State of West Virginia
Delivery Order

Order Date: 07-08-2022

CORRECT ORDER NUMBER MUST APPEAR ON ALL PACKAGES, INVOICES, AND SHIPPING PAPERS. QUESTIONS CONCERNING THIS ORDER SHOULD BE DIRECTED TO THE DEPARTMENT CONTACT.

Order Number:	CDO 0511 2680 BMS2300000003 1	**Procurement Folder:**	1069533
Document Name:	CR107-New DDI Scope (Phased Implementation Approach)	**Reason for Modification:**	
Document Description:	CR107-New DDI Scope (Phased Implementation Approach)		
Procurement Type:	Central Delivery Order		
Buyer Name:	Crystal G Hustead		
Telephone:	(304) 558-2402		
Email:	crystal.g.hustead@wv.gov		
Shipping Method:	Best Way	**Master Agreement Number:**	CMA 0511 HHR2100000002 1
Free on Board:	FOB Dest, Freight Prepaid		

VENDOR

Vendor Customer Code: 000000103433
INTERNATIONAL BUSINESS MACHINES CORPORATION
NEW ORCHARD RD

ARMONK   NY   10504
US
Vendor Contact Phone: 999-999-9999   **Extension:**

Discount Details:

	Discount Allowed	Discount Percentage	Discount Days
#1	No	0.0000	0
#2	No		
#3	No		
#4	No		

DEPARTMENT CONTACT

Requestor Name: Kelly (Jimmy) Dowden
Requestor Phone: (304) 356-4861
Requestor Email: jimmy.k.dowden@wv.gov

23
FILE LOCATION _____

INVOICE TO

PROCUREMENT OFFICER: 304-352-4286
HEALTH AND HUMAN RESOURCES

BUREAU FOR MEDICAL SERVICES

350 CAPITOL ST, RM 251

CHARLESTON   WV 25301-3709

US

SHIP TO

PROCUREMENT OFFICER: 304-352-4286
HEALTH AND HUMAN RESOURCES

BUREAU FOR MEDICAL SERVICES

350 CAPITOL ST, RM 251

CHARLESTON   WV 25301-3709

US

Total Order Amount:	$2,780,721.00

Purchasing Division's File Copy

ENTERED

CH 7/11/22

PURCHASING DIVISION AUTHORIZATION
DATE: 7/13/2022
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION
DATE: 7/13/2022
ELECTRONIC SIGNATURE ON FILE

Extended Description:

CR107-New DDI Scope (Phased Implementation Approach)

Service Period: 07/29/22-11/30/22

Total Cost: $2,780,721.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101606	0.00000		$0.0000	$1,390,319.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-07-29	2022-11-30				

Commodity Line Description: Milestone 1-Analytic Layer Completion

Extended Description:
Project monitoring and evaluation

See attached pricing pages.

Milestone 1-Analytic Layer Completion

Account Manager: 120 Hours @ $265=$31,800
Project Manager: 510 Hours @ $219=$111,690
Business Lead: 127 Hours @ $219=$27,813
Technical Lead: 178 Hours @ $265=$47,170
Implementation Manager: 213 Hours @ $265=$56,445
Operations Manager: 137 Hours @ $219=$30,003
Quality Assurance Manager: 95 Hours @ $219=$20,805
Testing Manager: 220 Hours @ $219=$48,180
Certification Lead: 92 Hours @ $219=$20,148
Document Management Lead: 77 Hours @ $219=$16,863
Information Security Architect/Privacy Data Protection Officer: 47 Hours @ $219=$10,293
Analytic Consultant: 228 Hours @ $219=$49,932
Application Admin: 91 Hours @ $178=$16,198
BI Developer: 1,108 Hours @ $178=$197,224
Business Analyst: 770 Hours @ $151=$116,270
Data Architect: 262 Hours @ $219=$57,378
Data Management Consultant: 833 Hours @ $219=$182,427
Data Warehouse Analyst: 160 Hours @ $219=$35,040
Database Administrator: 107 Hours @ $178=$19,046
ETL Engineers: 822 Hours @ $151=$124,122
Project Coordinator: 187 Hours @ $178=$33,286
Project Manager, Sr.: 355 Hours @ $265=$94,075
Technical Writer: 158 Hours @ $178=$28,124
Training Consultant: 73 Hours @ $219=$15,987

Total: 6,970 Hours, $1,390,319

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101606	0.00000		$0.0000	$1,390,402.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2022-07-29	2022-11-30				

Commodity Line Description: Milestone 2-Implementation

Extended Description:
Project monitoring and evaluation

Milestone 2-Implementation

Account Manager: 120 Hours @ $265=$31,800
Project Manager: 510 Hours @ $219=$111,690
Business Lead: 128 Hours @ $219=$28,032
Technical Lead: 178 Hours @ $265=$47,170
Implementation Manager: 213 Hours @ $265=$56,445
Operations Manager: 137 Hours @ $219=$30,003
Quality Assurance Manager: 94 Hours @ $219=$20,586
Testing Manager: 219 Hours @ $219=$47,961
Certification Lead: 92 Hours @ $219=$20,148
Document Management Lead: 78 Hours @ $219=$17,082
Information Security Architect/Privacy Data Protection Officer: 47 Hours @ $219=$10,293
Analytic Consultant: 227 Hours @ $219=$49,713
Application Admin: 90 Hours @ $178=$16,020
BI Developer: 1,108 Hours @ $178=$197,224
Business Analyst: 771 Hours @ $151=$116,421
Data Architect: 262 Hours @ $219=$57,378
Data Management Consultant: 832 Hours @ $219=$182,208
Data Warehouse Analyst: 161 Hours @ $219=$35,259
Database Administrator: 106 Hours @ $178=$18,868
ETL Engineers: 823 Hours @ $151=$124,273
Project Coordinator: 188 Hours @ $178=$33,464
Project Manager, Sr.: 355 Hours @ $265=$94,075
Technical Writer: 159 Hours @ $178=$28,302
Training Consultant: 73 Hours @ $219=$15,987

Total: 6,971 Hours, $1,390,402

DEPARTMENT OF HEALTH AND HUMAN RESOURCES
BUREAU FOR MEDICAL SERVICES
Procurement Services
350 Capitol Street, Room 251
Charleston, West Virginia 25301-3712
Telephone: (304) 558-1700   Fax: (304) 558-4398

Bill J. Crouch
Cabinet Secretary

Cynthia E. Beane
Commissioner

TO: Robert L. Price, CPPO, CPPB, NIGP-CPP
Administrative Services Manager II
WVDHHR-Office of Purchasing

FROM: Kelly J. Dowden, WVPBC
Director, BMS Procurement Services

DATE: July 6, 2022

RE: PF 1069533, CDO BMS23*03

The West Virginia Bureau for Medical Services (BMS) respectfully requests approval of the above-referenced CDO with International Business Machines Corporation for New DDI Scope (Phased Implementation Approach).   The service period for this project is 07/29/2022-11/30/2022. The total cost is $2,780,721.00.

If you have questions or need additional information, please feel free to contact me at 304-352-4286 or jimmy.k.dowden@wv.gov.

Robert Price
Agree

WEST VIRGINIA
Department of
Health &
Human
Resources

IBM.

WV DHHR MEDICAID ENTERPRISE DATA SOLUTION CHANGE REQUEST FORM

Change Request (CR) Information

Refer to the Change Management Plan for additional information and guidance on completing the form.

Table 1: Change Request Registration and General Information

CR Number	CR107
CR Name	New DDI Scope (Phased Implementation Approach)
Request Date	06/03/2022
Requested By	Shaun Charles
Requestor's Project Role	DHHR CIO, WV EDS Project Sponsor
Requestor's Email	shaun.l.charles@wv.gov
Requestor's Phone #	304-558-5851
Contract Reference	CFTV6HS WV DHHR Medicaid Enterprise Data Solution (EDS) CMA 0511 2672 HHR2100000002
Change Control Log (Jama)	https://ibm-watsonhealth.jamacloud.com/perspective.req?docId=1271967&projectId=175

Table 2: Change Request Submission Information

Item	Details
Change Type	Standard
Issue Addressed by the Change	DHHR requests to add new scope to the WV EDS implementation and to modify the DDI schedule to implement the WV EDS using a phased approach to better meet the needs of the Department (Project decision WV-DEC-28)
Change Description	1. IBM will change the WV EDS Provider data model primary key from the PROV_QNXT_ID (MMIS proprietary Provider ID) to the NPI per direction from the DHHR Data Stewards. 2. IBM will incorporate additional measures and design complexities into all WV EDS custom reports and dashboards. Report and dashboard deep dive sessions and design reviews with DHHR uncovered new requirements for program coverage and reporting not included in the original DDI scope. IBM hosted an additional 10 requirement sessions which resulted in an 86% increase in complex report requirements from the original scope. DHHR finalized the original list of custom reports/dashboards on 11/05/2021 and provided updates in February 2022 (Project Issue WV-ISS-3). 3. IBM will load 2 additional years of historical data into the UAT environment prior to loading the data into Production per DHHR request, in addition to the 3 years planned and approved in the baseline scope (Project Decision WV-DEC-41). IBM will

Item	Details
	load a total of 5 years of historical data into the UAT environment prior to loading data into production for go live.
Impact of NOT Implementing Proposed Change	• The WV EDS would be unable to store unique NPI values across the integrated source systems • The WV EDS custom reports and dashboards will not provide sufficient program data and analytics as originally requested to support DHHR in managing its programs • Two years of historical data will be loaded straight into production without first being loaded into UAT, posing risk of encountering unknown historical data quality issues
Alternative to Proposed Change	None
Schedule Dependencies	• Approval of the extension of the Implementation phase of the Project to 6/30/2023 • Availability of IBM WH and DHHR resources to continue through extension of Design, Development, and Implementation (DDI) • Completion of the analytic layer design for all subject areas, including the member void issue corrections (CR106)
Affected Contract Requirements	• New Requirement – Change the Provider database design to assign NPI as the primary key instead of the Medicaid ID • DD209 – The solution should provide a suite of high-level and/or general-level reports designed to provide indicators and general trends within and across the member population
Change Priority	Standard
Change Category	Scope
Requested Timing	Estimated Start Date: July 29, 2022 Estimated End Date: November 30, 2022 Change Request must be executed on or before July 29, 2022, to meet the 11/14/2022 WV EDS Go Live date

Table 3: Formal Change Analysis

Scope Definition	
	1. IBM will change the design of Provider raw vault to create the PROVIDER_HUB to store unique NPI values across the integrated source systems. This will push the NPI business key down to Provider location-level attributes which allows them to be associated with the Provider business concept.
	2. IBM will develop higher complexity custom reports and dashboards. Custom report and dashboard elaborated requirements resulted in an 86% increase in the number of highly complex reports and dashboards requested by DHHR as shown in the following table:

Complexity	Original Scope (# reports / dashboards)	New Scope (# reports / dashboards)	% Change
Low	10	4	-60%
Medium	13	11	-15%
High	7	13	+86%

3. IBM will load up to 5 years of historical data for each data source (MMIS, PEIA, WV HSC) into the UAT environment prior to loading data into production.

4. The following Implementation deliverables require updates as part of these changes:

- D023 Requirements Specification Document
- D024 Requirements Traceability Matrix
- D034 Data Conversion Test Cases
- D035 Data Test Results
- D036 Database Design Document and Data Models
- D037 Detailed System Design Document
- D050 System Integration Test Cases
- D051 System Integration Test Results

Scope Dependencies	
	1. The design requirements for the WV EDS are final and subsequent changes will be processed through Change Management
	2. The requirements for custom reports and dashboards are final and subsequent changes will be processed through Change Management
	3. Unforeseen data quality issues from 3rd party data sources may result in changes to the WV EDS that would be processed through Change Management
	4. Any new requirements or additional scope requested by DHHR will be processed through Change Management and may impact the scope, schedule, and cost of the implementation
	5. DHHR will provide sufficient resources to meet the timelines in the approved project schedule

6. DHHR will provide review and approvals to deliverables and work products per the approved project schedule

Cost

Total Estimated Hours: 13,941

Total Fixed Price: $2,780,721

Role	Estimated Hours	Rate Card	Fixed Price
Account Manager	240	265	$63,600
Project Manager	1020	219	$223,380
Business Lead	255	219	$55,845
Technical Lead	356	265	$94,340
Implementation Manager	426	265	$112,890
Operations Manager	274	219	$60,006
Quality Assurance Manager	189	219	$41,391
Testing Manager	439	219	$96,141
Certification Lead	184	219	$40,296
Document Management Lead	155	219	$33,945
Information Security Architect/Privacy Data Protection Officer	94	219	$20,586
Analytic Consultant	455	219	$99,645
Application Admin	181	178	$32,218
BI Developer	2,216	178	$394,448
Business Analyst	1,541	151	$232,691
Data Architect	524	219	$114,756
Data Management Consultant	1,665	219	$364,635
Data Warehouse Analyst	321	219	$70,299
Database Administrator	213	178	$37,914
ETL Engineers	1,645	151	$248,395
Project Coordinator	375	178	$66,750
Project Manager, Sr.	710	265	$188,150
Technical Writer	317	178	$56,426
Training Consultant	146	219	$31,974
Total	**13,941**		**$2,780,721**

WEST VIRGINIA
Department of
Health &
Human
Resources

IBM.

Payment Milestones

Milestone 1 – Analytic Layer Completion
This milestone is expected to be invoiced by 9/30/2022

Role	Estimated Hours	Rate Card	Fixed Price
Account Manager	120	265	$31,800
Project Manager	510	219	$111,690
Business Lead	127	219	$27,813
Technical Lead	178	265	$47,170
Implementation Manager	213	265	$56,445
Operations Manager	137	219	$30,003
Quality Assurance Manager	95	219	$20,805
Testing Manager	220	219	$48,180
Certification Lead	92	219	$20,148
Document Management Lead	77	219	$16,863
Information Security Architect/Privacy Data Protection Officer	47	219	$10,293
Analytic Consultant	228	219	$49,932
Application Admin	91	178	$16,198
BI Developer	1,108	178	$197,224
Business Analyst	770	151	$116,270
Data Architect	262	219	$57,378
Data Management Consultant	833	219	$182,427
Data Warehouse Analyst	160	219	$35,040
Database Administrator	107	178	$19,046
ETL Engineers	822	151	$124,122
Project Coordinator	187	178	$33,286
Project Manager, Sr.	355	265	$94,075
Technical Writer	158	178	$28,124
Training Consultant	73	219	$15,987
Total	**6,970**		**$1,390,319**

Milestone 2 – Implementation
This milestone is expected to be invoiced by 11/30/2022

Role	Estimated Hours	Rate Card	Fixed Price
Account Manager	120	265	$31,800
Project Manager	510	219	$111,690
Business Lead	128	219	$28,032
Technical Lead	178	265	$47,170
Implementation Manager	213	265	$56,445
Operations Manager	137	219	$30,003
Quality Assurance Manager	94	219	$20,586
Testing Manager	219	219	$47,961
Certification Lead	92	219	$20,148

WEST VIRGINIA
Department of

Health
& Human
Resources

IBM

	Document Management Lead	78	219	$17,082
	Information Security Architect/Privacy Data Protection Officer	47	219	$10,293
	Analytic Consultant	227	219	$49,713
	Application Admin	90	178	$16,020
	BI Developer	1,108	178	$197,224
	Business Analyst	771	151	$116,421
	Data Architect	262	219	$57,378
	Data Management Consultant	832	219	$182,208
	Data Warehouse Analyst	161	219	$35,259
	Database Administrator	106	178	$18,868
	ETL Engineers	823	151	$124,273
	Project Coordinator	188	178	$33,464
	Project Manager, Sr.	355	265	$94,075
	Technical Writer	159	178	$28,302
	Training Consultant	73	219	$15,987
	Total	**6,971**		**$1,390,402**

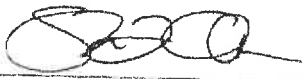| 57Schedule	Work in this Change Request is incorporated into the approved WV EDS project schedule

Additional Information

None

Change Request Disposition

In the table below, check the box that describes the CR disposition. If more details are appropriate, they appear in the Disposition Details section below the table. If details are not needed, indicate "Not applicable."

WEST VIRGINIA
Department of
**Health &
Human
Resources**

IBM.

Table 4: Change Request Disposition

X	Approved to proceed	X	Not approved to proceed
X	Proceed with the implementation of the CR per the proposed plan.		One or more significant issues exist. CR should not be implemented.

Table 5: Change Request Approval

Project Role/Title	Name	Signature	Date
State of West Virginia DHHR	Shaun Charles, DHHR CIO		7/1/22
IBM Project Executive	David Losin		7/1/2022

WEST VIRGINIA Department of Health & Human Resources

West Virginia Department of Health & Human Resources - Medicaid Enterprise Data Solution RFP

3. Labor Rates

Vendor: IBM Watson Health

Implementation Services Hourly Rates

Staff Position	Rate
Account Manager	$ 265.00
Project Manager	$ 219.00
Business Lead	$ 219.00
Technical Lead	$ 265.00
Implementation Manager	$ 265.00
Operations Manager	$ 219.00
Quality Assurance Manager	$ 219.00
Testing Manager	$ 219.00
Certification Lead	$ 219.00
Document Management Lead	$ 219.00
Information Security Architect/Privacy Data Protection Officer	$ 219.00
Analytic Consultant	$ 219.00
Application Admin	$ 178.00
BI Developer	$ 178.00
Business Analyst	$ 151.00
Data Architect	$ 219.00
Data Management Consultant	$ 219.00
Data Warehouse Analyst	$ 219.00
Database Administrator	$ 178.00
ETL Engineers	$ 151.00
Project Coordinator	$ 178.00
Project Manager, Sr.	$ 265.00
Security Analyst	$ 178.00
Security Manager	$ 219.00
Technical Writer	$ 178.00
Training Consultant	$ 219.00
	$ -
	$ -

Maintenance and Operations Services Hourly Rates

Staff Position	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Account Manager		$ 265.00	$ 258.00	$ 266.00	$ 274.00	$ 277.00	$ 280.00
Project Manager		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 250.00
Business Lead		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Technical Lead		$ 265.00	$ 258.00	$ 266.00	$ 274.00	$ 277.00	$ 280.00
Implementation Manager		$ 265.00	$ 258.00	$ 266.00	$ 274.00	$ 277.00	$ 280.00
Operations Manager		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Quality Assurance Manager		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Testing Manager		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Certification Lead		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Document Management Lead		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Information Security Architect/Privacy Data Protection Officer		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Analytic Consultant		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Application Admin		$ 178.00	$ 173.00	$ 178.00	$ 183.00	$ 185.00	$ 187.00
BI Developer		$ 178.00	$ 173.00	$ 178.00	$ 183.00	$ 185.00	$ 187.00
Business Analyst		$ 151.00	$ 147.00	$ 151.00	$ 156.00	$ 158.00	$ 160.00
Data Architect		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Data Management Consultant		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Data Warehouse Analyst		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Database Administrator		$ 178.00	$ 173.00	$ 178.00	$ 183.00	$ 185.00	$ 187.00
ETL Engineers		$ 151.00	$ 147.00	$ 151.00	$ 156.00	$ 158.00	$ 160.00
Project Coordinator		$ 178.00	$ 173.00	$ 178.00	$ 183.00	$ 185.00	$ 187.00
Project Manager, Sr.		$ 265.00	$ 258.00	$ 266.00	$ 274.00	$ 277.00	$ 280.00
Security Analyst		$ 178.00	$ 173.00	$ 178.00	$ 183.00	$ 185.00	$ 187.00
Security Manager		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
Technical Writer		$ 178.00	$ 173.00	$ 178.00	$ 183.00	$ 185.00	$ 187.00
Training Consultant		$ 219.00	$ 213.00	$ 219.00	$ 226.00	$ 228.00	$ 230.00
	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Notes

This tab must be used to provide contractor/subcontractor hourly labor rates for the various classifications and grades of personnel. Applicable purchase, delivery, tax, services, safety, license, travel, per diem, Vendor's staff training, project facility, and any other expenses associated with the delivery and implementation of the proposed items must be included in the Vendor's costs and fixed hourly rates.

As per the RFP, DHHR will use the "Labor Rates" supplied by the Vendor as a rate card for all future change requests leveraging the Software Modifications and Enhancements Pool and statement of work covering the Delivery and Integration of Additional Data Sources not identified during the solution's initial implementation.

Vendor may include additional roles to describe the various classifications and grades of its personnel. Vendors may insert additional rows as required (e.g., a Senior-Level Programmer and a Junior-Level Programmer require two separate rows).

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct.

Health & Human Resources

Vendor IBM Watson Health

Staff Position			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Project Manager		$		213.00	213.00	235.00	236.00	277.00	280.00	
Business Lead		$	219.00	213.00	235.00	236.00	236.00	280.00	
Technical Lead		$	219.00	213.00	226.00	226.00	226.00	254.00	213.00
Implementation Manager		$	261.00	254.00	288.00	271.00	271.00	281.00	264.00
Operations Manager		$	263.00	259.00	206.00	274.00	274.00	382.00	284.00
Quality Assurance Manager		$	239.00	334.00	239.00	325.00	324.00	290.00	293.00
Safety Manager		$	219.00	215.00	259.00	325.00	228.00	229.00	311.00
Certification Lead		$	219.00	214.00	299.00	226.00	228.00	290.00	233.00
Document Manager / Lead Information Security		$	219.00	254.00	319.00	325.00	318.00	380.00	233.00
Production Officer			219.00	213.00	215.00	225.00	218.00	290.00	233.00
Security Consultant			214.00	333.00	316.00	325.00	229.00	330.00	253.00
Application Admin			178.00	173.00	178.00	183.00	185.00	187.00	194.00
BI Developer			178.00	173.00	179.00	183.00	185.00	187.00	190.00
Business Analyst			151.00	147.00	151.00	155.00	158.00	160.00	162.00
Data Architect			219.00	333.00	229.00	215.00	338.00	250.00	253.00
Data Management Consultant			219.00	213.00	310.00	226.00	338.00	336.00	338.00
Data Warehouse Analyst			219.00	253.00	329.00	336.00	336.00	350.00	359.00
Database Administrator			172.00	3.00	176.00	163.00	325.00	357.00	190.00
BI Engineer			151.00	147.00	151.00	156.00	160.00	180.00	152.00
Data Coordinator			178.00	173.00	176.00	133.00	185.00	347.00	100.00
Product Manager, Sr.			265.00	334.00	366.00	334.00	282.00	284.00
Security Analyst			178.00	173.00	176.00	183.00	217.00	194.00
Product Manager			219.00	215.00	219.00	335.00	318.00	255.00
Technical Writer			176.00	173.00	176.00	185.00	187.00	180.00
Training Consultant			219.00	214.00	215.00	208.00	280.00	238.00

This tab must be used to provide consultant/subcontractor hourly labor rates for the various classifications and grades of personnel. Applicable purchase, delivery, tax, services, safety, license, travel, per diem, Vendor's staff training, project facility, and any other expenses associated with the delivery and implementation of the proposed items must be included in the Vendor's costs and fixed hourly rates.

As per the RFP, DHHR will use the "Labor Rates" supplied by the Vendor as a rate card for all future change requests leveraging the Software Modifications and Enhancements Pool and statement of work covering the Delivery and Integration of Additional Data Sources not identified during the solution's initial implementation.

Vendor may include additional roles to describe the various classifications and grades of its personnel. Vendor may insert additional rows as required (e.g., a Senior-Level Programmer and a Junior-Level Programmer require two separate rows).

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct.

✳ Implementation Services hourly rate is being utilized in the Year 1 Contract Service period