36 days	Mon 7/8/13	Mon 8/26/13		G.Millan
262	1.1.5.2.5.3.1	No	Order	0%	1 day	Mon 7/8/13	Mon 7/8/13		G.Millan
263	1.1.5.2.5.3.2	No	Install	0%	3 days	Thu 8/22/13	Mon 8/26/13	260	G.Millan
264	1.1.5.2.5.4	No	Cube Furniture	70%	36 days	Mon 7/8/13	Mon 8/26/13		G.Millan
265	1.1.5.2.5.4.1	No	Order	100%	1 day	Mon 7/8/13	Mon 7/8/13		G.Millan
266	1.1.5.2.5.4.2	No	Install	60%	3 days	Thu 8/22/13	Mon 8/26/13	260	G.Millan
267	1.1.5.2.5.5	No	Conference Room Furniture	0%	36 days	Mon 7/8/13	Mon 8/26/13		G.Millan
268	1.1.5.2.5.5.1	No	Order	0%	1 day	Mon 7/8/13	Mon 7/8/13		G.Millan
269	1.1.5.2.5.5.2	No	Install	0%	3 days	Thu 8/22/13	Mon 8/26/13	260	G.Millan
270	1.1.5.2.6	No	Equipment	0%	37 days	Fri 7/12/13	Mon 9/2/13		G.Millan



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Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names	1984	99
271	1.1.5.2.6.1	No	Determine office equipment specifications (PCs, printers, copier)	0%	1 day	Fri 7/12/13	Fri 7/12/13	251	G.Millan		G.Millan
272	1.1.5.2.6.2	No	Finalize office equipment specifications (PCs, printers, copier)	0%	1 day	Mon 7/15/13	Mon 7/15/13	271	G.Millan		G.Millan
273	1.1.5.2.6.3	No	Order office equipment	0%	1 day	Tue 7/16/13	Tue 7/16/13	272	G.Millan		G.Millan
274	1.1.5.2.6.4	No	Identify additional Corporate staff to assist with installation	0%	1 day	Mon 7/15/13	Mon 7/15/13	271	G.Millan		G.Millan
275	1.1.5.2.6.5	No	Receive and unpack computers and monitors	0%	3 days	Thu 8/22/13	Mon 8/26/13	273FS+26 days	G.Millan		G.Millan
276	1.1.5.2.6.6	No	Image computers	0%	3 days	Thu 8/22/13	Mon 8/26/13	273FS+26 days	G.Millan		G.Millan
277	1.1.5.2.6.7	No	Set up computers in conference rooms	0%	3 days	Thu 8/22/13	Mon 8/26/13	273FS+26 days	G.Millan		G.Millan
278	1.1.5.2.6.8	No	Set up computers at work stations	0%	3 days	Thu 8/22/13	Mon 8/26/13	273FS+26 days	G.Millan		G.Millan
279	1.1.5.2.6.9	No	Set up phones at work stations	0%	3 days	Tue 8/27/13	Thu 8/29/13	278	G.Millan		G.Millan
280	1.1.5.2.6.10	No	Test equipment for office	0%	1 day	Fri 8/30/13	Fri 8/30/13	278,279	G.Millan		G.Millan
281	1.1.5.2.6.11	No	Staff to Occupy facility	0%	1 day	Mon 9/2/13	Mon 9/2/13	280	G.Millan		G.Millan
282	1.1.6	No	Data Circuits	100%	56 days	Mon 4/1/13	Mon 6/17/13		Shawn Adams		Shawn Adams
283	1.1.6.1	No	Finalize data circuit design/configuration	100%	5 days	Mon 4/1/13	Fri 4/5/13		Shawn Adams		Shawn Adams
284	1.1.6.2	No	Place order for data circuits, routers, firewalls	100%	1 day	Mon 4/8/13	Mon 4/8/13		Shawn Adams		Shawn Adams
285	1.1.6.3	No	Receive and configure equipment	100%	5 days	Tue 6/4/13	Mon 6/10/13	284FS+40 days	Shawn Adams		Shawn Adams
285	1.1.6.4	No	Install and test data circuit	100%	5 days	Tue 6/11/13	Mon 6/17/13	284FS+45 days	Shawn Adams		Shawn Adams
287	1.1.7	No	Voice Circuits and Services	98%	106 days	Tue 4/9/13	Fri 8/30/13		Jenn Scott		Jenn Scott
288	1.1.7.1	No	Finalize call center voice circuit design/configuration	100%	5 days	Tue 4/9/13	Mon 4/15/13		Jenn Scott		Jenn Scott
289	1.1.7.2	No	Place order with carrier for new voice circuits	100%	1 day	Tue 4/16/13	Tue 4/16/13	288	Jenn Scott		Jenn Scott
290	1.1.7.3	Yes	Install and test voice circuits	100%	1 day	Mon 7/22/13	Mon 7/22/13	289FS+55 days	Jenn Scott		Jenn Scott
291	1.1.7.4	No	Advanced Call Routing Carrier Services (for IVR)	98%	64 days	Thu 6/6/13	Fri 8/30/13		Jenn Scott		Jenn Scott
292	1.1.7.4.1	No	Place order with carrier for advanced call routing features	100%	1 day	Thu 6/6/13	Thu 6/6/13		Jenn Scott		Jenn Scott
293	1.1.7.4.2	No	Advanced call routing design phase	100%	10 days	Fri 6/7/13	Thu 6/20/13		Jenn Scott		Jenn Scott
294	1.1.7.4.3	No	Implement advanced call routing	100%	15 days	Fri 6/21/13	Tue 7/9/13		Jenn Scott		Jenn Scott
295	1.1.7.4.4	No	UAT testing	100%	20 days	Mon 7/22/13	Fri 8/16/13		Jenn Scott		Jenn Scott
296	1.1.7.4.5	Yes	Turn up advanced call routing services (2 days after testing)	0%	1 day	Fri 8/30/13	Fri 8/30/13		Jenn Scott		Jenn Scott
297	1.1.8	No	Telephony	92%	433 days	Mon 5/7/12	Fri 12/27/13				
298	1.1.8.1	No	IVR and Outbound Dialer	97%	132 days	Fri 3/1/13	Thu 8/29/13		Chris Wilmer		Chris Wilmer
299	1.1.8.1.1	No	Requirements	100%	79 days	Fri 3/1/13	Wed 6/19/13		Chris Wilmer		Chris Wilmer
300	1.1.8.1.1.1	No	Determine Requisite Functionality 3/8	100%	11 days	Fri 3/1/13	Fri 3/15/13		Chris Wilmer		Chris Wilmer
301	1.1.8.1.1.2	No	CSI Kick Off	100%	1 day	Thu 3/28/13	Thu 3/28/13		Chris Wilmer		Chris Wilmer
302	1.1.8.1.1.3	No	Solution CTI Establish / Oracle Interface	100%	15 days	Mon 4/1/13	Fri 4/19/13	301FS+1 day	Chris Wilmer		Chris Wilmer
303	1.1.8.1.1.4	No	Solution Outbound OCM	100%	10 days	Mon 4/22/13	Fri 5/3/13	302	Chris Wilmer		Chris Wilmer
304	1.1.8.1.1.5	No	Document IVR Structure / Flow	100%	22 days	Mon 4/15/13	Tue 5/14/13		CSI		CSI
305	1.1.8.1.1.6	No	Draft Prompt Language	100%	17 days	Mon 4/22/13	Tue 5/14/13		C.Wilmer		C.Wilmer
306	1.1.8.1.1.7	No	AHCT Review of Prompts Content	100%	9 days	Thu 5/2/13	Tue 5/14/13		The Exchange		The Exchange
307	1.1.8.1.1.8	Yes	Internal Approval of Draft Flow	100%	0 days	Fri 5/10/13	Fri 5/10/13		Ben Hunicutt		Ben Hunicutt
308	1.1.8.1.1.9	No	Develop Prompt Language for Accessibility	100%	5 days	Mon 5/13/13	Fri 5/17/13	307	CHL		CHL
309	1.1.8.1.1.10	No	Internal Approval of Flow	100%	1 day	Fri 5/17/13	Fri 5/17/13	308FS-1 day	Ben Hunicutt		Ben Hunicutt
310	1.1.8.1.1.11	No	Obtain CT approval	100%	23 days	Mon 5/20/13	Wed 6/19/13	309	The Exchange		The Exchange
311	1.1.8.1.2	No	Connectivity	100%	23 days	Thu 6/20/13	Thu 7/18/13				
312	1.1.8.1.2.1	No	Establish Connectivity Between CSI & MAXIMUS (UAT)	100%	13 days	Thu 6/20/13	Sat 7/6/13	310	E. Baylinson,CSI		E. Baylinson,CSI
313	1.1.8.1.2.2	No	Establish Connectivity Between CSI & MAXIMUS (Production)	100%	16 days	Mon 7/1/13	Thu 7/18/13		E. Baylinson,CSI		E. Baylinson,CSI
314	1.1.8.1.3	No	Development	100%	49 days	Thu 5/30/13	Fri 8/2/13		VR vendor,Ben Hunicutt,Jenn Scott		
315	1.1.8.1.3.1	No	Solution Inbound Data Feed	100%	8 days	Thu 5/30/13	Mon 6/10/13	303	Chris Wilmer		Chris Wilmer
316	1.1.8.1.3.2	No	Translate Prompts to Spanish	100%	5 days	Thu 6/20/13	Wed 6/26/13	310	N. Torres		N. Torres

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Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks				Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/Interdependence	Resource Names	1984	09
317	1.1.8.1.3.3	No	Record Prompts	100%	7 days	Thu 6/27/13	Fri 7/5/13	316	CSI		CSI
318	1.1.8.1.3.4	No	Obtain DEV Test Cases	100%	15 days	Thu 5/30/13	Wed 6/19/13		C. Wilmer		C. Wilmer
319	1.1.8.1.3.5	No	Develop IVR Flow (include transfers to DSS)	100%	19 days	Mon 6/10/13	Thu 7/4/13		CSI		CSI
320	1.1.8.1.3.6	No	Develop CTI packet	100%	32 days	Mon 6/10/13	Fri 7/19/13		CSI		CSI
321	1.1.8.1.3.7	No	Develop data feeds (include enabling outbound, call backs)	100%	19 days	Thu 6/27/13	Fri 7/19/13		CSI		CSI
322	1.1.8.1.3.8	No	IVR Ready for UAT	100%	10 days	Mon 7/22/13	Fri 8/2/13	320	CSI		CSI
323	1.1.8.1.4	No	Testing	100%	44 days	Thu 6/20/13	Fri 8/16/13				
324	1.1.8.1.4.1	No	Obtain UAT Test Cases	100%	22 days	Thu 6/20/13	Wed 7/17/13		C. Wilmer		C. Wilmer
325	1.1.8.1.4.2	No	UAT	100%	22 days	Thu 7/18/13	Fri 8/16/13	324	C. Wilmer		C. Wilmer
326	1.1.8.1.5	No	Production Deployment (Complete by 8/10)	80%	9 days	Mon 8/19/13	Thu 8/29/13	325			
327	1.1.8.1.5.1	No	Deploy inbound IVR	100%	9 days	Mon 8/19/13	Thu 8/29/13		CSI		CSI
328	1.1.8.1.5.2	No	Deploy OCM	100%	9 days	Mon 8/19/13	Thu 8/29/13		CSI		CSI
329	1.1.8.1.5.3	No	Deploy CBOCM	100%	9 days	Mon 8/19/13	Thu 8/29/13		CSI		CSI
330	1.1.8.1.5.4	No	Deploy data feeds	100%	9 days	Mon 8/19/13	Thu 8/29/13		CSI		CSI
331	1.1.8.1.5.5	No	Deploy CTI	0%	9 days	Mon 8/19/13	Thu 8/29/13		CSI		CSI
332	1.1.8.2	No	Telephone System Upgrades and Call Recording	100%	334 days	Mon 5/7/12	Mon 8/12/13				
333	1.1.8.2.1	No	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		Jenn Scott
334	1.1.8.2.2	No	Receive upgrade/expansion equipment	100%	1 day	Mon 7/15/13	Mon 7/15/13	333FS+30 days	Jenn Scott		Jenn Scott
335	1.1.8.2.3	No	Install and configure phone system upgrade and telephones	100%	2 days	Thu 7/18/13	Fri 7/19/13	334	Jenn Scott		Jenn Scott
336	1.1.8.2.4	No	Place phones on desks in Hartford	100%	1 day	Mon 7/22/13	Mon 7/22/13	335	Jenn Scott		Jenn Scott
337	1.1.8.2.5	No	Place phones on desks at 30 Broad	100%	1 day	Mon 8/5/13	Mon 8/5/13	335	Jenn Scott		Jenn Scott
338	1.1.8.2.6	Yes	Phone system testing and deployment	100%	5 days	Tue 8/6/13	Mon 8/12/13	337	Jenn Scott		Jenn Scott
339	1.1.8.3	No	TTY System	94%	89 days	Mon 4/22/13	Tue 8/20/13		Jenn Scott		Jenn Scott
340	1.1.8.3.1	No	Finalize TTY requirements	100%	2 days	Mon 4/22/13	Tue 4/23/13		Jenn Scott		Jenn Scott
341	1.1.8.3.2	No	Order equipment	100%	1 day	Wed 4/24/13	Wed 4/24/13	340	Jenn Scott		Jenn Scott
342	1.1.8.3.3	No	Order 800# and line	100%	1 day	Thu 4/25/13	Thu 4/25/13	341	Jenn Scott		Jenn Scott
343	1.1.8.3.4	No	Configure and install	100%	2 days	Mon 7/22/13	Tue 7/23/13	341FS+30 days	Jenn Scott		Jenn Scott
344	1.1.8.3.5	No	Test and deploy TTY	75%	2 days	Mon 8/19/13	Tue 8/20/13	343	Jenn Scott		Jenn Scott
345	1.1.8.4	No	Home-based CCR/Broker set-up	0%	20 days	Mon 12/2/13	Fri 12/27/13				
346	1.1.8.4.1	No	Finalize technical VoIP requirements	0%	5 days	Mon 12/2/13	Fri 12/6/13	336,348	Scott, Ben Hunnicutt, Sheik Mohamed		VR vendor, Data Network
347	1.1.8.4.2	No	Conduct home security audits	0%	5 days	Mon 12/9/13	Fri 12/13/13	346	vendor, Data Network Lead, Jenn Scott		Sheik Mohamed, Ben Hunnicutt
348	1.1.8.4.3	No	Install and configure VoIP equipment	0%	5 days	Mon 12/16/13	Fri 12/20/13	347	vendor, Data Network Lead, Jenn Scott		Sheik Mohamed, Ben Hunnicutt
349	1.1.8.4.4	No	Test and deploy home-based CCRs/Brokers	0%	5 days	Mon 12/23/13	Fri 12/27/13	348	vendor, Data Network Lead, Jenn Scott		Sheik Mohamed, Ben Hunnicutt
350	1.1.9	No	Workforce Management (WFM) System	100%	141 days	Wed 2/13/13	Mon 8/26/13				
351	1.1.9.1	No	Finalize quote and place order with vendor	100%	1 day	Wed 2/13/13	Wed 2/13/13	3	Ben Hunnicutt		Ben Hunnicutt
352	1.1.9.2	No	Conduct kickoff call with vendor and call center team	100%	1 day	Wed 2/13/13	Wed 2/13/13		Ben Hunnicutt		Ben Hunnicutt
353	1.1.9.3	No	Create Documentation of Planned Work and Verify with Pipkins	100%	2 days	Mon 6/24/13	Tue 6/25/13		Ilya Guzman, Luan Dang		Ilya Guzman, Luan Dang
354	1.1.9.4	No	WFM Installation and configuration	100%	12 days	Tue 8/6/13	Wed 8/21/13	353			
355	1.1.9.4.1	No	Create Group for AHCT	100%	3 days	Mon 8/19/13	Wed 8/21/13		Ilya Guzman		Ilya Guzman
356	1.1.9.4.2	No	Import Skillsets Once Created by VOX, in CCMA	100%	1 day	Tue 9/6/13	Tue 9/6/13	355	Ilya Guzman		Ilya Guzman
357	1.1.9.4.3	No	Provide Monthly Cost for Total AHCT Agents	100%	3 days	Mon 8/19/13	Wed 8/21/13	353	Jenn Scott		Jenn Scott
358	1.1.9.4.4	No	Vantage Point Access for AHCT Manager/Supervisor	100%	3 days	Mon 8/19/13	Wed 8/21/13	353,356	Ilya Guzman		Ilya Guzman
359	1.1.9.5	No	Testing - Adherence, Agents' Logins, Vantage Point, Agents Group Count	100%	3 days	Thu 9/22/13	Mon 9/26/13	353,354			
360	1.1.9.6	No	Create Agents	100%	1 day	Mon 8/19/13	Mon 8/19/13	359	Ilya Guzman, Ben Hunnicutt		Ilya Guzman, Ben Hunnicutt
361	1.1.9.7	No	WFM Deployment	100%	2 days	Tue 8/20/13	Wed 8/21/13	360			
362	1.1.9.8	No	Prepare WFM training materials	100%	2 days	Thu 8/22/13	Fri 8/23/13	361			
363	1.1.10	No	CT HIX Siebel - CRM Implementation	99%	142.4 days	Wed 3/20/13	Wed 10/2/13				

Project: MD Enrollment Broker Project  
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Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names
364	1.1.10.1	No	Project Management Planning	98%	142.4 days	Wed 3/20/13	Wed 10/2/13		
365	1.1.10.1.1	No	Project Charter	100%	35 days	Wed 3/20/13	Tue 5/7/13		
366	1.1.10.1.1.1	No	Create and Conduct Internal Review of Project Charter	100%	3 days	Wed 3/20/13	Fri 3/22/13		
367	1.1.10.1.1.2	No	Perform Customer Review and Revise Project Charter	100%	32 days	Mon 3/25/13	Tue 5/7/13	366	
368	1.1.10.1.1.3	Yes	Project Charter Complete	100%	0 days	Tue 5/7/13	Tue 5/7/13	367	
369	1.1.10.1.2	No	Project Management	95%	136.4 days	Thu 3/28/13	Wed 10/2/13		
370	1.1.10.1.2.1	No	Conduct Project Team Orientation	100%	3 days	Thu 3/28/13	Mon 4/1/13	368	
371	1.1.10.1.2.2	No	Deliverable: Weekly Status Report - [ CT - DEL - 02 ]	95%	126 days	Thu 3/28/13	Wed 10/2/13	368	
372	1.1.10.1.2.3	No	Deliverable: Updated Project Plan - [ CT - DEL - 01 ]	95%	126 days	Thu 3/28/13	Wed 10/2/13	368	
373	1.1.10.2	No	Assess	100%	15 days	Wed 3/27/13	Wed 4/17/13		
374	1.1.10.2.1	Yes	Project Kick off Meeting	100%	0 days	Wed 3/27/13	Wed 3/27/13	368	
375	1.1.10.2.2	No	Business Requirements Workshops	100%	15 days	Thu 3/28/13	Wed 4/17/13		
376	1.1.10.2.2.1	No	CTI and IVR Business Flow Review	100%	2 days	Thu 3/28/13	Fri 3/29/13	374	
377	1.1.10.2.2.2	No	Integration Business Flow Review - Siebel and KMS	100%	2 days	Mon 4/1/13	Tue 4/2/13	376	
378	1.1.10.2.2.3	No	Business Flow Review - Incoming channels Phone and Email	100%	2 days	Wed 4/3/13	Thu 4/4/13	377	
379	1.1.10.2.2.4	No	Business Flow Review - Service Call Types	100%	2 days	Fri 4/5/13	Mon 4/8/13	378	
380	1.1.10.2.2.5	No	Gather Reporting Requirements	100%	6 days	Fri 4/5/13	Wed 4/17/13	378	
381	1.1.10.3	No	Environment Set-up	100%	107 days	Mon 4/8/13	Fri 8/30/13		
382	1.1.10.3.1	No	Application Development Env Setup	100%	85 days	Mon 4/8/13	Wed 7/31/13		
383	1.1.10.3.1.1	No	Siebel	100%	5 days	Mon 4/8/13	Fri 4/12/13		
384	1.1.10.3.1.2	No	OBIEE	100%	5 days	Mon 4/15/13	Fri 4/19/13		
385	1.1.10.3.1.3	No	KMS	100%	7 days	Mon 4/15/13	Tue 4/23/13		
386	1.1.10.3.1.4	No	Setup Content for KMS	100%	3 days	Mon 7/29/13	Wed 7/31/13		
387	1.1.10.3.2	No	Application Installs for other Environments If available	100%	54 days	Thu 6/20/13	Fri 8/30/13		
388	1.1.10.3.2.1	No	Siebel	100%	27 days	Thu 6/20/13	Wed 7/24/13		
389	1.1.10.3.2.2	No	OBIEE	100%	27 days	Thu 6/20/13	Wed 7/24/13		
390	1.1.10.3.2.3	No	KMS	100%	27 days	Thu 6/20/13	Wed 7/24/13		
391	1.1.10.3.2.4	No	Setup Content for KMS	100%	27 days	Thu 7/25/13	Fri 8/30/13	390	
392	1.1.10.4	No	Recommend	100%	52 days	Thu 4/18/13	Fri 6/28/13		
393	1.1.10.4.1	No	Integration Workstream Solution Review	100%	6 days	Mon 4/22/13	Mon 4/29/13		
394	1.1.10.4.1.1	No	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	No	KMS Specification Document	100%	4 days	Wed 4/24/13	Mon 4/29/13	394	
396	1.1.10.4.2	No	Functional Stream Solution Review	100%	52 days	Thu 4/18/13	Fri 6/28/13	380	
397	1.1.10.4.2.1	No	Screen Mockup Use Case and Story Boarding : CT/IVR	100%	2 days	Thu 4/18/13	Fri 4/19/13	378	
398	1.1.10.4.2.2	No	Screen Mockup Use Case and Story Boarding: Call Request Types	100%	2 days	Mon 4/22/13	Tue 4/23/13	397	
399	1.1.10.4.2.3	No	Deliverable: Functional Gap Analysis Document - [ CT - DEL - 04 ]	100%	48 days	Wed 4/24/13	Fri 6/28/13	398	
400	1.1.10.4.2.4	No	Deliverable: Siebel Requirement Document - [ CT - DEL - 03 ]	100%	23 days	Wed 4/24/13	Fri 5/24/13	398	
401	1.1.10.4.3	No	Reporting Solution Review	100%	19.4 days	Thu 4/18/13	Wed 5/15/13		
402	1.1.10.4.3.1	No	Review Customization level and map Requirements	100%	17 days	Thu 4/18/13	Fri 5/10/13	380	
403	1.1.10.4.3.2	No	Review and Approve Report Mockups	100%	16 days	Fri 4/19/13	Wed 5/15/13	402	
404	1.1.10.4.3.3	No	Report Requirement Specification Document	100%	17 days	Thu 4/18/13	Fri 5/10/13		
405	1.1.10.4.4	No	Technical Architecture Review	100%	19 days	Tue 4/23/13	Fri 5/17/13		
406	1.1.10.4.4.1	No	System Architecture Design	100%	5 days	Tue 4/23/13	Mon 4/28/13		
407	1.1.10.4.4.2	No	Security Requirements	100%	5 days	Tue 4/23/13	Mon 4/28/13		
408	1.1.10.4.4.3	No	Deliverable: Technical Architecture Document - [ CT - DEL - 05 ]	100%	19 days	Tue 4/23/13	Fri 5/17/13		
409	1.1.10.5	No	Design	100%	67 days	Tue 4/23/13	Mon 7/22/13		

Project: MD Enrollment Broker Project  
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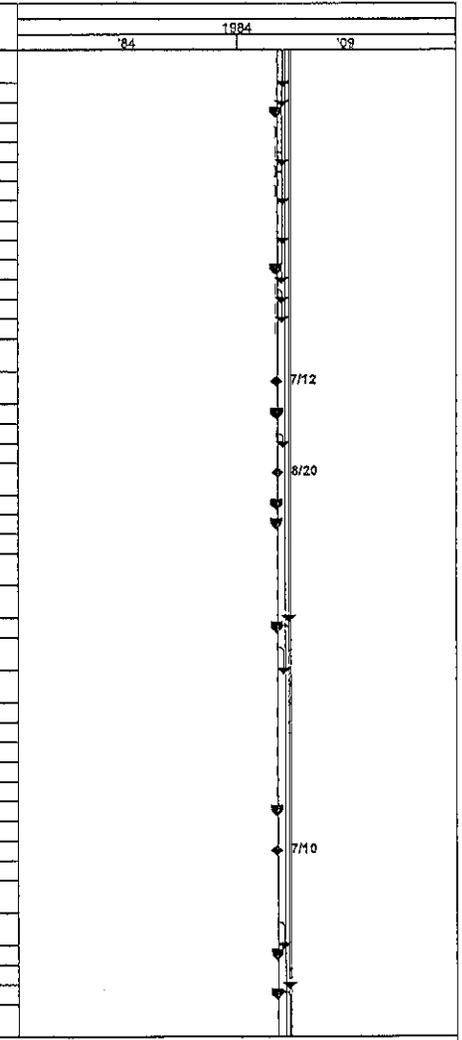
Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names
410	1.1.10.5.1	No	BO/BC Design and Business Rules Design	100%	11 days	Tue 4/30/13	Tue 5/14/13		
411	1.1.10.5.1.1	No	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	No	Prepare ERD's (Entity Relationship Diagram)	100%	10 days	Tue 4/30/13	Mon 5/13/13		
413	1.1.10.5.1.3	No	Internal Review and Approve Detailed Design	100%	1 day	Tue 5/14/13	Tue 5/14/13	411	
414	1.1.10.5.2	No	UI Layer Design	100%	11 days	Tue 4/30/13	Tue 5/14/13		
415	1.1.10.5.2.1	No	Prepare Design for Applets, Screens & Views	100%	10 days	Tue 4/30/13	Mon 5/13/13		
416	1.1.10.5.2.2	No	Internal Review and Approve Detailed Design	100%	1 day	Tue 5/14/13	Tue 5/14/13	415	
417	1.1.10.5.3	No	CTI Design	100%	45 days	Tue 4/30/13	Mon 7/1/13		
418	1.1.10.5.3.1	No	Prepare Design to Integrate Siebel with CTI	100%	9 days	Tue 4/30/13	Fri 6/28/13		
419	1.1.10.5.3.2	No	Internal Review and Approve Detailed Design	100%	1 day	Mon 7/1/13	Mon 7/1/13	418	
420	1.1.10.5.4	No	KMS Design	100%	10 days	Tue 4/30/13	Mon 5/13/13		
421	1.1.10.5.4.1	No	Prepare Design for KMS	100%	9 days	Tue 4/30/13	Fri 5/10/13		
422	1.1.10.5.4.2	No	Internal Review and Approve Detailed Design	100%	1 day	Mon 5/13/13	Mon 5/13/13	421	
423	1.1.10.5.5	No	Integration Design	100%	10 days	Tue 4/30/13	Mon 5/13/13		
424	1.1.10.5.5.1	No	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	No	Internal Review and Approve Detailed Design	100%	1 day	Mon 5/13/13	Mon 5/13/13	424	
426	1.1.10.5.6	No	Reports Design	100%	15 days	Tue 4/23/13	Mon 5/13/13	404	
427	1.1.10.5.6.1	No	BIP Reports / Templates Design	100%	14 days	Tue 4/23/13	Fri 5/10/13		
428	1.1.10.5.6.2	No	OBIEE repository design with Siebel OLTP / IVR Data Source	100%	7 days	Tue 4/23/13	Wed 5/1/13		
429	1.1.10.5.6.3	No	OBIEE dashboard reports design	100%	7 days	Thu 5/2/13	Fri 5/10/13	428	
430	1.1.10.5.6.4	No	Review and Approve Detailed Design	100%	1 day	Mon 5/13/13	Mon 5/13/13	429	
431	1.1.10.5.7	No	Batch Load Design	100%	5 days	Tue 4/30/13	Mon 5/6/13		
432	1.1.10.5.7.1	No	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	No	Internal Review and Approve Detailed Design	100%	1 day	Mon 5/6/13	Mon 5/6/13	432	
434	1.1.10.5.8	No	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	No	Design Sign Off	100%	5 days	Mon 5/13/13	Mon 7/22/13		434
436	1.1.10.6	No	Bulls	100%	50 days	Wed 5/15/13	Fri 7/19/13		
437	1.1.10.6.1	No	Configuration and Unit Testing	100%	48 days	Wed 5/15/13	Wed 7/17/13		
438	1.1.10.6.1.1	No	Extend the Siebel Schema	100%	3 days	Wed 5/15/13	Fri 5/17/13		
439	1.1.10.6.1.2	No	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	No	Develop / Configure UI Layer (Screens, Views and Applets)	100%	12 days	Fri 5/24/13	Mon 6/10/13	439	
441	1.1.10.6.1.4	No	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	No	Siebel Call Center Training Material - UPK/PowerPoint	100%	3 days	Mon 7/15/13	Wed 7/17/13		
443	1.1.10.6.1.6	No	Resolve Defects	100%	5 days	Mon 7/8/13	Fri 7/12/13	440	
444	1.1.10.6.2	No	Workflows and Business Rules Development	100%	45 days	Wed 5/15/13	Fri 7/12/13		
445	1.1.10.6.2.1	No	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	No	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	No	Resolve Defects	100%	5 days	Mon 7/8/13	Fri 7/12/13	446	
448	1.1.10.6.3	No	KMS Development	100%	32 days	Wed 5/15/13	Thu 6/27/13		
449	1.1.10.6.3.1	No	KMS Configuration	100%	12 days	Wed 5/15/13	Thu 5/30/13		
450	1.1.10.6.3.2	No	KMS Content Management Training Materials - UPK/PowerPoint	100%	3 days	Tue 5/28/13	Thu 5/30/13		
451	1.1.10.6.3.3	No	Content Setup	100%	20 days	Fri 5/31/13	Thu 6/27/13	449	
452	1.1.10.6.4	No	Interface Development and Unit Testing	100%	33 days	Fri 6/7/13	Fri 7/19/13		
453	1.1.10.6.4.1	No	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	No	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 8/31/13

Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Interdependence	Resource Names
455	1.1.10.6.4.3	No	Siebel and KMS Integration Training Materials - UPK/PowerPoint	100%	2 days	Fri 6/21/13	Mon 6/24/13		
456	1.1.10.6.4.4	No	Resolve Defects	100%	12 days	Wed 6/12/13	Fri 7/19/13	454	
457	1.1.10.6.5	No	Report / Dashboard Development and Unit testing	100%	45 days	Wed 5/15/13	Fri 7/12/13	430	
458	1.1.10.6.5.1	No	BIP Reports Development	100%	24 days	Wed 5/15/13	Mon 6/17/13		
459	1.1.10.6.5.2	No	OBIEE Repository Development	100%	12 days	Wed 5/15/13	Thu 5/30/13		
460	1.1.10.6.5.3	No	OBIEE Dashboard Reports Development	100%	12 days	Fri 5/31/13	Mon 6/17/13	459	
461	1.1.10.6.5.4	No	Knowledge Management Analytics Development	100%	24 days	Wed 5/15/13	Mon 6/17/13		
462	1.1.10.6.5.5	No	Unit testing of BIP reports & BI Dashboards	100%	5 days	Tue 5/18/13	Mon 6/24/13	460	
463	1.1.10.6.5.6	No	OBIEE Training Materials - UPK/PowerPoint	100%	3 days	Thu 6/20/13	Mon 6/24/13		
464	1.1.10.6.5.7	No	Resolve Defects	100%	5 days	Mon 7/8/13	Fri 7/12/13	460	
465	1.1.10.6.6	No	Batch Load Script Development and Unit Testing	100%	44 days	Wed 5/15/13	Fri 7/12/13		
466	1.1.10.6.6.1	No	Configure bulk batch load programs	100%	5 days	Wed 5/15/13	Tue 5/21/13	433	
467	1.1.10.6.6.2	No	Unit test bulk batch load programs	100%	1 day	Wed 5/22/13	Wed 5/22/13	466	
468	1.1.10.6.6.3	No	Resolve Defects	100%	1 day	Wed 5/22/13	Wed 5/22/13	466	
469	1.1.10.6.6.4	No	Business Administration Training Materials for Siebel, KMS and OBIEE	100%	2 days	Mon 6/24/13	Tue 6/25/13		
470	1.1.10.6.6.5	Yes	Deliverable: Development Completion Checkpoint Document [CT-DEL-09]	100%	0 days	Fri 7/12/13	Fri 7/12/13		
471	1.1.10.7	No	Validate	100%	49 days	Mon 6/17/13	Tue 8/20/13		
472	1.1.10.7.1	No	Prepare System Integration Test (SIT) Scripts	100%	5 days	Mon 6/17/13	Fri 6/21/13		
473	1.1.10.7.2	No	Review and Approve SIT Scripts	100%	3 days	Wed 7/17/13	Fri 7/19/13	472	
474	1.1.10.7.3	Yes	Deliverable : System Test Completion Checkpoint Document [CT-DEL-10]	100%	0 days	Tue 8/20/13	Tue 8/20/13		
475	1.1.10.7.4	No	System Integration Testing (SIT)	100%	28 days	Mon 6/24/13	Mon 7/29/13		
476	1.1.10.7.4.1	No	Setup SIT Instance	100%	17 days	Mon 6/24/13	Fri 7/12/13		
477	1.1.10.7.4.1.1	No	Repository Migration to SIT Instance	100%	4 days	Mon 6/24/13	Thu 6/27/13		
478	1.1.10.7.4.1.2	No	Migrate Reference data including LOV and Responsibilities	100%	4 days	Mon 6/24/13	Thu 6/27/13		
479	1.1.10.7.4.1.3	No	Create and add Pre-defined queries, activate Siebel Workflows	100%	4 days	Tue 7/9/13	Fri 7/12/13		
480	1.1.10.7.4.2	No	SIT Test - 1st Round	100%	18 days	Fri 6/28/13	Fri 7/19/13	436	
481	1.1.10.7.4.2.1	No	Execute test cases for all Siebel UI changes, Components and Functionalities	100%	5 days	Mon 7/8/13	Fri 7/12/13		
482	1.1.10.7.4.2.2	No	Execute test cases for System Integration (CTI, KMS)	100%	5 days	Mon 7/15/13	Fri 7/19/13	481	
483	1.1.10.7.4.2.3	No	KMS Info Manager Testing	100%	8 days	Fri 6/28/13	Sun 7/7/13		
484	1.1.10.7.4.2.4	No	OBIEE Reports Testing	100%	14 days	Fri 6/28/13	Mon 7/15/13		
485	1.1.10.7.4.2.5	No	Knowledge Management Analytics Reports	100%	14 days	Fri 6/28/13	Mon 7/15/13		
486	1.1.10.7.4.2.6	No	Log Defects	100%	14 days	Fri 6/28/13	Mon 7/15/13		
487	1.1.10.7.4.2.7	No	Fix Defects and Re-execute the script	100%	14 days	Fri 6/28/13	Mon 7/15/13		
488	1.1.10.7.4.3	No	Setting Up Training Instance	100%	14 days	Wed 7/10/13	Mon 7/29/13		
489	1.1.10.7.4.3.1	No	Prepare Training Materials & Training Plan	100%	5 days	Tue 7/23/13	Mon 7/29/13		
490	1.1.10.7.4.3.2	Yes	Deliverable: Training Document [CT-DEL-08]	100%	0 days	Wed 7/10/13	Wed 7/10/13		
491	1.1.10.7.4.3.3	No	Communicate Training Schedule to Stakeholders	100%	1 day	Mon 7/22/13	Mon 7/22/13		
492	1.1.10.7.4.3.4	No	Migrate Reference data including LOV, Responsibilities into UAT	100%	1 day	Mon 7/22/13	Mon 7/22/13		
493	1.1.10.7.4.3.5	No	Create and add Pre-defined queries, activate Siebel Workflows	100%	2 days	Mon 7/22/13	Tue 7/23/13		
494	1.1.10.7.4.3.6	No	Conduct User Training	100%	5 days	Tue 7/23/13	Mon 7/29/13	493	
495	1.1.10.7.4.3.6.1	No	Conduct User Training - Train the Trainer	100%	5 days	Tue 7/23/13	Mon 7/29/13		
496	1.1.10.7.4.4	No	SIT Test - 2nd Round - [ CTI - DEL - 10 ]	100%	12 days	Wed 7/10/13	Thu 7/25/13	480	
497	1.1.10.7.4.4.1	No	Execute test cases for all Siebel UI changes, Components and Functionalities	100%	2 days	Mon 7/15/13	Tue 7/15/13		



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Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Dependencies	Resource Names
498	1.1.10.7.4.4.2	No	Execute test cases for System Integration (CTI, KMS)	100%	2 days	Mon 7/15/13	Tue 7/16/13		
499	1.1.10.7.4.4.3	No	BIP Reports Testing	100%	8 days	Mon 7/15/13	Wed 7/24/13		
500	1.1.10.7.4.4.4	No	OBIEE Reports Testing	100%	8 days	Tue 7/16/13	Thu 7/25/13		
501	1.1.10.7.4.4.5	No	Knowledge Management Analytics Reports	100%	8 days	Wed 7/10/13	Fri 7/19/13		
502	1.1.10.7.4.4.6	No	Log Defects	100%	8 days	Wed 7/10/13	Fri 7/19/13		
503	1.1.10.7.4.4.7	No	Fix Defects and Re-execute the script	100%	8 days	Wed 7/10/13	Fri 7/19/13		
504	1.1.10.7.4.5	No	SIT Test - 3rd Round - Live CTI Testing	100%	6 days	Mon 7/22/13	Mon 7/29/13		
505	1.1.10.7.4.5.1	No	Execute test cases for all Siebel UI changes, Components &	100%	2 days	Mon 7/22/13	Tue 7/23/13		
506	1.1.10.7.4.5.2	No	Execute test cases for System Integration (CTI, KMS)	100%	2 days	Mon 7/22/13	Tue 7/23/13		
507	1.1.10.7.4.5.3	No	BIP Reports Testing	100%	6 days	Mon 7/22/13	Mon 7/29/13		
508	1.1.10.7.4.5.4	No	OBIEE Reports Testing	100%	6 days	Mon 7/22/13	Mon 7/29/13		
509	1.1.10.7.4.5.5	No	Knowledge Management Analytics Reports	100%	6 days	Mon 7/22/13	Mon 7/29/13		
510	1.1.10.7.4.5.6	No	Log Defects	100%	6 days	Mon 7/22/13	Mon 7/29/13		
511	1.1.10.7.4.5.7	No	Fix Defects and Re-execute the script	100%	6 days	Mon 7/22/13	Mon 7/29/13		
512	1.1.10.7.5	No	User Acceptance Test (UAT) Scripts	100%	35 days	Fri 7/15/13	Tue 8/20/13	436	
513	1.1.10.7.5.1	No	Asst Maximus in preparation of the User Acceptance Test (UAT) Scripts	100%	5 days	Fri 7/15/13	Tue 7/16/13		
514	1.1.10.7.5.2	No	Deliverable: Review and Approve UAT Scripts	100%	1 day	Mon 7/28/13	Mon 7/29/13	513	
515	1.1.10.7.5.3	Yes	Deliverable: User Acceptance Completion Checkpoint document [CTI-DEL-11]	100%	0 days	Tue 8/20/13	Tue 8/20/13		
516	1.1.10.7.5.4	No	User Acceptance Testing (UAT)	100%	22 days	Mon 7/22/13	Tue 8/20/13	496	
517	1.1.10.7.5.4.1	No	Setting Up UAT Instance	100%	1 day	Mon 7/22/13	Mon 7/22/13		
518	1.1.10.7.5.4.1.1	No	Repository migration to UAT Instance	100%	1 day	Mon 7/22/13	Mon 7/22/13		
519	1.1.10.7.5.4.1.2	No	Migrate Reference data including LOV, Responsibilities into UAT	100%	1 day	Mon 7/22/13	Mon 7/22/13		
520	1.1.10.7.5.4.1.3	No	Create and add Pre-defined queries, activate Siebel Workflows	100%	1 day	Mon 7/22/13	Mon 7/22/13		
521	1.1.10.7.5.4.2	No	UAT Test Execution - [ CTI - DEL - 11 ]	100%	9 days	Thu 8/8/13	Tue 8/20/13	520	
522	1.1.10.7.5.4.2.1	No	Execute User Test cases for End to End System Testing	100%	9 days	Thu 8/8/13	Tue 8/20/13		
523	1.1.10.7.5.4.2.2	No	Execute User Test Cases for Reports	100%	9 days	Thu 8/8/13	Tue 8/20/13		
524	1.1.10.7.5.4.2.3	No	Log Defects	100%	9 days	Thu 8/8/13	Tue 8/20/13		
525	1.1.10.7.5.4.2.4	No	Fix Defects	100%	9 days	Thu 8/8/13	Tue 8/20/13		
526	1.1.10.8	No	Deliver - [ CTI - DEL - 12 ]	91%	16 days	Mon 8/12/13	Mon 9/2/13		
527	1.1.10.8.1	No	Cutover Tasks	92%	9 days	Wed 8/21/13	Mon 9/2/13	521	
528	1.1.10.8.1.1	No	Deliverable: Cutover Plan and Deployment Document	100%	2 days	Wed 8/21/13	Thu 8/22/13		
529	1.1.10.8.1.2	No	Perform Cutover tasks for Production Deployment	90%	7 days	Fri 8/23/13	Mon 9/2/13	528	
530	1.1.10.8.2	No	Deployment and GoLive	90%	16 days	Mon 8/12/13	Mon 9/2/13		
531	1.1.10.8.2.1	No	Deployment Cut Over tasks	93%	15 days	Mon 8/12/13	Fri 8/30/13		
532	1.1.10.8.2.1.1	No	Repository Migration to Production Instance	100%	1 day	Wed 8/21/13	Wed 8/21/13	525	
533	1.1.10.8.2.1.2	No	Siebel Compilation for SRF	100%	1 day	Thu 8/22/13	Thu 8/22/13	532	
534	1.1.10.8.2.1.3	No	Migrate Reference data including LOV, Responsibilities into Prod	100%	2 days	Fri 8/23/13	Mon 8/26/13	533	
535	1.1.10.8.2.1.4	No	KMS Deployment Tasks	100%	8 days	Mon 8/12/13	Wed 8/21/13		
536	1.1.10.8.2.1.4.1	No	Deploy IM	100%	3 days	Mon 8/12/13	Wed 8/14/13		
537	1.1.10.8.2.1.4.2	No	Deploy IC	100%	2 days	Thu 8/15/13	Fri 8/16/13		
538	1.1.10.8.2.1.4.3	No	Deploy Search, Indexer and Content	100%	3 days	Mon 8/19/13	Wed 8/21/13		
539	1.1.10.8.2.1.5	No	OBIEE Deployment Tasks	100%	4 days	Thu 8/22/13	Tue 8/27/13		
540	1.1.10.8.2.1.5.1	No	BIP reports deployment	100%	4 days	Thu 8/22/13	Tue 8/27/13		
541	1.1.10.8.2.1.5.2	No	OBIEE Repository deployment	100%	4 days	Thu 8/22/13	Tue 8/27/13		
542	1.1.10.8.2.1.5.3	No	OBIEE reports deployment	100%	4 days	Thu 8/22/13	Tue 8/27/13		
543	1.1.10.8.2.1.5.4	No	Knowledge Management Analytic Reports	100%	4 days	Thu 8/22/13	Tue 8/27/13		

Project: MD Enrollment Broker Project  
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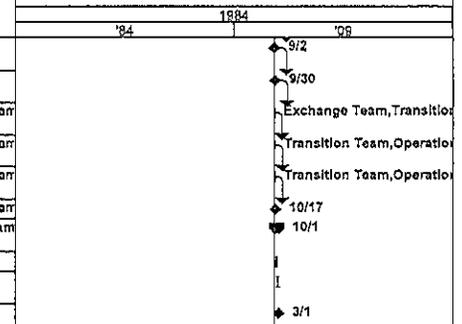
Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/Interdependence	Resource Names	
544	1.1.10.8.2.1.6	No	Smoke Test	0%	2 days	Thu 8/29/13	Fri 8/30/13			84 184 109
545	1.1.10.8.2.2	Yes	Go Live	0%	1 day	Mon 9/2/13	Mon 9/2/13			9/2
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		9/2
547	1.1.10.8.2.2.2	Yes	Go-Live	0%	0 days	Mon 9/2/13	Mon 9/2/13	546		
548	1.1.11	No	Staffing	99%	167 days	Wed 2/13/13	Tue 10/1/13		AI Miranda	
549	1.1.11.1	No	Account Mgr and Exchange Call Center Mgr begin (part of Transition Team)	100%	1 day	Wed 2/13/13	Wed 2/13/13		AI Miranda	AI Miranda
550	1.1.11.2	No	Finalize job descriptions and Operations org chart	100%	14 days	Tue 3/12/13	Fri 3/29/13	3FS+15 days	AI Miranda	AI Miranda
551	1.1.11.3	No	Finalize Telecommuter Agreement Document	100%	31 days	Mon 5/13/13	Mon 6/24/13		AI Miranda	AI Miranda
552	1.1.11.4	No	Meet with staffing agency to plan recruitment activities	100%	42 days	Thu 5/23/13	Wed 7/17/13	550	AI Miranda	AI Miranda
553	1.1.11.5	No	Post job openings Internally/externally	100%	59 days	Wed 5/1/13	Wed 7/17/13		AI Miranda	AI Miranda
554	1.1.11.6	No	Screen resumes and schedule interviews	100%	48 days	Wed 5/1/13	Fri 7/5/13		AI Miranda	AI Miranda
555	1.1.11.7	No	Conduct candidate interviews	100%	5 days	Tue 7/8/13	Mon 7/15/13	554	AI Miranda	AI Miranda
556	1.1.11.8	No	Select final candidates	100%	2 days	Thu 7/18/13	Fri 7/19/13	555	AI Miranda	AI Miranda
557	1.1.11.9	No	Conduct background checks	100%	10 days	Mon 7/22/13	Fri 8/2/13	556	AI Miranda	AI Miranda
558	1.1.11.10	No	Check references	100%	5 days	Mon 7/22/13	Fri 7/26/13		AI Miranda	AI Miranda
559	1.1.11.11	No	Extend verbal offers to candidates and issue offer letters (Permanent)	100%	1 day	Mon 7/1/13	Mon 7/29/13	558	AI Miranda	AI Miranda
560	1.1.11.12	No	Notify Staffing Agencies of Selected Candidates (Temp to Perm)	100%	6 days	Mon 7/15/13	Mon 7/22/13		AI Miranda	AI Miranda
561	1.1.11.13	No	Extend verbal offers to candidates and issue offer letters (Temp to Perm)	100%	6 days	Mon 7/15/13	Mon 7/22/13		Staffing Agencies	Staffing Agencies
562	1.1.11.14	No	Confirm Temp-to-Perm Offer Acceptance	100%	3 days	Mon 7/29/13	Thu 8/1/13	559	AI Miranda	AI Miranda
563	1.1.11.15	No	Staffing completed	100%	1 day	Mon 8/5/13	Mon 8/5/13	562	AI Miranda	AI Miranda
564	1.1.11.16	Yes	Management staff begin July 16, 2013	100%	0 days	Mon 7/29/13	Mon 7/29/13	559	AI Miranda	7/29
565	1.1.11.17	Yes	CCRs begin August 15, 2013	100%	0 days	Thu 8/15/13	Thu 8/15/13	564	AI Miranda	8/15
566	1.1.11.18	No	Brokers Begin 10/1/2013	0%	1 day	Tue 10/1/13	Tue 10/1/13	551	AI Miranda	AI Miranda
567	1.1.12	No	Training	99%	77 days	Mon 5/20/13	Fri 8/30/13			
568	1.1.12.1	No	Deliver Training	99%	40 days	Mon 7/8/13	Fri 8/30/13			
569	1.1.12.1.1	No	Deliver Training for project management staff and TTT	100%	28 days	Mon 7/8/13	Wed 8/14/13		Training Coordinator	Training Coordinator
570	1.1.12.1.2	No	Deliver Training for CCRs and Select CCR Supervisors	85%	12 days	Thu 8/15/13	Fri 8/30/13	569	Training Coordinator	Training Coordinator
571	1.1.12.2	No	Set up Learning Management System (LMS)	100%	70 days	Mon 5/20/13	Wed 8/21/13		ing Coordinator, Systems Team Lead	
572	1.1.12.2.1	No	Finalize LMS requirements	100%	20 days	Mon 5/20/13	Fri 6/14/13		ing Coordinator, Systems Team Lead	Training Coordinator, Systems Team Lead
573	1.1.12.2.2	No	Set-up Staff in LMS Database	100%	50 days	Mon 6/17/13	Wed 8/21/13	572	ing Coordinator, Systems Team Lead	Training Coordinator, Systems Team Lead
574	1.1.13.3	No	Set up Knowledge Management System	98%	25 days	Mon 7/15/13	Fri 8/16/13		QA/Training Supervisor, S. Rumburg	
575	1.1.13.3.1	No	Gather materials for inclusion in KMS	100%	15 days	Mon 7/15/13	Fri 8/2/13		QA/Training Supervisor, S. Rumburg	QA/Training Supervisor, S. Rumburg
576	1.1.13.3.2	No	Create KMS articles in UAT	100%	5 days	Mon 8/5/13	Fri 8/9/13	575	QA/Training Supervisor, S. Rumburg	QA/Training Supervisor, S. Rumburg
577	1.1.13.3.3	No	Migrate KMS articles from UAT to production	100%	3 days	Mon 8/12/13	Wed 8/14/13	576	Sperdian	Sperdian
578	1.1.13.3.4	No	Test KMS articles in production	50%	2 days	Thu 8/15/13	Fri 8/16/13	577	QA/Training Supervisor, S. Rumburg	QA/Training Supervisor, S. Rumburg
579	1.1.14	No	Readiness Review	90%	91 days	Mon 4/22/13	Thu 8/22/13		Exchange Team, Transition Team	
580	1.1.14.1	No	Meet with the Exchange to finalize Readiness Review expectations and requirements	100%	1 day	Mon 6/17/13	Mon 6/17/13		Exchange Team, Transition Team	Exchange Team, Transition Team
581	1.1.14.2	No	Meet with corporate QRM to define level and areas of their involvement	100%	10 days	Mon 4/22/13	Fri 5/3/13	580	Exchange Team, Transition Team	Exchange Team, Transition Team
582	1.1.14.3	No	Finalize Readiness Review schedule and tasks with stakeholders	100%	5 days	Tue 7/2/13	Sat 7/6/13	581	Exchange Team, Transition Team	Exchange Team, Transition Team
583	1.1.14.4	Yes	Conduct Readiness Review	95%	5 days	Fri 7/12/13	Thu 7/18/13	582FS+5 days	Exchange Team, Transition Team	7/12
584	1.1.14.5	No	Document each activity and distribute to stakeholders	95%	5 days	Fri 7/19/13	Thu 7/25/13	583	Exchange Team, Transition Team	Exchange Team, Transition Team
585	1.1.14.6	No	Obtain final sign-off on Readiness Review	95%	6 days	Fri 7/26/13	Thu 8/1/13	584	Exchange Team, Transition Team	Exchange Team, Transition Team
586	1.1.14.7	No	Conduct final preparation for Informational Go Live	75%	15 days	Fri 8/2/13	Thu 8/22/13	585	eam, CRM Project Management Team	Transition Team, CRM Proj
587	1.1.15	Yes	Phase 1 completed	0%	0 days	Fri 8/30/13	Fri 8/30/13	578		8/30
588	1.2	Yes	Phase 2 - Provide Information to callers: September 2 - September 30, 2013	0%	34 days	Mon 9/2/13	Thu 10/17/13		Transition Team	9/2

Project: MD Enrollment Broker Project  
Date: Sat 8/31/13

Task		Rolled Up Critical Task		Project Summary		Inactive Summary		Start-only	
Critical Task		Rolled Up Milestone		Group By Summary		Manual Task		Finish-only	
Milestone		Rolled Up Progress		Inactive Task		Duration-only		Progress	
Summary		Split		Inactive Milestone		Manual Summary Rollup		Deadline	
Rolled Up Task		External Tasks		Inactive Milestone		Manual Summary			

ID	WBS	Milestone	Task Name	% Complete	Duration	Start	Finish	Predecessors/ Start/dependence	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	
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	
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
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
584	1.2.6	Yes	Transition Team Phased Out	0%	1 day	Thu 10/17/13	Thu 10/17/13	593	Transition Team, Operations Team
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
598	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		



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

RP 8/14/13

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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