RESPONSE TO NEBRASKA RFP #122125

PROGRAM INTEGRITY CASE MANAGEMENT (PICM) /
FRAUD ABUSE DETECTION (FAD) ANALYTICS SOLUTION

Alivia Analytics

16 Campus Blvd Suite 125, Newtown Square, PA 19073

Phone: +1-617-227-5112

E-mail: info@aliviaanalytics.com

Web: https://www.aliviaanalytics.com

© 2025 Alivia Analytics

Table of Contents

EXECUTIVE SUMMARY

Executive Summary

Alivia Analytics (Alivia) began dedicated work in the healthcare space in 2016 with a clear mission: to bring clarity, accountability, and innovation to healthcare program integrity. Over the past decade, we've grown into a trusted partner for seven (7) state governments with two (2) more under contract review and several national healthcare organizations. Our experience has grown but we've never lost the mindset that got us here, one that blends deep experience with a constant drive to improve, evolve, and deliver more value.

We're proud to say this isn't our first time doing this work, but we also know that doing it well means never doing it the same way twice. Every state Medicaid agency is different. Every program has its own nuances, regulations, and business processes. And every implementation is an opportunity to bring fresh thinking, new tools, lessons learned, and better outcomes to the table. That's where Alivia thrives in the sweet spot between proven experience and continuous innovation.

A Partner That's Been There and Still Thinks Like a Challenger

Alivia sits in a unique position in the market. We've delivered successful implementations in Missouri, Utah, and with Lumeris, each with measurable outcomes and long-term client satisfaction. In Missouri, our FWA Finder™ platform helped generate a 12:1 return on investment in recoveries and a 50:1 return when including savings and prevented loss. In Utah, we led a full CMS-aligned implementation of our Case Manager™ and analytics platform, tailored to the state's operational and compliance needs. And with Lumeris, we've supported internal monitoring and compliance across their provider network, adapting our tools to fit their unique delivery model.

But we're not a legacy vendor. We're agile, responsive, and constantly innovating. Our platform is built on modern, cloud-native architecture. Our fraud detection models are powered by AI and machine learning along with immense subject matter expertise. Our team includes former Medicaid Program Integrity directors, CMS certification experts, program integrity veterans, and data scientists who know how to turn complex data into actionable insights.

What It's Like to Work with Alivia

Clients often tell us that working with Alivia feels different. That's by design. We believe that great technology is only half the equation with the other half being the people. We bring a team that listens first, then configures and delivers. We communicate clearly, manage risk proactively, and stay engaged long after go-live. Our project management approach is grounded in the Project

Management Body of Knowledge (PMBOK®) framework, ensuring structure, accountability, and transparency throughout the lifecycle.

We also bring a customer success mindset. That means regularly scheduled status calls, bi-weekly post-go-live support, and a culture of responsiveness that's baked into everything we do. Our goal isn't just to deliver a system—it's to deliver confidence, clarity, and results.

What You'll Find in This Document

This response to Nebraska's RFP #122125 outlines our proposed solution for a Program Integrity Case Management (PICM) and Fraud, Abuse, and Detection (FAD) Analytics System. It includes:

- **Corporate Overview**: A snapshot of Alivia's history, financial strength, and client base, including references from Missouri, Utah, and Lumeris.

- **Technical Response**: A detailed explanation of our platform architecture, fraud detection models, case management workflows, and how we support CMS certification.

- **Project Management Plan**: A structured, PMBOK®-aligned approach to planning, execution, risk management, and communication.

- **Implementation Timeline**: A clear roadmap from kickoff to go-live, including milestones for UAT, training, and warranty support.

- **Training and Support Strategy**: A role-based training program, online documentation, and ongoing support to ensure long-term adoption and success.

- **CMS Certification Support**: A comprehensive plan for guiding the State through Operational Readiness Reviews, Certification Reviews, and all required documentation and evidence.

- **Post-Implementation and Maintenance**: A roadmap for long-term operations, including help desk support, system upgrades, and enhancement planning.

Throughout the document, you'll see that we approach this work with rigor and a belief that technology should serve people, not the other way around. We're excited about the opportunity to bring that approach to Nebraska, and to help the State build a system that's not only compliant and efficient, but genuinely transformative.

1   CORPORATE OVERVIEW

A. BIDDER IDENTIFICATION AND INFORMATION

Full company name	Alivia Analytics, LLC
Company's address	16 Campus Blvd, Suite 125. Newtown Square, PA 19073
Entity organization	Corporation
State of incorporation	Delaware
Year organized	2011
Any name changes	Alivia Analytics, Inc Alivia Capital

July 10th, 2025

Page 6 of 99

B. FINANCIAL STATEMENTS

As a privately held company, Alivia Analytics, LLC does not disclose financial information. However, we have the capacity to support Nebraska. We recognize that working with a financially stable company is essential to the success of the project, and we will be here to help you for the long term. This commitment is substantiated and recognized across other states with now having eight (8) state government clients adopting Alivia Analytics as their analytics and case management solution as of July 2025.

Our financial outlook is very strong both currently and in the future. Our future book of business is very exciting, and the market adoption of our product and services continues to exceed our internal planning expectations.

In addition to our strong financial position, Alivia is backed by two prominent healthcare private equity firms: Council Capital and Health Enterprise Partners. Beyond strong financial backing, these partnerships also provide Alivia with continuous access to "best practices" and innovations in advanced analytics. We are happy to facilitate a call with our partners to discuss any financial questions that you may have. Also, we are happy to facilitate a call with our banker, Alexander Hui, at JPMorgan.

These private equity firms have heavily invested in our development. With their backing, we have made significant investments in cloud hosting, AI development, and security expansions to include HITRUST certification. Their commitment and financial dedication continue to focus on growth in our suite of solutions and services to our clients.

Alivia's business plan is to continue our dedicated focus on providing best-in-class solutions to the market. We are proud of the quality of products we provide to our customers, and our customer references speak to this commitment.

Alivia has also supplied as an attachment our Duns & Bradstreet credit report, which has a strong outlook and exhibits very low risk for our clients. In addition, the following is our DUNS number, so you are able to review our latest D&B information:

Pending Suits

None

Open Tax Liens

None

Unsatisfied Judgements

None

Score Tracker

DUNS	Company Name	Delinquency Score	Failure Score	Paydex	Rating
11-898-6675	Alivia Analytics, LLC	91	73	80	1R3

C. CHANGE OF OWNERSHIP

No change in ownership or control of the company is anticipated during the twelve (12) months following the solicitation response due date.

D. OFFICE LOCATION

Alivia's headquartered at 16 Campus Blvd, Suite 125 Newtown Square, PA19073. This office along with many remote/virtual employees will be responsible for performance.

E. RELATIONSHIPS WITH THE STATE

Alivia has not had any dealings with the state over the past five (5) years.

F. BIDDER'S EMPLOYEE RELATIONS TO THE STATE

No party named in the bid or employee had such relationships with the State.

G. CONTRACT PERFORMANCE

Alivia is proud to state we have never had a contract terminated for default, convenience, non-performance, non-allocation of funds. The only contract that has ever been terminated was due to a commercial health plan being acquired and the purchasing entity had an in house FWA solution that was required to be leveraged.

H. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE

REFERENCE CASE #1

i. Description

a) Time period of project

a. Project implementation began in **April 2021**, with go-live in **January 2022**. Enhancements and data integrations continued through **2024**, and the contract has been extended for an additional **5 years** through **2029**.

b) Scheduled and actual completion dates

a. **Scheduled Completion:** January 2022

b. **Actual Completion:** December 2021 (Go-Live)

c. **Enhancements:** Continued through 2024, including EVV and MCO data integrations

c) Bidder's responsibilities

Alivia Analytics was responsible for delivering the **FWA Finder™** platform to support Missouri's Medicaid Program Integrity efforts. Responsibilities included:

- Implementing FWA Finder™ to detect and prioritize leads across MMIS FFS and MCO data

- Integrating historical and current Medicaid data (2016–2021), including EVV data from Sandata

- Supporting CMS certification efforts, including documentation and IAPD development

- Delivering high-value analytics that contributed to an estimated **12:1 return on investment on recoveries and 50:1 including savings and prevented loss**

- Providing ongoing support and enhancements under a multi-year contract

Note: Missouri had an existing case management system in place at the time of implementation. While Alivia did not provide case management functionality, the State has expressed interest in adopting Alivia's case management module in the future to unify analytics and investigative workflows.

d) Customer information

Agency: Missouri Department of Social Services – Missouri Medicaid Audit & Compliance (MMAC)

Contact Person: Darla Weekley, Program Integrity Lead

Phone: 573-751-5296

Email: Darla.Weekley@dss.mo.gov

Address: P.O. Box 6500, Jefferson City, MO 65102

e) Prime or Subcontractor

Although Alivia is technically listed as a subcontractor, that is only due to the procurement path of using the NASPO Cloud Solutions contract and Alivia did all of the work and worked directly with the customer as a prime vendor. SHI's only role was to be a contracting intermediary and had no role in the implementation.

- **Procurement Path:** Purchase Order issued to SHI, with Alivia as the subcontracted vendor

- **Timeline:** Implementation completed in 8 months

- **Contract Status:** Extended through 2029 based on performance and stakeholder satisfaction

ii. Bidder and Subcontractor experience

Alivia did not leverage a subcontractor for this project.

iii. Work Performed as Subcontractor

Alivia did not leverage a subcontractor for this project.

REFERENCE CASE #2
i. Description

a) Time period of project

Alivia kicked off this implementation in November 2023 and Go Live was August 2024.

b) Scheduled and actual completion dates

a. Goal was 7 Month implementation

b. 9 Month implementation due to delays in getting data and holiday conflicts right at kickoff.

c) Bidder's responsibilities

As the prime vendor for the Utah Office of Inspector General (UOIG) Case Management System and Fraud Detection Tool implementation, Alivia Analytics was responsible for the full lifecycle of the project, from planning and design through implementation and support.

Alivia led the system architecture and design efforts, producing the System Design Document and Configuration Management Plan that defined the technical architecture, data flows, and configuration protocols for the UOIG Case Manager™ platform. These deliverables were key to aligning the system with Utah's operational needs and CMS expectations.

The team also managed CMS certification alignment and APD compliance. This included drafting the CMS Intake Form and mapping Utah's APD-approved metrics to CMS's Program Integrity module certification framework. The project was governed by an Implementation Advance Planning Document (I-APD), which emphasized interoperability with CHIP and other human services programs.

A major component of Alivia's work involved configuring the case workflow engine to reflect UOIG's operational procedures. This included building a detailed status stage transition model from "New Lead" through "Final Overpayment Recovered" and integrating User Defined Fields (UDFs) across all major modules to support flexible data capture and reporting.

Security and continuity were also prioritized. Alivia delivered updated Information Security and Business Continuity Plans to ensure compliance with both state and federal standards.

Throughout the project, Alivia maintained a strong focus on stakeholder engagement. The team held monthly customer success meetings and worked

closely with UOIG leadership, including Gene Cottrell and Nathan Johansen, to ensure alignment and transparency.

During the user acceptance testing (UAT) and production phases, Alivia supported change request reviews and facilitated UAT in partnership with UOIG testers, ensuring that the system met user expectations and operational requirements.

d) Customer information

Customer Name: Utah Office of Inspector General of Medicaid Services

Contact Person: Gene D. Cottrell, Inspector General

Email: gcottrell@utah.gov

Phone: 801-599-4372

e) Prime or Subcontractor

Although Alivia is technically listed as a subcontractor, that is only due to the procurement path of using the NASPO Cloud Solutions contract and Alivia did all of the work and worked directly with the customer as a prime vendor. SHI's only role was to be a contracting intermediary and had no role in the implementation.

- **Procurement Path:** Purchase Order issued to SHI, with Alivia as the subcontracted vendor

- **Timeline:** Implementation completed in 8 months

- **Contract Status:** Extended through 2029 based on performance and stakeholder satisfaction

ii. Bidder and Subcontractor experience

Alivia did not leverage a subcontractor for this project.

iii. Work Performed as Subcontractor

Alivia did not leverage a subcontractor for this project.

REFERENCE CASE #3

i. Description

Time Period of Project

The project began in March 2022, following the execution of a three-year agreement. Lumeris has since renewed for the additional two-year extension, and the engagement remains active as of 2025.

Scheduled and Actual Completion Dates

Initial deployment milestones were completed on schedule in 2022. The platform has continued to evolve through 2023 and 2024, with ongoing enhancements and support continuing into the current renewal term.

Bidder's Responsibilities

Alivia served as the prime vendor and was responsible for the full deployment of its FWA Finder analytics engine and integrated Case Manager platform. The solution was designed to help Lumeris identify at-risk claims, streamline investigations, and strengthen program integrity.

Key responsibilities included:

- Implementing business dashboards that surfaced outlier providers and suspicious claims in real time.

- Supporting both technical and non-technical users with flexible tools, ranging from drag-and-drop interfaces to advanced scripting in R and Python.

- Leading enablement efforts through training, documentation, and collaborative working sessions with stakeholders across compliance, clinical operations, claims strategy, and network management.

- Adapting the platform to support internal monitoring for Clear Practice programs like Primarily Home and Healthy House Calls, where Lumeris acts as the provider and needed visibility into its own billing patterns.

- Maintaining a strong partnership with Lumeris leadership, including onboarding sessions with their Chief Medical Officer and regular collaboration with Integrity Advantage, their risk assessment partner.

- **Customer Information**
  Customer: Lumeris
  Contact: Julie Nichols

  Phone: 314-825-3009

  Email: jnichols@lumeris.com

Prime or Subcontractor

Alivia Analytics acted as the prime vendor.

ii. Bidder and Subcontractor experience

Alivia did not leverage a subcontractor for this project.

iii. Work Performed as Subcontractor

Alivia did not leverage a subcontractor for this project.

I. BIDDER'S PROPOSED PERSONNEL MANAGEMENT APPROACH

Proposed Project Management Approach

Alivia presents a project management approach that is both structured and adaptive, grounded in industry best practices and tailored to the complex demands of healthcare analytics implementations. Their methodology is rooted in the Project Management Body of Knowledge (PMBOK®) framework, emphasizing clarity, accountability, and efficiency throughout the project lifecycle.

At the heart of Alivia's approach is a commitment to clear communication and meticulous planning. They prioritize early alignment with stakeholders through detailed project planning, which includes defining scope, setting milestones, allocating resources, and establishing timelines. This planning phase is followed by regular status updates, typically weekly or biweekly, where key performance indicators, deliverables, and risks are reviewed collaboratively with the client.

Alivia employs a suite of project management tools such as Microsoft Project and JIRA to maintain a centralized view of progress. These tools support real-time tracking of tasks and deliverables, enabling the team to respond quickly to emerging issues. Their issue escalation process is well-defined, ensuring that problems are promptly identified, assessed, and resolved.

The project lifecycle is divided into eight distinct phases: Start-Up/Planning/Transition, Requirements, Design and Build/Configuration/Conversion, Testing, Training, Deployment/Implementation/Certification, Operations, and Project Turnover. This phased approach allows for structured progression while maintaining flexibility to adapt to client-specific needs.

Risk management is another cornerstone of Alivia's methodology. Their strategy includes identifying potential risks early, developing mitigation and contingency plans, and continuously monitoring risk status. This proactive stance is complemented by a robust quality management plan that ensures deliverables meet or exceed expectations through peer reviews, checklists, and adherence to defined standards.

In summary, Alivia's project management philosophy is a blend of rigor and responsiveness. By combining PMBOK® principles with agile practices and a deep understanding of healthcare program integrity, they position themselves as a reliable partner capable of delivering high-quality, timely, and impactful solutions.

Staffing Support

Alivia has crafted a staffing plan that best meets the needs of the requirements in the RFP. Alivia's proposed Contract Manager, Dale Carr has significant experience within their respective role. Dale is a former Medicaid Program Integrity director and familiar with the challenges that state Medicaid agencies face. He brings a perspective and level of subject matter expertise that only select few have in the private sector. Dale will provide a day to day contact for the program integrity side of the house and supported by the Alivia leadership and support team.

In addition to the required Contract Manager role that Dale will provide. Alivia as a suite of staff that are typical for an implementation, the following additional Alivia roles are involved: Executive Sponsor, Business Analyst, Data Engineers Data Scientist, System Administrator, Security Officer, Developers, and Subject Matter Experts. Alivia works with customers to provide a high-quality experience both through and post-implementation.
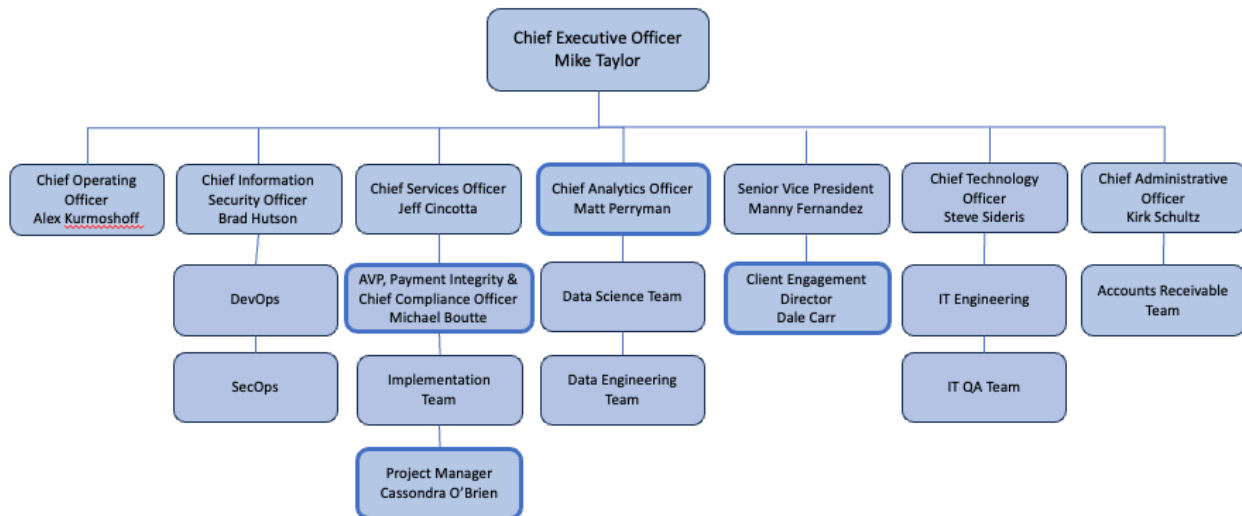
Our data scientists and the data engineering team are led by the Chief Analytics Officer Matt Perryman. The data science team is responsible for model ideation and configuring the models to account for Nebraska specific nuances. From our project management team, we've initially assigned Cassondra O'Brien to serve as the implementation Project Manager. Cassandra has decades of experience serving as a project manager both on the technical and business sides of projects. She has successfully led other Alivia deployments including those that have CMS certification components.

One of our subject matter experts like Dale, is Michael Boutte. Michael is also a former Medicaid employee, where he last served in Louisiana as the Deputy Medicaid Director. Michael oversees our compliance department as well as our payment integrity team and overseen multiple successful CMS Certification projects on behalf of Alivia.

Alivia has included resumes for the named individuals as attachments.

Exhibit 1: Alivia's High Level Org Chart

Alivia Analytics
High-Level Organizational Chart

Chief Executive Officer
Mike Taylor

- **Chief Operating Officer** Alex Kurmoshoff
- **Chief Information Security Officer** Brad Hutson
  - DevOps
  - SecOps
- **Chief Services Officer** Jeff Cincotta
  - AVP, Payment Integrity & Chief Compliance Officer Michael Boutte
  - Implementation Team
    - Project Manager Cassondra O'Brien
- **Chief Analytics Officer** Matt Perryman
  - Data Science Team
  - Data Engineering Team
- **Senior Vice President** Manny Fernandez
  - Client Engagement Director Dale Carr
- **Chief Technology Officer** Steve Sideris
  - IT Engineering
  - IT QA Team
- **Chief Administrative Officer** Kirk Schultz
  - Accounts Receivable Team

J. SUBCONTRACTORS

Alivia does not intend to use Subcontractors on this project.

2 TECHNICAL RESPONSE

PART I

A. UNDERSTANDING OF THE PROJECT REQUIREMENTS;

i. Scope of Work

Alivia proposes a robust, scalable, and cloud-based Software as a Service (SaaS) solution, our platform which includes the FWA Finder™ and Case Manager™ modules. This platform is designed to support the full lifecycle of fraud, waste, and abuse (FWA) detection, investigation, and resolution. It is built to integrate seamlessly with state systems and meet the operational needs of diverse stakeholders, including program administrators, investigators, analysts, referral intake specialist, and external partners.

The FWA Finder™ module delivers over 100 pre-configured fraud detection models that leverage both rule-based logic and advanced machine learning techniques, including supervised and unsupervised algorithms. These models are capable of identifying improper payments across medical, pharmacy, and dental claims, and are continuously updated to reflect emerging fraud schemes and regulatory changes. Each model is paired with interactive dashboards that allow users to drill down into provider behavior, risk scores, and claim-level details, enabling precise targeting of high-risk entities. Alivia is also one of the first to deploy a solution that address that unique and diverse EVV, successfully yielding results for the state of Missouri.

Complementing this is the Case Manager™ module, which is fully integrated with FWA Finder™. It supports configurable workflows, automated alerts, and comprehensive case tracking from referral through investigation, adjudication, and recovery. This integration eliminates manual data entry, enhances efficiency, and ensures that all investigative actions are documented and auditable.

Alivia's platform is designed to be compliant with HIPAA, HITECH, and CMS standards. The company has a proven track record of supporting CMS certification efforts, having successfully guided multiple state clients, including the Utah Office of Inspector General, Missouri Medicaid Audit and Compliance, and Wyoming Department of Health through Operational Readiness Reviews and certification processes. Alivia's experience with CMS certification ensures that the proposed solution will meet the State of Nebraska's goal of securing enhanced federal funding.

In terms of implementation, Alivia commits to all tasks required to render the system fully operational. This includes the conversion, transformation, formatting, and migration of ten years of historical case data. Our experienced data ingestion team applies best practices in data cleansing, validation, de-duplication, normalization, and enrichment to ensure data integrity and readiness for analytics.

Alivia's approach is grounded in agile development methodologies, allowing for rapid deployment, iterative improvements, and responsiveness to stakeholder feedback. Our team includes seasoned professionals with deep expertise in Medicaid program integrity, healthcare analytics, and enterprise system integration.

In summary, Alivia offers a state-of-the-art, end-to-end solution that not only meets but exceeds the State of Nebraska's requirements for a PICM / FADS Analytics system. Our platform is designed to enhance decision-making, increase operational efficiency, and deliver measurable outcomes in the fight against healthcare fraud, waste, and abuse.

Alivia has accounted for the potential of additional/other services to be performed as a part of the scope of work during the Maintenance, Operations, and Support period. We have accounted for the 500 vendor hours annually and are prepared to review and scope request that are submitted by the State.

ii. Project Environment

a) Integration Requirements

Alivia's platform is a modular, cloud-based architectural framework grounded in its proven architecture and integration capabilities. This architecture is designed to minimize dependence on traditional IT infrastructure while maximizing scalability, flexibility, and security. The platform is modular by design, allowing for the addition of new components and services without requiring pervasive changes to existing systems, a feature that we take advantage of regularly when planning our enterprise wide roadmap.

To meet Nebraska's integration needs, Alivia's solution supports secure, bi-directional data exchange with both internal and external systems, including legacy platforms such as MMIS and N-FOCUS. We have reviewed the data integration requirements and are confident that we can support the State's data integration needs.

Alivia explicitly supports Extract, Transform, and Load (ETL) functions, enabling efficient data migration, transformation, and formatting. These capabilities are essential for onboarding historical data and maintaining ongoing interoperability with the State's data warehouse and other modules. Alivia also commits to working with the State's Integration Hub to orchestrate inbound and outbound interfaces and establish appropriate connectivity.

iii. Compliance Requirements

Alivia commits to meeting the Compliance Requirements as listed within the proposal. This includes the Seven Standards and Conditions, set forth by CMS and MITA standards to maintina and receive enhanced federal financial aparticipation

(FFP). Alivia also commits to maintaining compliance with all State, fedederal, CMS standards, regulations, and compliance guidances.

iv. Project Requirements

a) Functional Specifications

Alivia has reviewed in detail Attachment 2 – Functional Specifications and completed per the instructions within the attachment. The completed Attachment 2 – Functional Specifications is included in our submission.

b) Technical Specifications

Alivia has reviewed in detail Attachment 3 – Technical Specifications and completed per the instructions within the attachment. The completed Attachment 3 – Technical Specifications is included in our submission.

c) Executive Kick off

Alivia would approach the executive leadership project kickoff with a structured, collaborative, and transparent methodology that reflects our deep understanding of the project's scope and our commitment to successful delivery.

Alivia prides itself in having a successful kickoff meeting that aligns stakeholders at the very onset of the project. During the kickoff meeting Alivia will focus on the "spirit of the requirements" which focuses on a requirements outcome alignment. Ensuring that the State's objectives/outcomes for each requirement are met. This approach has proven successful for each of our state Medicaid clients.

Alivia will plan and conduct a comprehensive executive leadership kickoff meeting that includes our assigned leadership team, project management staff, and key technical and operational personnel.

i.   Pre-Kick off

As part of our project initiation process, Alivia will develop and deliver a comprehensive executive kickoff presentation that will be submitted to the State for review and approval at least five (5) business days prior to the scheduled kickoff meeting. This presentation will serve as a foundational deliverable and will include the following key components: Overview of Alivia's Approach, methodology, and timelines for completing the PICM project. Which includes best practices and lessons learned from other PICM like projects deployed for our state Medicaid clients.

ii.   Kick off

Alivia will organize and lead an onsite kickoff within two (2) weeks of contract
execution. The event will include key representatives and subject matter experts
essential for the start of the project. The kickoff presentation will cover an overview of
the project scope, requirements, project schedule, team matrix, and a summary of how
critical tasks will be accomplished to achieve implementation.

A requirements review exercise, referred to as the "spirit of the requirements,"
will be conducted to confirm that high-level requirements align with the
intended outcomes expected by the State. It is common for the intent of
requirement outcomes to differ from what was originally documented,
particularly when changes occur between the time requirements are written and
project initiation. This process helps ensure alignment at the beginning of the
project rather than later during implementation.

Throughout the kickoff, Alivia aims to facilitate discussions among
stakeholders, allowing for feedback and clarification of expectations. This is
critical for all parties to level-set and ensure successful achieve of the State's
operational, timeline and budget expectations.

iii.   Post Executive Kick off

Alivia will provide the state with detailed meeting minutes of the Kick off within two
(2) business days following the kickoff.

d) Project Initiation and Planning

i.   Develop a Detailed Project Plan

Alivia Analytics is committed to delivering a structured, transparent, and collaborative
project management approach that aligns with the State's expectations for a Master
Project Plan and Integrated Master Project Schedule. Within three weeks of project
kickoff, Alivia will prepare and submit a comprehensive Master Project Plan for the
State's review and approval. This plan will serve as the foundational blueprint for the
entire project lifecycle and will be developed in close coordination with the State's

stakeholders to ensure alignment with project goals, timelines, and compliance requirements.

Alivia will develop a Master Project Schedule using Microsoft Project, as required. This schedule will:

• Identify all activities and tasks necessary to implement the PICM Project.

• Include a detailed Work Breakdown Structure (WBS).

• Clearly delineate responsibilities between the State and Alivia.

• Map all dependencies, sub-tasks, successors, and predecessors.

• Specify start and end dates for each task and activity.

• Estimate hours for each task and sub-task, including those on the critical path that could impact the overall timeline

Alivia's project management methodology is grounded in Agile principles and supported by tools such as Microsoft Project and JIRA. Weekly status meetings during implementation will ensure continuous communication, risk mitigation, and alignment with the State's evolving needs. Any changes to the Master Project Plan or Schedule after initial approval will be submitted for review and electronic signature by the designated State stakeholder, ensuring full transparency and traceability

Throughout the project, Alivia will maintain and update both the Master Project Plan and Integrated Master Project Schedule to reflect progress, address risks, and incorporate feedback. This disciplined yet flexible approach ensures that the project remains on track, meets its objectives, and delivers measurable value to the State.

ii. Develop a Project Mangement Plan

Alivia's approach to the Project Management Plan (PMP) is to provide the State with a comprehensive, actionable, and living document that guides the project from kickoff through completion. Within three weeks of project kickoff, Alivia will deliver a detailed PMP for State review and approval. This plan will be maintained and updated throughout the project lifecycle, and any changes after initial approval will be submitted for review and approval by the designated State stakeholder(s).

The PMP will begin with an executive summary that outlines the project's objectives, scope, major milestones, and overall approach. For risk and issue management, Alivia will use a proactive process to identify, assess, track, and mitigate risks and issues, maintaining a risk register and escalating as needed for timely resolution. Communication management will be addressed through a clear plan that defines how, when, and with whom project information will be shared, including regular status meetings, executive summaries, and a centralized document repository.

Staffing management will detail the project's organizational structure, key personnel, roles, and responsibilities for both Alivia and State teams. Change management procedures will be established for requesting, reviewing, approving, and documenting changes to project scope, schedule, or deliverables, with all changes requiring review and approval by the designated State stakeholder(s).

Quality management will define standards, processes, and checkpoints for ensuring the quality of all project deliverables, including peer reviews and quality assurance testing. Deliverable management will use a structured process for planning, tracking,

reviewing, and accepting all project deliverables, with defined acceptance criteria, timelines, and responsible parties. Scope management will clearly define the project's boundaries, deliverables, and success criteria, and include processes for managing scope changes.

Schedule management will be addressed through a detailed project schedule, maintained in Microsoft Project, that includes all tasks, dependencies, milestones, and critical path activities, with regular updates and progress tracking. Budget management will outline processes for tracking project expenditures, managing financial resources, and reporting on budget status, with regular updates and collaboration with the State to ensure fiscal responsibility. Finally, performance management will define and monitor key performance indicators, project milestones, and success metrics, with regular reviews and lessons learned sessions to drive continuous improvement and ensure the project delivers its intended value.

In summary, Alivia's PMP will be a living document that covers all required areas, risk, communication, staffing, change, quality, deliverables, scope, schedule, budget, and performance, ensuring the State has full visibility and control throughout the project.

iii.   Develop a Risk Management Plan

Alivia's approach to risk management is to provide the State with a comprehensive Risk Management Plan within three weeks of project kickoff. This plan will be developed in collaboration with State stakeholders and will be maintained and updated throughout the project lifecycle. If any changes are made after initial approval, the revised plan will be submitted for review and approval by the designated State stakeholder(s).

The Risk Management Plan will identify, evaluate, and plan for possible risks that could arise during the project. Alivia will use a proactive process to systematically identify potential risks early, assess their likelihood and potential impact, and document them in a risk register. For each risk, we will define mitigation and contingency strategies in advance, so that risk-handling activities are prepared and adverse impacts on project objectives are minimized.

Throughout the project, risks and issues will be reviewed regularly in project status meetings and included in status reports. If new risks emerge or existing risks change, the plan will be updated accordingly, and the State will be engaged to review and agree on any new mitigation strategies. This disciplined approach ensures that risk management is not a one-time activity, but an ongoing process that supports project success and transparency at every stage.

iv.   Develop an Issue Management Plan

Alivia will provide the State with a detailed and comprehensive Issue Management Plan within three weeks of project kickoff. This plan will be developed in collaboration with State stakeholders and will be maintained and updated throughout the project lifecycle. If any changes are made after initial approval, the revised plan will be submitted for review and approval by the designated State stakeholder(s).

The Issue Management Plan will outline a clear process for identifying, tracking, and resolving issues that arise during the project. When an issue is identified, whether by Alivia, the State, or another stakeholder, it will be documented in an issue log with a

description, origin, date, and initial assessment. Each issue will be evaluated for its potential impact and urgency and prioritized accordingly.

The plan will describe how issues are tracked from identification through resolution, including regular status updates, assignment of responsible parties, and escalation procedures for issues that cannot be resolved at the project team level. Communication protocols will ensure that all relevant stakeholders are informed of significant issues and their status. Alivia will provide regular reporting on open, resolved, and escalated issues as part of project status updates.

Roles and responsibilities for issue management will be clearly defined. Typically, the Project Manager will oversee the issue management process, ensure issues are logged and tracked, and coordinate with both Alivia and State team members for resolution. Specific team members may be assigned to investigate and resolve particular issues, and escalation paths will be established for issues requiring higher-level attention.

To support consistent evaluation and prioritization, Alivia will use an impact matrix that categorizes issues based on their severity (e.g., critical, high, medium, low) and their potential effect on project scope, schedule, cost, or quality. This matrix will guide the prioritization and escalation of issues, ensuring that those with the greatest potential impact are addressed promptly.

Throughout the project, the Issue Management Plan will be a living document, updated as needed to reflect new issues, changes in process, or lessons learned. This approach ensures that issues are managed proactively and transparently, minimizing their impact on project objectives and supporting successful project delivery.

v.   Deliverable Review and Approval Process (DRAP)

Alivia will fully participate in the State's Deliverables Review Process (DRAP) as provided during Project Initiation. We recognize that the DRAP governs how deliverables are submitted, reviewed, commented on, updated, and ultimately accepted by the State. Upon receipt of the State's DRAP, Alivia will review the process in detail and, if appropriate, may propose changes for consideration; however, we understand that the State reserves the right to reject any proposed changes and make final decisions on the DRAP.

For each written deliverable, Alivia will prepare and submit a Deliverable Expectation Document (DED) for the State's review and approval no later than 30 calendar days before the deliverable is due. We will not submit any written deliverable until the State has formally accepted the corresponding DED. We understand that submitting a deliverable prior to DED acceptance puts us at risk of having to redo the work without additional compensation, and we will strictly adhere to this requirement.

The DED will follow the content and outline requirements provided by the State during the DRAP. If we believe any modifications would improve clarity or project outcomes, we may propose changes to the DED, but we recognize the State's right to reject any such proposals.

If any deficiencies are identified in a deliverable, Alivia will promptly investigate the source of the issue and correct it at no cost to the State. We will revise deliverables as needed, using the State's review findings to ensure all content and format requirements are met. We understand that the State may decline to approve deliverables that are not reasonably acceptable, and that written acceptance from the State is required for all final deliverables in each project phase. No phase will be considered complete, and no

payment will be made, until the State has provided written approval for all phase-specific deliverables.

This approach ensures that deliverable quality, transparency, and alignment with State expectations are maintained throughout the project lifecycle, and that Alivia remains fully accountable for meeting all deliverable requirements.

vi. Develop a Communication Plan

Alivia will provide the State with a detailed and comprehensive Communication Plan within three weeks of the project kickoff meeting. This plan will be developed collaboratively with the State and will be maintained and updated throughout the project lifecycle. Any changes to the plan following initial approval will be submitted for review and approval by the designated State stakeholder(s).

The Communication Plan will define how critical project information is shared with stakeholders to ensure transparency, alignment, and timely decision-making. Alivia will work with the State to develop a stakeholder register and communication list, identifying who needs to receive specific types of information, how they will receive it, and how frequently.

Key components of the plan will include:

- **Target Audiences**: Alivia will identify and document all relevant stakeholder groups, including project team members, executive sponsors, State program staff, technical teams, and external partners. Each group's communication needs and preferences will be considered.

- **Communication Objectives**: For each communication type, Alivia will define the purpose, whether it's to inform, request input, report progress, escalate issues, or confirm decisions. This ensures that communications are purposeful and aligned with project goals.

- **Communication Channels**: Alivia will use a variety of channels tailored to the audience and message type, including email, Microsoft Teams, project dashboards, weekly status meetings, monthly executive briefings, and formal reports. Secure document repositories will be used for sharing deliverables and reference materials.

- **Communication Schedule**: The plan will outline the frequency and timing of communications. For example, weekly status meetings will be held with the core project team, bi-weekly customer success calls will provide updates on platform enhancements, and monthly reports will summarize progress, risks, and upcoming milestones.

- **Communication Responsibilities**: Roles and responsibilities will be clearly defined. The Alivia Project Manager will be the primary point of contact for day-to-day communications, while the Contract Manager will oversee executive-level engagement. State counterparts will be identified for each communication stream to ensure alignment and responsiveness.

- **Feedback Mechanisms**: Alivia will establish structured channels for stakeholder feedback, including meeting discussions, surveys, and direct outreach. Feedback will be documented, reviewed, and incorporated into project planning and execution as appropriate.

This Communication Plan will be a living document, reviewed regularly and updated as needed to reflect changes in stakeholder needs, project scope, or communication effectiveness. Alivia's approach ensures that all stakeholders remain informed, engaged, and aligned throughout the project lifecycle.

vii.   Develop a Staffing Plan

Alivia will provide the State with a detailed and comprehensive Staffing Plan within three weeks of project kickoff. This plan will be developed in collaboration with the State and maintained throughout the project lifecycle, with any changes requiring review and approval by the designated State stakeholder(s).

The Staffing Plan will outline how Alivia will meet the human resource needs of the project, ensuring the right expertise and capacity are available at every phase. Here's how Alivia will address each key aspect.

Staffing Process:

Alivia will ensure that staffing levels are sufficient to maintain high-quality service regardless of fluctuations in work volume. We will monitor project demands and adjust resource allocation as needed, drawing from a pool of qualified personnel. For vacancies in key personnel, Alivia will have a documented process for both temporary and permanent replacements. If a key position becomes vacant, a qualified substitute will be provided within ten State business days, and the State will be notified in writing at least fourteen days in advance of any planned changes, except in emergencies. **Resources:** The plan will clearly define roles and responsibilities for all project resources, distinguishing between key and non-key personnel. Each role, such as Project Manager, Contract Manager, Business Analyst, System Administrator, Training/Documentation Manager, and Data Scientist, will have specific duties and reporting lines. Resource allocation will be detailed for both Alivia staff and any subcontractor staff, if applicable, ensuring clarity on who is responsible for each aspect of the project. Additionally, Alivia will confirm in writing that all individuals assigned to the project have passed our established background check criteria, which include criminal history, sex offender registry, and OIG/SAM exclusions. This process will be applied to any new staff assigned during the contract period.

Performance Issues:

The State will retain the right to release or request the replacement of any Alivia or subcontractor representative who is not performing to expectations. If this occurs, Alivia will provide an acceptable replacement within ten State business days of notice, ensuring continuity and quality of service.

Staffing Plan Changes:

Alivia will notify the State in writing at least fourteen days prior to any changes in key personnel, except in cases of immediate risk or security breaches. Key positions will not remain vacant for more than ten State business days without a qualified substitute. The State will have the authority to approve or reject any proposed replacements and may interview or require verification of a candidate's skills before approval. Alivia will not fill vacant key positions with other existing key personnel without State approval. This approach ensures that Alivia's project team remains stable, qualified,

and responsive to the State's needs throughout the project, supporting successful delivery and ongoing partnership.

viii.   Develop a Change Management Plan

Alivia will provide the State with a detailed and comprehensive Change Management Plan within three weeks of project kickoff. This plan will be developed in collaboration with the State and maintained throughout the project lifecycle, with any changes requiring review and approval by the designated State stakeholder(s).

Change Management Process:
The plan will outline a clear, step-by-step process for submitting, evaluating, authorizing, managing, and controlling change requests. Any stakeholder, whether from Alivia or the State, can submit a change request using a standardized Change Request Form. Once submitted, each request will be logged in a Change Log and initially reviewed by the Project Manager. The request will then be evaluated for its impact on project scope, schedule, cost, quality, and risk. The evaluation process will include input from relevant subject matter experts and, when necessary, the State's project leadership. Approved changes will be documented, communicated to all stakeholders, and incorporated into project plans and schedules. Rejected changes will also be documented with the rationale for rejection.

Roles and Responsibilities:
The Change Management Plan will clearly define roles and responsibilities. The Alivia Project Manager will be responsible for overseeing the change management process, maintaining the Change Log, and ensuring timely communication and implementation of approved changes. The State's designated project lead will review and authorize changes that impact project scope, schedule, or budget. Subject matter experts from both Alivia and the State may be consulted as needed to assess the impact of proposed changes.

Change Request Form Template:
A standardized Change Request Form will be included in the plan. This template will capture essential information such as the description of the requested change, the reason for the change, the originator, the date submitted, the impact assessment, and the recommended action.

Change Log Template:
The plan will also include a Change Log template for collecting and tracking all change requests throughout the project. The log will record the status of each request (submitted, under review, approved, rejected, implemented), the responsible parties, and key dates for transparency and auditability.

Throughout the project, the Change Management Plan will be a living document, updated as needed to reflect new requirements, lessons learned, or process improvements. This approach ensures that all changes are managed in a controlled, transparent, and collaborative manner, minimizing disruption and supporting successful project delivery.

ix.   Application Configuration and Maintenance Plan

Alivia will provide the State with a detailed Configuration and Maintenance Plan for review and approval prior to the start of configuration activities. This plan will be

maintained throughout the project lifecycle, and any changes after initial approval will be submitted for review and review by the designated State stakeholder(s).

Approach to Design Sessions or Walkthroughs:

Alivia will conduct collaborative design sessions and walkthroughs with State stakeholders to review requirements, validate design decisions, and ensure alignment before configuration begins. These sessions will be structured, agenda-driven, and will include documentation of decisions and action items.

Approach to Sprints or Iterations:

Alivia organizes configuration and build activities into sprints or iterations. Each sprint will have defined objectives, deliverables, and timelines. This iterative approach ensures flexibility and continuous alignment with project goals.

Configuration Management:

Alivia will implement robust configuration management practices to track, document, and control all changes to system configurations. All configuration items will be version-controlled, and a configuration log will be maintained to record changes, responsible parties, and approval status. This ensures traceability, auditability, and the ability to roll back changes if necessary.

Release Cycle and Frequency:

The plan will define the release cycle and frequency for configuration updates, enhancements, and maintenance releases. Alivia will coordinate with the State to schedule releases at appropriate intervals, minimizing disruption to operations.

Tasks, Timelines, and Responsible Parties:

A detailed schedule will be provided, outlining all design, configuration, and build tasks, along with timelines and responsible parties. This schedule will be maintained and updated as the project progresses, ensuring accountability and transparency for every phase of the configuration process.

Approach to System Enhancements:

Alivia will establish a process for requesting, evaluating, and implementing system enhancements. Enhancement requests will be logged, prioritized, and reviewed with the State. Approved enhancements will be incorporated into future sprints or releases, with clear communication of timelines and impacts.

Programming and Coding Standards:

Alivia will adhere to industry best practices and established programming and coding standards to ensure maintainability, security, and performance. All code will be peer-reviewed, tested, and documented. Standards will cover naming conventions,

documentation requirements, security practices, and compliance with applicable regulations.

This Configuration and Maintenance Plan will ensure that all design, build, and maintenance activities are well-coordinated, transparent, and aligned with the State's expectations, supporting a stable and adaptable system throughout the project lifecycle.

e) Requirements Validation with Demonstration

Alivia Analytics follows a structured, collaborative, and agile approach to requirements discovery and validation, ensuring alignment with the State's operational goals and program integrity priorities. Our methodology is designed to foster transparency, accelerate understanding, and ensure that the delivered solution is tailored to Nebraska's unique needs.

1. Initial Overview Meeting with the PI Team

Upon project kickoff, Alivia will schedule a series of structured meetings with the State's Program Integrity (PI) Team. The first session will be an overview demonstration of the Alivia Healthcare Payment Integrity Platform™, including its core modules, FWA Finder™ and Case Manager, This session will:

- Provide a high-level walkthrough of the platform's capabilities, including fraud detection models, case lifecycle workflows, and analytics dashboards.

- Highlight how the platform supports both pre-payment and post-payment analytics, case triage, audit tracking, and financial impact reporting.

- Showcase real-world use cases from similar Medicaid agencies (e.g., Missouri, Utah, Louisiana) to contextualize the platform's effectiveness

2. Collaborative Working Sessions to Identify Critical Processes

Following the overview, Alivia will conduct a series of deep dive working sessions with the PI Team and other relevant stakeholders. These sessions will:

- Map out Nebraska's current program integrity workflows, including intake, triage, investigation, audit, recovery, and reporting.

- Identify pain points, manual processes, and opportunities for automation or enhancement.

- Define the State's critical business rules, data sources, and reporting obligations (e.g., CMS, MFCU, legislative reporting).

Alivia's Business Analysts and Data Scientists will use structured templates and visual tools (e.g., process maps, data flow diagrams) to document these workflows and requirements in real time.

3. Requirements Validation and Prioritization

Once the initial requirements are captured, Alivia will:

- Validate each requirement with the PI Team to ensure accuracy and completeness.

- Prioritize requirements based on criticality, compliance impact, and implementation feasibility.

- Identify any additional tasks or dependencies necessary to support the Validation with Demonstration process.

This iterative validation process ensures that the final configuration of the platform reflects Nebraska's operational needs and compliance mandates.

4. Timeline and Deliverables

Alivia commits to completing the requirements gathering and validation process within six (6) weeks of the project kickoff, as stipulated in the RFP. Key deliverables during this phase will include:

- A validated Requirements Traceability Matrix (RTM)

- A documented Current State and Future State Process Map

- A Configuration Blueprint for the Alivia Platform tailored to Nebraska's needs

f) Design and Configuration

Alivia Analytics employs a structured and client-centered methodology to ensure that all system design and configuration tasks are aligned with the State's requirements and operational goals. Our approach is grounded in best practices for healthcare analytics and program integrity, and is designed to deliver a scalable, secure, and user-friendly solution.

1. System Design

Alivia begins with a comprehensive design phase that includes the development of a detailed Solution Architecture Document. This document includes:

- Technical explanations of the system's components

- Architectural diagrams

- Data flow mappings

- Component specifications

- Software versioning and infrastructure patching plans

This design process ensures that the system architecture is aligned with the State's enterprise IT standards and supports future scalability, security, and interoperability

2. System Design Alignment with Requirements

To ensure alignment with the State's requirements, Alivia conducts collaborative working sessions with stakeholders to:

- Map current and future state workflows

- Identify critical business rules and compliance needs

- Validate functional and technical requirements

These sessions inform the configuration of our platform modules, FWA Finder™, Case Manager™, ensuring that each component is tailored to Nebraska's specific program integrity objectives.

3. System Configuration

Alivia's platform is highly configurable, allowing for:

- Customization of dashboards, workflows, and user roles

- Integration of State-specific fraud detection models and audit logic

- Configuration of alerts, notifications, and reporting schedules

Configuration is performed during the design/build phase and is documented in the Configuration Blueprint. This ensures traceability and alignment with the validated requirements.

4. Data Management Capabilities

Alivia's platform includes a robust data ingestion engine capable of:

- Ingesting structured and unstructured data from multiple sources

- Harmonizing and cleansing data for analytics and reporting

- Supporting real-time and batch data processing

The platform also includes a Data Repository and Query Builder, enabling users to search, filter, and analyze data without requiring coding skills. Advanced users can use SQL, R, or Python for custom model development

5. Workflow Integration

Workflow is a core component of Alivia's solution. Our Case Manager™ module:

- Integrates seamlessly with FWA Finder™ to automate case creation from flagged analytics

- Supports configurable workflows for intake, triage, investigation, audit, and recovery

- Includes task management, alerts, and audit trails to guide users through each step

This workflow-driven approach ensures consistency, reduces manual effort, and enhances compliance with program integrity protocols.

6. Supporting Deliverables and Governance

To support successful implementation and long-term sustainability, Alivia also provides:

- Hosting Plan and Testing Plan

- Privacy Impact Assessment and System Security Plan

- Implementation and Release Plan

- Operational Readiness Review and Cutover Playbook

- Business Continuity and Disaster Recovery Plans

These deliverables are aligned with CMS certification requirements and the State's governance standards

i. Establish and Utilize a Deliverable Review and Acceptance Process Agreed Upon by the State

Alivia Analytics employs a structured and collaborative Deliverable Review and Acceptance Process that ensures high-quality, timely, and stakeholder-aligned outcomes. This process is designed to be transparent, iterative, and responsive to the complexity and criticality of each deliverable.

Review Cycles Scaled to Deliverable Complexity

Alivia scales review cycles based on the size, scope, and complexity of each deliverable. For major deliverables, such as the Configuration Blueprint, System Architecture Document, or Data Integration Plan, Alivia conducts multiple review rounds, including:

- **Initial internal QA review**

- **Informal walkthroughs with the State's Program Integrity (PI) Team**

- **Formal submission for State review and feedback**

For smaller or routine deliverables, such as status reports or training outlines, Alivia applies a streamlined review process while maintaining quality standards.

Coordination with Modular System and Change Control

All deliverables are developed in coordination with the broader modular system architecture. Alivia ensures that each deliverable:

- Aligns with the State's enterprise architecture and integration points

- Reflects dependencies and interfaces with other modules or vendors

- Is version-controlled and traceable through a centralized Document Repository

Alivia facilitates the change control process using a structured Business Value Assessment (BVA) framework. This framework evaluates:

- **Effort to implement** (measured in hours)

- **Expected benefit or impact**

- **Risk and urgency**

This structured approach enables the State and stakeholders to prioritize changes effectively and transparently.

Informal Reviews and Walkthroughs

Alivia emphasizes early and frequent engagement with the State through informal reviews and walkthroughs. These sessions:

- Occur during both draft and final stages of deliverable development

- Allow stakeholders to provide real-time feedback

- Reduce the risk of rework and ensure alignment with expectations

These collaborative checkpoints are built into the project schedule and tracked through the Project Work Plan.

Deliverable Submission and Acceptance

Deliverables are submitted in comprehensive packages that include:

- Required documentation

- Supporting materials (e.g., diagrams, data models, test plans)

- A Deliverable Acceptance Form for formal sign-off

Any deficiencies identified by the State are addressed promptly, with revised versions submitted for re-review. Alivia maintains a continuous improvement loop by conducting lessons learned sessions and incorporating feedback into future deliverables

Avoiding Review Bottlenecks

Alivia is committed to avoiding the queuing of excessive deliverables for simultaneous review. Deliverables are staggered and scheduled in alignment with the State's capacity and project milestones. This ensures a manageable review workload and timely approvals.

ii. Configure Environments for Development, Testing, Training, and Production

Alivia Analytics is committed to delivering a secure, scalable, and well-governed environment strategy that supports the full software development lifecycle while maintaining strict data privacy and operational integrity. Our approach includes the establishment of four distinct environments, development, testing, training, and production, each tailored to its specific purpose and governed by robust configuration and data management protocols.

Environment Separation and Data Security

Alivia will provision and maintain the following environments:

- **Development Environment**: Used for solution configuration, feature development, and internal testing. This environment is isolated from production and does not contain live data.

- **Testing Environment**: Used for system integration testing (SIT), user acceptance testing (UAT), and performance testing. It mirrors the production environment in structure but uses synthetic or masked data to ensure privacy compliance.

- **Training Environment**: Designed for end-user training and onboarding. It includes preloaded sample data and configured workflows to simulate real-world scenarios without exposing live data.

- **Production Environment**: The live operational environment where validated and approved configurations are deployed. This environment is subject to the highest levels of security, monitoring, and performance optimization.

Each environment is logically and physically separated, with access controls and encryption protocols in place to prevent unauthorized access or data leakage. Live production data is never used in development, testing, or training environments

Configuration Management and Deployment Automation

To ensure consistency across environments, Alivia employs automated deployment and configuration management tools. These tools:

- Maintain version control of all configurations and code

- Automate the promotion of builds from development to testing and production

- Ensure rollback capabilities in case of deployment issues

This automation reduces human error, accelerates deployment cycles, and ensures that all environments remain synchronized and compliant with the approved architecture.

Data Management Across Environments

Alivia's data management strategy includes:

- **Data masking and anonymization** for any data used outside of production

- **Role-based access controls** to restrict data visibility by environment and user role

- **Audit logging** to track data access and changes across all environments

Data ingestion is managed through secure file-based or direct integration methods, depending on the State's preference. Files are staged and transformed using Alivia's ETL pipeline, which leverages cloud-native technologies for efficient and scalable processing.

iii.   Complete Standard System Configuration

Alivia follows a structured and collaborative approach to implementing the user interface (UI), configuring the system, and validating functionality through rigorous testing and stakeholder engagement. This process ensures that the system is fully aligned with the State's requirements and ready for production deployment.

User Interface Design and Implementation

Alivia's Platform, including FWA Finder™ and Case Manager™ and features a highly configurable and intuitive user interface. During the design/build/configuration phase, Alivia prepares a detailed Solution Architecture Document that includes:

- Technical specifications for UI components

- Data flow diagrams and architectural layouts

- Component-level configurations and versioning

- Integration points with other systems and modules

The UI is tailored to the State's workflows, user roles, and reporting needs. Dashboards, filters, drilldowns, and navigation paths are configured to reflect real-world use cases and support efficient decision-making.

Configuration and Functional Enablement

Alivia configures the platform to enable all required functionality, including:

- Role-based access controls

- Workflow automation

- Case lifecycle management

- Analytics dashboards and alerts

Configuration is guided by the validated requirements gathered during the discovery phase and is documented in a Configuration Blueprint. This ensures traceability and alignment with the State's expectations.

Testing and Certification

Alivia conducts comprehensive testing to certify that all components perform as intended. This includes:

- Unit and integration testing

- System and regression testing

- User acceptance testing (UAT) with State stakeholders

A formal Testing Plan is developed and executed, with results documented and shared with the State. Any issues identified are promptly addressed and retested to ensure resolution.

Review and State Sign-Off

Upon successful completion of testing, Alivia submits the configured system for State review. This includes:

- A walkthrough of the configured UI and workflows

- Demonstration of key functionality and reporting capabilities

- Review of testing results and resolution logs

Once the State has reviewed and approved the system, the designated stakeholder will provide formal sign-off. Alivia will document this approval and proceed with final preparations for production deployment.

iv. Assist the State with Configuration of System

Alivia Analytics is committed to ensuring that the State of Nebraska is fully equipped to configure, operate, and maintain the Alivia Platform. Our approach includes comprehensive documentation, hands-on training, expert support, and rigorous quality assurance to ensure the system is configured correctly and performs as intended.

Configuration Responsibilities and Documentation

Alivia will identify all configuration tasks that are the responsibility of State staff during the early stages of implementation. Prior to configuration training, we will provide:

- A detailed Configuration Responsibility Matrix

- Step-by-step configuration guides tailored to the State's environment

These materials will be version-controlled and maintained in a centralized documentation repository, ensuring that State staff always have access to the most current and accurate information

Training and Knowledge Transfer

Alivia's Training and Documentation Manager will lead a structured training program that includes:

- Live webinars, eLearning modules, and microlearning sessions

Training will be tailored to different user roles (e.g., administrators, analysts, auditors) and will include hands-on exercises using the training environment. This ensures that State staff are confident and capable in performing their configuration responsibilities.

Configuration Assistance and Support

Alivia provides expert support throughout the configuration process. Our team will:

- Assist with software installation, network configuration, and system setup

- Troubleshoot issues in real time via help desk support and virtual sessions

- Provide on-site or remote assistance as needed for complex tasks

Our System Administrator and Security team will also ensure that all configurations meet security and performance standards.

Quality Review and Feedback

Following configuration, Alivia will conduct a formal quality review to verify that:

- All configuration settings align with the validated requirements

- Workflows, permissions, and integrations function as expected

- No critical gaps or misconfigurations exist

We will document findings in a Configuration Quality Review Report and provide actionable feedback to the State. Any necessary changes will be addressed collaboratively, and the system will be retested to confirm readiness for production deployment

v. **Assist the State with User Role Determination**
Alivia Analytics takes a security-first, role-based approach to user access management, ensuring that each user has the appropriate level of access to perform their duties while safeguarding sensitive data and system functionality. Our methodology includes collaborative role definition, fine-grained access control, and comprehensive documentation to support the State's governance and compliance needs.

Role Definition and Access Assessment

Alivia will work closely with the State to define user roles based on:

- Job functions and responsibilities

- Required access to data and system features

- Compliance with HIPAA, CMS, and State-specific security policies

We will conduct workshops with stakeholders to assess the needs of each user group and map them to distinct roles. This ensures that users have the necessary permissions to perform their tasks without excessive access that could compromise security.

Role Configuration and Assignment

The Alivia Platform supports fine-grained access control through system roles. Access is granted based on both:

- Functional entitlements (what actions a user can perform)

- Data entitlements (what data a user can view or modify)

Key features include:

- Pre-configured standard roles for common user types

- Ability to create and configure custom roles to meet the State's specific needs

- Role-based masking of sensitive data and case confidentiality flags

- Audit logging of user activity and permission changes

Roles are fully configurable through the administrative console and do not require code changes, allowing the State to adjust access as organizational needs evolve.

Documentation and Training

Alivia will provide the State with a comprehensive User Role and Access Guide that includes:

- Descriptions of each role and its associated permissions

- Instructions for assigning users to roles

- Procedures for modifying or revoking access

- Best practices for managing access reviews and audits

Training will be provided to State administrators on how to manage user roles and permissions using the platform's intuitive interface. This includes hands-on exercises and support materials to ensure confidence and compliance.

Quality Review and Sign-Off

Following configuration, Alivia will conduct a quality review to verify that:

- Roles are correctly defined and assigned

- Access controls function as intended

- Sensitive data is appropriately protected

We will provide a summary report of the review and incorporate any feedback from the State. Once approved, the designated State stakeholder will provide formal sign-off.

vi.   Obtain Acceptance from the State on Design and System Configuration

Alivia Analytics is committed to a collaborative and transparent implementation process that actively engages the State throughout the design and configuration phases. Our approach ensures that all concerns are addressed promptly, documentation is thorough, and formal approvals are secured before advancing to subsequent project phases.

Continuous Stakeholder Engagement

From project kickoff through configuration, Alivia maintains regular touchpoints with the State's Program Integrity (PI) Team and other stakeholders. These include:

- Weekly status meetings to review progress, risks, and decisions

- Configuration walkthroughs and informal reviews

- Real-time feedback sessions during system demonstrations

This engagement model ensures that the State is informed, involved, and empowered to guide the solution's development.

Documentation and Responsiveness

Alivia provides comprehensive documentation throughout the design and configuration process, including:

- Configuration Blueprint

- User Role and Access Guide

- Workflow Diagrams

- Data Integration Specifications

All documentation is version-controlled and stored in a centralized repository accessible to the State. When concerns or questions arise, Alivia documents the issue, provides a resolution plan, and tracks the outcome to closure. This responsiveness is a core part of our customer success model.

Formal Review and Sign-Off

Once the initial system configuration is complete and all concerns have been addressed, Alivia will:

- Conduct a formal review session with the State

- Present finalized documentation and configuration artifacts

- Demonstrate that the system performs as intended

- Document any final feedback and incorporate necessary changes

Upon resolution of all outstanding items, the designated State stakeholder will provide formal sign-off. Alivia will then document the next steps and transition to the subsequent project phase, such as user acceptance testing or production deployment.

g) Development and Testing

i.   Complete all Necessary Custom Development

Alivia understands that while its core platform, comprising FWA Finder™ and Case Manager™ is highly configurable, certain project requirements may necessitate custom development to meet the State's specific needs. In such cases, Alivia commits to fully executing all required custom development tasks in alignment with the project's scope and technical specifications, if applicable.

Once custom development is completed, Alivia will conduct rigorous internal testing to ensure the new functionality performs as intended. This includes:

- **Unit Testing** to validate individual components.

- **Integration Testing** to ensure seamless interaction with existing modules and systems.

- **System Testing** to verify end-to-end functionality across the platform.

- **Regression Testing** to confirm that new development does not impact existing features.

Test results will be documented and shared with the State for review. Following successful internal validation, Alivia will support the State's User Acceptance Testing (UAT).

Final approval and sign-off will be obtained from the designated State stakeholder only after the solution has passed all acceptance criteria and demonstrated full compliance with the project's functional and performance requirements.

ii.   Complete all Necessary Reports

Alivia's ensures that all reports required by the State during the requirements phase of the implementation are completed, tested, and approved prior to go-live. From the outset of the project, Alivia treats reporting deliverables as integral components of the solution, subjecting them to the same structured lifecycle as core application features.

Each report is developed in alignment with approved requirements, mapped, and spec'd to ensure completeness and accuracy. Alivia's internal Quality Assurance (QA) team conducts comprehensive testing that includes unit testing, system testing, data reconciliation, and regression testing. These tests validate that the reports function as intended, accurately reflect the underlying data, and meet performance expectations under load. All test cases and results are documented in SharePoint and tracked through JIRA, with defects triaged and resolved according to severity and priority.

Once internal testing is complete, Alivia transitions the reports to the State for User Acceptance Testing (UAT).

This disciplined approach ensures that all necessary reports are not only completed and tested by Alivia prior to go-live but also fully validated and signed off by the State, supporting a smooth and confident transition to operational use.

iii.   Complete all Necessary Integrations (Interfaces, Imports, and Exports)

Alivia's approach to establishing and validating all necessary interfaces, imports, and exports is grounded in a robust integration and testing methodology designed to ensure seamless, secure, and reliable data exchange between systems. From the outset, Alivia collaborates with the State to identify all existing and required data flows, including those involving legacy systems, third-party platforms, and internal modules. Our team then defines the appropriate connection protocols, data formats, and transformation logic to support these exchanges.

As part of the implementation process, Alivia converts all existing interfaces, imports, and exports, applying updates as needed to align with the architecture

of the new system. This includes mapping data elements, configuring Extract, Transform, Load (ETL) processes, and ensuring compliance with the State's data integration standards. Each interface is subjected to rigorous internal testing, including unit, system, integration, and regression testing, to validate that it performs as intended under real-world conditions.

Alivia's Quality Assurance team uses a structured lifecycle to manage this process, leveraging tools such as JIRA for defect tracking and SharePoint for documentation. Test cases are developed and executed to verify data accuracy, transformation integrity, and system responsiveness.

Only after the designated State stakeholder has reviewed and approved the functionality of each interface, import, and export will Alivia consider the integration complete. This ensures that all data exchange mechanisms are fully operational, compliant, and aligned with the State's expectations prior to go-live.

iv.   Develop a Testing Plan

Alivia's system testing approach is designed to ensure the delivery of a high-quality, fully integrated solution that meets the State's functional, performance, compatibility, and integration requirements. Our strategy is grounded in industry standards (e.g., IEEE 1012-2004, 1008-1987, 829-1998) and is executed through a structured lifecycle that includes planning, design, execution, reporting, and closure. Alivia will maintain the testing plan and provide it as a deliverable during the implementation phase. Our Testing Plan is exhaustive and details the various methodologies, processes, procedures, and reports that will be provided. If any changes to the Testing Plan occur following approval, Alivia will provide an updated version to the State for review and approval.

Testing Strategy and Types

Alivia's overall testing strategy encompasses the following testing types:

- **Unit Testing**: Conducted by the development team to validate individual components.

- **System Testing**: Ensures the system functions as a whole, aligned with business requirements.

- **Integration Testing**: Validates that integrated components work together as expected.

- **Regression Testing**: Confirms that new changes do not negatively impact existing functionality.

- **Parallel Testing**: Used to compare outputs between legacy and new systems.

- **Performance and Load Testing**: Conducted using Apache JMeter and Google Lighthouse to assess system behavior under expected and peak loads.

- **Manual and Automated Testing**: Manual testing is used for exploratory and UAT support; Selenium is used for automating basic flows.

- **Disaster Recovery Testing**: Ensures system resilience and recovery capabilities.

- **End-to-End Testing of COTS Products**: Validates full workflows across integrated commercial components

Test Environment and UAT Plan

Alivia establishes four environments, Development, Test, Training, and Production. The Test environment if opted by the State would mirror production and supports PHI under strict security protocols. Alivia provides training, documentation, and daily support during UAT, with test results reviewed collaboratively

Technical Specifications and Configuration Management

Testing of technical specifications is supported by detailed source-to-target ETL mappings, SQL scripts, and traceability matrices. Configuration management is maintained through version-controlled environments and documented deployment procedures

Entrance and Exit Criteria

Entrance Criteria:

- Approved requirements and test cases.

- Stable, configured test environment.

- Completed development and unit testing.

Exit Criteria:

- 100% test scripts executed.

- 95% pass rate.

- No open critical or high-severity defects.

- No more than 5% of requirements with open defects

Documentation and Process

Alivia maintains comprehensive testing documentation, including test plans, test cases, test scripts, and defect logs. These are stored in SharePoint and tracked via JIRA. The testing lifecycle includes requirement analysis, test planning, test design, environment setup, execution, reporting, and closure

Reporting, Traceability, and Metrics

Test metrics are reported daily and weekly, covering execution status, defect counts, and severity. Traceability is maintained through a Requirements Traceability Matrix (RTM), ensuring bi-directional linkage between requirements, design, and test cases

Defect Management and Quality Assurance

Defects are categorized by severity and tracked through JIRA. A structured triage process ensures timely resolution. Quality assurance is embedded throughout the lifecycle, with defined roles for QA leads, testers, developers, and analysts

High-Level Tasks and Timelines

Testing is executed in overlapping cycles, with each cycle including smoke, functional, exploratory, integration, regression, and performance testing. Timelines are refined during planning and reflected in the project schedule

In summary, Alivia's system testing plan is a comprehensive, standards-based framework that ensures all aspects of the system are validated in collaboration with the State. It promotes readiness for production through rigorous testing, traceability, and quality control.

v.   **Execute and Evaluate Testing**

Alivia's approach to meeting the State's requirements for a comprehensive Testing Plan is grounded in a structured, collaborative, and methodical testing lifecycle. The plan is designed to validate the system's functionality, performance, compatibility, and integrations through a series of well-defined testing phases and timelines.

The testing lifecycle begins with **unit testing**, where individual components are validated in isolation by developers. This is followed by **system and integration testing**, which ensures that all modules and external systems work together as intended. These phases are critical for verifying end-to-end workflows and data exchanges.

Regression testing is embedded throughout the release cycles to confirm that new changes do not negatively impact existing functionality. **Parallel testing** is employed during transitions from legacy systems to validate consistency in data and processes.

To ensure the system performs under expected and peak loads, **performance and load testing** is conducted using simulation tools. This phase includes clearly defined entry and exit criteria, environmental configurations, and performance benchmarks.

Alivia supports both **manual and automated/scripted testing**. Manual testing is used for exploratory and usability scenarios, while automation frameworks are leveraged for repetitive and high-volume test cases. All test cases are tracked, and defects are categorized by severity with defined resolution timelines.

Disaster recovery testing is conducted to validate system resilience and recovery capabilities. This includes simulating failure scenarios, verifying communication protocols, and measuring recovery time and data integrity.

For **end-to-end integration testing of COTS products**, Alivia validates the full operational flow across all integrated components to ensure compliance with business and technical requirements.

This comprehensive and transparent testing strategy ensures that the system is robust, reliable, and ready for deployment, while maintaining alignment with the State's expectations and project goals.
Alivia acknowledges that the State has the right to conduct independent testing of the system at any time. We will coordinate with the State when independent testing is requested to validate permissible access to complete test.

Alivia's testing will include all items listed within the requirements for testing, not exclusive but to include pen, regression, vulnerability and accessibility testing.

vi.   **Document Testing Results**

Alivia will document testing results, summarizing testing activities, and identifying defects is grounded in a structured, transparent, and collaborative methodology that ensures quality assurance and stakeholder alignment throughout the system validation process. Detailed results are developed and provided to the State for review and approval.

vii.   Assist the State with User Acceptance Testing (UAT)

Alivia ensures that a dedicated UAT environment is provisioned and fully accessible to users no later than six months after project kickoff. This environment is configured to mirror production conditions, enabling realistic validation of system functionality, performance, and usability. The availability of this environment is tracked as a milestone within Alivia's broader implementation timeline, and its readiness is confirmed in advance of the scheduled UAT start date

Alivia actively assists the State throughout the UAT lifecycle from planning to execution and post-UAT support. This includes co-developing the UAT plan, facilitating test script creation tailored to the State's business processes, and providing hands-on support to UAT testers. During execution, Alivia's technical team is on standby to answer questions and resolve any issues that arise, ensuring minimal disruption and timely progress

Defect management is a core component of Alivia's UAT support. All defects identified during UAT are logged in a centralized defect tracking system. Each entry includes a clear description, steps to reproduce, severity level, and assigned owner. Alivia collaborates closely with the State to review and validate these defects, and to develop mitigation plans. Weekly status reports including a dedicated defect log are shared with the State to provide visibility into resolution progress and ensure accountability

Once UAT is complete, Alivia compiles a comprehensive summary of testing activities and outcomes. This includes test execution metrics, defect resolution status, and any outstanding issues. The final report is submitted to the State for review. Upon approval of the defect resolutions and mitigation strategies, the designated State stakeholder provides formal sign-off, marking the successful conclusion of the UAT phase

This end-to-end support model ensures that the State is fully equipped to validate the system's readiness and that all issues are addressed transparently and efficiently before go-live.

viii. **Obtain Acceptance from the State on Testing Results**

Alivia prepares a comprehensive testing report at the conclusion of each major testing phase—System Integration Testing (SIT), User Acceptance Testing (UAT), and Performance Testing. This report includes a detailed summary of executed test cases, pass/fail rates, traceability to requirements, and a categorized defect log. The report is designed not only to document outcomes but also to facilitate meaningful dialogue with the State. During formal review sessions, Alivia presents these findings, addresses any concerns or questions raised by State stakeholders, and demonstrates responsiveness through real-time clarification and follow-up documentation.

All defects identified during testing are logged in a centralized system and categorized by severity. Alivia ensures that all critical and high-severity defects are resolved prior to go-live. For medium and low-severity issues, Alivia collaborates with the State to define and document agreed-upon mitigation plans. These plans include timelines, responsible parties, and validation checkpoints. The defect log is updated regularly and shared with the State to maintain transparency and track resolution progress.

Availability of the UAT environments is treated as a critical success factor. Alivia maintains these environments with a minimum uptime of 99% during the testing phase. This is achieved through proactive monitoring, automated alerts, and rapid incident response protocols. Environment stability is tracked and reported as part of internal status updates shared with the State.

Once all testing activities are complete and all concerns have been addressed, Alivia submits the final testing report and supporting documentation for formal approval.

h) Data/File Conversion and Migration

i. **Develop a Data/File Conversion and Migration Plan**

Alivia's approach to data and file conversion and migration is comprehensive, methodical, and aligned with the State's requirements for transparency, quality, and accountability.

Alivia will develop, maintain, and execute a detailed Data/File Conversion and Migration Plan that encompasses structured strategies for data management, conversion, migration, and contingency planning. This plan will be reviewed and electronically signed by the designated State stakeholder prior to execution, and any subsequent changes will follow the same approval process.

Data Management Strategy

Alivia's data management strategy is designed to support integration, optimization, quality, stewardship, and governance. Data is ingested via secure SFTP from the State's Integration HUB and normalized to align with Alivia's data model. The strategy includes:

- Lifecycle policies for data retention and archival.

- Weekly incremental updates and full replacements for reference data.

- Validation of row counts and control files to ensure data integrity.

- Use of Apache Airflow and Databricks for orchestrating ETL processes and monitoring data quality.

Data/File Conversion Process

The conversion process involves transforming legacy data formats into structures compatible with Alivia's platform. This includes:

- Mapping legacy data fields to Alivia's standardized data model.

- Converting structured data (e.g., claims, provider, member) and unstructured data (e.g., attachments, notes) into formats consumable by the FWA Finder™ and Case Manager™.

- Handling image and document file types (e.g., PDFs, zipped folders) by associating them with their respective cases and storing them in secure directories for ingestion.

Data/File Migration Process

The migration process is executed in phases:

- An initial backup is provided by the State and transmitted via SFTP.

- Alivia restores this backup to a SQL Server database within Alivia's cloud.

- Data is mapped to staging tables that mirror Alivia's application schema.

- Attachments are loaded separately and linked to their corresponding cases.

Roles and Responsibilities

Key roles and responsibilities are clearly defined. Highlighting who is responsible for inbound/outbound, contacts for the ETL work at Alivia, etc.

Contingency Planning

Alivia has established contingency procedures to address potential migration obstacles:

- Use of dead letter queues (DLQs) to isolate and analyze failed records.

- Logging and triage of transformation errors, schema mismatches, and constraint violations.

- Communication of unresolved issues to the State via ServiceNow tickets.

- Backup and rollback procedures in case of unsuccessful cutover, with migration scheduled over weekends to minimize disruption.

This structured and collaborative approach ensures that all data and file conversion and migration activities are executed with precision, transparency, and alignment with the State's expectations.

ii.   **Develop a Conversion Mapping Guide**

Alivia's approach to developing a comprehensive Data/File Conversion and Mapping Guide is structured to ensure compatibility with the target system, transparency with the State, and full traceability of all data transformation activities.

Data Inventory

Alivia begins by compiling a complete inventory of all data sources, file types, and formats involved in the conversion. This includes structured data such as claims, provider, and member records, as well as unstructured content like case attachments and notes. Each data source is described in terms of its structure, field definitions, and relational dependencies. Special attention is given to complex data elements such as zipped folders containing PDFs, financial transaction records, and referral metadata, which require tailored handling during transformation.

Data Mapping

A detailed mapping document is developed to illustrate how each data element from the Integration HUB system corresponds to fields in the Alivia platform. This includes:

- Field-level mappings with source and target names.

- Data type conversions (e.g., string to date, integer to boolean).

- Coding scheme translations (e.g., status codes, case types).

- Calculated fields and derived values where applicable.

The mapping document is reviewed with the State to ensure alignment and is updated iteratively based on feedback.

Data Mapping Historical Cases

Similarly for the historical cases that are migrating to Alivia's Case Manager, a detailed mapping document is developed to illustrate how each data element from the legacy system corresponds to fields in the Alivia platform. This includes:

- Field-level mappings with source and target names.

- Data type conversions (e.g., string to date, integer to boolean).

- Coding scheme translations (e.g., status codes, case types).

- Calculated fields and derived values where applicable.

The mapping document is reviewed with the State to ensure alignment and is updated iteratively based on feedback.

Conversion Logic

The conversion process follows a clearly defined sequence:

1. **Data Extraction**: A full extract of the available data from the legacy system is provided by the State and transmitted via SFTP.

2. **Data Extraction (historical cases)**: A full backup of the available data from the legacy system is provided by the State and transmitted via SFTP.

3. **Data Cleaning and Validation**: Data is reviewed for completeness, consistency, and conformance to expected formats.

4.   **Transformation and Mapping**: Data is loaded into staging tables that mirror Alivia's schema. For historical cases, attachments are extracted and linked to their respective cases.

5.   **Loading**: Transformed data is ingested into the Alivia Case Manager™ and FWA Finder™ platforms.

Tools used include Apache Airflow and Databricks for orchestration and transformation, with SQL Server as the staging environment.

Testing and Validation

Alivia conducts rigorous testing to ensure data accuracy and completeness:

- **Test Migration**: An initial migration is performed using a test backup to validate the mapping and transformation logic.

- **Validation Reports**: Row counts, field-level comparisons, and referential integrity checks are conducted.

- **Error Handling**: Failed records are routed to a dead letter queue (DLQ) for review. Issues are logged and triaged by engineers.

- **Acceptance Criteria**: Defined in collaboration with the State, including thresholds for data loss, error rates, and reconciliation success.

Documentation

The Conversion and Mapping Guide includes:

- Step-by-step instructions for conversion team members.

- Screenshots and examples of mappings and transformation logic.

- Decision trees for handling ambiguous or conditional mappings.

- Documentation of assumptions, known limitations, and unresolved issues.

- Version control and change tracking to ensure traceability.

Once finalized, the guide is submitted to the State for review and approval. Any updates post-signature are subject to re-review and electronic sign-off by the designated State stakeholder.

This approach ensures that Alivia's data conversion and migration efforts are transparent, auditable, and aligned with the State's operational and compliance expectations.

iii.　　Perform the Data/File Conversion and Migration

Alivia's approach to data and file transformation and migration is comprehensive, standards-driven, and aligned with the State's expectations for accuracy, transparency, and accountability.

Alivia will transform and migrate ten (10) years of historical data and associated files from the Integration HUB system into Alivia's Case Manager™ and FWA Finder™ platforms. This process is governed by a detailed conversion and mapping guide, which ensures that all data is transformed from its original format and architecture into a structure compatible with the target system.

Once Alivia confirms that the data performs as intended and meets all acceptance criteria, the State is invited to conduct its own validation. Upon successful review and approval, the designated State stakeholder provides formal sign-off, authorizing the transition to the next phase of the project. This structured and collaborative approach ensures that the data migration is secure, accurate, and fully aligned with the State's operational and compliance requirements.

iv.　　Provide a Data/File Conversion and Migration Results Report

Alivia will develop and maintain a detailed Conversion Results Report to present key metrics and insights from the data and file conversion process. This report will be used throughout the Warranty period and will be reviewed and approved by the designated State stakeholder prior to final sign-off.

Key Metrics and Visual Reporting

Alivia will present conversion results using tables, charts, and/or graphs to ensure clarity and transparency. These visualizations will be designed to highlight both successes and areas requiring attention, enabling stakeholders to quickly assess the integrity and performance of the conversion process.

The report will include:

- **Number of Records Successfully Converted**: Alivia will track and report the total volume of records processed and successfully loaded into the new system. This includes structured data (e.g., cases, notes, referrals) and unstructured files (e.g., attachments in zipped folders).

- **Number of Records with Errors or Inconsistencies**: Any records that fail validation or transformation will be logged and categorized.

- **Details of Data Discrepancies**: The report will document discrepancies such as schema mismatches, transformation errors, or constraint violations.

- **Performance Statistics**: Metrics such as processing time, throughput, and resource utilization, although requested, these exercises may be misleading. As Alivia may scale up the virtual machines for this specific process and scale down, dependent on the volume and usage.

- **Supporting Documentation**:

- Detailed data mapping tables showing source-to-target field relationships.

- Sample error logs from the DLQ and transformation layers.

- System configuration logs from the Azure-based infrastructure, including ETL orchestration via Apache Airflow and Databricks.

Review and Approval Process

The Conversion Results Report will be updated shared with the State for review. Alivia will facilitate walkthroughs of the report, address any questions or concerns, and incorporate feedback. Once the State confirms that the conversion meets all acceptance criteria, the designated stakeholder will provide formal sign-off.

    v. **Obtain Acceptance from the State on Data/File Conversion and Migration Results**

Alivia will present the final data migration results, address any concerns or questions that are raised by the State. This will be reviewed by the designated State stakeholder. Alivia will address any concerns and demonstrate our commitment to being responsive in order to obtain formal sign-off and document any next steps identified.

i) Training

Alivia Analytics delivers a comprehensive training and support program to ensure that State staff and end-users are fully equipped to utilize the PICM / FADS Analytics solution effectively. Our approach is designed to accommodate

a range of user roles and learning preferences, with a strong emphasis on hands-on experience, clear documentation, and ongoing support.

Training Approach

Alivia's training program is led by a dedicated Training and Documentation Manager and includes:

- **Live instructor-led sessions** tailored to user roles (e.g., administrators, analysts, auditors)

- **Blended learning formats**, including webinars, eLearning modules, and microlearning sessions

- **Scenario-based exercises** using the training environment to simulate real-world use cases

- **Progressive learning paths** that build from foundational system navigation to advanced analytics and case management workflows

Training is scheduled to align with implementation milestones and is reinforced through follow-up sessions and access to recorded materials.

Help and Training Documentation

Alivia provides detailed, user-friendly documentation to support both initial training and ongoing learning. This includes:

- Participant guides and job aids

- Step-by-step configuration manuals

- Role-specific quick reference sheets

- A centralized, searchable documentation repository

All materials are version-controlled and updated regularly to reflect system enhancements and user feedback.

Built-In Online Help and Ongoing Support

The Alivia platform includes an embedded help system that offers:

- Context-aware guidance based on the user's location in the application

- Tooltips, walkthroughs, and embedded videos

- Links to relevant documentation and training modules

In addition to these self-service resources, Alivia provides **bi-weekly post-implementation support calls**. These sessions are designed to:

- Reinforce training concepts

- Address user questions and challenges

- Share tips and best practices

- Support continuous learning and system adoption

This ongoing engagement ensures that users remain confident and proficient in using the platform, and that the State continues to realize value from the solution over time.

i.   Coordinate and Facilitate Training Instruction

Alivia Analytics is committed to delivering a robust, role-based training program that ensures all State users and administrators are fully prepared to utilize the PICM / FADS Analytics solution prior to go-live. Our training strategy is designed to accommodate diverse learning styles, support operational readiness, and promote long-term user confidence and system adoption.

Training Planning and Delivery

Training will be conducted one to two months prior to go-live and will be led by Alivia's Training and Documentation Manager, with full participation from key project staff. Our training program includes:

- **Self-paced e-learning modules** for foundational knowledge and system navigation

- **Remote instructor-led sessions** for interactive instruction and Q&A

- **Remote hands-on workshops** using the training environment to simulate real-world scenarios

Training sessions will be tailored to user roles, including internal users, external partners, and system administrators. Each session will cover general system use, reporting, report writing, database administration, record management, and any additional topics requested by the State.

Training Materials and Logistics

Alivia will provide all training materials, including presentation decks, user guides, quick reference sheets, and system documentation, at least ten (10) business days prior to the training start date. These materials will include:

- Descriptions and definitions of all database tables and fields, including possible field values

- Step-by-step instructions for key workflows and administrative tasks

- Role-specific guides for system configuration and support engagement

If any equipment is required to support hands-on training, Alivia will notify the State at least thirty (30) calendar days in advance.

Key Training Topics

Training will include, but is not limited to:

- Overview and navigation of the Alivia Platform

- End-to-end role-based training, including system admin tools and third-party integrations

- Instructions for engaging Alivia's support channels

- System upgrade training whenever new functionality is introduced

Post-Training Support and Continuous Learning

Following training, the State will administer a feedback survey to assess training effectiveness. If the results indicate any gaps or the need for supplemental instruction, Alivia will provide additional remote or on-site training at no additional cost.

To support continuous learning, Alivia offers **bi-weekly post-implementation support calls**. These sessions provide a forum for users to:

- Reinforce training concepts

- Ask questions and receive guidance

- Learn about new features and best practices

This ongoing engagement ensures that users remain confident and proficient in using the platform, and that the State continues to realize value from the solution over time.

Once all training requirements have been met and any supplemental sessions completed, the designated State stakeholder will provide formal sign-off.

ii.   **Provide Online Reference Training Materials for Administrator and User Manuals**

Alivia Analytics is committed to delivering a complete, well-organized, and continuously updated set of training materials and system documentation to support the State's successful implementation and long-term use of the PICM / FADS Analytics solution. Our documentation strategy ensures 24x7 access, version control, and usability for both novice and advanced users.

Documentation Scope and Content

Alivia will develop and maintain a full suite of documentation, including:

- **Operations Manuals**: Detailed guides outlining system operations, policies, workflows, and procedures for each system component.

- **Data Dictionary**: Comprehensive definitions of all database tables and fields, including field types, lengths, valid values, and descriptions.

- **Step-by-Step Procedures**: Clear, task-based instructions for completing all system functions, tailored to user roles.

- **System Documentation**: Technical specifications for each environment, upgrade procedures, and system architecture overviews.

- **Functional Area Manuals**: Business process-specific guides that explain the purpose and operation of each system component.

- **Error Message Descriptions**: Explanations of all system-generated error messages and the steps required to resolve them.

- **Report Guides**: For each report, we provide a narrative description, purpose, field definitions, calculation logic, and instructions for requesting and interpreting outputs.

All documentation will include a table of contents, index, and consistent use of acronyms and abbreviations aligned with system screens and reports.

Accessibility and Format

- **Online Access**: All documentation will be hosted in a centralized, searchable repository accessible 24x7.

- **Context-Sensitive Help**: The system includes built-in, context-aware help features that guide users based on their current location in the application.

- **Printable Manuals**: Upon request, Alivia will provide printable versions of training manuals and user guides.

- **Version Control**: All documents are version-controlled, with historical versions retained and revisions clearly identified

Delivery and Review Process

- Training materials and documentation for DHHS-led sessions will be delivered to the State for review and approval in accordance with the Master Project Plan.

- Materials will be submitted at least ten (10) business days prior to scheduled training to allow for feedback and electronic sign-off by the designated State stakeholder.

- Updates will be made throughout all project phases to reflect system enhancements, policy changes, and user feedback.

Training Documentation Management

Alivia's Training and Documentation Manager oversees the development, maintenance, and distribution of all learning content. Responsibilities include:

- Ensuring alignment with system functionality and user needs

- Managing content refresh schedules and repository organization

- Supporting documentation policy adherence and quality standards

This comprehensive documentation strategy ensures that all users, from system administrators to occasional users, have the resources they need to confidently and effectively use the platform.

iii.   **Obtain Acceptance from the State on Training Results**

Alivia is committed to ensuring that all training activities are not only delivered effectively but also evaluated and refined based on State feedback. Our approach emphasizes transparency, responsiveness, and continuous improvement to ensure that all users are confident and proficient in using the PICM / FADS Analytics solution.

Presentation of Training Results

Following the completion of each training cycle, Alivia will:

- Present a summary of training sessions conducted, including attendance, topics covered, and delivery formats

- Share participant feedback collected through post-training surveys

- Highlight areas of strength and any identified gaps or improvement opportunities

This information will be compiled into a Training Results Report and reviewed with the State to ensure alignment on outcomes and next steps.

Addressing Concerns and Supplemental Training

If survey results or stakeholder feedback indicate that additional instruction is needed, Alivia will:

- Conduct follow-up sessions (remote or on-site) at no additional cost to the State

- Tailor supplemental training to address specific knowledge gaps or user concerns

- Update training materials and documentation accordingly

Alivia's Training and Documentation Manager will coordinate directly with the State to ensure that all concerns are addressed promptly and thoroughly.

Final Sign-Off and Transition

Once all training concerns have been mitigated and resolved, and all updates have been documented, Alivia will:

- Submit a final training summary and updated materials for State review

- Facilitate a formal review session with the designated State stakeholder

- Obtain electronic sign-off confirming that training standards have been met

This sign-off marks the successful completion of the training phase and authorizes the transition to the next stage of the project.

j) CMS Certification Requirements

i. General

Alivia will fully support the State's CMS certification process, and all related requirements as follows:

Documentation Updates:

Alivia will update all system, user, and training documentation as needed to support the CMS certification process and to reflect any changes made to the solution as a

result of certification activities. All documentation updates will follow the approved change control process to ensure accuracy and traceability.

Staffing for Certification Activities:

Alivia will assign experienced staff to support all current CMS Certification, Operational Readiness Review (ORR), Certification Review (CR), and related certification activities. Our team will participate in planning sessions, meetings, and any other activities required by the State and CMS, ensuring that all certification milestones are met.

Support for Other State Modules:

If the State is pursuing CMS certification for other modules that interact with Alivia's solution, Alivia will participate and provide support as needed, limited to those modules with integration points to our platform.

Artifact and Evidence Management:

Alivia will manage all final, approved certification evidence and artifacts, and will populate the designated certification document repository as instructed by the State. We will ensure that all required documentation is organized, accessible, and up to date.

Preparation of Certification Materials:

Alivia will assist the agency in preparing certification artifacts, evidence, and presentation materials as directed. This includes requirements, use cases for requirements, data and business documentation, performance evidence, security/privacy/HIPAA compliance, usability, maintainability, interface documentation, 508 compliance, disaster recovery, and traceability to test plans or test cases. We will coordinate with other organizations as directed by DHHS to ensure a unified and complete certification package.

Remediation of Certification Findings:

Should CMS or the State identify any findings requiring remediation, Alivia will work to correct all required items on a schedule approved by CMS and the State, ensuring that certification timelines are not delayed.

Participation in Reviews and Meetings:

Alivia will present at milestone reviews and other certification meetings as directed by the State, providing subject matter expertise and supporting documentation as needed.

Subcontractor Evidence:

If any required certification artifacts or evidence are maintained by Alivia's subcontractors or vendors, we will ensure these are made available promptly upon request by the State or CMS.

Certification Through Correct Design and Compliance:

Alivia will work with the State to achieve CMS certification through correct design, implementation, documentation, and strict adherence to all CMS certification guidelines. We will comply with all requirements in the most current CMS

certification guidelines as interpreted by the State, and provide all required artifacts as defined in the latest CMS Streamlined Modular Certification guidelines.

This comprehensive approach ensures that Alivia is a proactive and reliable partner in achieving and maintaining CMS certification for the State's solution, supporting both initial certification and ongoing compliance throughout the system's lifecycle.

ii.   Pre-Operational Readiness Review

Alivia will fully support the State's requirements for requirements management, traceability, testing, certification, and security documentation as follows:

Requirements Traceability Matrix (RTM):

Alivia will develop, maintain, and submit a comprehensive RTM that demonstrates bi-directional traceability between all business requirements and their realization throughout every project phase, including requirements, design, testing, and certification. All revisions to the RTM will be reviewed and approved by the State before implementation.

Testing, Configuration, and Change Control:

Alivia will use State-approved procedures for all testing, configuration, and change control activities, especially for changes resulting from the certification process. This ensures that all modifications are properly documented, reviewed, and validated in accordance with State and CMS requirements.

Requirements Management Tool:

Alivia's requirements management tool will support traceability by MITA business area, MITA business process, and all applicable Certification Outcomes. The tool will allow for efficient management and reporting of requirements status and traceability.

Gap Documentation:

Any gaps identified between the initially configured solution and business requirements will be documented in the requirements management tool. Each gap will show bi-directional traceability to the relevant business requirement(s), design, test

cases, test results, CMS Required Outcomes, State Specific Outcomes, and Reporting Metrics.

Validation Against Outcomes:

Alivia will validate system functions against CMS Required Outcomes, State Specific Outcomes, and Reporting Metrics, ensuring that all requirements are met and properly documented for certification.

Implementation Plan:

A detailed Implementation Plan will be provided, as defined by CMS SMC Required Artifacts, outlining all steps, milestones, and deliverables necessary for successful implementation and certification.

SMC Testing Guidance Crosswalk:

Alivia will develop a crosswalk mapping all requirements of the SMC Testing Guidance Framework (or the most current CMS testing guidance) to demonstrate where each requirement is addressed in the solution.

Certification Crosswalk:

A Certification Crosswalk will be developed to describe how Alivia's deliverables and documentation align with the Conditions for Enhanced Funding, CMS Required Outcomes, and State Specific Outcomes for the system/module.

Certification Evidence and Artifacts:

Alivia will develop and maintain all required CMS certification evidence and artifacts for each CMS and State Specific Outcome and Condition for Enhanced Funding, in accordance with CMS and State schedules.

Project Workplan Integration:

Certification tasks, milestones, and deliverables will be included in the project workplan, ensuring visibility and accountability for all certification-related activities.

Data Management, Conversion, and Migration Plan:

Alivia will develop, submit, and maintain a Data Management, Conversion, and Migration Plan that aligns with CMS SMC certification requirements, ensuring data integrity and compliance throughout the transition.

System Test Plan:

A System Test Plan will be developed, submitted, and maintained in line with CMS SMC certification requirements. The plan will be informed by the CMS SMC Testing Guidance Framework or the most current CMS testing guidance.

System Security Plan (SSP):

Alivia will develop, execute, maintain, and deliver a System Security Plan (SSP) for the State's approval. The SSP will document the current level of security controls within the module, addressing confidentiality, integrity, and availability (CIA) of the solution and its information. The SSP will be updated at least annually, or whenever new vulnerabilities are identified, or additional functionality is implemented. The SSP will address all required topics, including adherence to State security and privacy controls, CMS ARS, NIST SP 800-53 Rev 4 at a "moderate" level, data center

security, network segmentation, application security, encryption, remote access, penetration testing, FedRAMP, and SOC 2 Type 2 compliance.

This comprehensive approach ensures that Alivia's solution will meet all requirements for traceability, certification, security, and compliance, supporting the State's objectives and CMS guidelines at every stage of the project.

iii.   Operational Readiness Review

Alivia will fully support the State's operational readiness and CMS certification requirements as follows:

Operational Readiness Review Checklists (ORR):
Alivia will develop comprehensive ORR checklists that examine the actual solution characteristics and operational procedures to ensure that all hardware, software, resources, processes, and user documentation accurately reflect the deployed state of the system. These checklists will be used to validate that the system is ready for production and meets all operational requirements before go-live. The ORR checklists will be maintained and updated as needed to re*f*lect any changes in the system or procedures.

Compliance with CMS Conditions for Enhanced Funding:
Alivia's solution and project activities will comply with all vendor-applicable requirements outlined in CMS Conditions for Enhanced Funding (42 C.F.R. §433.112). Alivia will conduct all necessary activities and provide documentation and artifacts to evidence compliance with these conditions, including traceability matrices, test results, security documentation, and operational procedures.

System Testing and User Acceptance Testing (UAT):
Alivia will work with the State to ensure that all system testing, including user acceptance testing, is completed in advance of the Operational Readiness Review. This approach allows for the timely collection and submission of comprehensive evidence and test reports to CMS. Alivia will work closely with the State to schedule and execute UAT, address any findings, and ensure that all acceptance criteria are met prior to the ORR.

This approach ensures that the State receives a solution that is fully validated, documented, and ready for certification and production, with all required evidence and artifacts prepared and submitted in accordance with CMS and State requirements.

iv.   Certification Review

Alivia will fully support the State's CMS certification and operational readiness requirements as follows:

Certification Evidence and Artifacts:

Alivia will develop, maintain, and submit all evidence, artifacts, and documentation required for certification by the State and CMS, in accordance with the State's schedule. Our team is experienced in preparing comprehensive certification packages, including requirements traceability matrices, test results, security documentation, and other artifacts that demonstrate compliance with CMS and State requirements. We will

coordinate closely with the State to ensure all documentation is complete, accurate, and submitted on time.

Disaster Recovery Testing:

Alivia will create and execute a full disaster recovery test as part of the certification process. This test will validate the system's ability to recover from a disaster scenario, ensuring business continuity and data integrity. Upon completion, Alivia will document the test procedures, results, and any lessons learned, and submit this report to the State in alignment with CMS certification timeline requirements. Any findings or required improvements will be addressed promptly to ensure the system meets all operational and certification standards.

This approach ensures that the State receives all necessary certification evidence and that the solution's disaster recovery capabilities are fully validated and documented, supporting a successful CMS certification process and ongoing operational readiness.

v.   Operations

Alivia will fully support the State's ongoing and certification-related metrics reporting requirements as follows:

Alivia will develop, produce, and maintain all initial and ongoing metrics reporting as defined by the State for submission to CMS, following the schedule established by DHHS. Our team will work closely with the State to identify the required metrics, reporting formats, and submission timelines, ensuring that all reports meet both State and CMS requirements.

Throughout the project lifecycle, Alivia will provide continuous updates to certification reporting as required by CMS and the State. This includes updating reports to reflect changes in system functionality, certification status, or reporting requirements, and promptly submitting revised reports as needed. Alivia's reporting processes are designed to be flexible and responsive, allowing us to adapt to evolving CMS and State expectations and to support the State in maintaining compliance and transparency at all times. By leveraging our experience with CMS certification and operational reporting, Alivia ensures that the State receives accurate, timely, and comprehensive metrics reporting, supporting both initial certification and ongoing system operations.

k) CMS Certification Support

i.   CMS Certification Plan

Alivia will develop and maintain a comprehensive Certification Plan that defines our approach to CMS certification and ensures the system meets all current CMS certification requirements. This plan will describe the processes and procedures we use to manage certification requirements, including how we coordinate with the State, manage documentation, and ensure compliance with the most up-to-date CMS certification process. The Certification Plan will be

submitted to the State for review and approval no later than 90 calendar days after project kickoff.

Our Certification Plan will outline the steps for requirements traceability, artifact and evidence management, testing, and documentation updates. It will detail how we will align our activities and deliverables with CMS Streamlined Modular Certification (SMC) guidelines and any State-specific requirements. The plan will also include a schedule of certification milestones, tasks, and deliverables, ensuring all certification activities are tracked and completed on time.

Additionally, Alivia will assist the State with the preparation of Advanced Planning Document (APD) supporting materials. Our team will work collaboratively with State stakeholders to provide the necessary documentation, evidence, and subject matter expertise required for APD submissions, ensuring that all federal funding requests are fully supported and aligned with CMS expectations.

This approach ensures that Alivia's solution is designed, implemented, and documented to achieve and maintain CMS certification, while also supporting the State's planning and funding processes.

ii.   Assist the State with Advanced Planning Document (APD) supporting materials.

Alivia will support the State's APD, and certification metrics requirements as follows:

Alivia will develop the materials required by the State to support the submission of an Advanced Planning Document (APD) to CMS for this project. Our team will work closely with State stakeholders to identify the specific documentation, evidence, and supporting materials needed for APD submissions, ensuring that all federal funding requests are fully supported and aligned with CMS expectations.

In addition, Alivia will assist the State in developing project metrics and mapping them to the required outcomes for inclusion in any needed APDs. We will reference "Attachment 5 – CMS Certification Outcomes and Metrics" for the PICM / FADS Analytics system and ensure that all required CMS Certification Outcomes and Metrics are addressed. These metrics and their mapping to outcomes will be maintained and updated throughout the project lifecycle until certification is achieved, supporting both initial APD submission and ongoing compliance.

By leveraging our experience with CMS certification and federal funding processes, Alivia ensures that the State receives accurate, timely, and comprehensive APD support and metrics documentation, facilitating successful project funding and certification.

iii.   Assist the State with Operational Readiness Review (ORR)

Alivia will support the State's CMS Operational Readiness Review (ORR), and Conditions of Enhanced Funding (CEF) requirements as follows:

ORR Documentation:

Alivia will develop and maintain all documentation required for the Operational Readiness Review (ORR) with CMS. This includes preparing detailed checklists, operational procedures, system configuration records, user documentation, and any other artifacts needed to demonstrate that the deployed solution is fully operational and meets all readiness criteria. Our team will ensure that all materials accurately reflect the current state of the system and are submitted in accordance with the State's and CMS's requirements.

Evidence of CEF Compliance:

Alivia will produce and submit comprehensive evidence that the system meets all Conditions of Enhanced Funding (CEF). This includes providing traceability matrices, test results, security and privacy documentation, operational procedures, and any other required artifacts that demonstrate compliance with 42 C.F.R. §433.112 and all CMS certification guidelines. We will coordinate closely with the State to ensure that all evidence is complete, accurate, and submitted on schedule.

ORR Presentation Participation:

Alivia will prepare for and actively participate in the Operational Readiness Review presentation. Our subject matter experts and project leadership will be available to support the State in presenting system capabilities, answering questions, and providing clarifications as needed during the ORR. We will also support the State in all planning, rehearsal, and delivery activities to ensure a successful review and certification outcome.

This approach ensures that the State receives thorough, timely, and accurate support for all ORR and CEF-related activities, facilitating a smooth path to CMS certification and enhanced funding approval.

iv.   Assist the State with Certification Review (CR)

Alivia will support the State and CMS certification process by taking a proactive and collaborative approach to all certification-related activities:

Remedying System or Operational Issues:

Alivia will promptly address and resolve any system or operational issues identified by CMS prior to the certification review. Our team will work closely with the State to ensure that all findings are remediated on a schedule approved by CMS and the State, and that corrective actions are fully documented and validated before the certification event.

Developing and Updating Certification Artifacts:

Alivia will develop, maintain, and update all required artifacts that demonstrate the system meets the Conditions of Enhanced Funding (CEF). This includes requirements traceability matrices, test results, security and privacy documentation, operational procedures, and any other evidence required by CMS and the State. Artifacts will be

kept current throughout the project lifecycle and updated as needed to reflect any changes or enhancements to the system.

CMS and State-Specific Outcomes and Metrics:

Alivia will develop and update all documentation and evidence required to demonstrate compliance with both CMS and State-specific outcomes and metrics. We will maintain these metrics and ensure they are available and up to date for the certification review, supporting both initial and ongoing compliance.

Certification Review Support:

Alivia will provide comprehensive support to the State during the certification review event. Our team will participate in all planning, preparation, and presentation activities, ensuring that all required evidence and documentation are available and that subject matter experts are present to address any questions or concerns raised by CMS or the State.

Remediation of Certification Review Issues:

If any issues are identified by CMS during the certification review, Alivia will expeditiously address and resolve them in close coordination with the State, ensuring that all corrective actions are completed and documented to CMS's satisfaction.

This approach ensures that the State receives a solution that is fully compliant, well-documented, and ready for CMS certification, with all issues addressed promptly and all required evidence and metrics maintained throughout the project lifecycle.

l) Pre-Implementation and Pilot

i.   User Documentation

Alivia will prepare and provide complete technical and user documentation for the PICM / FADS Analytics System to the State for review and approval, ensuring alignment with CMS certification and operational readiness requirements.

Our documentation approach includes:

Comprehensive Technical Documentation:

Alivia will deliver detailed technical documentation that will reflect the deployed state of the system and will be updated throughout the project lifecycle to capture any changes resulting from enhancements, certification activities, or operational updates.

User Documentation:

Alivia will provide user manuals that cover system navigation, dashboard usage, case management modules, report generation, and data querying. The documentation will be designed to support both new user onboarding and ongoing reference needs.

Documentation will be maintained as a living set of resources. Updates will be made in response to system changes, user feedback, and certification requirements. This structured and responsive documentation strategy ensures that the State has the

resources needed to operate, maintain, and certify the PICM / FADS Analytics System effectively.

ii.   Implementation Plan

Alivia will prepare and provide a comprehensive Implementation Plan for the PICM / FADS Analytics System to the State for review and approval, ensuring it is distinct from the Project Plan and tailored to the rollout requirements across the State's regions.

The Implementation Plan will detail all tasks and activities necessary for a successful rollout, beginning at least 60 days prior to the planned Go-Live date. This plan will include a deployment strategy, outlining the sequence and approach for introducing the system to State team. It will also specify pre-Go-Live activities such as final system configuration, data migration, user acceptance testing, staff training, and operational readiness checks. For each task and activity, the plan will define responsible parties, dependencies, and timelines, ensuring that all stakeholders are clear on their roles and deliverables. The Implementation Plan will also include risk mitigation strategies, communication protocols, and contingency plans to address any issues that may arise during rollout. Alivia will submit the completed Implementation Plan to the State for approval no later than 90 days prior to the agreed-upon Go-Live date. The plan will be maintained as a living document, updated as needed to reflect changes in schedule, scope, or deployment strategy, and any revisions will be submitted for State review and approval. This approach ensures a structured, transparent, and well-coordinated rollout of the PICM / FADS Analytics System, supporting a smooth transition to statewide operations and successful project outcomes. ***The Implementation Plan must include at minimum the following:*** Alivia's approach to release and deployment management for new or updated modules is structured, collaborative, and fully aligned with best practices and State requirements:

Release and Deployment Description:
Each release and deployment of a new or updated module will be planned and agreed upon by all stakeholders, including the State, Alivia, and any relevant partners. The release plan will describe the scope, objectives, and process for the deployment, ensuring all parties are aligned on timing, content, and responsibilities.

Implementation Checklists and Checkpoints:
The Implementation Plan will include detailed checklists and clearly identified checkpoints for each phase of the deployment. These checklists will cover pre-deployment, deployment, and post-deployment activities, ensuring that all critical tasks, such as configuration, data migration, user training, and operational readiness, are completed and verified before proceeding to the next stage.

Compatibility Verification:
Prior to deployment, Alivia will verify compatibility between all related systems. This includes integration testing, regression testing, and validation of interfaces to ensure that new or updated modules function seamlessly with existing system components.

Configuration Management and Integrity:
Alivia will use robust configuration management processes to maintain the integrity of

release packages and their constituent components throughout transition activities. All
configuration items will be version-controlled and support rollbacks if necessary.

Tracking, Installation, Testing, and Backout:
Release and deployment packages will be tracked using a centralized system. Each
package will be installed, tested, and verified according to documented procedures. If
needed, Alivia will define and execute backout or uninstall procedures to restore the
system to its previous state, minimizing risk and downtime.

Deviations, Risks, and Issues Management:
Any deviations, risks, or issues related to the new or updated module will be recorded
in an issue tracking system. Alivia will ensure that corrective actions are identified,
assigned, and completed, with regular status updates provided to the State.

Knowledge Transfer to End Users:
Alivia will provide training and documentation to enable end users to optimize their
use of the new or updated module. This includes user manuals, quick reference guides,
and scenario-based training sessions, as well as access to context-aware help features
within the platform.

Knowledge Transfer to Operations Staff:
Alivia will deliver targeted training and documentation to operations staff, ensuring
they have the skills and knowledge needed to leverage the new or updated module(s) in
accordance with documented Service Level Agreements (SLAs).

This approach ensures that every release and deployment is well-coordinated,
transparent, and fully supported, minimizing risk and maximizing value for the State
and all stakeholders.

iii.   The vendor shall perform the following tasks listed below:

Alivia's approach to implementation readiness, and go-live for the PICM / FADS
Analytics System is structured, collaborative, and fully aligned with State
requirements:

Implementation Checklists and Checkpoints:
Alivia will prepare detailed Implementation Checklists for each Implementation
Checkpoint—60, 45, and 30 days prior to Go-Live. These checklists will be submitted
to the State for review and approval and will cover all critical tasks, including system
configuration, data migration, user training, operational readiness, and interface
validation. Each checklist will be reviewed in meetings with all responsible team
members and stakeholders to validate progress and readiness to proceed.

Go/No-Go Standards and Testing:
Alivia will develop formal Go/No-Go standards to be applied at each Implementation
Checkpoint. These standards will be documented and submitted to the State for
approval. Alivia will also prepare and provide specific tests to determine whether the
Go/No-Go standards have been met at each interval. These tests will include status
checks against the implementation checklist and meetings with all stakeholders to
validate sufficient progress and readiness to move forward.

Assistance and Remediation:
Alivia will provide the State with an assessment applying the Go/No-Go standards and
will offer any assistance reasonably requested by the State to assess implementation

readiness at each checkpoint. If a No-Go determination is made, Alivia will remediate the deficiencies and retest the resolution to the State's satisfaction.

Pilot Planning and Execution:
Alivia will collaborate with the State to prepare a Pilot Plan for the PICM / FADS Analytics System. The plan will be reviewed and approved by the State. The Pilot will be executed within eight months of kickoff and will be restricted to the designated environment. Alivia will provide a list of deficiencies discovered during the Pilot and system performance metrics to support the State's documentation of the rollout.

Business Continuity, Disaster Recovery, and Infrastructure:
Alivia will prepare and provide business continuity and disaster recovery plans for State review and approval and will successfully test these plans prior to Go-Live. We will also execute the Infrastructure Plan and test the production environment to ensure readiness.

Contingency and Cut-Over Planning:
A comprehensive Contingency Plan will be developed, including triage/war room protocols in case of significant implementation failure or a State decision to revert to the previous system. Alivia will also provide a detailed Cut-Over Plan, outlining all final tasks and steps needed to move the system into production, including connectivity checks with all interfaces and partners.

Data Security and Conversion:
Alivia will execute the Data Security Plan and provide a system security plan for State review and approval, demonstrating compliance with all Federal and State regulations. We will also execute the Data Conversion Plan and Data Conversion Test Plan, ensuring data integrity and readiness for production.

Stakeholder Communications and Go Live Support:
Alivia will execute the pre-Go Live portions of the Stakeholder Communications Plan and Contingency Plan and will provide a Go Live contact list. We will support the State and its third-party auditing vendor with information and assistance for readiness assessments.

Final Certification and Go Live:
Before elevating the system into production, Alivia will provide the State with a final indication that the PICM / FADS Analytics System is technically ready for implementation and Go Live.

This comprehensive, milestone-driven approach ensures that every aspect of readiness, risk mitigation, and stakeholder engagement is addressed, supporting a smooth, secure, and successful transition to production for the State's analytics system.

m) Implementation

This disciplined and collaborative approach ensures that the State has full visibility into progress and confidence in the system's readiness for production use. Alivia will deliver a fully operational production environment within twelve (12) months of project kickoff. Our implementation methodology is structured, transparent, and designed to ensure that the State of Nebraska is fully satisfied with the solution's readiness and performance by the go-live date.

Change Management

Alivia employs a formal Change Management Plan to guide the evaluation, approval, and implementation of changes throughout the project lifecycle. This plan:

- Ensures that all changes are assessed for business value, implementation effort, and risk

- Maintains traceability through a Requirements Traceability Matrix (RTM)

- Coordinates with the State to ensure alignment with modular system architecture and integration points

This approach ensures that changes are predictable, well-documented, and aligned with project goals.

Issue and Defect Management

Alivia's project management framework includes proactive issue and defect management processes:

- Issues are logged, categorized, and tracked in a centralized system

- Root cause analysis is conducted for recurring or critical issues

- Monthly variance reports are prepared to monitor project health and highlight unresolved issues

- Defects are triaged and resolved based on severity and impact, with regression testing to confirm resolution

This ensures that all issues are addressed promptly and transparently, minimizing disruption to the implementation timeline.

Monitoring Initial System Operation

Following deployment, Alivia will implement a structured monitoring process to ensure the system performs as intended. This includes:

- User feedback collection during early use

- Weekly check-ins with the State to review metrics, address concerns, and adjust configurations as needed

- A formal Operational Readiness Review (ORR) to validate system stability and user satisfaction

This monitoring phase ensures that the system is not only technically sound but also operationally effective for end users.

Assurance of Timely and Satisfactory Implementation

To ensure the State is satisfied with the implementation by the twelve-month deadline, Alivia will:

- Maintain a detailed Master Project Plan with milestones, dependencies, and resource allocations

- Conduct regular status meetings and deliver progress reports

- Engage stakeholders in design, configuration, testing, and training phases

- Provide bi-weekly post-go-live support calls to reinforce training and address emerging needs

This disciplined and collaborative approach ensures that the State has full visibility into progress and confidence in the system's readiness for production use.

i.   Perform and Complete all Aspects of the Implementation.

Alivia will ensure a seamless and successful transition of the PICM / FADS Analytics solution into the production environment. Our implementation methodology is structured to ensure that required functionality is delivered, validated, and approved by the State before the system is formally launched for internal and external users.

Final Implementation Activities

As part of the final implementation phase, Alivia will:

- Complete all configuration, integration, and testing activities

- Validate that the system meets all functional, technical, and security requirements

- Ensure that all documentation—including system specifications, user guides, and training materials—is finalized and approved

- Conduct a final Operational Readiness Review (ORR) with the State to confirm system stability and user preparedness

Any outstanding issues or concerns identified during this phase will be documented, tracked, and resolved in collaboration with the State prior to go-live.

Transition to Production

Once the system is confirmed to be fully operational and all concerns have been mitigated, Alivia will:

- Coordinate with the State to schedule the formal transition to the production environment

- Ensure that all internal and external users have appropriate access and support

- Monitor system performance and user activity during the initial launch period

- Provide real-time support and bi-weekly check-ins to address any post-launch issues

This transition will be carefully managed to minimize disruption and ensure a smooth onboarding experience for all users.

Final Sign-Off

Upon successful completion of all implementation activities and resolution of any remaining concerns, Alivia will:

- Present a final implementation summary to the designated State stakeholder

- Submit all required documentation for review and approval

- Obtain formal sign-off confirming that the system is ready for full production use

This sign-off marks the official launch of the system and the beginning of the warranty period and ongoing operations and support.

ii.   **Assist the State with On-Site Implementation Assistance for Go-Live Week.**

Alivia provides comprehensive, on-site support during go-live week to ensure a smooth and successful transition of the PICM / FADS Analytics solution into full production use. Our approach is designed to provide real-time assistance, rapid issue resolution, and confidence for all internal and external users as the system becomes fully operational.

Go-Live Week Support

During go-live week, Alivia will have all key project staff on-site to:

- Monitor system performance and ensure stability

- Assist users with navigation, workflows, and troubleshooting

- Promptly identify and resolve technical issues

- Document user feedback, questions, and enhancement requests for post-launch analysis

- Escalate any critical issues to the appropriate technical or business teams for immediate resolution

Our team will maintain a visible presence across user groups to provide hands-on support and ensure that all stakeholders feel confident and supported during this critical phase.

Extended On-Site Support

In the unlikely event that substantial unresolved issues remain, particularly those impacting DHHS business operations, Alivia will extend on-site support at no additional cost to the State. Our goal is to ensure that all concerns are fully addressed and that the system is functioning as intended before transitioning to standard operations.

Final Sign-Off and Transition

Once all go-live concerns have been mitigated and resolved, and all activities have been properly documented, Alivia will:

- Present a final go-live summary to the designated State stakeholder

- Submit updated documentation reflecting any changes made during go-live

- Facilitate a formal review session to confirm readiness

Upon approval, the State will provide final sign-off, and the system will be officially transitioned into full production availability for all internal and external users.

iii. Obtain Acceptance from the State on Implementation Results.

Alivia will ensure that the State of Nebraska is fully satisfied with the implementation of the PICM / FADS Analytics solution. Our approach to concluding the implementation phase is structured, transparent, and focused on validating that all requirements have been met and that the system is fully operational.

Presentation of Implementation Results

Upon completion of implementation activities, Alivia will:

- Present a comprehensive summary of the implementation process, including milestones achieved, system functionality delivered, and user readiness

- Demonstrate the benefits realized, such as improved workflow automation, enhanced fraud detection capabilities, and streamlined case management

- Share feedback collected during go-live and early production use, highlighting resolved issues and user satisfaction

This presentation will be delivered in a formal review session with the designated State stakeholders and will include supporting documentation and performance metrics.

Addressing Remaining Concerns

If any concerns or questions are raised by the State during or after the implementation review, Alivia will:

- Document each concern and assign it to the appropriate team for resolution

- Provide a clear timeline and action plan for addressing outstanding items

- Communicate progress regularly and validate resolution with the State

Our goal is to ensure that all concerns are fully mitigated and that the State has complete confidence in the system's readiness.

Final Sign-Off and Transition

Once all concerns have been resolved and documented, Alivia will:

- Submit a final implementation report summarizing all activities, resolutions, and outcomes

- Facilitate a formal sign-off session with the designated State stakeholder

- Transition the system into full operational status with continued support through bi-weekly post-go-live calls

This structured closeout process ensures a smooth handoff to ongoing operations and confirms that the State's expectations have been fully met.

iv.   Additional Information

Alivia understands that the State of Nebraska operates under evolving State and Federal statutes that may necessitate system modifications beyond the original scope. We are fully committed to supporting the State in maintaining compliance and continuity of operations through a responsive and structured change order process.

Change Order Responsiveness

Alivia will work closely with DHHS to:

- Promptly review and assess any change orders initiated due to statutory or regulatory updates

- Evaluate the scope, impact, and timeline of the requested changes

- Provide a clear implementation plan, including estimated effort, resource allocation, and risk mitigation strategies

Our change management process is designed to be agile and collaborative, ensuring that changes are implemented efficiently and with minimal disruption to business operations.

Timely Compliance and Service Continuity

To avoid service disruption, Alivia will:

- Prioritize statutory-driven changes in our Business Value Assessment (BVA) framework

- Expedite configuration or development tasks required to meet compliance deadlines

- Coordinate closely with State stakeholders to validate changes and ensure alignment with operational needs

We maintain a flexible and scalable platform architecture that supports rapid configuration changes without requiring extensive redevelopment. This allows us to respond quickly to new requirements while preserving system stability and performance.

Documentation and Communication

All change orders and resulting modifications will be:

- Fully documented and version-controlled

- Communicated clearly to all relevant stakeholders

- Reflected in updated training materials, user guides, and system documentation

This ensures transparency, traceability, and user readiness for any changes introduced into the system.

n) Post-Implementation Activities

Operations and Maintenance Strategy

Alivia Analytics is committed to providing a robust, responsive, and transparent Operations and Maintenance (O&M) framework to ensure the long-term success of the PICM / FADS Analytics solution. Our approach encompasses proactive system maintenance, continuous product evolution, structured change management, and multi-channel support.

System Maintenance

Alivia's System Administrator is responsible for the ongoing maintenance and security of the platform. Key responsibilities include:

- Performing routine system maintenance and upgrades

- Conducting regular security tests and monitoring

- Executing performance testing to ensure system stability

- Supporting the help desk function for technical issues

These activities are scheduled and tracked to ensure minimal disruption and maximum uptime.

Product Evolution and Development Philosophy

Alivia's core platform is continuously enhanced based on:

- Industry trends and regulatory changes

- Feedback from clients and user communities

- Internal innovation and R&D initiatives

We follow an agile development model with planned releases that include new features, performance improvements, and security enhancements. Each release is accompanied by updated documentation and, when applicable, training for State users.

Prioritization of System Improvements and Change Requests

Alivia uses a structured Business Value Assessment (BVA) framework to prioritize:

- System improvements

- Client-specific change requests

- Bug fixes

Requests are evaluated based on implementation effort, business impact, urgency, and alignment with strategic goals. This ensures that the most critical needs are addressed promptly while maintaining fairness across our client base.

Support Response Times and Escalation Process

Alivia provides tiered support with defined response times based on severity levels:

- **Severity 1 (Critical)**: Response within 1 hour, resolution targeted within 4 hours

- **Severity 2 (High)**: Response within 4 hours, resolution within 1 business day

- **Severity 3 (Medium)**: Response within 1 business day, resolution within 3 business days

- **Severity 4 (Low)**: Response within 2 business days, resolution as scheduled

Our escalation process is clearly defined in the Communication Plan and includes direct access to senior technical and project leadership when needed

Support Options

Alivia offers multiple support channels to ensure accessibility and responsiveness:

- **Phone support** for urgent issues

- **Email and support ticketing system** for standard requests

- **Bi-weekly support calls** post-implementation for continuous engagement and issue resolution

- **Online help system** with searchable documentation and context-sensitive guidance

All support interactions are tracked in our support management system to ensure accountability, transparency, and continuous improvement.

i.   Warranty Period

Alivia will provide responsive, high-quality support during the post go-live warranty period to ensure the PICM / FADS Analytics solution remains stable, compliant, and fully operational. Our approach includes on-site support if requested, structured issue resolution, and a clear process for managing critical incidents and transitioning to long-term operations and maintenance.

Warranty Period Support

The 90-day warranty period begins upon successful system go-live and includes:

- Full monitoring of system performance

- Prompt resolution of any issues identified by the State

- Ongoing documentation of all support activities and resolutions

- On-site support if deemed necessary by the State to ensure business continuity

All key project staff will be available during this period to provide hands-on assistance and ensure that any concerns are addressed quickly and effectively.

Critical Incident Response

If a Critical Incident occurs during the warranty period:

- Alivia will immediately halt the warranty clock and initiate our critical incident response protocol

- A cross-functional team will be deployed to investigate, resolve, and validate the issue

- A permanent solution will be implemented, tested, and reviewed with the State

- Once both parties agree the issue is resolved, the State will determine whether the warranty period resumes, is extended, or is reset

Alivia understands that failure to resolve a Critical Incident promptly may result in liquidated damages, and we are committed to meeting all contractual obligations to avoid such outcomes.

Issue Notification and Resolution

Alivia will:

- Notify the State in advance of any planned system downtime or maintenance windows

- Ensure that all updates and patches are fully tested and approved by the State before deployment

- Provide timely fixes for issues deemed critical by the State, with resolutions applied only after successful testing and State acceptance

Continuous Improvement and Feedback Loop

To support ongoing system enhancement, Alivia will provide a structured process for the State to:

- Submit defect reports, feature enhancement requests, or configuration adjustments

- Track the status of submitted items through our support ticketing system

- Participate in regular review sessions to prioritize and plan future improvements

This ensures that the system continues to evolve in alignment with the State's operational needs and user feedback.

Transition to Maintenance and Operations

Upon successful completion of the warranty period and final sign-off by the designated State stakeholder, the project will formally transition into the Maintenance, Operations, and Support phase. Alivia will continue to provide:

- Tiered support with defined response times

- Bi-weekly check-ins for continuous engagement

- Ongoing system monitoring, documentation updates, and user support

ii.   **Coordinate and Facilitate a Post-Implementation Review Teleconference Meeting**
Alivia Analytics is committed to ensuring that the State of Nebraska receives the greatest possible benefit from the implementation of the PICM / FADS Analytics solution. Following the successful completion of the warranty period, Alivia will conduct a formal project performance assessment to evaluate outcomes, identify lessons learned, and support continuous improvement.

Project Evaluation and Performance Review

Within two (2) weeks of warranty period acceptance, Alivia will:

- Conduct a comprehensive review of project objectives, deliverables, and outcomes

- Assess how effectively the project was managed, including stakeholder engagement, timeline adherence, and issue resolution

- Gather feedback from State stakeholders, project team members, and end users

- Evaluate the system's performance in production and its alignment with the State's business goals

This evaluation will be documented in a formal Project Performance and Lessons Learned Report.

Lessons Learned Documentation

The Lessons Learned Report will include:

- A summary of what worked well and contributed to project success

- Challenges encountered and how they were addressed

- Recommendations for future projects or enhancements

- Opportunities for process improvement in future phases or similar implementations

This document will be shared with the State for review and discussion.

Final Sign-Off

Once the evaluation is complete and the Lessons Learned Report has been reviewed and approved by the State, Alivia will:

- Facilitate a final project closeout meeting

- Submit all final documentation and deliverables

- Obtain formal sign-off from the designated State stakeholder

This sign-off will mark the official conclusion of the implementation project and the transition to long-term operations and support.

iii. **Provide a Plan for Enhancement Requests**

Alivia recognizes that the State may request system enhancements that fall outside the scope of federally required changes or defect resolution. Our approach to managing these enhancements is structured, transparent, and designed to ensure timely delivery, cost clarity, and alignment with the State's evolving needs.

Approach to Enhancement Requests

When the State submits an enhancement request, Alivia will:

- Conduct a discovery session with State stakeholders to clarify the request's scope, objectives, and business value

- Evaluate the technical feasibility, dependencies, and potential impact on existing functionality

- Document the enhancement in a formal Enhancement Request Plan, including proposed solution, timeline, and resource requirements

This plan will be maintained and updated throughout the enhancement lifecycle and shared with the State for review and approval.

Expected Timelines

Typical enhancement requests follow this timeline:

- **Initial assessment and scoping**: 3–5 business days

- **Design and documentation**: 5–10 business days (depending on complexity)

- **Development and internal testing**: 10–20 business days

- **User acceptance testing and deployment**: 5–10 business days

Timelines may vary based on the size and complexity of the enhancement, but all schedules will be mutually agreed upon and documented in the Master Project Plan.

Cost Estimates and Pricing Model

Alivia uses a time-and-materials pricing model for non-federally required enhancements. Cost estimates are based on:

- Estimated hours by role (e.g., developer, analyst, QA)

- Hourly rates as defined in the contract

- Any third-party licensing or infrastructure costs (if applicable)

A detailed cost breakdown will be included in the Enhancement Request Plan for State approval prior to work initiation.

Prioritization and Coordination

Enhancement requests are prioritized using our Business Value Assessment (BVA) framework, which considers:

- Strategic alignment with State goals

- Urgency and operational impact

- Level of effort and resource availability

We coordinate enhancement scheduling to avoid conflicts with other client requests and ensure that Nebraska's needs are addressed in a timely and equitable manner.

Final Review and Sign-Off

Once the enhancement is developed, tested, and validated, Alivia will:

- Present the results to the State

- Submit updated documentation and training materials (if applicable)

- Facilitate a formal review session

Upon approval, the designated State stakeholder will provide sign-off, and the enhancement will be transitioned into production.

iv. **Provide a Transition Plan from Implementation to Maintenance, Operations and Support.**

Alivia will help ensure a seamless and well-supported transition from system implementation to the Maintenance, Operations, and Support (O&M) phase. Our approach is structured to maintain continuity, preserve institutional knowledge, and ensure the State of Nebraska receives consistent, high-quality service post-implementation.

Transition Goals

The primary goals of the transition phase are to:

- Ensure the system is stable, fully operational, and performing as intended

- Transfer operational responsibility from the implementation team to the support team

- Establish clear communication channels and escalation paths

- Provide the State with confidence in ongoing support and system sustainability

Transition Activities

Key activities during the transition include:

- Conducting a formal Operational Readiness Review (ORR)

- Finalizing and handing off all system documentation, including configuration records, user manuals, and support procedures

- Reviewing outstanding issues and enhancement requests to ensure continuity

- Scheduling regular check-ins and support calls to maintain engagement and responsiveness

Support Resources and Responsibilities

Alivia will assign a support team that includes:

- Technical Support Engineers for issue resolution and system monitoring

- Business Analysts for ongoing configuration and enhancement support

- A Documentation Manager to maintain and update all user-facing materials

Each team member's responsibilities will be clearly defined and communicated to the State to ensure accountability and transparency.

Communication Channels

Alivia provides multiple support channels to ensure accessibility and responsiveness:

- **Phone and email support** for urgent and routine issues

- **Support ticketing system** for tracking and managing requests

- **Bi-weekly support calls** for proactive engagement and continuous improvement

- **Escalation protocols** for high-priority issues, with direct access to senior leadership

Account Manager

Alivia will assign an Account Manager who will:

- Serve as the primary point of contact for the State

- Ensure that business specifications and requirements continue to be met

- Monitor service quality and user satisfaction

- Act as an escalation point for any questions, concerns, or support needs

The Account Manager will participate in regular meetings with the State and provide strategic oversight to ensure long-term success.

Final Sign-Off

Once the comprehensive transition plan has been executed and reviewed by the State, and all responsibilities have been successfully transferred, the designated State stakeholder will provide formal sign-off. This marks the official start of the O&M phase and the continuation of Alivia's commitment to supporting the State's program integrity goals.

    v.   Obtain Final Sign-Off

Alivia will ensure that the State of Nebraska receives full transparency and assurance that all project objectives have been met following the implementation of the PICM / FADS Analytics solution. Our approach includes a structured post-implementation review, comprehensive documentation, and formal sign-off procedures.

Post-Implementation Review and Results Presentation

Following the successful completion of the implementation and warranty period, Alivia will:

- Conduct a formal post-implementation review with State stakeholders

- Present a summary of project outcomes, including system performance, user adoption, and issue resolution

- Address any remaining concerns or questions raised by the State

- Demonstrate how the delivered solution aligns with the original business and technical objectives

This review ensures that the State has full visibility into the project's success and is confident in the system's readiness for long-term operations.

Final Sign-Off Documentation

Alivia will prepare and submit a comprehensive Final Sign-Off Package that includes, at a minimum:

- **Project Summary**: A narrative overview of the project scope, timeline, and key milestones

- **List of Deliverables**: A detailed inventory of all deliverables submitted and approved throughout the project

- **Acceptance Criteria**: A summary of the agreed-upon criteria and evidence of how each was met

- **Statement of Satisfaction**: A formal declaration that the system meets the State's expectations and is ready for full production use

- **Signature Fields**: Designated areas for stakeholder signatures to confirm final approval

All concerns will be fully documented, addressed, and resolved prior to submission of the sign-off documents.

Final Approval and Transition

Once the Final Sign-Off Package is reviewed and approved by the designated State stakeholder, Alivia will:

- Obtain formal written sign-off

- Archive all project documentation in the shared repository

- Transition the project into the long-term Maintenance, Operations, and Support phase

This structured closeout ensures a smooth handoff and confirms that the State's expectations have been fully met.

o) Maintenance, Operations and Support

Following successful implementation and warranty sign-off, Alivia Analytics transitions the project into a structured Maintenance, Operations, and Support (O&M) phase. This phase is designed to ensure system stability, continuous improvement, and alignment with the State's evolving needs.

1. System Upgrades and Maintenance

- **Upgrades**: Alivia performs all system upgrades only after thorough internal testing and validation to ensure they are free of critical errors. Upgrades are deployed only after formal agreement with the State

- **Maintenance Schedule**: Routine maintenance is scheduled in coordination with the State and conducted outside of normal business hours to minimize disruption

- **Performance Testing**: Regular performance tests are conducted to ensure system responsiveness and reliability, especially prior to version upgrades

2. Roadmap and Enhancement Planning

- **Bi-annual Roadmap**: Alivia provides a written bi-annual roadmap outlining planned updates, enhancements, and system upgrades. This roadmap is developed in consultation with the State to ensure alignment with business priorities

- **Continuous Improvement**: Alivia incorporates user feedback through structured mechanisms and conducts Lessons Learned sessions to drive ongoing system enhancements

3. Issue Resolution and Notifications

- **Critical Fixes**: Alivia provides timely resolution of issues deemed critical by the State, with fixes applied only after appropriate testing and State acceptance

- **Downtime Notifications**: The State is notified in advance of any planned system unavailability, with full details provided to support operational planning

4. Feedback and Change Management

- **User Feedback Loop**: Mechanisms are in place to collect and prioritize user feedback, including enhancement requests and defect reports. These are evaluated using a Business Value Assessment framework

- **Change Process**: Alivia supports a structured change management process to ensure all updates are traceable, tested, and approved before deployment.

5. Account Management and Staffing

- **Dedicated Account Manager**: A designated Account Manager is assigned for the life of the contract. This individual ensures that business requirements are met and serves as the primary escalation point for support and strategic discussions

- **Staffing Plan**: The Account Manager and other key roles are identified in the Staffing Plan, with responsibilities clearly defined for each support function

6. Training and Documentation

- **Annual Training**: Alivia provides yearly follow-up training for Case Tracking, Analytics, and Reporting. Training includes self-paced e-learning, instructor-led sessions, and hands-on workshops

- **Accessible Materials**: All training materials are available online, regularly updated to reflect system enhancements, and maintained with version control and refresh schedules

7. Security and Disaster Recovery

- **Penetration Testing**: Alivia conducts annual third-party penetration tests that include OWASP Top 10 vulnerabilities. Results are submitted to the State

- **Disaster Recovery Testing**: Annual disaster recovery tests are conducted and results submitted to the State. The DR process includes detection, communication, evaluation, solution selection, and restoration

- **Security Controls Assessment**: An annual third-party security assessment is conducted in accordance with NIST SP 800-53 moderate standards

8. Help Desk Support

- **Support Tiers**: Alivia provides Level 0 (self-service), Level 1 (basic), Level 2 (moderate), and Level 3 (technical/integration) support. Level 1 is the first point of contact and responsible for issue logging and resolution when possible

- **Business Hours**: Support for critical issues is available Monday through Friday, 7 AM to 6 PM Central Time, during State business days

- **Help Desk Training**: Prior to transitioning help desk responsibilities, Alivia provides training to designated State staff to ensure continuity and effectiveness

p) Turnover Phase

Alivia's will support the State in the event of a transition or turnover. This includes the development of a Turnover Plan that details the process for transition in coordination with the State. The plan will outline the transition and training period as well as what

system data will be transitioned along with the format of the data. The plan will be delivered at least 180 days prior to the end of the contract term or upon the State's request.

During the transition period, Alivia will provide ongoing support, training, and consultation to ensure the State's team (or a third-party designee) is fully equipped to successfully transition.

B. PROPOSED DEVELOPMENT APPROACH;

Alivia's proposed solution for delivering the PICM / FADS Analytics System is a comprehensive, secure, and scalable platform that integrates advanced analytics, case management, and data governance to meet and exceed the objectives outlined by the State. Our approach is grounded in a deep understanding of Medicaid program integrity needs and is designed to deliver actionable insights, operational efficiency, and regulatory compliance. Supported with subject matter experts with a vast library of data models with drillable dashboards.

System Features and Functionality

The Alivia Analytics FWA Finder™ and Case Manager™ are core components of our solution. FWA Finder™ provides real-time fraud detection through AI-assisted analytics, configurable dashboards, and a robust data ingestion engine. It enables seamless collaboration across teams with drag-and-drop workflows and low false positive rates, allowing investigators to focus on high-impact cases.

Case Manager™ complements this by offering a high-capacity, integrated case management system capable of handling large volumes of complex cases. It supports batch processing of audits and educational letters, enabling clients to scale from hundreds to tens of thousands of cases annually without increasing staff.

Performance Capabilities

The system is deployed within a secure, multi-tier Azure cloud environment using virtual networks, subnets, and network security groups to isolate and protect each application layer. Performance is optimized through the use of Azure Databricks and Apache Airflow for ETL orchestration, ensuring high throughput and minimal latency during data processing.

Data Integration and Migration

Alivia's solution includes a detailed data conversion and migration plan. We ingest data from the Integration HUB, transforming and mapping it to our standardized data model. This includes structured data (e.g., claims, provider, member) and

unstructured files (e.g., attachments, notes). Our process ensures compatibility with the new system and includes rigorous validation, error handling, and reconciliation.

Compliance and Security

The platform is compliant with SOC2, HIPAA, NIST, and HITRUST standards. Data is encrypted in transit and at rest, and access is controlled through role-based permissions and secure VPN tunnels. Our architecture includes Web Application Firewalls (WAF), reverse proxies, and private endpoints to ensure end-to-end security.

Reporting and Transparency

Alivia provides detailed reporting throughout the implementation and warranty period. This includes conversion metrics (e.g., records processed, errors encountered), performance statistics, and system logs. Visual dashboards and structured reports are shared with the State to ensure transparency and facilitate informed decision-making.

Rationale and Value

Our approach is built on proven technology, industry best practices, and a commitment to partnership. By combining advanced analytics with robust case management and secure infrastructure, Alivia delivers a solution that not only meets the State's requirements but also empowers stakeholders to proactively manage fraud, waste, and abuse.

This solution is designed to be flexible, extensible, and future-ready, capable of evolving with the State's needs while maintaining the highest standards of performance, security, and compliance.

Innovation and Creativity

Alivia's proposed solution for the FWA Analytics System includes several robust, value-added features that go beyond baseline requirements to enhance system performance, scalability, and operational efficiency. These enhancements are embedded across the architecture, data processing, analytics, and user experience layers of the platform.

1. AI-Assisted Analytics and Workflow Optimization

The Alivia Analytics FWA Finder™ leverages AI-assisted models to detect fraud, waste, and abuse with high precision and low false positive rates. This reduces

investigator fatigue and accelerates case resolution. The system includes configurable dashboards and drag-and-drop workflow tools that allow users to tailor their investigative processes without requiring technical support.

2. Integrated Case Management at Scale

The Alivia Analytics Case Manager™ is designed to handle large volumes of complex cases. It supports batch processing of audits and educational letters, enabling clients to scale from hundreds to tens of thousands of cases annually without increasing staff. This scalability is a key differentiator that enhances throughput and reduces administrative overhead.

3. Advanced ETL and Data Orchestration

Alivia uses Apache Airflow and Azure Databricks to orchestrate ETL processes. These tools enable parallel processing, error handling via dead letter queues (DLQs), and real-time monitoring of data pipelines. This architecture ensures high performance, fault tolerance, and rapid recovery from data anomalies.

4. Innovative Business Intelligence

Alivia continues to focus on product enhancements and development. One example is the future integration for all clients to include Qlik Sense. Qlik Sense permits additional advanced analytics functionality that is complimentary to Alivia's FWA Finder™. This would be fully integrated within the Alivia Platform. With Qlik Sense's integration are additional business intelligence tools that provide self-service reporting and visuals for the State users.

These robust features collectively enhance the performance, reliability, and usability of the FWA Analytics System, positioning Alivia as a strategic partner in advancing the State's program integrity goals.

C. TECHNICAL CONSIDERATIONS;

If the bidder identifies any potential challenges and/or technical considerations that the State should be aware of please provide a detailed explanation or indicate as such for consideration.

Alivia appreciates the opportunity to highlight a couple potential challenges or technical considerations for the State to consider. The first is requirement 56 in the Functional Requirements. Our system architecture is designed for scalability, responsiveness, and concurrent user support. While we strive for sub-second response times for the majority of user queries, actual performance depends on several factors, including query complexity, data volume, and concurrent system load. Given the capacity to write extremely complex queries within our analytics platform, a sub-

second response time is not feasible. We have found that when organizations have proposed sub-second responses, it does not reflect the ability for the user to complete complex queries across vast data sets as our system permits the user to do so.

Another consideration for the State is the cost impact of a RPO of fifteen (15) minutes. When factoring system redundancy needs for a fifteen (15) minute RFP the cost can be significantly impactful. This is understandable when considering hundreds to thousands of users concurrently making updates. However, it is not customary for a system like PICM to have this short of a RPO. We have provided additional feedback for consideration in Attachment 6.

We appreciate the opportunity to share this feedback and welcome any discussions with the State if additional information or clarification are requested.

D. PROJECT WORK PLAN, MANAGEMENT, AND IMPLEMENTATION; AND

i. Work Plan

Alivia's methodology for approaching the project requirements in Section (VI) is grounded in structured planning, proactive risk management, and close collaboration with the State to ensure all requirements are met and delays are averted.

General Work Plan Approach:

Alivia will initiate the project with a comprehensive project kickoff, followed by the development of a detailed Project Plan and Implementation Plan. These plans will outline all major phases, tasks, and milestones, including requirements gathering, system design, configuration, testing, training, deployment, and post-go-live support.

Each phase will have clearly defined deliverables, responsible parties, and timelines. Alivia will use project management tools (e.g., Microsoft Project and JIRA) to track progress, dependencies, and resource allocation, ensuring transparency and accountability throughout the project.

Alivia's approach includes regular status meetings, risk and issue management, and continuous communication with all stakeholders. We will maintain a living project schedule and update it as needed to reflect changes, ensuring that any potential delays are identified early and mitigated through contingency planning and resource reallocation.

Assurance of Meeting Requirements and Averting Delays:

Alivia has a proven track record of delivering similar projects on time and within scope for state agencies and large healthcare organizations.

Our team will work closely with the State to identify critical path activities and dependencies and will proactively manage risks and issues to prevent delays.

Certification Tasks, Milestones, and Deliverables:

The project workplan will include all certification-related tasks, milestones, and deliverables as directed by the State. This includes the development and submission of certification artifacts, completion of CMS-required testing, preparation for Operational Readiness Review (ORR), and support for CMS and State certification events.

Alivia will maintain a Requirements Traceability Matrix (RTM), System Test Plan, Implementation Plan, and all other required documentation, ensuring that certification milestones are tracked and achieved on schedule.

Our team will provide continuous support and documentation updates throughout the certification process and will work with the State to address any findings or remediation items promptly.

ii. Project Timeline

Alivia's methodology for implementation readiness, pilot, and go-live is designed to ensure a smooth, transparent, and successful transition to the PICM / FADS Analytics System, fully aligned with the State's requirements:

Alivia will prepare a detailed project schedule that is inclusive of all of the tasks necessary for a successful go-live no later than October 31, 2026, for the PICM / FADS Analytics System, to be reviewed and approved by the State. The timeline below represents a high-level overview of some of the critical milestones from project kick-off through CMS certification.
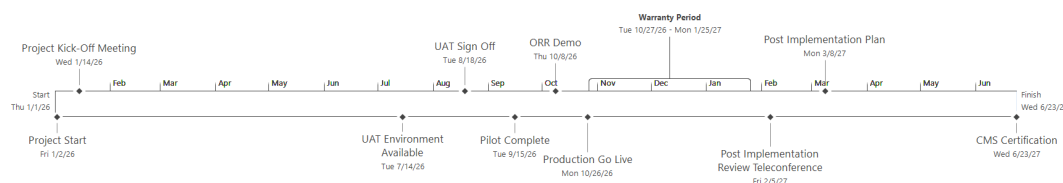
This comprehensive, milestone-driven approach ensures that every aspect of readiness, risk mitigation, and stakeholder engagement is addressed, supporting a smooth, secure, and successful transition to production.

iii. Project Management

Alivia employs a disciplined, PMI-aligned project management methodology that integrates planning, execution, monitoring, and control. A dedicated and experienced Lead Project Manager will be assigned to coordinate and schedule all implementation and deliverables activities. This individual will serve as one of the primary points of contact throughout the project implementation lifecycle.

The Project Manager will:

- Facilitate weekly project update meetings with State stakeholders.

- Submit monthly status reports based on mutually agreed metrics.

- Facilitate executive-level review meetings to communicate progress and formalize changes to the project plan.

Alivia's project management approach ensures that all activities described in the RFP are incorporated into the Integrated Master Project Schedule (IMPS), which will be developed within three weeks of project Kick-off.

Risk Management

Alivia will develop a comprehensive **Risk Management Plan** that identifies, assesses, and mitigates project risks. Risks will be tracked in a centralized log and reviewed regularly with the State. Each risk will include:

- A description and potential impact.

- Likelihood and severity ratings.

- Mitigation strategies and contingency plans.

- Assigned owners and resolution timelines.

This proactive approach ensures that risks are addressed before they impact project scope, schedule, or quality.

Communication Management

Alivia will implement a **Communication Plan** that defines the frequency, format, and audience for all project communications. This includes:

- Weekly status meetings with detailed agendas and action items.

- Real-time collaboration via project management tools.

- A centralized document repository for all deliverables and communications.

All communications will be tailored to the audience, technical, operational, or executive, and will support transparency and timely decision-making.

Staffing Plan

Alivia will provide a **Staffing Plan** that outlines all roles, responsibilities, and resource allocations across the project lifecycle. This includes:

- Named resources for roles (e.g., Project Manager, Technical Lead, Contract Manager, etc.).

- Resource availability and backup coverage.

We will ensure that all staff assigned to the project are qualified, available, and committed for the duration of their assignments.

Background Checks

Alivia conducts **comprehensive background checks** on all personnel who will access sensitive or confidential information. Only personnel who pass these checks will be permitted to access protected systems or data, ensuring compliance with State and federal security standards.

Project Tools

Alivia uses a suite of industry-standard tools to support project execution:

- **Project Management**: Microsoft Project for scheduling, task tracking, and milestone management.

- **Document Management**: SharePoint for version-controlled storage and collaboration.

- **Status Reporting**: Power BI dashboards and Excel-based reporting templates.

- **Collaboration**: Microsoft Teams for real-time communication and meeting facilitation.

These tools ensure that all stakeholders have access to current information and can collaborate effectively throughout the project.

Alivia's methodology is designed to ensure successful delivery of all project phases, from initiation through post-implementation support. Our structured approach, experienced team, and commitment to transparency will ensure that the State's objectives are met with precision and accountability.

E. DELIVERABLES AND DUE DATES.

1. *Deliverables*

Alivia acknowledges and fully commits to completing each of the items outlined in accordance with the requirements specified in RFP Section VI and Attachments 2 and 3 – Functional and Technical Specifications. Our approach is structured to ensure that each project section is executed with precision, documented thoroughly, and reviewed collaboratively with the State for formal approval.

To support this, Alivia will develop a standardized **Project Section Approval Document** for each major deliverable. This document will include a summary of the section, detailed content aligned with the RFP requirements, a compliance matrix referencing Attachment 2 (Functional Specifications) and Attachment 3 (Technical Specifications), and a formal approval block for electronic signature by the designated State stakeholder.

Our Commitment Includes:

- **Functional and Technical Specifications**: Alivia will ensure full compliance with all functional and technical requirements as outlined in Attachments 2 and 3. Each requirement will be mapped, validated, and demonstrated through traceability matrices and system walkthroughs.

- **Executive Kickoff and Project Initiation**: We will lead a structured kickoff process, followed by the development of a Master Project Plan, Integrated Schedule, and comprehensive management plans (risk, issue, communication, staffing, change, and configuration).

- **Requirements Validation**: Alivia will facilitate collaborative sessions to validate requirements, demonstrate key features, and deliver a Requirements Traceability Matrix (RTM) to ensure alignment with business needs.

- **Design and Configuration**: We will configure all environments (Development, Testing, Training, Production), assist with user role determination, and deliver infrastructure and security plans for State approval.

- **Development and Testing**: Alivia will complete all custom development, reporting, and integrations. We will execute a rigorous testing process, document results, and support User Acceptance Testing (UAT) with full transparency and traceability.

- **Data/File Conversion and Migration**: A detailed plan and mapping guide will be developed and executed to migrate all required data and files. Results will be documented and submitted for State approval.

- **Training**: We will develop and deliver training materials, facilitate sessions, and provide online reference documentation for both administrators and end users.

- **CMS Certification and Support**: Alivia will support all CMS certification phases, including readiness reviews and documentation for APD, ORR, and CR processes.

- **Pre-Implementation and Pilot**: We will deliver a comprehensive implementation plan, pilot strategy, cutover playbook, contingency plan, and readiness assessments, including third-party security testing.

- **Implementation and Go-Live**: Alivia will manage all aspects of implementation, provide on-site support during go-live, and ensure formal acceptance of results.

- **Post-Implementation**: During the warranty period, we will coordinate reviews, document lessons learned and provide a transition plan for ongoing support.

- **Maintenance, Operations, and Support**: Alivia will deliver timely updates, fixes, and enhancements, maintain a regular maintenance schedule, and provide help desk support. We will also conduct annual third-party security assessments and disaster recovery tests.

- **Turnover Phase**: A formal Turnover Plan and Knowledge Transfer Plan will be developed to ensure a smooth transition to State operations.

2. Due Dates and/or Completion

Alivia acknowledges and fully accepts the requirement to establish due dates for all RFP deliverables in the Integrated Master Project Schedule (IMPS) within three (3) weeks of the project Kick-off. We understand that all milestone dates must be reviewed and approved by the designated State stakeholder to ensure alignment with project expectations and contractual obligations.

To meet this requirement, Alivia will:

- Develop and submit a comprehensive IMPS within three weeks of the Kick-off meeting.

- Include all deliverables outlined in RFP Section VI and Attachments 2 and 3 – Functional and Technical Specifications.

- Collaborate with the State to review and finalize milestone dates, incorporating feedback and securing formal approval through an electronic signature process.

Alivia also acknowledges and commits to meeting the following project timeframes unless otherwise approved by the State:

1. Kick-off Meeting: Conducted via teleconference or hybrid (in person and teleconference) no later than two (2) weeks after contract execution.

2. UAT Environment: Fully configured and accessible to users no later than six (6) consecutive months after Kick-off.

3. Pilot Completion: Executed and completed no later than eight (8) consecutive months after Kick-off.

4. Go-Live: All tasks completed and the production environment fully accessible no later than twelve (12) consecutive months after Kick-off, with a strong preference to achieve this within nine (9) months.

5. Go-Live Week Support: On-site implementation assistance provided throughout the Go-live week.

6. Warranty Period: Ninety (90) consecutive days post-Go-live without a critical incident, as defined in Section II(Z).

7. Post-Implementation Review: Teleconference meeting held within two (2) weeks following acceptance of the Warranty Period.

8. Post-Implementation Plans: Delivered within four (4) weeks following the post-implementation review meeting.

9. Maintenance, Operations, and Support: Initiated upon sign-off of the Warranty Period and continued throughout the contract term, including any renewals or extensions.

Alivia will ensure that each of these milestones is clearly documented in the IMPS, tracked through our project governance framework, and supported by formal approval documentation. This disciplined approach ensures transparency, accountability, and timely delivery of all project components.

3 APPENDIX

A. CONTRACTUAL AGREEMENT FORM (SEPARATELY ATTACHED)

B. TERMS AND CONDITIONS

C. VENDOR DUTIES

D. PAYMENT

E. COMPLETED ATTACHMENT 1 – MINIMUM QUALIFICATIONS

F. RESPONSES TO SECTIONS II THROUGH IV*

G. ADDITIONAL DOCUMENTS

3.1 TERMS AND CONDITIONS

Accept All Terms and Conditions Within Section as Written (Initial)	Exceptions Taken to Terms and Conditions Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
	II. Terms and Conditions, Section T(1) and (2) *MLF*	Alivia is requesting that the term "deliverable" is replaced with "**Written Deliverable**." Written Deliverable is defined in the Glossary (page xii) . It would be customary for the Vendor to transfer all completed or partially completed and completed Written Deliverables (and title and interest to) as the State upon termination of the contract. Using the lower case "deliverable" as originally drafted creates confusion as to what the State would expect to receive at the termination of the contract.
	I. Ownership of Information and Data/Deliverables *MLF*	Alivia is suggesting the following sentence at the end of the paragraph I Ownership and Data Deliverables. The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Vendor on behalf of the State pursuant to this contract. *[Existing clause.]* **Nothing in this section should be construed to require the Vendor to surrender intellectual property, real or personal**

		property, or information or data owned by the Vendor for which the State has no legal claim. *[Additional sentence requested by Alivia which has been copied from Section T of the Terms and Conditions.]*
	III. Vendor Duties. Ownership of Information and Data/Deliverables *MLF*	Alivia is asking that the term "deliverable" be replaced with the defined term Deliverable. (See Glossary page viii.) Alivia believes that using the defined term creates greater specificity and protection for both parties regarding the State's ownership rights in Deliverables. The second paragraph of Section I is proposed as follows. The State shall own and hold exclusive title to any ~~deliverable~~, <u>Deliverable</u> developed as a result of this contract. Vendor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.
	Section H, CMS Certification Failure. Important Information (page 47). *MLF*	In item #3 of Alivia is asking for the addition of "direct." Alivia is aware of its responsibilities to the State but wishes to ensure that it is only accepting such responsibilities directly relating to the provision of its system functionality. The following is being proposed: Such failure is due to the **direct** Actions of the Vendor (the failed functionalities of the system and/or a lack of sufficient documentation agreed upon with the State.
	Section H, CMS Certification Failure. Important Information.(page 47) *MLF*	In the first sentence after item #3, Alivia is proposing that the damages for which it will be responsible will not exceed the value of the contract. The following is being proposed In the event of such certification failure, the Vendor will be responsible for the State's actual damages<u>, **provided however, that in no event shall Vendor be responsible for an amount in excess of the fees paid by the State under this Contract.**</u>

3.2 VENDOR DUTIES

Accept All Vendor Duties Within Section as Written (Initial)	Exceptions Taken to Vendor Duties Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
MLF		

3.3 PAYMENT

Accept All Vendor Duties Within Section as Written (Initial)	Exceptions Taken to Vendor Duties Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
MLF		