



ORIGINAL

West Virginia DHHR - Bureau for Medical Services

Request for Information

CRFI BMS2300000001

Wednesday, September 21, 2022

A handwritten signature in black ink that reads "Doug Demmel".

Doug Demmel - Senior Business Development Executive
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09/21/22 09:49:10
WV Purchasing Division



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- Response to the Functional Requirements, or “Checklist”
- Line-item pricing (total proposed contract amount may be disclosed)
- Screen shots, if any
- Detailed information regarding current customers
- Detailed employee resumes/CVs
- Customized Statement of Work/Implementation Plan

To the extent disclosure of those portions is requested or ordered, Tyler requires written notice of the request or order. If disclosure is subject to Tyler’s permission, Tyler will grant that permission in writing, in Tyler’s sole discretion. If disclosure is subject to a court or other legal order, Tyler will take whatever action Tyler deems necessary to protect its proprietary and confidential information and will assume all responsibility and liability associated with that action.

Tyler agrees that any portions not listed above and marked accordingly are to be made available for public disclosure, as required under applicable public records laws and procurement processes.

Trademarks Disclaimer

Because of the nature of this response, third-party hardware and software products may be mentioned by name. These names may be trademarked by the companies that manufacture the products. It is not Tyler’s intent to claim these names or trademarks as our own.

Same Tyler Products, New Names

Since 1999 Tyler has been building the best array of software solutions for the public sector. If you have spoken with one of our representatives, attended a demonstration, or browsed our website before 2022, you may notice some changes in our products. Many of Tyler’s products are getting new, simplified names. These updated names will be functional in nature, making it easier to understand what our products do.

Our products are changing in name only. There will be no change in product functionality, support, or services. You can continue to expect the best with Tyler. We are excited to share this journey into the next evolution of Tyler Technologies.

For details, please visit <https://www.tylertech.com/about-us/who-we-are/product-name-update-faq>



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Wednesday, September 21, 2022

West Virginia Bureau for Medical Services
Crystal G Husted
2019 Washington Street East
Charleston, WV 25305



Re: Tyler's Response to Request for Information, CRFI BMS2300000001

To Crystal G Husted:

For over four decades, Tyler has successfully provided case management and business process management solutions for U.S. federal and state government agencies, especially in the areas of Health and Human Services, including Disability Determination, Vocational Rehabilitation, Cannabis Regulation, Veterans' Benefits, and of course, Medicaid Services, including Waiver Care Management solutions. Our Case Management Development Platform (the "Platform") is a low-code application development platform optimized for case management and business process management applications. Since its introduction in 2006, it has been at the forefront of Tyler implementations with more than 300 deployments throughout federal, state, local, and higher education sectors.

Tyler is the largest company in the United States dedicated to providing software for the public sector, including federal, state and local government. A nationally recognized provider of integrated system solutions and professional services, Tyler serves clients in more than 37,000 installations across 12,000 state and local government locations in all 50 states, Canada, Puerto Rico, the United Kingdom and Australia, as well as more than 200 U.S. federal agencies. Tyler understands the importance of supporting our clients' mission-critical systems and maintaining the confidentiality of human services program participant's information.

We thank you for the opportunity to respond to your RFI, and we look forward to the opportunity to demonstrate our solution for you in the near future. My contact information is below. Please do not hesitate to contact me with any questions as they pertain to our RFI response.

Signed,

A handwritten signature in black ink that reads "Doug Demmel".

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Company Background

Company Background

Tyler Technologies is the largest and most established provider of integrated software and technology services focused on the public sector. Tyler's end-to-end solutions empower local, state, and federal government entities to operate more efficiently and connect more transparently with their constituents and with each other. By connecting data and processes across disparate systems, Tyler's solutions are transforming how clients gain actionable insights that solve problems in their communities. Tyler has more than 37,000 successful installations across more than 12,000 sites, with clients in all 50 states, Canada, the Caribbean, Australia, and other international locations.

Our Products

With decades of exclusive public sector experience, Tyler is the market leader that provides integrated software and services; our singular focus, subject matter experts and in-depth products result in a sustainable client partnership that delivers the industry's most comprehensive solution. We provide the industry's broadest line of software products and offer clients a single source for all their information technology needs in several major areas: Health & Human Services, Property & Recording, ERP, Civic Services, Courts & Justice, Public Safety, Data & Insights, and Schools.

We are known for long-standing client relationships, functional and feature-rich products, and the latest technology. In addition to software products, Tyler provides related professional services including installation, data conversion, consulting, training, customization, support, disaster recovery, and application and data hosting.

About Tyler Technologies

- Empowering government and schools to create safer, smarter and more vibrant communities
- Solutions include: Health & Human Services, Property & Recording, Enterprise Resource Planning (ERP), Civic Services, Courts & Justice, Public Safety, Data & Insights, and Schools
- Headquartered in Plano, Texas, with 68 office locations across the U.S., The Philippines, and Canada
- Tyler is a Corporation incorporated in Delaware – Incorporated November 1989
- Publicly traded on the New York Stock Exchange under the symbol "TYL"
- Founded in 1966
- Exclusively focused on local government since 1997
- More than 37,000 successful installations across 12,000 sites, with clients in all 50 states, Canada, the Caribbean, Australia and other international locations
- Client retention rate of 98%
- 6,600+ employees
- Annual revenues of \$1.59 billion (2021)
- Reinvestment of \$120M into Research & Development (2021)
- Scalable products with the smallest jurisdiction (Loving County, TX with a Population of 82) to the largest (Los Angeles County, CA with a population of 10.1M)

Public Sector Focus

Tyler's business units have provided software and services to clients for more than 40 years and have long-standing reputations in the local government market for quality products and customer service. Tyler is the largest company in the United States focused solely on providing software solutions to the

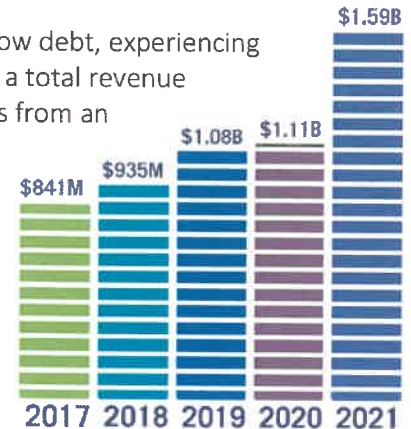
Company Background

public sector. While many of our competitors compete in multiple vertical markets, Tyler is singularly focused on the public sector. It is 100 percent of our business.

Tyler recognizes that the public sector is generally stable and risk-averse, and craves community accessibility, security and transparency. That is why local government and school entities seek reliable and efficient software and services from Tyler – a vendor who is professional, reputable and dedicated and achieves results. Tyler has the experience to understand the unique requirements of the public sector, the necessary resources to invest in its products and the ability to deliver quality services.

Financial Stability

Tyler consistently maintains a solid balance sheet and strong cash flow and low debt, experiencing consistent revenue growth with 37 consecutive quarters of profitability, and a total revenue for 2021 of \$1.59 billion. While experiencing significant growth opportunities from an increase in staff and expanding territories, we anticipate additional product offerings and new technology will accelerate this growth substantially in the future. We believe a low-debt balance sheet, substantial cash reserves, and a committed customer base put Tyler in a great position in our industry to weather any unexpected turbulence in the economy.



For additional financial information please visit www.tylertech.com

Industry Leadership

Tyler strives to provide the best client services in the industry. Our products undergo testing by trained quality assurance and certified usability analysts, therefore our clients benefit from products that work logically based upon user experience and input. We also focus our implementation and support professionals on specific groups of applications so they can offer more specialized services.

Our commitment at Tyler is to ensure the highest level of client satisfaction through the efforts of Tyler's most valued resource: its people. We challenge our employees to pursue new initiatives aggressively and become industry leaders in their respective fields. Tyler employs over 6,600 individuals, many of whom are seasoned professionals with unique and proprietary skills and years of industry experience. In fact, our employee turnover rate is very low—in recent years, about half of the industry average.

Our Experience

Tyler Technologies' solutions offer the widest breadth of products in the industry, the latest technology available, and an integrated system that can operate in diverse offices throughout a jurisdiction. More importantly, Tyler's vision and skill in executing that vision is what ultimately leads to a successful implementation and long-term solution for our clients. Our experienced team consists of industry leaders that keep our team moving and making sure we can give you the tools to succeed.

Response to Questions

Response to Questions

4.2.1

Please describe your CMS and/or IMS solution functionality, including:

The best way to describe the capabilities of the Tyler Care Management Solution (CMS) is to discuss our deployment of the solution with the Wisconsin Department of Health Services (WI DHS). WI DHS uses the Tyler Platform-based CMS to support its Medicaid Self-directed Long-Term Care (LTC) Benefits Program, known as IRIS (Include, Respect, I Self-Direct). This \$500 million (annualized) program is one of the largest Medicaid Home and Community-Based Services 1915(c) waiver programs in the country. IRIS enables approximately 26,000 eligible adults to choose the LTC services they receive in their home and communities, resulting in better outcomes for participants and annual savings for the State of Wisconsin. Participants take pride in managing their services within allocated amounts. In one year, WI DHS spent \$44 million below what the full-service budget allowed.

The system, known as the Wisconsin IRIS Self-directed Information Technology System (WISITS) empowers an external (non-WI DHS employee) consultant to effectively manage a participant from referral through determination, supporting goals, plans, services, and outcomes for Wisconsin's IRIS program: Some of the benefits as a result of this implementation are:

- Secure, central access to program information for all stakeholders, including beneficiaries
- Operational transparency for legislators and WI DHS, WI DOJ, and WI OIG analysts
- Automated validations for tighter system controls

More than 1,000 users from 14 different agencies (both internal to the State and external organizations) access the web-based CMS to coordinate services and support LTC outcomes for IRIS participants, authorize and disburse payments to service providers, and manage and report on the program. They include social workers, nurses, and fiscal employer agents, as well government analysts. Some of the challenges that were overcome on this project are listed below:

- Wisely spending limited Medicaid funds to optimize beneficiary outcomes
- Siloed information stored by contracted agencies in disparate systems
- Ensuring program integrity

Integration of data between WISITS and Wisconsin's Medicaid Management Information System (MMIS), interChange (iC), is performed for efficient program administration by IRIS stakeholders and for other DHS systems. The exchange of data between the systems is a major part of this solution, as well as the processing of the data and the timing and frequency of the data exchange. The WISITS system was enhanced to accommodate sending data to iC and receiving data from iC and to trigger processes within that system for IRIS program stakeholders. This included both real time calls to web services and batch file and re-delivery processes.

As part of the Statewide Electronic Visit Verification (EVV) initiative, DHS has selected a centralized system model to implement and support the EVV Vendor solution. As part of this centralized system model, specific data-sets are required to be shared from individual payer systems into the proposed solution. The three major data-sets required, are Clients, Providers, and Authorizations. In IRIS, WISITS serves as the centralized payer system for its contracting agencies so data exchange solutions are required for a single source.

WISITS developed a method to export data into a defined format and exchange it with external systems.

Response to Questions

Based on their role and system permissions, authorized users can access, report on, and share HIPAA-compliant information as needed. Lawmakers and oversight analysts also have direct access to the system to monitor program operations. Other benefits include reduction in paper-based processes, elimination of redundant tasks and increased efficiency with easy access to participant documentation and tasks assigned to a consultant, including tasks that require immediate action.

a. *What modules are available?*

- Case Management Development Platform module includes the core case and business process management and development tools. The Platform is configured to meet the specific requirements of a customer's Home and Community Based Services waiver care case management requirements, including assessments, budgets, care plans, authorizations, services, etc.
- Report Builder - Enables users to design, generate, and format standard and ad hoc reports through a user-friendly interface. Reports can be based on any data contained within the platform. Once created, reports can be saved as templates, shared with other users, and placed on user's dashboards.
- Customizable Help - Enables organizations to deliver context-rich information and ongoing training to system administrators and end-users online within the system. Through Customizable Help, organizations can publish, manage, and review instructive and assistive topics.
- Access (Public Portal) - Gives external (public) users access to selected aspects of a system. With Access, organizations can accelerate and improve information capture, better engage external audiences, and lower the workload of internal staff.
- Document Management - Provides an integrated environment for the management of unstructured data (documents and multimedia) alongside structured data (records), with repositories configured to match your organizational structure, workflows, and systems. Note that the core Case Management Development Platform module enables the storage and management of documents. The Document Management module provides incremental features consistent with an external Content Management System as part of the system.
- Direct Scan - Scans and saves paper documents, faxes, and emails directly to the platform, facilitating the conversion and utilization of legacy documents. Scanned files can initiate new case files or processes, be attached to existing cases or processes, or be added to the document repository for later classification and use.
- Mobile - enables users to access the system while away from the office using a Chrome or Safari browser on their device. The mobile user interface is based on modern design principles and is 508-compliant, responsive and supports localization out of the box. While offline, users can still create new records and view and update existing records, which is then synced back to the platform when the user returns online. The mobile module also provides the ability to create purpose-built mobile applications for different types of users – for example a community portal for an organization's public users and a dedicated inspection app for employees who are out in the field.
- Analytics - Gives knowledge workers accurate information in clear, visual formats so they can make better decisions. Business users can slice, dice, filter, sort, and search from a single page, without having to do any configuration.

b. *What features are standard? What features are available at an additional cost?*

The Platform, Report Builder, and Help are standard. The other modules are optional depending on a customer's requirements, and available at an additional cost.

Response to Questions

c. *Please describe how your solutions facilitate each stage in the HCBS Continuum of Care, including:*

i. Intake

Tyler's CMS provides tools to allow the client to complete the initial intake application with the assistance of their Support Coordinator. The intake application is a wizard-based user design that steps the user through the necessary data capture screens while ensuring all mandatory data is captured. This style mimics an interview-style approach to ensure that the system captures only that data that is relevant to the type of waiver program that is applicable to the client. The intake wizard comes with an interview component that guides the user through a series of questions, providing guidance throughout.

ii. Screening

CMS provides the ability to conduct various screenings for a client and maintains the history of all screenings. This information is saved under the Assessment and Screening tab within the client's case.

iii. Assessment

Much like screening, CMS provides the ability to perform various assessments on a client such as a Priority of Need Assessment, or on a provider, such as the provider performance screening. Support Coordinators can be notified when their client's reassessment is coming due. This information is saved under the Assessment and Screening tab within the client's case.

A. What is your approach for supporting assessments, which may vary by populations served under Medicaid HCBS Waivers?

CMS can apply business rules to ensure the correct assessments are being administered to the appropriate population. Each assessment is associated with an entity in CMS. Additional business rules can be applied within that entity meaning, for example, a client over 55 could be one type of assessment while a client under 55 would have a different one. The system will determine which assessment is correct.

B. Does your solution support gathering of assessment information on mobile devices? Please explain.

With the use of our mobile module, Tyler's CMS can be viewed/used on traditional PCs, smart phones, and tablets. The mobile module is configured for mobile Chrome and mobile Safari browsers regardless of which device is being used. Mobile devices are utilized to complete selected processes such as assessments. All information can be collected directly within the system.

iv. Clinical eligibility determination

CMS enables the coordination of financial and clinical Medicaid waiver eligibility by interfacing with the state's MMIS system and allowing users to enter clinical eligibility information. This information is saved under the eligibility tab within the client's profile.

v. Enrollment

After all applicable information has been captured and the care team has been established the client's status will be changed to enrolled according to business rules. These status updates can be scheduled or take place immediately.

Response to Questions

vi. Care Planning

When the client is deemed eligible a care plan for that client is created based on their assessments and screenings. This Individual Care Plans includes services associated with defined strategies and outcomes.

At a minimum, each plan is reviewed annually; however, budget amendments may be added/requested if a service needs to be added during the plan year

vii. Service Authorization

When creating each service authorization for the associated supportive service, a funding source must be identified such as the Medicaid State Plan or the waiver program. Therefore, the cost associated with the service is directly tied to its funding source, even if the services overlap. When determining a provider for authorized services, only certain providers are associated to certain services. The business rules for the association are configurable. In addition to the funding source other fields such as effective and expiration dates, number of units, service category, and service are also captured as part of the authorization.

If an authorization needs to be revised, such as the authorization amount being recalculated due to a change in the number of units, the original authorization is updated and saved with the end date being the current date and the revised authorization with the updated hours is saved with the start date of the next day and it now becomes the current authorization. In the authorization history, a view history button appears next that new current authorization so that an authorized user can view all revisions to the original authorization

viii. Service Delivery

Services are monitored in a variety of ways: by Support Coordinator's adding case notes, EVV provider 837 claims (if applicable) and communication between the Support Coordinators and the clients.

ix. Billing/Claiming

CMS has the ability to interface with MMIS and EVV to support billing, payment, and claim status for Medicaid services.

x. Reassessments

CMS tracks all assessments and reassessments as part of the case file. Advance notification of an upcoming date can be sent to a Support Coordinator(s) and any other individual as appropriate (e.g. notifying an individual that they have to get a reassessment done within the next week).

xi. Re-enrollment

If a client withdraws or is disenrolled from the program, that client's information along with all of its corresponding cases are still maintained in the CMS. If the client would like to re-enroll, that historical data will be the starting point for the new case.

xii. Quality Assurance

Tyler's CMS supports the Quality Review process. This can be performed through several different avenues. For example, the client and provider surveys will allow BMS to report on outcomes. Quality measure can be tracked and reported on to ensure clients are receiving appropriate services and that the providers are in full compliance.

Response to Questions

d. Please describe your standard reporting features. Can users create their own custom reports? How does your solution support measuring outcomes?

The Care Management System provides a set of pre-formatted reports that allow customer personnel to provide senior staff and management with reports and statistical updates as necessary. In addition, CMS-specific reports can be configured within the application to support customer needs by BMS staff. For example there are enrollment reports, Cost Share reports, Expenditure reports and Individual Service Plan Report which details the customer’s plan and all associated services.

The Report Builder module also offers a robust report generation and design capability which provides users with the ability to generate and format ad hoc reports. The Report Builder module offers these ad hoc capabilities through a user-friendly interface and provides a variety of options for report output including HTML documents, Microsoft Word documents, Microsoft Excel spreadsheets, and PDF documents. The platform also has an integrated Web-based data dictionary to aid in the generation of SQL queries.

e. What type of on-screen user help is included?

The online Help Module provides ongoing training and support to users of the application. This fully asynchronous rich internet module allows the customer to publish, manage, and review help topics in customizable Web pages. Users can manage the hierarchy of topics, add pages to a topic, edit pages, and add graphics and screenshots to pages. Additionally, users can export and import pages, search for a page using full-text search, and manage pages nodes within the TOC (table of contents) tree with either drag-and-drop or cut/copy/paste operations. Users create pages using an integrated rich text editor. This editor provides the capability to format and create content such as defining headers, defining bulleted lists, inserting images, and linking to other help content. In addition to the Web-based user interface, all help content can be exported to a PDF document, allowing help content to be distributed and available offline.

f. Please provide your support structure (e.g., hours of operation, methodology including email, support, online ticketing system, etc.)

Tyler offers a range of Annual Support and Upgrade Subscriptions (shown in the table below) to ensure BMS has access to the resources they need. Tyler’s Annual Support and Upgrade subscription includes helpdesk support available Monday through Friday, with a toll-free support number and email address. In addition to standard help desk support, Tyler also offers a dedicated support team point of contact.

Standard support contains provisions for 24/7 emergency off-hours support for critical issues. Tyler will assist with off-hours services through standard change windows on Tuesday and Saturday evenings. If maintenance must be coordinated on a routine basis outside of these periods, enhanced services must be agreed upon and purchased accordingly.

	Standard	Gold	Platinum
Customer support M–F, 8am to 8pm (EST) with toll free support number and support email address	Included	Included	Included
Access to regular software product releases	Included	Included	Included
Access to Tyler’s “OPTICS” ticketing system	Included	Included	Included
Access to Tyler’s “Connect” product information portal	Included	Included	Included
Annual A&A review support and / or security scan support for hosted sites		60 hours per year	60 hours per year
Scheduled technical support for weekend upgrades		25 hours per year	40 hours per year

Response to Questions

	Standard	Gold	Platinum
Custom configuration, reports/queries, business analysis, testing, implementation and project management		80 hours per year	240 hours per year
Product related platform and architecture support		30 hours per year	45 hours per year
Two free training classes (up to 10 people) end user and administrator			Included
Use of Tyler's training and meeting facilities (based on scheduling and availability)			Included

Tyler maintains a network of dedicated and specialized technical teams that are fully versed in our application. Hosting, Middleware and DBA-oriented questions can typically be addressed by the support team but may escalate to the respective teams as required. Similarly, for application-related issues, support works closely with system design and platform development teams to resolve complex issues and/or ensure best practices are accounted for in every solution. Escalation time is based on the severity of the related issue and any additional timeliness factors such as maintenance windows or pending business impact.

Standard support and maintenance is functionally for tier 3 and tier 4, system and product level support. Issues are typically vetted through a customer-provided tier 1 and 2 prior to reaching the Tyler support team.

Tyler provides prompt and diligent support for inquires. Emails are responded to within 1 business day, and a customer-facing service desk website (OPTICS) is provided. Resolution times vary widely, depending on the complexity and severity of the question or issue. Critical work-stoppage or outage level issues are escalated immediately and typically resolved within 2 hours of contact. Issues which require code changes to the application will be released on a 2-week sprint cycle, while issues which require solution changes will be escalated to the product team to be addressed in a future release. Critical issues are given accelerated priority.

4.2.2

Please describe your CMS and/or IMS solution configurability, including:

- a. *Is your CMS and/or IMS designed for any particular client, business, or program contexts? Please describe.*

The Tyler CMS is designed to support state Medicaid HCBS waivers – from assessment to care plans to budgets to authorizations to service delivery. The system is configured to meet the unique requirements of each agency.

The Tyler CMS is an application residing on the Tyler Case Management Development Platform. The Platform is a highly configurable, enterprise-level, application development platform, optimized for case and business process management applications. The Platform itself is not designed for any particular client or program context.

Our IMS offering is provided through our partner, Omni Systems. The Omni Audit Investigations and Program Integrity (OmniAIPi) solution is a tool designed and built to service agencies and departments with various Program Integrity (PI) needs, including Incident Management. OmniAIPi is also built using the Tyler Case Management Development Platform. OmniAIPi is broadly geared to service multiple organizations, scalable to address organizations large and small, and is designed for flexibility with rapidly

Response to Questions

adaptable configuration. Built by experienced subject matter experts guided by industry standards, OmniAIPi is designed to fit any agency or unit's specific missions, terminology, and operational footing. Omni's extensive experience with the development of Case Management solutions combined with their subject matter expertise in Investigations and Program Integrity uniquely position Omni to plan and define the necessary solutions.

The OmniAIPi solution is organized around several major components of functionality, includes a number of advanced supporting components of functionality, and is further enhanced by a suite of tools and capabilities unique to OmniSystems. Each of these components are able to operate together or independently, and each are optional.

The core components of OmniAIPi include Audits, Investigations, and Complaints/Incidents tracking. Each of these components allows (optionally) for the sharing and linking of data between them and for the collaboration and communication of teams across these functional components. However, each can be disabled without impacting or creating a loss of capability for the others. This allows an agency selecting OmniAIPi to tailor the solution to its needs while still taking advantage of the "out of box" readiness and rapid deployment benefits.

- b. *If your solution is not designed specifically for Medicaid HCBS waivers, what configurations and customizations are needed to adapt the product for use by State Medicaid HCBS waiver programs?***

The Tyler CMS is designed for Medicaid HCBS waivers. However, each state has unique workflows and requirements that must be expanded upon during requirements gathering and joint application design (JAD) sessions, and then configured and tested. Each state has unique interface requirements that must also be configured.

- c. *Can any aspects of your system be configured by an appropriately trained state user? If so, please provide some specific examples, preferably from a real implementation scenario.***

Yes. A trained system administrator would be able to adjust forms, user roles and permissions, user accounts, manage reference data and a number of other administrative functions.

- d. *What are some of the more challenging use cases to configure? What are some examples of use cases that require customization?***

The more challenging use cases to configure are those which require information from multiple external systems. This is even more complex if the information is desired in real-time, rather than being updated once a day during off hours. However, in our experience nearly all use cases can be configured rather than customized.

The use cases that require customization are those that require interfacing to other internal or external systems. The data leaving and entering the system must be customized to that systems' specifications. Most often, these interfaces are to state fiscal systems due to the fact that each state has their own fiscal solution.

4.2.3

Please describe how your system manages user access to member data. Different user types will need different levels of access. Please also describe how your system allows for member transfers from one CMA or service provider to another CMA or service provider, and how it manages user data access when a member is transferred.

Response to Questions

The Case Management Development Platform provides a System Administration capability that emphasizes ease of use and eliminates the need for specialized technical training for system administrators. This module employs familiar MS Windows features such as checkboxes, buttons, and dialog boxes. The module provides the administrator with capabilities such as adding or deleting users, creating or modifying system roles, reactivating closed cases, and generating or monitoring audit logs.

Because system access to member data is role-based, users see only the data that is pertinent to their domain, enabling them to quickly focus on relevant information and tasks.

Functions that the user is not authorized to access or execute will be prohibited and not visible. Data (by case type, case instance, or field-level) that the user is not authorized to view or access will be prohibited. For example, a particular role/group may have the ability to view a case but not modify it. Likewise, certain users may not be allowed to view full SSN values. Once a user is established, he or she is assigned to internal organizations, regions, or offices and applicable roles within the platform.

System permissions are completely configurable through the GUI CRUD (Create/Read/Update/ Delete) controls. These permissions are assigned to various roles that are also built into the system during configuration. The roles are configured down to the table/object level. Permissions can be read-only for various roles, and any data object or category can be invisible or password-protected. Roles can be configured on the following:

- Which screens are visible
- Which fields can be modified
- Which reports can be requested
- Session time out
- Data validation criteria

All user accounts and role/group memberships may be remotely managed by any authorized administrator using the platform' System Administration module. It is through this System Administration module, that an authorized user can view, add, update or delete a user account or user profile security level. The platform employs validation rules and warning messages when revising critical data such as user accounts. For example, a staff member cannot delete a user account if there are any clients, referrals, or cases assigned to it.

The Platform also employs hierarchical role-based security to maintain program integrity and to prevent unauthorized access, inappropriate disclosure, or compromise of Personally Identifiable Information (PII). The system restricts user access configuration and management based on role and group. In addition to role-based create-read-update-delete (CRUD) permissions, the platform supports both Single Sign-On (SSO) and multi-factor authentication for protected log-ins to the system.

Administrators will receive training on post-implementation activities including security administration (including profile set-up and user maintenance procedures), and configuration administration (including lookup table administration), etc.

Each member is assigned a care team and in that care team, a member can be transferred to another CMA. Once that transfer occurs all assignment are then automatically associated with the new CMA. When a service provider is reassigned to a service, the new service provider must be authorized to work with the new member and the process is the same – all assignments are now automatically transferred to the new provider.

Response to Questions

4.2.4

Please describe your CMS and/or IMS implementation experience, including:

a. How long has the solution has been in use?

The Tyler CMS has been in use by WI DHS for over eight (8) years.

Our CMS partner, OmniSystems' AIPI product was originally developed in 2003 to service the investigative needs of Federal and local investigative organizations, which includes multiple Offices of the Inspector General (OIGs), the Naval Criminal Investigative Service, Ohio Department of Taxation, Tennessee Department of Health OIG, and many others.

In August of 2020, OmniSystems upgraded OmniAIPI to address industry security and data management standards, assuring out-of-the-box compliance and extensibility for a myriad of prospective clients looking to track and manage investigations in an enterprise system.

b. How many implementations of your CMS and/or IMS have you conducted? How many of those were for state agency Medicaid HCBS waiver programs?

Tyler has one implementation of the Tyler Care Management System with the Wisconsin Department of Health Services. WI DHS is the single state Medicaid agency for Wisconsin.

Omni AIPI has been implemented with two federal OIGs, including the Department of Defense's Defense Logistics Agency OIG and U.S. Railroad Retirement Board OIG, and with The Commonwealth of the Northern Mariana Islands, Office of the Public Auditor.

c. What Medicaid HCBS waiver programs has your solution been used for?

WI DHS uses the Tyler Platform-based CMS to support its Medicaid Self-directed Long-Term Care (LTC) Benefits Program, known as IRIS (Include, Respect, I Self-Direct), which supports over 26,000 participants.

d. Have you implemented your solution to manage multiple Medicaid HCBS waiver programs? If so, please provide examples.

No, but we are in the contracting phase with a State that will be using the Tyler CMS to manage multiple waivers.

e. Some of West Virginia's waiver programs include a "self-directed care" option. Have any of your implementations included this type of program? Explain how your solution aligns with self-directed care concepts.

The WI DHS IRIS program is a self-directed care program. The solution fully aligns with self-directed care concepts and was initially designed specifically for such programs.

f. Have states used your system for Money Follows the Person (MFP) programs? If so, explain how your solution aligns with MFP concepts.

Our system is not used to administrate the Money Follows the Person program but more as a result of the program. Once the customer has decided to remain in their home and accept home and community based services, our CMS will then create and maintain their supportive and personal care services in their service plan.

Response to Questions

4.2.5

Please describe your typical System Development Life Cycle (SDLC) approach.

Tyler deploys an Agile Delivery approach that focuses on configuration of functionality in phases with checkpoints (sprints) to demonstrate progress to the department.

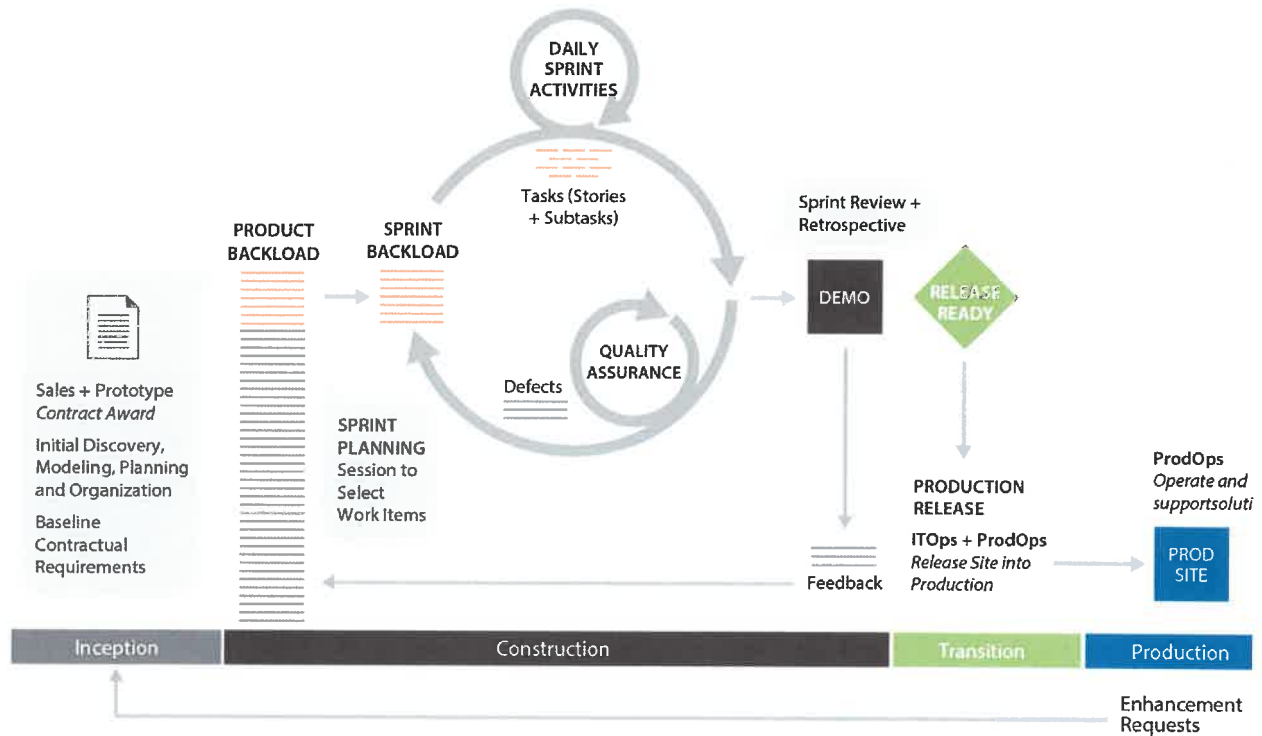


Figure 1. High Level Process Activities and Artifacts

By soliciting feedback at key intervals, we avoid project delays and produce a system that is carefully aligned to the client requirements. Tyler has extensive experience successfully deploying case management solutions for more than 300 government and commercial organizations, which provides confidence in our ability to deliver a complete solution quickly and effectively. Key elements of Tyler's Agile approach include:

- Joint Application Development (JAD) – meeting with the client regularly to discuss the application and present prototypes.
- Rapid Prototyping (getting the product “in front of” the client quickly) – frequent builds allowing for the client to evaluate and correct the product iteratively.
- A company focus on working software over comprehensive documentation, with the ability and people needed to produce the best-fit level of documentation.
- Collaboration with customers and responsiveness to change.
- Responsive lightweight project teams which are directly engaged with the client across swim lanes. Our project managers, analysts, engineers and quality assurance specialists are able to adapt quickly.
- Adaptive team dashboards (backlogs and story boards) to manage progress.

Tyler has used Agile approaches with our Case Management Development Platform for many case management platform implementations across government and commercial clients. Our project

Response to Questions

Integration management consists of processes that ensure the various elements of the project are properly coordinated.

In preparation for the project, the client can start by identifying the business functions that integrate with different environments. Then prioritize the other systems for integration. Next, identify all the product owners for those systems so that points of contact can be established and collaboration can begin. The client product owners should also be informed that resources from their systems would need to collaborate with the client team to agree on integration details. In addition, the client could provide an incentive to these external development teams that will spend integration cycles with the project. This will simplify the development of the integration points and minimize the time for cross interaction of the different contractors.

It is Tyler's experience that Agile projects stay in scope, on target, and within budget using a combination of metrics, monitoring methods, and performance measures.

Metrics

- Release burn-down/burn-up
- Initial estimates and actual effort (Planned vs. Earned Value)
- Cost Performance Index (when applicable)
- Schedule Performance Index
- Estimated Percentage Complete (EPC) vs Actual Percentage Complete (APC), utilizing story points, case progress, and/or requirements backlog progress.
- Estimate to Complete (ETC) and Estimate at Completion (EAC)

Monitoring Methods

- A validated set of balanced measures which can be used by the project team to monitor performance.
- Frequent feedback, as a key Agile principle (Tyler has experience in managing and processing frequent feedback cycles).

Performance Measures

- Productivity: Burndown charts and tracked product backlogs, etc. allow Tyler to validate productivity expectations are met.
- Responsiveness: Understanding that Agile implies flexibility to meet common goals.
- Quality: Leveraging core COTS capabilities, qualitative code reviews, and applying engineering best practices ensure that implementation quality is at maximum.
- Customer satisfaction: Responsiveness, high-quality, and experience in managing complex customer needs are part of how we ensure customers are satisfied, but not the only measures. Frequent customer satisfaction check points and an engaged client care team ensure satisfaction is accurately measured, risks are mitigated, and issues are quickly resolved.

Development Cadence – Sprint Scheduling

Tyler will utilize an Agile Delivery approach. Within that Agile approach, we will estimate the number of sprints required to complete the development. The client and the Tyler team will jointly define the contents of each sprint. The Tyler Project Manager (PM) will facilitate the sprint planning activities through a process requirement elaboration and backlog grooming prior to each sprint. The Tyler PM, and

Response to Questions

Business Analysis Team, will ensure tasks are prioritized as to deliver the capabilities of the system, without exceeding schedule and cost estimates.

4.2.6

Please describe your solution's hosting environment, levels of service, and alignment with federal standards for privacy, security, and hosting.

The proposed solution will provide a FedRAMP hosting environment in our Amazon Web Services (AWS) partner data centers. Four environments will be hosted as standard, which includes Development, Testing, UAT/training, and Production.

To secure the environment, several cloud best practice technologies are leveraged, including a Virtual Private Cloud (VPC). A VPC allows for provisioning of a logically isolated section of the Amazon Web Services (AWS) Cloud where resources can be managed in a definable network.

The network configuration of a VPC can be customized. For example, a public-facing subnet can be created for load balancing that has access to the internet, while backend systems such as databases or application servers remain secure via security groups and network access control lists to enable inbound and outbound filtering at the instance level and subnet level. In addition, data can be stored in Amazon S3 with restricted access so that it is only accessible from instances defined in the VPC.

A Virtual Private Network (VPN) connection between the Agency Data Center and the VPC is used to access secure areas not exposed to the internet. All traffic to and from instances in the VPC can be routed to the Agency Data Center over an industry standard, encrypted IPsec VPN connection. There are additional key concepts Tyler will utilize to ensure security and resiliency:

- **Elastic IP:** Elastic IP addresses are static IP addresses designed for dynamic cloud computing. An Elastic IP address is associated with an overall system, not a particular server instance. Elastic IP addresses allow for masking of instance or availability zone failures by programmatically remapping public IP addresses to any instance associated with the system.
- **S3 – Simple Storage Service:** Amazon S3 is internet storage for cloud-based applications. The data is securely stored and automatically replicated among multiple availability zones in a region.
- **AMI – Amazon Machine Image:** An Amazon Machine Image (AMI) is a static image containing pre-configured operating system and virtual application software, used to create virtual machines. It serves as the basic unit of deployment for building instances. AMIs of each unique instance type will be stored in S3, which is automatically replicated among multiple availability zones in a region.
- **EBS – Elastic Block Storage:** A type of replicated storage that enables creation of volumes that can be mounted as devices by Amazon instances. EBS backs up the data volumes of each instance and will be stored in S3, which is automatically replicated among multiple availability zones in a region.

In case of degradation or failure, combining AMI and EBS via S3 allows for rapid deployment of up-to-date replacement instances that are secure and fully accessible via elastic IP.

- **RDS – Relational Database Service:** Amazon RDS utilizes replication to enhance availability and reliability for production databases. Multiple availability zones allow for high availability and built-in automated fail-over in real time from the primary database to a synchronously replicated secondary database in case of a failure.

Response to Questions

An RDS instance replicated to a separate availability zone can provide secure full system DR functionality when combined with static AMLs and replicated EBS via S3, along with accessibility via elastic IP.

The solution will pull these concepts together and offer a highly-secure and resilient environment. Support of the key concepts occurs via dedicated cloud architects who design and monitor overall system health in real time. In case of failure, built-in automation will ensure the most critical pieces of the system will continue to function. Other issues such as degradation will be detected via the Tyler monitoring system, which will alert system administrators who will quickly investigate and move customer data and traffic away from the affected area. In the event of an instance, system, or availability zone failure, there is sufficient capacity to enable traffic to be load-balanced to the remaining sites.

The platform is designed based upon open standards with all layers of the application fully exposed for simultaneous access and data exchange with other systems. This allows BMS to leverage investments in other technologies in your environment. The vast majority of Case Management Development Platform implementations involve integration with other government systems. Tyler will work with BMS to identify the detailed requirements and priorities concerning interfaces in the requirements phase that will be handled through the change control process. Those requirements, combined with open standards, will ensure the platform can interface with all systems required to make our solution operate efficiently and effectively. The diagram that follows provides additional detail about how this integration may occur.

Response to Questions

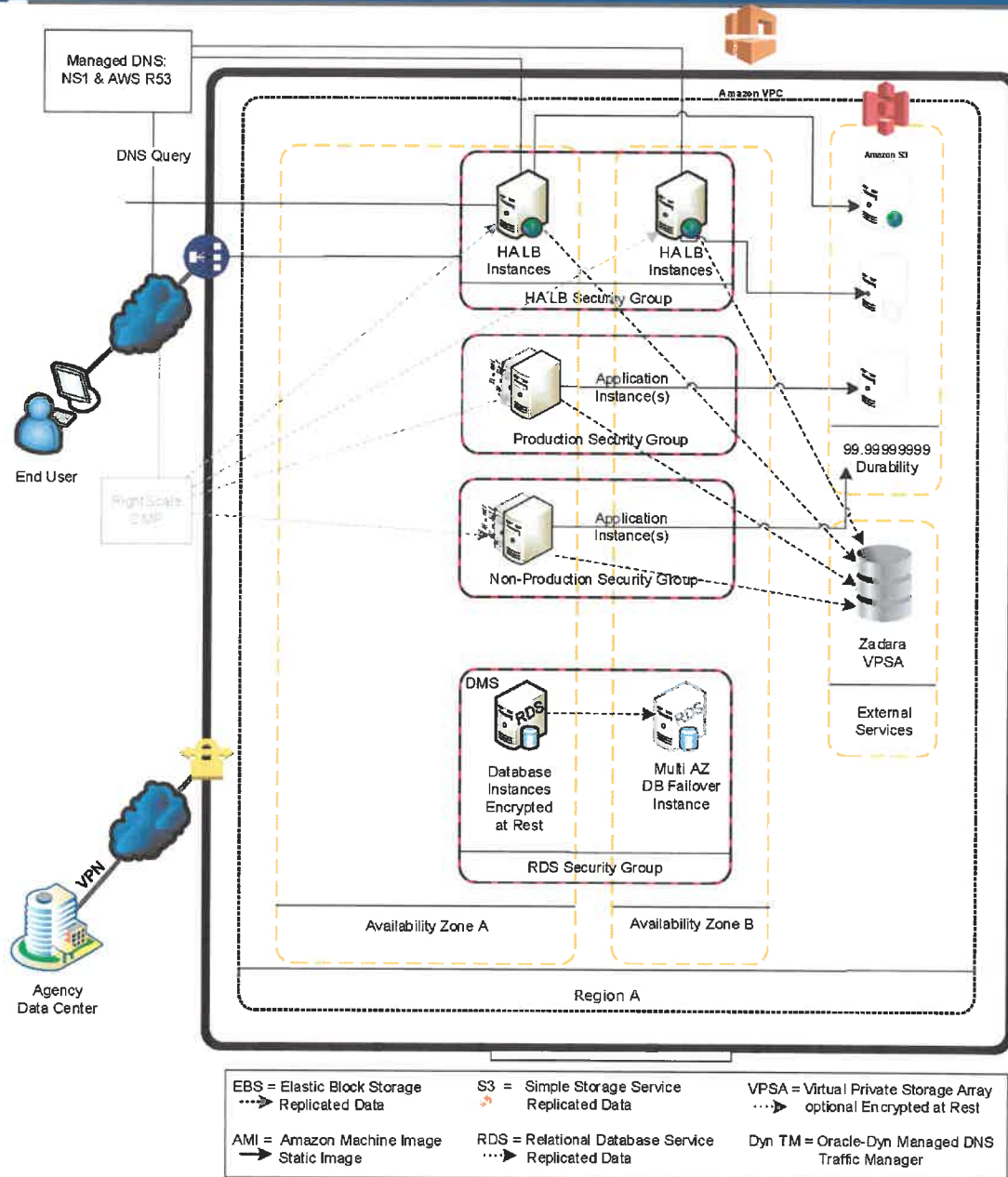


Figure 2. Platform Integration

The platform provides data encryption at any desired level (128 bit, 256 bit, etc.). The application employs a variety of methods depending on the data to be protected. For data at rest (stored/archived in the database), the platform uses common database encryption tools, such as those included in Oracle and SQL Server. For data “on the wire” (in transit between the web browser and the application server), the platform uses Secure Sockets Layer (SSL). This data encryption is compliant with FIPS 140-2. The platform is also configurable to provide an automated method for recognizing and purging PII and other sensitive data from input.

Tyler will perform daily encrypted backups of each system, as well as offsite storage of data. All backed up data will only be handled by cleared Tyler employees. Data will be replicated offsite to a secure tertiary site. Both transmission and storage of the data will be encrypted. Restores will be tested on a regular

Response to Questions

basis, as requests for this occurs frequently. Backups will occur nightly, Monday through Friday. Incremental backups will occur during the week with a full backup occurring on Friday nights. Archiving will occur on a scheduled basis and can be customized to meet the State's compliance needs.

The platform provides comprehensive system logging that collects and preserves a complete audit history on every action and record in the system. This read-only audit log tracks all data entry, modification, and update actions. These actions are tracked by user identification; the user's IP address, the actions taken, the data entered, accessed or modified; and the date and time of the actions. The administrator can manage and maintain audit logs that may be kept on the application for as long as required. Only the system administrator has the capability to archive audit logs. Archived audit logs will be stored in a condensed format and can be retrieved at any time.

The platform data retention capability can be configured to match any record retention policies, and to archive and store any required records.

Tyler offers hosting through our business partner, Amazon Web Services (AWS). AWS provides data centers around the globe, and for this project, the solution would most likely be hosted in the Amazon US East center, with back-up to the US West availability zone. AWS provides for either warm or hot site disaster recovery, depending upon the agency's requirement. For this opportunity, we propose a hot-hot back-up environment. For this environment, the RPO is two hours and RTO is four hours. The team will work with BMS during contract negotiations to finalize the hosting requirements and determine the appropriate hosting approach for the Department. These additional details will be included in the final SOW and Tyler will collaboratively work with BMS if any pricing adjustments are required to address these requirements.

Are any browser add-ons or plug-ins required for end users?

No, there are no browser add-ons or plug-ins required for end users.

4.2.7

What is your experience implementing your CMS and/or IMS in a modular MES environment?

Has your solution been implemented in a context that requires Centers for Medicare and Medicaid Services certification? If so, was certification obtained? If not, why?

The WI DHS system has not received CMS certification at this point, but there is a plan in place for the system to be certified in a future phase within the WI MES environment.

If not, are there any known obstacles or risks to implementing your CMS and/or IMS in a modular MES environment that will require Centers for Medicare and Medicaid Services certification?

No. There are no known obstacles for CMS certification of the system.

4.2.8

What is your experience with interoperability?

CMS is designed on open standards, with all layers of the application fully (but securely) exposed for simultaneous access and data exchange with other authorized systems. This allows the State to leverage investments in other technologies in their environment, and interface with other systems, CMS's database and platform independence allows for interoperability across database management systems,

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operating systems, web servers, and application servers without getting a customer locked into a vendor-specific platform.

- a. ***Does your solution align with FHIR interoperability standards, including use of standardized application programming interfaces (APIs)? Please explain and elaborate.***

For consuming services, the Platform can consume any service that provides an API that adheres to open industry standards (SOAP, WSDL, etc.) as well as any native Java APIs or Java-based communication technologies (JMS, RMI, etc.) For exposing services, due to its open architecture and public APIs, the native capabilities of the platform can be used to expose services directly. If preferred by BMS, services can also be built and exposed by using an existing web services framework or tool of choice. Depending on the type and need of the service, services can be built directly on top of the platform APIs or directly on top of the underlying application data allowing maximum flexibility.

- b. ***What is your experience integrating your solution with the following, and using what methods [i.e., API; custom interface; extract, transform, load (ETL); etc.]***

- i. ***Another vendor's or the state's IMS***

Our CMS has an incident management component as part of the solution; therefore, we have not integrated to a vendor's or a state's IMS.

- ii. ***Medicaid Management Information System (MMIS)***

Tyler has integrated using APIs to several different MMIS systems for care management, appeals and program integrity.

- iii. ***Medicaid eligibility system***

CMS integrates the Medicaid eligibility system to verify eligibility and to obtain financial and functional assessment data. This integration is via a custom interface.

- iv. ***Individual providers***

For our Self-Directed Medicaid Waiver solutions, Tyler has integrated with Fiscal Employer Agencies and Consulting Agencies via extracts.

- v. ***ASO systems***

We have not integrated with an Administrative Services Only system.

- vi. ***Managed care organization (MCO) systems***

We have not integrated with a Managed Care Organization system.

Tyler prefers REST web services. The Platform is designed based on open standards with all layers of the application fully exposed for simultaneous access and data exchange with other systems. The vast majority of the platform's implementations involve integration with other Government systems, some of which are Web-based, some client-server, and some mainframe; consequently, Tyler should have no problems configuring and supporting interfaces to systems listed above.

- c. ***What challenges have you encountered integrating or interfacing with other systems?***

Poorly defined or non-existent interface specifications with custom or homegrown systems can be challenging, creating issues when developing the interface points. Poor communication during the integration phase can be a challenge – Tyler often needs to coordinate testing or determine what

Response to Questions

information needs to pass from one system to another, and the format the information needs to be in for both the Platform and the interfacing system.

4.2.9

What is a typical implementation timeline? Please include key phases, milestones, drivers, and assumptions. What variables impact the implementation timeline, and how, for instance, number of HCBS waiver programs, number of providers, number of named users?

A typical implementation timeframe ranges from 12-16 months, depending on a host of variables. Variables that impact the implementation timeline include the number of distinct HCBS program workflows, the number of required reports, data conversion requirements, how many external interfaces are needed, etc. In terms of the number of providers/named users, the Platform is only impacted by the number of different roles/permissions needed. Named users can then be assigned to their appropriate role by a trained System Administrator.

a. IMS only

A typical AIPI implementation of IMS will take between 3 and 6 months to implement.

b. CMS only

Tyler estimates the implementation to take between 12 and 16 months.

c. IMS and CMS

The two systems would be implemented in parallel. As a result, delays in one system will not greatly affect the implementation of the other system.

See Appendix B for notional project schedules for both the IMS and CMS.

4.2.10

What conditions create a favorable environment for a successful implementation? What conditions add risk to implementations?

- Well defined requirements and criteria for success make for a very favorable implementation.
- Swift communication with the client and leveraging the platform tools to build the system.
- Avoiding vastly customizing the user interface.
- Using the Tyler Federal hybrid Agile methodology and avoiding more traditional waterfall techniques.
- A well defined change management process is a recipe for success.

4.2.11

What training and organizational change management support does your company provide?

Training

Tyler typically proposes a “train-the-trainer” approach to end user training. The train-the-trainer method is extremely cost efficient and allows specific users to become “experts” and “trainers” of the system. Our train-the-trainer approach has two goals: it enables trainers attending the train-the-trainer session to learn the Tyler solution by hands-on experience and it equips trainers with the knowledge to deliver effective training to end-users and/or administrators of the system in the future as required. The team

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will ensure the State's training needs are met and the team looks forward to the opportunity to further elaborate on these training topics during the proposal process.

Some of the benefits of the train-the-trainer model include:

- **Cost Effective:** It is much less costly to provide training for a small group of internal subject matter experts than deliver training to all end users
- **Higher Acceptance:** People tend to seek advice from and are more trusting of others in their organization; as a result, training delivered by colleagues is often more well received, training attendees are more attentive, and there is higher acceptance of the new system
- **Consistent Curriculum:** With train-the-trainer, all trainers receive the same materials and disseminate the same learning throughout the organization, which is ideal for larger organizations that depend upon continuity across different functional areas
- **Develop Subject Matter Experts:** As trainers provide ongoing training, they will receive new questions, be exposed to different problems, and learn about new perspectives; by answering these questions and meeting these challenges, they will develop a deeper subject matter expertise that strengthens the organization
- **Create a Training Team:** Train-the-trainer will focus on how to deliver the training. Once people attend a train-the-trainer program and start teaching other colleagues, their competence as instructors will grow. If the State needs training for a different subject, it will have a group of individuals in the organization who are skilled at training delivery.

Our experienced trainers teach by example, utilizing training methods such as discussions, system demonstrations, and interactive hands-on activities. They will share proven methods to teach the system to others including an icebreaker activity to introduce learners to fundamental concepts of the entire system, including the platform as well as best practices from years of training experience. We will also share how to modify the trainer guide using the template and styles to maintain consistency in format and design when making updates and additions to the training materials.

Organizational Change Management

As part of our requirements gathering and Joint Application Design sessions, we provide the State with insights into their processes. This includes determining inefficiencies. Our workflows also help to ensure that forms/cases/records are correctly routed to the proper individuals and completed in a timely manner. The Platform provides as central repository, ensuring that all necessary information is in one place and easily accessible.

For more detailed OCM, we typically engage a third party with specific expertise in OCM as part of our overall solution proposal.

4.2.12

Please describe your CMS and/or IMS pricing model, and what features, products, services, licenses, etc. are included for each:

Tyler's standard business model is to license the software modules under a perpetual (one-time fee) or Software-as-a-Service (annual fee), concurrent user license model, which minimizes investment in the number of licenses the client needs to purchase while maximizing access across the entire user community. Concurrent user licensing means that any number of users may be registered as system users, with the only limitation being that the number of users accessing the system at any one time cannot exceed the number of concurrent users licensed for the system. Tyler facilitates the

Response to Questions

administration of concurrent user licensing by enabling the system administrator to set configurable timers to log off system users who are not active on the system after a set number of minutes and taking up a license slot but not using the system. With concurrent user licensing, the customer essentially pays for the average number of users who are accessing the system at the same time, instead of paying a fee for every potential user of the system. Concurrent user licensing allows the customer to pay based on how many people **are** using the software, not how many people **might** use the software.

In addition, only the software modules required for the client implementation are included in the licensing costs. This ensures the client is only paying for software they are actually using. For example, if a project does not require a citizen or provider portal, the “Access” module is not required and not included in the licensing fees. Similarly, if system documents can be efficiently managed using the core platform database and a separate file system is not required, the “Document Management” module is not required and not included in the licensing fee. For a list of all available modules, see our response to 4.2.1 a.

a. *For implementation (one-time and recurring, if applicable); what variables impact costs?*

Other cost elements associated with implementing and supporting a system include project Professional Services, training and (optional) system hosting services.

Professional Services

One-time Implementation services include all professional services needed to successfully implement the Platform, and configure the CMS, to meet the requirements of the customer including Project Management, Requirements Definition and Refinement, Configuration, Testing, Data Migration, System Integration, Documentation, Certifications and Accreditation, Deployment and System Go Live Support. The cost of professional services is based on the number of estimated hours, by project resource (e.g., Project Manager, Business Analyst, Quality Assurance tester, etc.), times the hourly rate for each resource. Estimated hours are driven by the scope and complexity of the project. Professional Services can be quoted on either a fixed fee or time and materials basis.

A key aspect of the professional services is the agile project methodology Tyler uses. This approach enables the project team to configure system functionality in phases with checkpoints (sprints) to solicit state feedback, demonstrate capabilities and progress, and confirm alignment with requirements on a progressive basis, while ensuring all deliverables are delivered, reviewed and approved in a timely manner.

Training is also part of our Professional Services, with costs driven primarily by the number of individuals to be trained. Training can be provided onsite or remotely and either in a direct model, or via a train-the-trainer model.

Hosting Costs

The client can host the system in a state data center or with a state or third party managed hosting (cloud) environment. There are no additional Tyler costs for state-hosted or state managed systems, other than a nominal fee to support the client in setting up the software in their chosen environment.

Alternatively, Tyler offers hosting services either in a Tyler operated hosting center or in conjunction with our hosting partner, Amazon Web Services. The determination of where to host is based on the specific hosting requirements of the client. Annual hosting fees include all infrastructure (hardware, software, network, etc.) and hosting operations costs. Both the Tyler and Amazon Web Services hosting centers are

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FedRAMP certified (in addition, the software is FedRAMP certified). With Tyler hosting, the client does not need to purchase infrastructure and only needs a Web browser to access the system in the Cloud. The Tyler and AWS hosting environments are secure data centers that are already assessed and authorized (A&A) at numerous federal, state, and local agencies.

b. For on-going post-implementation (one-time and recurring); what variables impact costs?

Tyler provides an annual support and upgrade subscription for our customers. The annual support and upgrade subscription cost is calculated at 20% of the perpetual license fee. With a SaaS license, this fee is included as part of the annual SaaS fee. The annual support and upgrade subscription features technical support services including maintenance, bug fixes, access to new software releases, helpdesk/customer service support, and access to the Tyler ticketing system and product information portal. Emergency helpdesk support is available 24x7x365 and our primary business hours are 8 AM to 8 PM Eastern Standard Time (Eastern) Monday – Friday on normal business days, via telephone and email, and directly via the ticketing system.

Software updates and enhancements are made available in new releases each quarter.

At an additional annual fee, our Gold and Platinum service offerings include additional technical services, system customizations and system consultation. The Platinum offering also includes two training classes each year.

Hosting Costs

If Tyler is hosting the system, there will be a recurring hosting cost.

c. Can system operations and maintenance be assumed by BMS or another vendor?

Yes.

4.2.13

In order to secure federal funding for this project, BMS must provide the Centers for Medicare and Medicaid Services with estimated implementation and on-going costs. We understand there are many variables that impact your pricing. Your assistance completing the table below is most appreciated. Please identify the nature of the cost for each line item, and add rows as needed. If more tables are needed, please include a supplemental file with your response. Assume four waiver programs with the self- directed option plus the state's Money Follows the Person program and State Plan Personal Care Program are in scope; and up to 2000 users. It is not necessary to maintain this table format in your response. Please indicate where hosting in a secure cloud environment is included.

This pricing is strictly a Rough Order of Magnitude cost for budgetary purposes only, based on the limited information provided in the RFI.

	Implementation		On-going		Assumptions
	Low Estimate	High Estimate	Low Estimate	High Estimate	
IMS only - Total	\$140,000	\$180,000	\$67,400	\$83,000	50 Concurrent Users (includes modules based

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	Implementation		On-going		Assumptions
	Low Estimate	High Estimate	Low Estimate	High Estimate	
					on RFI information only) - SaaS-based
IMS only - line item	\$40,000	\$50,000	\$42,400	\$53,000	License and Support (increases by 6% annually)
IMS only - line item	\$75,000	\$100,000	\$0	\$0	Professional Services and Training
IMS only - line item	\$25,000	\$30,000	\$25,000	\$30,000	Secure Cloud Hosting by Tyler
CMS only - Total	\$3,795,000	\$4,885,000	\$525,000	\$623,000	400 Concurrent Users (Includes modules based on RFI information only) - Perpetual License
CMS only - line item	\$2,400,000	\$2,760,000	\$425,000	\$490,000	License and Support (increases by 6% annually)
CMS only - line item	\$1,300,000	\$2,000,000	\$0	\$0	Professional Services and Training
CMS only - line item	\$95,000	\$125,000	\$100,000	\$133,000	Secure Cloud Hosting by Tyler (increases by 6% annually)
IMS + CMS - Total	\$3,935,000	\$5,065,000	\$592,400	\$706,000	

4.2.14

What information do you need from BMS in future solicitations to create the most accurate and cost-effective pricing?

To provide the most accurate pricing, more detailed requirements aid in determining what is needed for the system. This included details on what is actually required for implementation as well as functional requirements, indications of how many workflows, what types, what types of users will be in the system and the number of concurrent users of the system. With this information, Tyler can use our experience from past projects to determine both cost and a clearer implementation timeline.

4.2.15

What types of solicitation requirements would prevent you from bidding?

Very few. However, requirements that may limit our ability to protect our intellectual property are always problematic.

Response to Questions

4.2.16

Describe the major trends in the Medicaid HCBS waiver CMS and IMS solution space that you believe BMS should be aware of, including any product or approach changes that you believe will come to market within the next 12-24 months. How do your solution roadmaps stay current with such trends? If possible, please be specific regarding how these trends affect Medicaid, including WVCHIP, or healthcare IT in West Virginia.

BMS should be aware of one major trend in the IMS solution space and be sure to include capabilities related to it in any future RFP: Automated Incident Detection. In 2016, HHS-OIG began auditing state waiver agencies regarding their critical incident processes. Those audits are continuing today, and they primarily center on how a state receives, processes and manages critical incident reports relating to adverse events occurring within the vulnerable waiver populations. As part of these audits, HHS-OIG pulls sample emergency department claims from the state's Medicaid system and compares those to incident reports. In nearly every audit, they found significant percentages of adverse medical events – injuries, severe illnesses, and even potential abuse/neglect – that were going unreported. As a result, HHS-OIG is recommending that states “perform analytical procedures such as data matches on Medicaid claims data to identify any unreported critical incidents and investigate as needed.” (Department of Health and Human Services, Office of Inspector General Audit Report A-04-18-07078, April 2022)

Software systems exist today that automate the detection of critical incidents within Medicaid claims and other data, and compare those detected incidents to received incident reports in order to identify unreported incidents. These systems allow analysis and trending of these incidents over time, by person, provider or across the entire program. Moreover, they allow states to better leverage claims data for a variety of purposes, including equity, quality of care and provider risk analysis.

It is highly recommended that BMS include the capability of Automatic Detection of Unreported Incidents in any eventual RFP, both to ensure compliance with federal recommendations, but also for the health of safety of West Virginia citizens.

For Incident tracking we recommend including the ability to create, track, and manage Complaint (Hotline)/Incident data coming from internal (employees, contractors, etc.) or external (citizens, private companies) entities. Data can be entered manually, imported from an organization's existing web portal, or by using Tyler Technologies' Access portal.

We also recommend including a requirement for the ability for users of the system to create and distribute electronic surveys to individuals via email. Surveys should not be limited in length and can questions can be added, removed, re-ordered, and made either optional or required as desired by the user.

The system user will then build a recipient list of emails to determine who will receive the survey and respondents will receive a customized link to fill out their survey. No system ID or access to the core system is required to respond to a survey. Once completed, the system will store the completed values and identify which respondents have and have not completed the survey.

Alternatively, surveys can additionally be built and made more widely available via a public portal or other mechanism – to allow them to be “posted” either in perpetuity or for a set period.

Response to Questions

4.2.17

In the states where you have implemented your CMS and/or IMS, what have been some of the notable program outcomes? What performance metrics were you able to provide to substantiate this success?

From a financial perspective, in one year, WI DHS spent \$44 million below what the full-service budget allowed because of the operational efficiencies of the Tyler CMS managing the IRIS program. Operationally, since the system manages all waiver participants, it provides tremendous transparency for legislators and WI DHS, WI DOJ, and WI OIG analysts managing Program Integrity.

4.2.18

If BMS released an RFP that allowed vendors to bid on IMS only, CMS only, or CMS and IMS, which systems would you bid on and why? Please share any comments on this potential RFP structure in terms of how it would impact your interest in bidding.

Tyler would bid on the CMS and IMS together. This would allow us to provide BMS with both systems and implemented together to ensure maximum cost efficiency and complete interoperability between the two modules.

4.2.19

Do you have a short demonstration of your solution that you would like to present to BMS? If BMS wishes to take part in a demonstration, BMS will reach out to the Respondent for further information.

Yes. Tyler would be happy to provide a demonstration of our CMS and of OmniAPI to BMS.

4.2.20

Is there additional information you would like to share with BMS related to the topics addressed in this RFI?

The Access module is a Platform module that allows an unlimited number of external users, regulated by permissions, to electronically access cases, submit documents related to each case, and check the status of a case. Access is a Java EE-compliant Web-based module requiring no client-side installation of any software. Consequently, all processing is done on the application and database servers. This allows a larger volume of transactions to be stored without any effect on the speed of the Web browser portal where users input their data and/or view the status of individual cases. The Access module provides the following capabilities:

- Secure interface that allows an external user to register, submit information and check the status of a case
- Email capability that sends email alerts about certain case processing activities, including the filing and addition of documents
- User-friendly navigation

Access can be utilized to provide a portal for providers and customers. This allows them to directly enter their information into the system. They can also provide updates when needed, rather than having to go

Response to Questions

through a process to have someone in the department update their information. These users can also go through the Access portal to track the status of any cases they are connected to.

In addition, on the following pages, we have included information about Tyler's Open Data Platform (ODP) Analytics capability from our Data and Insight division. ODP is used by many states for publishing publicly consumable data about government programs, and is fully integrated with CMS.

Performance Insights *powered by Socrata®*



CONSTITUENTS

Helps constituents understand the whole picture and how the government is responding



PERFORMANCE BASELINES

Helps governments establish performance baselines based on internal data metrics



EMPOWERS GOVERNMENT OFFICIALS

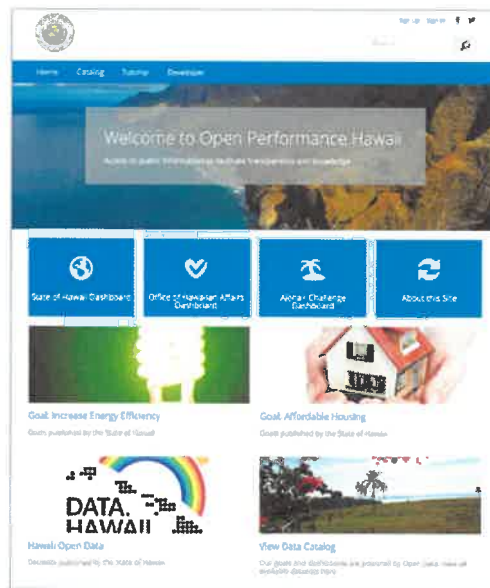
Empowers government officials to create data-driven goals that can be measured and updated over time

The true value of data is measured by the positive action taken as a result of understanding the data. Performance Insights helps governments identify specific, measurable goals founded on actual data to help them become more operationally efficient, effectively meet constituent needs, and create economic growth in their communities.

SET AND PUBLISH PERFORMANCE GOALS

Once you know how you are currently performing, you can set time-based goals that are realistic, achievable, and measurable.

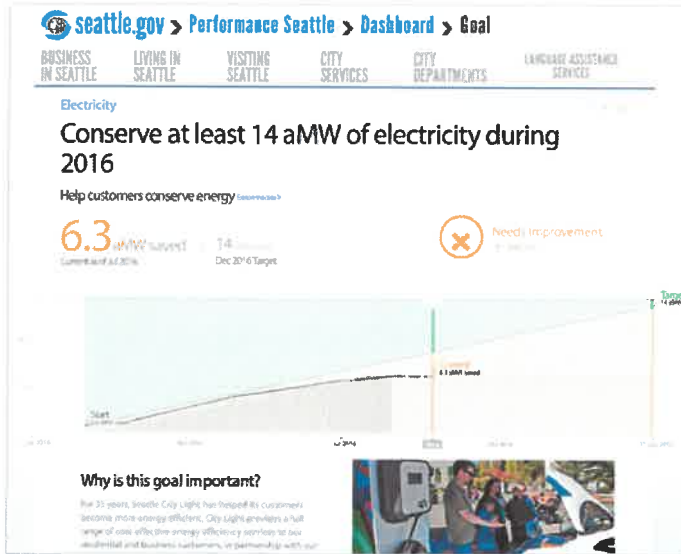
- Upload data around any topic or category that can be used to create a metric to measure current performance
- Establish a goal based on defined metrics that targets growth of a positive indicator or reduction of a negative indicator
- Make the goal time-bound as a driver to action
- Publish the goal to the public to demonstrate awareness, focus, and commitment to the goal's accomplishment
- Communicate the importance of the goal, how it is being measured, why it is being measured this way, and plans on how it will be addressed



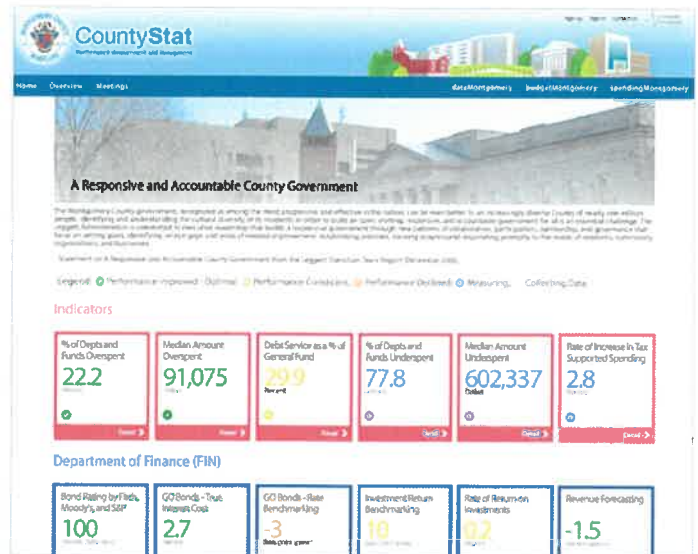
Hawaii's performance management website

BENEFITS OF PERFORMANCE INSIGHTS

- Automatically updates metrics without additional intervention as new data is updated in the system
- Provides a dashboard to give anyone a quick overview of how the government is doing in pursuit of their goals
- Can track goals based on any dataset, regardless of focus area or topic



Seattle provides transparency and context on its progress towards a defined goal



Montgomery County, Maryland, created CountyStat with Performance Insights

"I initiated the CountyStat program because I feel strongly that our residents have the right to expect every county department and employee to be responsive and accountable for every aspect of the services they are providing."

— **County Executive**
Ike Leggett,
Montgomery County,
Maryland

MONITOR PROGRESS AND STAY ACCOUNTABLE

The best way to maximize success is to help teams monitor their progress, adjust their activities, and evaluate their effectiveness.

- Performance measures update automatically with new data
- See trends over time to assess current efforts and determine if changes need to be made
- Keep the public informed and build trust by demonstrating how real change is being pursued and achieved
- Add additional content or explanation as successful tactics are identified or complications are discovered

MANAGE YOUR PERFORMANCE PROGRAM

With Performance Insights, you can proactively monitor performance goals rather than finding out too late that the strategies being used weren't working.

- Create as many goal metrics as you want, across as many areas as needed
- Use data connectors to easily keep data fresh with minimal human intervention
- Get a comprehensive view of the status of all goals from a single, easy-to-understand dashboard of metrics
- Track the overall progress toward defined goals and celebrate with both government employees as well as citizens when goals are achieved successfully

Appendix A: Acknowledgement of Addendums

Appendix A: Acknowledgement of the Addendums

We acknowledge the receipt of the addendums, as seen on the following page.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: BMS230000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|---|--|
| <input type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Tyler Technologies, Inc

ompany

Authorized Signature

September 19, 2022

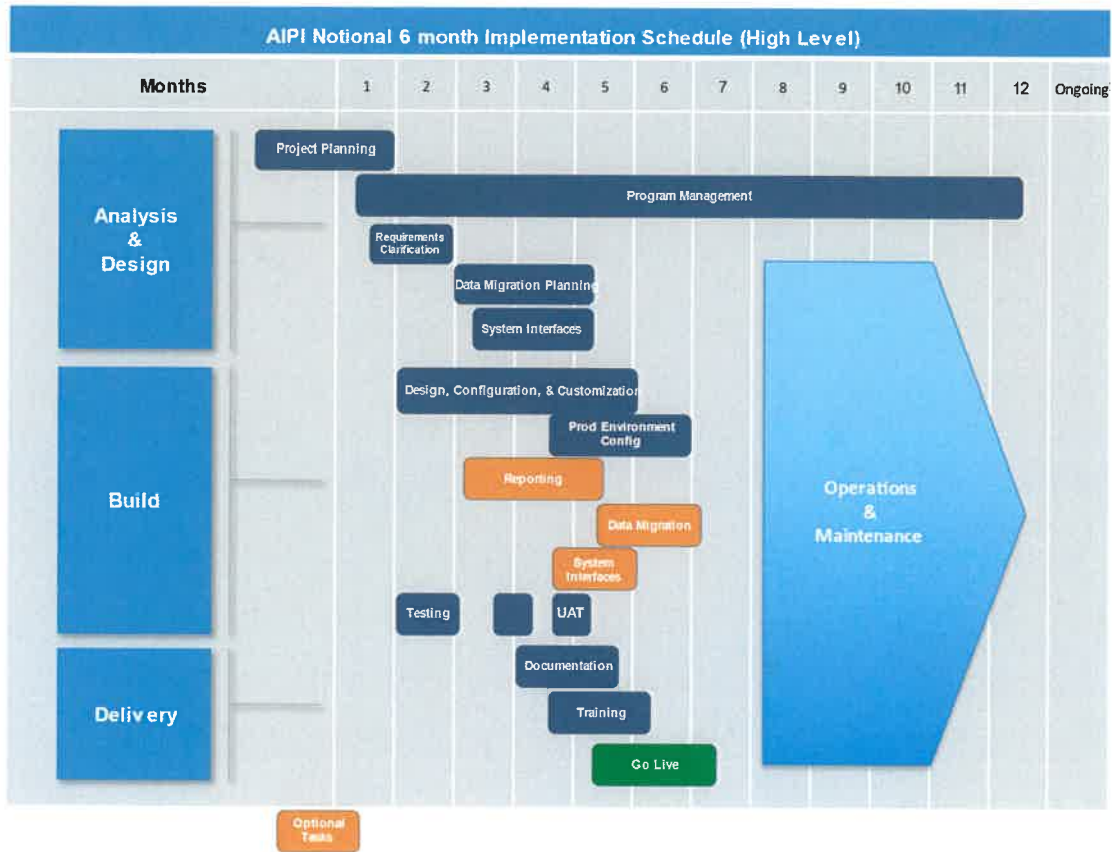
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

Appendix B: Implementation Schedules

Appendix B: Implementation Schedules

Schedule – IMS



Schedule – CMS

Task Name	Duration	Start	Finish
WV - DHHR - CMS	289 days	1/1/2023	2/8/2024
Project Kickoff	0 days	1/1/2023	1/1/2023
Initial Requirements/ JADs (Sprint 0)	25 days	1/2/2023	2/3/2023
Gather Requirements (JAD Sessions)	15 days	1/2/2023	1/20/2023
Requirement Documentation	5 days	1/23/2023	1/27/2023
Requirements Acceptance	5 days	1/30/2023	2/3/2023
Sprint 1 - Data Model	10 days	2/6/2023	2/17/2023
Sprint Planning	1 day	2/6/2023	2/6/2023
Development	7 days	2/7/2023	2/15/2023
QA	4 days	2/10/2023	2/15/2023
Bug Remediation	1 day	2/16/2023	2/16/2023
Client Demonstration	1 day	2/17/2023	2/17/2023
Sprint 2 - Data Model, Business Logic	10 days	2/20/2023	3/3/2023
Sprint Planning	1 day	2/20/2023	2/20/2023

Appendix B: Implementation Schedules

Task Name	Duration	Start	Finish
Development	7 days	2/21/2023	3/1/2023
QA	4 days	2/24/2023	3/1/2023
Bug Remediation	1 day	3/2/2023	3/2/2023
Client Demonstration	1 day	3/3/2023	3/3/2023
Sprint 3 - Data Model, Business Logic	10 days	3/6/2023	3/17/2023
Sprint Planning	1 day	3/6/2023	3/6/2023
Development	7 days	3/7/2023	3/15/2023
QA	4 days	3/10/2023	3/15/2023
Bug Remediation	1 day	3/16/2023	3/16/2023
Client Demonstration	1 day	3/17/2023	3/17/2023
Sprint 4 - - Data Model, Business Logic	10 days	3/20/2023	3/31/2023
Sprint Planning	1 day	3/20/2023	3/20/2023
Development	7 days	3/21/2023	3/29/2023
QA	4 days	3/24/2023	3/29/2023
Bug Remediation	1 day	3/30/2023	3/30/2023
Client Demonstration	1 day	3/31/2023	3/31/2023
Sprint 5 - Notifications, Workflow	10 days	4/3/2023	4/14/2023
Sprint Planning	1 day	4/3/2023	4/3/2023
Development	7 days	4/4/2023	4/12/2023
QA	4 days	4/7/2023	4/12/2023
Bug Remediation	1 day	4/13/2023	4/13/2023
Client Demonstration	1 day	4/14/2023	4/14/2023
Sprint 6 - Notifications, Workflow	10 days	4/17/2023	4/28/2023
Sprint Planning	1 day	4/17/2023	4/17/2023
Development	7 days	4/18/2023	4/26/2023
QA	4 days	4/21/2023	4/26/2023
Bug Remediation	1 day	4/27/2023	4/27/2023
Client Demonstration	1 day	4/28/2023	4/28/2023
Sprint 7 - Notifications, Workflow	10 days	5/1/2023	5/12/2023
Sprint Planning	1 day	5/1/2023	5/1/2023
Development	7 days	5/2/2023	5/10/2023
QA	4 days	5/5/2023	5/10/2023
Bug Remediation	1 day	5/11/2023	5/11/2023
Client Demonstration	1 day	5/12/2023	5/12/2023
Sprint 8 - Notifications, Workflow	10 days	5/15/2023	5/26/2023
Sprint Planning	1 day	5/15/2023	5/15/2023
Development	7 days	5/16/2023	5/24/2023
QA	4 days	5/19/2023	5/24/2023
Bug Remediation	1 day	5/25/2023	5/25/2023
Client Demonstration	1 day	5/26/2023	5/26/2023
Sprint 9 - Special Requirements, Reports	10 days	5/29/2023	6/9/2023
Sprint Planning	1 day	5/29/2023	5/29/2023
Development	7 days	5/30/2023	6/7/2023
QA	4 days	6/2/2023	6/7/2023
Bug Remediation	1 day	6/8/2023	6/8/2023
Client Demonstration	1 day	6/9/2023	6/9/2023
Sprint 10 - Special Requirements, Reports	10 days	6/12/2023	6/23/2023
Sprint Planning	1 day	6/12/2023	6/12/2023
Development	7 days	6/13/2023	6/21/2023

Appendix B: Implementation Schedules

Task Name	Duration	Start	Finish
QA	4 days	6/16/2023	6/21/2023
Bug Remediation	1 day	6/22/2023	6/22/2023
Client Demonstration	1 day	6/23/2023	6/23/2023
Sprint 11 - Special Requirements, Reports	10 days	6/26/2023	7/7/2023
Sprint Planning	1 day	6/26/2023	6/26/2023
Development	7 days	6/27/2023	7/5/2023
QA	4 days	6/30/2023	7/5/2023
Bug Remediation	1 day	7/6/2023	7/6/2023
Client Demonstration	1 day	7/7/2023	7/7/2023
Sprint 12 - Special Requirements, Reports	10 days	7/10/2023	7/21/2023
Sprint Planning	1 day	7/10/2023	7/10/2023
Development	7 days	7/11/2023	7/19/2023
QA	4 days	7/14/2023	7/19/2023
Bug Remediation	1 day	7/20/2023	7/20/2023
Client Demonstration	1 day	7/21/2023	7/21/2023
Sprint 13 - Special Requirements, Reports	10 days	7/24/2023	8/4/2023
Sprint Planning	1 day	7/24/2023	7/24/2023
Development	7 days	7/25/2023	8/2/2023
QA	4 days	7/28/2023	8/2/2023
Bug Remediation	1 day	8/3/2023	8/3/2023
Client Demonstration	1 day	8/4/2023	8/4/2023
Sprint 14 - Special Requirements, Reports	10 days	8/7/2023	8/18/2023
Sprint Planning	1 day	8/7/2023	8/7/2023
Development	7 days	8/8/2023	8/16/2023
QA	4 days	8/11/2023	8/16/2023
Bug Remediation	1 day	8/17/2023	8/17/2023
Client Demonstration	1 day	8/18/2023	8/18/2023
Data Migration - Data Dictionary Due	0 days	8/18/2023	8/18/2023
Sprint 15 - Interfaces, Data Migration	10 days	8/21/2023	9/1/2023
Sprint Planning	1 day	8/21/2023	8/21/2023
Development	7 days	8/22/2023	8/30/2023
QA	4 days	8/25/2023	8/30/2023
Bug Remediation	1 day	8/31/2023	8/31/2023
Client Demonstration	1 day	9/1/2023	9/1/2023
Sprint 16 - Interfaces, Data Migration	10 days	9/4/2023	9/15/2023
Sprint Planning	1 day	9/4/2023	9/4/2023
Development	7 days	9/5/2023	9/13/2023
QA	4 days	9/8/2023	9/13/2023
Bug Remediation	1 day	9/14/2023	9/14/2023
Client Demonstration	1 day	9/15/2023	9/15/2023
Sprint 17 - Interfaces, Data Migration	10 days	9/18/2023	9/29/2023
Sprint Planning	1 day	9/18/2023	9/18/2023
Development	7 days	9/19/2023	9/27/2023
QA	4 days	9/22/2023	9/27/2023
Bug Remediation	1 day	9/28/2023	9/28/2023
Client Demonstration	1 day	9/29/2023	9/29/2023
Sprint 18 - Interfaces, Data Migration	10 days	10/2/2023	10/13/2023
Sprint Planning	1 day	10/2/2023	10/2/2023
Development	7 days	10/3/2023	10/11/2023

Appendix B: Implementation Schedules

Task Name	Duration	Start	Finish
QA	4 days	10/6/2023	10/11/2023
Bug Remediation	1 day	10/12/2023	10/12/2023
Client Demonstration	1 day	10/13/2023	10/13/2023
Sprint 19 - Interfaces, Data Migration	10 days	10/16/2023	10/27/2023
Sprint Planning	1 day	10/16/2023	10/16/2023
Development	7 days	10/17/2023	10/25/2023
QA	4 days	10/20/2023	10/25/2023
Bug Remediation	1 day	10/26/2023	10/26/2023
Client Demonstration	1 day	10/27/2023	10/27/2023
Data Migration - Sample backup of Legacy Data Due	0 days	10/27/2023	10/27/2023
ATO Process Start	0 days	10/27/2023	10/27/2023
QA Sprint	22 days	10/30/2023	11/28/2023
Sprint Planning	1 day	10/30/2023	10/30/2023
QA	10 days	10/31/2023	11/13/2023
Bug Remediation	10 days	11/14/2023	11/27/2023
Client Demonstration	1 day	11/28/2023	11/28/2023
UAT	20 days	11/29/2023	12/26/2023
UAT	10 days	11/29/2023	12/12/2023
UAT Remediation	10 days	12/13/2023	12/26/2023
Data Migration - Final Legacy Data Due	0 days	12/26/2023	12/26/2023
ATO Process Complete	0 days	12/26/2023	12/26/2023
Data Migration	7 days	12/27/2023	1/4/2024
Training	5 days	1/5/2024	1/11/2024
System Go Live	0 days	1/11/2024	1/11/2024
Post Go-Live Support/ Warranty Period	1 mon	1/12/2024	2/8/2024