

## **Bid No. 710-20-0041 – Comprehensive Child Welfare Information System**

### **Contract Negotiations Agreement**

Pursuant to Arkansas Code § 19-11-230(e)(1), the State determined it was in its best interest to conduct negotiations with the top scoring Bidder to Solicitation 710-20-0041. This document, Contract Negotiations Agreement, is incorporated in the resulting contract (“Contract”).

#### **A. Overpayment Calculation**

1. mCase will calculate provider overpayment amounts. Clause 17 of the Other Information Section, RedMane proposal page 47, is deleted.

#### **B. Data Migration**

1. Attached to this Agreement is Exhibit 1 revising the role of RedMane as it relates to data migration and conversion.
2. Where Exhibit 1 and RedMane’s proposal conflict, Exhibit 1 controls.

#### **C. Interfaces**

1. Contractor’s disclaimers #8, #9, #10 and #11 regarding interfaces (located on the Other Information section of Contractor’s proposal, page 46) are deleted.
2. Contractor shall, as part of its duties under this contract, furnish the following interfaces, unless mutually modified by the State and Contractor during the project:
  - a. AASIS
  - b. DCCECE KidCare System
  - c. ARIES
  - d. Office of Child Support Enforcement (OCSE) System
  - e. Social Security
  - f. Equifax, Experien, and Trans Union
  - g. Department of Education (DOE) system
  - h. Master Client Index
  - i. ABA Routing Number Checks
  - j. AFCARS
  - k. NCANDS
  - l. NYTD
  - m. NEICE
  - n. Administrative Office of the Courts (AOC)
  - o. AR-OPTS
  - p. DCFS Travel System
  - q. Arkansas Medicaid Management Information System
  - r. UAMS (Family First data exchange)
  - s. MidSouth Training Academy
  - t. SafeMeasures: Contractor is partnering with NCCD to integrate SafeMeasures functionality into the Future System. While there will be integration with

SafeMeasures, since both components will be deployed as a single solution, the interface will be “internal to the Future System” and not an external interface.

- u. RiteTrack
- v. Rocket Matter

#### **D. Local Office**

1. The Contractor may, at its discretion, open a local office in Little Rock within 90 days of the contract’s effective date in accordance with the requirements set forth in RFP #710-20-0041. This is a relaxation of the RFP requirement regarding the Contractor’s local office and the Contractor’s proposal to open said office within 90 days of the contract’s effective date.

The State may require the Contractor to open the office at a later date, provided the State gives Contractor at least 60 days’ written notice. In the event that the State provides notice within the first 30 days after the contract’s effective date that it requires a local office, Contractor will not be required to open the local office until 90 days after the contract’s effective date (*i.e.* in no event shall the local office be required any sooner than 90 days after the contract’s effective date).

The State also relaxes the requirements in the RFP related to Contractor being on-site in Little Rock, Arkansas (either at its local office or the State’s offices.) Instead, the State reserves the right to request, with one (1) week’s written notice, that any member of the Contractor’s team, who is otherwise required to be in Little Rock by the RFP, be present on-site in Little Rock.”

#### **E. Post Go-Live Support**

1. The State shall provide Tier 1 post-production support to its workforce, while Contractor shall provide Tiers 2 and 3 support. To the extent anything in Contractor’s proposal or the State’s RFP conflict with this statement, this delimitation of Tier 1 with the State and Tiers 2 & 3 with the Contractor controls.

#### **F. System Changes**

1. The State affirms that it, and not Contractor, is responsible for changes to any other State systems not contemplated by this contract. Notwithstanding this statement, the Contractor shall not abrogate, disclaim or otherwise seek to change its responsibilities under this contract (including but not limited to responsibilities related to data conversion, migration and system interfaces) by requesting or demanding that the State modify other State systems unless the parties mutually agree that the State modifying a State system(s) is the most practical decision for the project.

#### **G. Courts MOU**

1. At the time of this Contract’s execution, the State does not yet have an agreement or Memorandum of Understanding (MOU) with the State courts necessary to effect the

court interface(s) contemplated by this Contract. Any representation otherwise in Contractor's proposal is struck (including, but not limited to, Other Information disclaimer number #20 located on proposal page 47).

While the State recognizes that obtaining an agreement or MOU is ultimately the State's responsibility, Contractor shall lead, in coordination with the State PMO the development of all interfaces and shall also support the State in its efforts to obtain any agreement or MOU with the court or any other interface partner if requested by the State.

#### **H. Encryption Protocol**

1. The State and Contractor shall mutually agree to a modern encryption standard that meets or exceeds IKEv2. The reference to using IKEv2 as a specifically required standard, as set forth in Contractor's proposal, under Other Information disclaimer #22 (proposal page 47), is struck.

#### **I. Document Storage Limit**

1. The Contractor's cap of document storage in mCase of 2TB set by Other Information disclaimer #21 (proposal page 47) is replaced with a cap of 10TB.

#### **J. M&O Small Projects Cap**

1. The Contractor's cap of seven (7) projects of 240 hours or fewer, as set forth in disclaimer #29 in the Other Information section of Contractor's proposal (proposal page 47) is replaced with an annual hours cap of 2,160 hours.

#### **K. System Features**

1. The genogram feature of mCase will be configured to include relationships beyond blood relationships, including but not limited to the inclusion of fictive kin as requested by the State.
2. At the State's direction and discretion, the mandated reporter portal (*see* RedMane proposal page SP-36) will be configured to provide mandated reporters visibility into, among other things, the status of a case resulting from their referral. The mandated reporter portal will allow reporters to upload documents.
3. At the State's direction and discretion, mCase will be configured to provide fiscal year projections on contracts.
4. In RedMane's proposal, on page SP-4, the reference to "Louisiana policy" is hereby changed to "Arkansas policy".

#### **L. Metrics and Damages**

1. RFP Attachment I is hereby replaced with an updated Attachment I version 2, attached as an exhibit to this Agreement as Exhibit 2.

#### **M. Training Roles and Responsibilities**

1. Attached to this Agreement is Exhibit 4 detailing roles and responsibilities in training.

#### **N. Code in Escrow Clause**

1. The Contractor shall maintain the software source code with an escrow agent and list State as an authorized recipient of the source code in the event that: (i) a receiver is appointed for the Contractor or for its property and assets; (ii) any proceeding under any bankruptcy or insolvency laws are commenced by or against the Contractor; or (iii) the State terminates the contract with the Contractor, for cause, for the Contractor's breach of maintenance and support obligations after providing Contractor 30 days written notice and an opportunity to cure, and provided that Contractor's breach is not the result of State's failure to pay Contractor, such failure to pay not being expressly attributed to the application of performance indicator damages. The Contractor shall ensure that the code held in escrow is periodically updated. The Contractor shall act in good faith as it relates to holding and updating the source code held in escrow, and the State shall act in good faith as it relates to receiving and utilizing the source code held in escrow.
2. If the State receives the software source code pursuant to the clause above, the State may only use the source code solely in connection with use, operation, and maintenance of its Future System and for no other purpose. With the exception of sharing the code with a vendor hired to perform maintenance of the Future System (which vendor would be prohibited from using the code for any other purpose in writing), the State would not distribute, share, or sell the source code to any third party.

#### **O. Requested Changes to RFP Language**

1. **2.3.4.3 Deliverables Acceptance.** Section 2.3.4.3 shall be amended as follows:

The State will have no more than ten (10) working days to complete its initial review of the deliverable and no more than five (5) working days for review of any resubmission. In the event the deliverable is returned by the State within one (1) working day, the State's ten (10) working day count shall only begin after the resubmission.

Should the State's review of deliverables chronically exceed the time frames set forth in this Section, resulting in an elongated DDI, Contractor and State acknowledge and agree that the necessary schedule modifications and added Contractor costs will be addressed in a change request, as such is defined in and governed by Section 2.3.5.

The State shall furnish the necessary subject matter experts and personnel resources that are mutually agreed to be sufficient to support five (5) work streams, 3 functional streams and 2 technical streams over the course of the DDI.

2. **2.3.7 Deliverables Schedule.** Section 2.3.7 shall have the following sentence added:

The dates proposed in the Deliverables Schedule may be adjusted by mutual agreement of the parties.

3. **2.5.1.5 CCWIS Compliance.** Section 2.5.1.5 shall be amended as follows:

DCFS is committed to compliance with ACF's CCWIS regulations. Achieving compliance is key to our success. The Contractor will work closely with the State and the PMO Contractor to ensure all CCWIS requirements have been met and tested. To this end, the Contractor will submit a CCWIS Compliance Plan within sixty (60) calendar days after Project Start Date. The CCWIS Compliance Plan will include the Contractor's approach to ensuring CCWIS compliance, describe the compliance requirements traceability and tracking process including the testing approach, and outline the process for monitoring and reporting on compliance progress.

The Contractor shall be able to adapt to changes to the CCWIS regulations throughout the duration of the project. This plan will require special focus on data quality and interfaces, as well as other areas of CCWIS compliance.

4. **2.7.3 CONTINUITY AND AVAILABILITY OF PERSONNEL.** Section 2.7.3 shall be amended as follows:

Changes to the proposed positions and responsibilities will only be allowed with prior written permission from DCFS. If the Contractor believes that an alternative organizational design could improve service levels or decrease costs, a discussion of these options and their benefits should be included in the Technical Response Template for this RFP.

The Contractor **must** seek and receive DCFS approval before hiring or replacing any Key Personnel. The Contractor **must** identify, report and resolve performance issues for its entire staff including but not limited to employees and subcontractors. The Contractor **shall** remove and replace Key Personnel, if requested by DCFS in writing, within two (2) weeks of the request for removal. When reasonably possible and at the discretion of DCFS, the Contractor may be given a ten (10) day cure period prior to a request for removal being issued.

The Contractor **must** provide DCFS with written notification of anticipated vacancies of Key Personnel within two (2) business days of receiving the individual's resignation notice, the Contractor's notice to terminate an individual, or the position otherwise becoming vacant. Replacements for Key Personnel **shall** have qualifications that meet or exceed those specified in this section and will be subject to approval by DCFS.

The Contractor **shall** provide DCFS with status update reports every week on the progress of the replacement candidate recruiting process until a qualified candidate is hired. The Contractor shall have in place a qualified replacement within sixty (60) days of the written notification of anticipated vacancies. During the recruitment and training period, the Contractor **shall** provide an interim replacement for all Key Personnel, subject to approval by DCFS.

The Contractor will propose a suitable engagement and partnership model with the DCFS team to ensure proper knowledge transfer throughout the life of the contract. This will include “shoulder- to-shoulder” work (when required) with identified DCFS resources so that knowledge about DCFS’ systems and business can be transferred from DCFS to the Contractor staff and knowledge about the system can be transferred from the Contractor to DCFS staff. This is particularly important with regards to the DDI of the System and subsequent enhancements.

DCFS recognizes the importance of coordination between the Contractor’s staff and DCFS’ staff. As such, the activities performed in response to this RFP must primarily be performed in Little Rock. The Contractor may perform services from a location outside of Little Rock only once approved by DCFS, such approval not to be unreasonably withheld. Both parties mutually acknowledge and agree that circumstances related to the ongoing COVID-19 pandemic may impact on-site work requirements and that certain work activities previously contemplated to be on-site, may be performed remotely as necessary for the health & safety of DCFS and Contractor personnel. DCFS and Contractor shall maintain regular communications to ensure alignment of expectations for on-site or remote work during the COVID-19 pandemic.

The State is amenable to development work being performed by the Contractor in an off-shore setting. However, all State data **must** remain in the United States. User Acceptance Testing **must** also be performed in the United States.

5. **4.4 STATEMENT OF LIABILITY.** Section 4.4(B) shall be amended as follows:

The Contractor’s liability for damages to the State **shall** be limited to the amount billed by Contractor during the twelve (12) month period immediately preceding the date such claim for damages arose or the amount of insurance proceeds payable to the Contractor with respect to the claim to which the damage limitation applies, whichever is higher. The foregoing limitation of liability **shall not** apply to claims for infringement of United States patent, copyright, trademarks or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the Contractor; to claims covered by other specific provisions of the Contract calling for damages. The Contractor and the State **shall not** be liable to each other, regardless of the form of action, for consequential, incidental, indirect, or special damages.

For the Contractor's insurance required above, the Contractor shall cause DHS to be named as an additional insured, and the insurance coverage limits for the cyberliability/E&O policy shall be \$10,000,000 each claim and \$10,000,000 in the aggregate. Contractor shall maintain the insurance for the entirety of the contract term, and shall provide DHS with a certificate of insurance when it executes the Contract.

6. **4.7 PRICE ESCALATION.** Section 4.7(D) shall be amended as follows:

OP has the right to approve or deny the request. OP's approval shall not be unreasonably withheld.

7. **4.10 CANCELLATION.** Section 4.10 shall be amended as follows:

- A. For Cause. The State may cancel any contract resulting from this solicitation for cause when the Contractor fails to perform its obligations under it by giving the Contractor written notice of such cancellation at least thirty (30) days prior to the date of proposed cancellation. In any written notice of cancellation for cause, the State will advise the Contractor in writing of the reasons why the State is considering cancelling the contract and provide the Contractor with an opportunity to avoid cancellation for cause by curing any deficiencies identified in the notice of cancellation for cause prior to the date of proposed cancellation. To the extent permitted by law and at the discretion of the parties, the parties may agree to minor amendments to the contract and avoid the cancellation for cause upon mutual agreement.
- B. For Convenience. The State may cancel any contract resulting from the solicitation by giving the Contractor written notice of such cancellation thirty (30) days prior to the date of cancellation.
- C. If upon cancellation the Contractor has provided commodities or services which the State of Arkansas has accepted, or the Contractor has work in progress ordered by the State, and there are no funds legally available to pay for the commodities or services, the Contractor may file a claim with the Arkansas Claims Commission under the laws and regulations governing the filing of such claims.

**P. Requested Changes to Attachment J General Terms and Conditions**

**DISPUTES.** The section entitled "Disputes" shall be deleted in its entirety.

**Q. Contract and Order of Precedence Clause**

- 1. The documents listed below represent all of the components of this contract, and shall be read to be consistent and complementary. They are hereby incorporated by reference. In the event of an inconsistency or conflict between or among provisions of

Contract#  
Attachment #

this contract, the inconsistency shall be resolved by giving precedence in the following order:

- a. The Contract including, any special conditions, attachments, negotiations, and addenda;
- b. Final Solicitation 710-20-0041, including Procurement Library, Final Questions and Answers, and Addendums 1-9;
- c. The Contractor's Proposal, including written clarifications;

***The undersigned hereby agree that this Contract Negotiations Agreement accurately and completely reflects all items discussed in negotiations which will be incorporated into the contract. No further amendments or additions to the contract are required.***

X

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Cindy Gillespie  
DHS State of Arkansas

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Dated

X

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Name  
Vendor

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Dated

## EXHIBIT 1

### DATA MIGRATION and CONVERSION

- 1) The Contractor shall partner with the State to perform data migration activities to migrate data from the following State legacy systems ("Legacy Systems"), as needed, into the new CCWIS solution ("Future System"):
  - a. Children's Reporting and Information System (CHRIS)
  - b. Great Plains
  - c. Foster Care Trust Fund (TFREIM)
  - d. CHRIS Financial Management
  - e. DHS 9190
  - f. Provider Invoice Entry (PIE)
  - g. Data Collection System (DCS)
  - h. Foster and Adoption Family Portal
  - i. eDoctus
  
- 2) The Contractor shall perform multiple conversion runs of the data during the course of the project to refine the process and identify issues. The time frame for these multiple conversion runs must be as mutually agreed upon by the parties and specified in the data migration plan ("Data Migration Plan").
  
- 3) The Contractor shall:
  - a. Provide the conversion environments for the Future System
  - b. Develop the Data Migration Plan in coordination with the State.
  - c. Extract data from the Legacy Systems
  - d. Load the data into a staging database
  - e. Run reports to analyze the data to determine what data may be Automatically Corrected. To "Automatically Correct" or "Automatically Corrected" means to transform the data into the appropriate format by applying business rules and data defaulting to the extent that it can be reasonably addressed through mutually agreed upon algorithms.
  - f. Develop scripts to Automatically Correct, where reasonably possible, the data into an appropriate format.
  - g. Load the data that has been Automatically Corrected ("Transformed") into the Future System
  - h. Test the Transformed Data and the Future System to verify that it works within the Future System
  - i. Prepare audit reports to demonstrate what percentage of Transformed data was migrated accurately and completely into the Future System, specifying what percentage of data was unable to be migrated ("Bad Data"), and determining a mutually acceptable approach to address Bad Data.
  - j. Provide the State with input regarding partner agreement requirements to support data conversion activities.

- 4) The State shall:
  - a. Provide subject matter experts to assist the Contractor with the mutually agreed upon Data Migration Plan.
  - b. Enter into and maintain all written agreements with NCCD with regards to extracting DCS data.
  - c. Establish and manage all data sharing and security agreements with partner systems per the project schedule (i.e. other organizations both within the State systems and external to the State systems that maintain data to be converted).
  - d. Provide credentials and/or secure infrastructure access for the Contractor's staff to perform any required conversion activities with partner systems, if applicable.
  - e. Define sufficiently the data standards and data governance for external partner data in the AR CCWIS Data Quality Plan prior to finalizing the Data Migration Plan with the Contractor.
    - f. Provide the Contractor with copies of the data for all Legacy Systems, including full production data for conversion processes as requested by the Contractor.
  - g. Provide data dictionaries for all Legacy Systems
  - h. Provide subject matter experts for all Legacy Systems and their data (i.e. data tables, schema, and meta-data (such as pick lists and relationships)).
  - i. Manually correct any data that cannot be reasonably Automatically Corrected as specified in 3e and 3f, above.
  - j. Support the Contractor's testing of the converted data by providing access to Legacy Systems.
  - k. Perform User acceptance Testing (UAT) on converted data within the Future System.
  
- 5) The State and the Contractor mutually acknowledge and agree:
  - a. A reasonable quantity of data will not be possible to Automatically Correct
  - b. Manual correction of Bad Data will be performed by the State.
  - c. To define a process limiting access to the data to be converted to authorized users only. Due to the nature of conversion and conversion testing, the data to be converted will not be masked or obfuscated.

**EXHIBIT 2**

**ARKANSAS DEPARTMENT OF HUMAN SERVICES  
PERFORMANCE BASED CONTRACTING**

Pursuant to Ark. Code Ann. 19-11-1010 et. seq., the selected Contractor shall comply with performance based standards. Following are the performance based standards that will be a part of the Contract and with which the Contractor must comply for acceptable performance to occur under the Contract.

- I. The Contractor must comply with all statutes, regulations, codes, ordinances, and licensure or certification requirements applicable to the Contractor or to the Contractor's agents and employees and to the subject matter of the Contract. Failure to comply shall be deemed unacceptable performance.
- II. Except as otherwise required by law, the Contractor agrees to hold the contracting Division/Office harmless and to indemnify the contracting Division/Office for any additional costs of alternatively accomplishing the goals of the Contract, as well as any liability, including liability for costs or fees, which the contracting Division/Office may sustain as a result of the Contractor's performance or lack of performance.
- III. During the term of the Contract, the division/office will complete sufficient performance evaluation(s) to determine if the Contractor's performance is acceptable.
- IV. The State **shall** have the right to modify, add, or delete Performance Standards throughout the term of the Contract, should the State determine it is in its best interest to do so. Any changes or additions to performance standards will be made in good faith following acceptable industry standards, and will include the input of the Contractor so as to establish standards that are reasonably achievable
- V. The contract program deliverables and performance indicators to be performed by the Contractor are split up into two tables below, one for Design, Development, and Implementation (DDI) Performance Indicators and one for Maintenance & Operations (M&O) Performance Indicators.

For all Performance Indicators included in Table 1 and Table 2, for a first-time incident of insufficient performance, the State shall provide Contractor with a written notice (email sufficing) and a 48-hour cure period before State may assess Damages against Contractor. Subsequent or ongoing incidents of insufficient performance for the same missed incident of insufficient performance do not require additional written notices or cure-periods. For purposes of clarity, for performance indicators such as D-5 that include multiple deliverable instances, each unique deliverable instance will require a written notice and cure period for a first time incident of insufficient performance. For Performance Indicators which measure historical performance over an aggregate period of time where a cure is not possible as the time period of measurement has elapsed, e.g. availability of the Future System for a prior month as measured in M-2, a cure-period shall not be afforded to the Contractor. In addition, the due dates for deliverables included in the RFP may be changed by mutual agreement of the parties.

Table 1: DDI Performance Indicators

Number	DDI Service Criteria <sup>i</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>ii</sup>
D-1	<p><b>Critical Severity – Operational Readiness Review.</b></p> <p>The Future System shall pass the mutually agreed upon requirements of the ORR to the State’s reasonable satisfaction in accordance with RFP Section 2.5.6 by a date agreed upon by the Contractor and State.</p>	<p>Pass the ORR to the State’s reasonable satisfaction by the agreed upon date(s). Contractor shall undertake all efforts to remedy any issues identified in the ORR and the ORR will not be considered passed until all aspects of the ORR are passed to State’s reasonable satisfaction.</p>	<p>For every one (1) business day past the agreed upon date the Contractor fails to pass in all material respects the requirements of the ORR, Contractor shall owe the amount of \$3,000 per business day which will be deducted from the available payment for this deliverable.</p>
D-2	<p><b>Critical Severity – ACF Determination of CCWIS Compliance.</b></p> <p>The Future System, based on the State’s requirements set forth in the RFP and the design (e.g. architecture and documentation) approved by the State and implemented by Contractor, shall receive an ACF determination that the Future System complies with CCWIS by a date that is mutually agreed upon by the State and Contractor during the term of the Contract based on the ACF CCWIS review schedule. The parties acknowledge that funding is dependent on CCWIS compliance. The parties acknowledge and agree that CCWIS</p>	<p>Obtain ACF determination that the Future System substantially complies with CCWIS by the mutually agreed upon date.</p>	<p>In the event that ACF’s determination that the Future System’s CCWIS compliance is less than is required for a full federal match for State expenditures under this Contract, and that is due to something within Contractor’s control, \$50,000 shall be withheld by State from the final payment of the</p>

Number	DDI Service Criteria <sup>i</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>ii</sup>
	<p>compliance is a State obligation and the State and Contractor agree to work collaboratively toward the Future System achieving CCWIS compliance during the term of the Contract. In the event ACF guidance is provided that can enable modifications to this Performance Standard, the parties will conduct discussions to potentially revise this Performance Standard.</p>		<p>relevant contract term, or the final payment to Contractor in the event of cancellation or expiration of contract. The withheld funds shall be released to the Contractor once the issue(s) causing ACF's determination have been resolved to ACF's satisfaction.</p>
<b>D-3</b>	<p><b>High Severity – Project Schedule.</b></p> <p>The Contractor shall deliver an initial Project Schedule compliant with RFP Section 2.5.1.3 within forty-five (45) calendar days of the Project Start Date. This Project Schedule shall be updated on a mutually agreed upon periodicity.</p>	<p>Deliver an initial Project Schedule compliant with RFP Section 2.5.1.3 on or before forty-five (45) calendar days after the Project Start Date.</p> <p>Provide an updated Project Schedule on a mutually agreed upon periodicity thereafter (or a notice that no update is required).</p>	<p>For every one (1) business day past the agreed upon date the Contractor fails to deliver an initial Project Schedule, Contractor shall owe State the amount of \$2,000 per business day to be deducted from the available payment for this deliverable/milestone.</p>
<b>D-4</b>	<p><b>High Severity - Change Request Response (measured monthly).</b></p> <p>During the course of DDI, Contractor shall provide a Project Change Request (see RFP Section 2.3.5 ) within fifteen (15) days of the written request from designated State staff, unless based on the complexity of the Project Change Request, or other project time constraints, an extended timeframe is mutually agreed upon by State and Contractor. The State shall reasonably support the requirements definition and scope for the project change request within the first five (5) days of State's written request. The Project Change Request shall include a high-level written estimate and initial solution document based on the State's written requirements for the State's review and approval</p>	<p>100% timeliness in responding to Change Requests.</p>	<p>\$100 per business day beyond the due date up to 10 business days. The Contractor's liability for this damage not to exceed \$1500 per month. State shall not assess damages on more than five (5) proposals per month</p>

Number	DDI Service Criteria <sup>i</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>ii</sup>
D-5	<p><b>Critical Severity – Timeliness of Deliverable Approval</b></p> <p>To avoid costly delays, all Key Milestone Deliverables, as defined and set forth in the attached Exhibit 3, must be approvable according to the baseline schedule and Definition of Done (DOD) provided in the acceptance criteria of the associated Deliverable Expectations Document (DED). Notwithstanding the foregoing, Contractor shall not be responsible for acts or omissions of the State, agents or vendors of the State, and interface partners outside Contractor’s control and shall be excused from this measure (i.e. not penalized) in the event that State’s failure to meet its review obligations in a timely manner causes Contractor to deliver a Key Milestone Deliverable outside the baseline schedule. Contractor shall receive one additional day to deliver a Key Milestone Deliverable for each day that State’s review of such deliverable is delayed.</p>	<p>100% of all Key Milestone Deliverables are approvable according to the baseline schedule, excluding delays caused by State’s failure to meet its review obligations in a timely manner, acts or omissions of the State, agents or vendors of the State, and interface partners outside Contractor’s control.</p>	<p>\$1,000 per business day for the first twenty (20) business days. After 20 business days, the amount will increase to \$2,000 per business day. Any penalty amounts will be deducted from the available payment for the applicable deliverable.</p>
D-6	<p><b>High Severity – Number of Deliverable Resubmissions</b></p> <p>The deliverables submitted for review should be to a quality standard that allows for one DCFS review, one update, and approval. The parties acknowledge and agree that DCFS shall identify all deficiencies in writing with sufficient actionable detail for each deliverable during each of its initial and subsequent reviews. From the date that State first identifies a deficiency (whether during an initial or subsequent review) Contractor shall have the ability to correct the deficiency (i.e. not be penalized under this D-6) and submit the deliverable to the State for final review and approval. For example, if in its initial review of a deliverable the State identifies deficiencies “A” and “B”, and then in its second review it identifies new and unrelated deficiencies “C” and “D”, Contractor shall have the opportunity to correct deficiencies “C” and</p>	<p>Obtain the State’s approval for a deliverable requiring State approval before the third submission of that deliverable, provided DCFS identified all deficiencies for each deliverable during its reviews and Contractor is given the opportunity to correct the deficiencies (once identified by DCFS) and submit for final approval</p>	<p>\$2,000 for each submission beyond the third until approval is received.</p>

Number	DDI Service Criteria <sup>i</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>ii</sup>
	<p>“D” in its next update and submit the deliverable for final approval to State without being penalized.</p> <p>The Contractor shall pay a monetary penalty) in the event that the State declines to approve that deliverable three times. In other words, the Contractor shall have two submissions in addition to the original submission for the State’s approval before there is a financial consequence.</p> <p>In the event the State withholds approval for the third submission, this does not eliminate, alter, abrogate or otherwise change the Contractor’s responsibility to submit that deliverable in a manner satisfactory to the State.</p>		

Table 2: M&O Performance Indicators

Number	M&O Service Criteria <sup>iii</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>iv</sup>
<b>M-1</b>	<p><b>Transition Execution.</b></p> <p>To avoid costly extensions of existing contracts and/or operational risk, the transition activities will stay on a mutually agreed upon schedule to transition the M&amp;O services prior to Contract expiration. This will be measured against milestones defined in the Disengagement Plan. Contractor shall not be responsible in the event that the recipient, i.e. new vendor or the State is not ready, or does not have enough resources or the appropriate skilled resources to receive the transition activity or knowledge transfer.</p>	<p>100% of all milestones are completed/approved on schedule subject to: Contractor shall not be responsible in the event that the recipient, i.e. new vendor or the State is not ready, or does not have enough resources or the appropriate skilled resources to receive the transition activity or knowledge transfer.</p>	<p>\$10,000 to be allocated to applicable milestones via the approved Disengagement Plan.</p>
<b>M-2</b>	<p><b>Availability. (measured monthly)</b></p> <p>The Future System, as defined below, will be available to all authorized users. Availability is defined as all critical components of the system are running and the authorized users can perform all critical business tasks supported by the Future System, as such is defined in</p>	<p>The critical components of the Future System (i.e. sufficient for authorized users to perform all critical business tasks) are available to all authorized users</p>	<p>99.74%-99.64%: \$2,500/month            99.63%-99.53%: \$4,000/month            99.52%-99.42%: \$5,000/month            99.41%-99.31%: \$6,000/month            99.30% and below:</p>

Number	M&O Service Criteria <sup>iii</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>iv</sup>
	<p>RFP Section 2.9.2.1. Planned uptime is 24X7 excluding DHS approved maintenance windows. For purposes of clarity “critical business tasks” are those critical to Future System availability, results, functionality, performance or usability as specified in the “Critical” severity level set forth in RFP 2.9.2.1.</p> <p>“Future System” for purposes of M-2, M-3, and M-4 shall mean the system and processes for which Contractor has control and responsibility, i.e. the production solution developed and implemented by Contractor including the Microsoft Azure cloud infrastructure hosted by Contractor. For clarity, it does not include State network infrastructure, e.g. State active directory or anything else outside Contractor’s control and responsibility.</p>	99.75% of planned uptime.	\$10,000 per month Damages not to exceed \$120,000 annually.
<b>M-3</b>	<p><b>Performance - Average Response Time. (measured monthly)</b></p> <p>The Future System performance will meet end-user expectations to deliver increased customer satisfaction and efficiency gains</p>	Average response time for 85% of transactions is four (4) seconds (server response time). This excludes any endpoint latency caused by the State’s network or connectivity.	<p>Four (4) seconds-five (5) seconds: \$3,000/month</p> <p>Greater than five (5) seconds: \$5,000/month</p> <p>Damages not to exceed \$60,000 annually.</p>
<b>M-4</b>	<p><b>Performance - Maximum Response Time. (measured monthly)</b></p> <p>The Future System performance will meet end-user expectations to deliver increased customer satisfaction and efficiency gains</p>	99.0% of transactions are complete (server response time) in no more than five (5) seconds. This excludes any endpoint latency caused by the State’s network or connectivity.	<p>Greater than five (5) seconds \$3,000</p> <p>Greater than six (6) seconds \$5,000 per month. Damages not to exceed \$60,000 annually.</p>
<b>M-5</b>	<p><b>High Severity Incident Restoring of Service (Break/Fix). (measured annually)</b></p> <p>High severity incidents will be addressed quickly to minimize the business impact of the incident. High severity incidents are defined in RFP Section 2.9.2.1.</p>	95% of High severity incidents are fixed within twenty-four (24) hours.	\$1000 per high severity incident not fixed within the 24-hour period. Damages not to exceed \$12,000 annually.

Number	M&O Service Criteria <sup>iii</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>iv</sup>
<b>M-6</b>	<p><b>Security Incidents Response Time.</b></p> <p>DHS needs to be aware of any identified security incidents involving State data on Contractor's system(s) as promptly as possible. For purposes of clarity, an "identified security incident" means that Contractor's office of information security discovered its own incident and the incident involved State data.</p>	<p>All notifications completed in one (1) hour or less from identification of the security incident by Contractor (all notifications shall occur as promptly as possible).</p>	<p>\$2000 per incident Damages not to exceed \$10,000 annually.</p>
<b>M-7</b>	<p><b>Response to Patches and Fixes.</b></p> <p>When COTS/software vendors release patches/fixes, the Contractor needs to apply these patches/fixes to the environment within a reasonable time frame.</p>	<p>Prepare the patches to the production environment (aligned with DHS' release process) within thirty (30) days of the parties' mutually-agreed-upon release date.</p>	<p>\$250 every business day beyond the due date up to 10 calendar days. Damages not to exceed \$5,000 annually.</p>
<b>M-8</b>	<p><b>Response to Patches and Fixes - Critical Security Patches.</b></p> <p>When COTS/software vendor release critical patches/fixes, the Contractor needs to quickly apply critical patches/fixes to the environment.</p>	<p>Prepare the critical patches to the production environment (aligned with DHS' release process) within five (5) days of the parties' mutually-agreed-upon release date.</p>	<p>\$500 every business day beyond the due date up to 10 calendar days. Damages not to exceed \$10,000 annually.</p>
<b>M-9</b>	<p><b>DHS Enhancement Request Response Time.</b></p> <p>After DHS decides to enhance the Future System, the Contractor must respond in a timely manner to all written requests from the State.</p>	<p>Proposals/responses (based on State's written requirements) and to include high-level cost estimate, initial solution document and proposed schedule) must be received within fifteen (15) business days subject to an extension by mutual agreement if the enhancements sought by the State are more complex and will require additional time for Contractor to respond.</p>	<p>\$100 per business day beyond the due date up to 10 business days. Damages not to exceed \$1000 per month. State shall not assess damages for greater than five (5) enhancement proposals per month.</p>
<b>M-10</b>	<p><b>Delivery of Enhancements.</b></p> <p>To avoid scheduling issues and potential end-user issues, all enhancements must be completed in alignment with the proposed schedule, schedule may be adjusted by mutual agreement of the parties. Contractor shall not be responsible for delays caused by acts or</p>	<p>Enhancements deployed into production on schedule. Schedule may be adjusted by mutual agreement of the parties.</p>	<p>\$250 per day beyond the approved release date up to 10 days. Damages not to exceed \$2,500 per release.</p>

Number	M&O Service Criteria <sup>ii</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>iv</sup>
	omissions of the State, agents or vendors of the State, and interface partners outside Contractor's control.		
<b>M-11</b>	<p><b>Documentation Updates.</b></p> <p>When changes are introduced to the system (e.g. new software is deployed) or processes (e.g. personnel changes involved in Disaster Recovery) the documentation (e.g. configuration management process, architecture) must be updated.</p>	Documentation is updated within ten (10) business days of the change being deployed into production.	\$1,000 per release Damages not to exceed \$12,000 annually).
<b>M-12</b>	<p><b>Customer Satisfaction Survey - Usability.</b></p> <p>Customer (internal) satisfaction surveys (no more than one per year) given to DHS executive management/project management team in order to provide insight into the usability of the Future System will be created with input from Contractor and consist of objective survey metrics to measure question results.</p>	80% of all responses must have a satisfaction score of seven (7) out of ten (10) (or equivalent) or higher (10 being the highest score).	\$100 per survey respondent that is below the threshold of 80% of all survey respondent having a satisfaction score of 7 of 10. Damages not to exceed \$2,500 per survey.
<b>M-13</b>	<p><b>Customer Satisfaction Survey - Internal Vendor/Partners.</b></p> <p>Customer (other DHS vendors, DHS management etc.) satisfaction provide insight into whether the Contractor is partnering effectively with other vendors to provide services to DHS and its Clients. Surveys will be created with input from Contractor and will consist of objective survey metrics to measure question results.</p>	80% of all responses must have a satisfaction score of seven (7) out of ten (10) (or equivalent) or higher (10 being the highest score).	\$100 per survey respondent that is below the threshold of 80% of all survey respondent having a satisfaction score of 7 of 10. Damages not to exceed \$2,500 per survey.
<b>M-14</b>	<p><b>Disaster Recovery: Recovery Time Objective (RTO) (DHS Optional).</b></p> <p>DHS needs to recover the production environment at the same hosted location in the event of a disaster without lengthy downtime.</p>	The Future System is fully functional at the same hosted location within seventy-two (72) hours.	Subject to agreement on processes and responsibilities, in same hosted location \$5,000 per 24-hour period beyond the initial 72 hour period; Damages not to exceed \$25,000 per Disaster that the acceptable performance is not met due to Contractor's failure to perform its specified responsibilities. Damages for this M-

Number	M&O Service Criteria <sup>iii</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>iv</sup>
			14 will not exceed \$50,000 over the full term of the Contract.
M-15	<p><b>Disaster Recovery: Recovery Point Objective (RPO) (DHS Optional).</b></p> <p>DHS needs to minimize the loss of data in the event of a disaster.</p>	No more than twenty-four (24) hours' worth of data collected before the disaster is invoked can be lost (not available) once the production environment is restored at the back-up location.	Subject to agreement on processes and responsibilities, \$5,000 per 24-hour period beyond the initial 24 hour period; Damages not to exceed \$25,000 per Disaster that the acceptable performance is not met due to Contractor's failure to perform its specified responsibilities. Damages for this M-15 will not exceed \$50,000 over the full term of the Contract.
M-16	<p><b>Conflict of Interest Mitigation</b></p> <p>During the term of this contract, the Contractor shall comply with the terms of the DHS Organizational or Personal Conflict of Interest provisions. The Contractor shall disclose all actual apparent, or potential conflicts of interest to the Department of Human Services (DHS) within five (5) days of having actual knowledge of them. The Contractor shall develop a mitigation plan as requested by DHS which must be approved and accepted by DHS. Any changes to the approved mitigation plan must be approved in advance by DHS.</p>	The Contractor must maintain one hundred percent (100%) compliance with this item at all times throughout the term of the contract.	The Vendor will be fined one thousand dollars (\$1,000) per day for each day past five (5) days for each actual, apparent, or potential conflict of interest that it has actual knowledge of and it fails to disclose. The Vendor shall be fined ten thousand dollars (\$10,000) for the first failure to comply with the mitigation plan developed by the Vendor and approved by DHS. Each subsequent violation of the mitigation plan shall be twice the amount of the immediately preceding violation fine.
M-17	<p><b>Reports.</b> All in scope reports required by the Contractor shall be furnished to the State or Federal Government in accordance with the requirements of the</p>	The Contractor furnishes all reports as required by the Contract on their due date, notwithstanding the Key	\$250 every business day beyond the due date up to 10 calendar days, Damages not to

Number	M&O Service Criteria <sup>iii</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>iv</sup>
	<p>Contract. State must provide Contractor with the due dates for all reports not later than 30 days in advance. Unless Future System delivers the reports directly to the State or Federal Government, Contractor will work at the direction of the State to produce the reports and State will submit the reports.</p> <p>This standard shall not include Key Federal Reports (defined in Attachment A Section 1.12.1)</p>	<p>Federal Reports. Contractor shall not be responsible for any delay caused by the State's failure to meet its obligations.</p>	<p>exceed \$5,000 annually.</p>
<b>M-18</b>	<p><b>Key Federal Reports.</b> The Federal Reports Identified in Attachment A Section 1.12.1 are essential to the State. These reports are the AFCARS, NCANDS, NYTD, Payment History Report, and Family First reporting.</p> <p>A failure by the Contractor or the Future System to support the timely and accurate submission of these reports may have severe consequences for the State. State to provide Contractor with a list of due dates for these key federal reports and any changes relative to these federal reports with no less than 30 days' notice. Contractor will work at the direction of the State unless Future System delivers directly to the Federal Government.</p>	<p>The Contractor submits all Key Federal Reports on their due dates unless its failure to be submitted is due, in whole or in part, to an act or omission of the State</p>	<p>\$500 every business day beyond the due date up to 10 calendar days, Damages not to exceed \$20,000 annually.</p>

Service Criteria <sup>v</sup>	Acceptable Performance	Damages for Insufficient Performance <sup>vi</sup>
<p><b>Performance Bonding</b></p> <p>A. The Contractor <b>shall</b> be required to obtain performance bonds to protect the State's interest as follows:</p> <p>1. The amount of the performance bonds <b>shall</b> be twenty percent (20%) of the annual contract price, unless the State determines that a lesser amount would be</p>	<p>Acceptable performance is both delivery and maintenance of performance bond as defined in the Service Criteria at all times throughout the contract term or as otherwise determined by DHS in its discretion. DHS may (i) determine that the performance bond is no longer necessary or (ii) agree to a different risk mitigation strategy that is acceptable to Contractor.</p>	<p>Damages shall be one percent (1%) per day, calculated using the annual contract amount, for each day Vendor fails to meet the Performance Bonding Requirements specified in Service Criteria.</p> <p>In addition, Vendor's continued failure to meet Service Criteria, may result in a below standard Vendor Performance Report (VPR) maintained in the vendor file and contract termination.</p>

<p>adequate for the protection of the State.</p> <ol style="list-style-type: none"> <li>2. The State <b>shall</b> require additional performance bond protection when a contract price is increased or modified.</li> <li>3. The additional performance bond <b>must</b> be delivered to the Arkansas Department of Human Services Chief Procurement Officer within fourteen (14) calendar days of request.</li> <li>4. The contractor <b>shall</b> notify the State of any changes, modification, or renewals for the performance bond during the term of the contract. The performance bond documentation must be provided to the State with each required notice.</li> </ol>		<p>Failure to provide is a breach of contract and may result in immediate contract termination.</p>
<p>B. Mandated Reporting Pursuant to Ark. Code Ann. §12-18-402 (b)(10) and Ark. Code Ann. §§ 12-12-1708(a)(1)(AA), Contractor and all of its employees, agents, and all Subcontractors and Subcontractor's employees and agents shall immediately make a report to the Child Abuse Hotline or the Adult Maltreatment Hotline (based on type of maltreatment) if Contractor or any of its employees, agents, or Subcontractors' employees and agents, while performing duties under this contract, have reasonable cause to suspect:</p>	<p>Acceptable performance is defined as one hundred percent (100%) compliance with all service criteria and standards for acceptable performance throughout the contract term as determined by DHS</p>	<ol style="list-style-type: none"> <li>1. For each failure to report, DHS may impose:             <ol style="list-style-type: none"> <li>a. \$5,000 penalty, assessed in the following months' payment for each failure to report. The penalty will be calculated from the total payment for the identified month in which the deficiency took place; or</li> <li>b. \$1,000 penalty, assessed in the next payment for each failure to report. The penalty will be calculated from the projected total yearly contract amount for the contract, as determined by DHS. DHS may elect to</li> </ol> </li> </ol>

<p>a. That a child has been subjected to child maltreatment;</p> <p>b. Died as a result of child maltreatment;</p> <p>c. Died suddenly and unexpectedly;</p> <p>d. Observes a child being subjected to conditions or circumstances that would reasonably result in child maltreatment.</p> <p>or</p> <p>e. That an endangered person or an impaired person has been subjected to conditions or circumstances that constitute adult maltreatment or long-term care facility resident maltreatment</p> <p>A privilege or contract shall not prevent a person from reporting maltreatment when he or she is a mandated reporter and required to report under this section.</p> <p>An employer or supervisor of a mandated reporter shall not prohibit an employee or a volunteer from directly reporting maltreatment to the Hotline.</p> <p>An employer or supervisor of a mandated reporter shall not require an employee or a volunteer to obtain permission or notify any person, including an employee or a supervisor, before reporting maltreatment to the Hotline.</p> <p>Pursuant to Act 531 of 2019, Ark. Code Ann. §12-18-402 (b)(10) and Ark. Code Ann. §§ 12-12-1708(a)(1)(AA), Contractor and all of its employees, agents, and all Subcontractors and Subcontractor's employees and agents are mandated reporters.</p>		<p>calculate penalties/damages differently per occurrence.</p> <p>2. In addition to the above penalties, DHS reserves the right to impose additional penalties including without limitation, requiring a Corrective Action Plan (CAP), withholding payment on future invoices until Vendor is in full compliance, maintaining a below standard Vendor Performance Report (VPR) in the vendor file and contract termination.</p>
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<p><b>Transition Planning</b> Ninety (90) days prior to the contract end date, whether such end date is due to there being no additional renewal periods remaining, or due to the parties electing not to renew the contract, the vendor shall submit to DHS a detailed plan for transitioning all contracted services that it performs under the contract to DHS, or to another vendor selected by DHS to provide the contracted services.</p> <p>The transition plan shall include provisions for the delivery of all proprietary data collected and/or created during the life of the contract to DHS thirty (30) days prior to the contract end date. All proprietary data collected and/or created during the final thirty (30) days of the contract, or any proprietary data not captured in the initial delivery, shall be delivered to DHS no more than fifteen (15) days following the contract end date.</p>	<p>The Vendor must maintain one hundred percent (100%) compliance with this item at all times throughout the term of the contract.</p>	<p>If the Vendor fails to meet the acceptable performance standard, DHS may issue a below standard Vendor Performance Report (VPR) maintained in the vendor file. Final payment may be withheld from the vendor until substantially all elements of the transition plan are satisfied as determined by DHS. DHS approval of the transition plan shall not be unreasonably withheld or delayed.</p>
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Failure to meet the minimum Performance Standards as specified **may** result in the assessment of damages.

In accordance with Table 1 and Table 2, above, as well as the notice and cure period requirements specified, the State **may** waive damages if it determines there were extenuating factors beyond the control of the Contractor (e.g. acts or omissions of the State, agents or vendors of the State, and interface partners outside Contractor’s control ) that hindered the performance of services or it is in the best interest of the State. In these instances, the State **shall** have final determination of the performance acceptability.

Should any compensation be owed to the agency due to the assessment of damages, the Contractor **shall** follow the direction of the agency regarding the required compensation process.

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<sup>i</sup> Nothing in this table is intended to set forth all obligations of the Contractor under the Contract. These obligations are in addition to any others imposed by the Contract and applicable law.

<sup>ii</sup> The damages set forth are not exclusive and shall in no way exclude or limit any remedies available at law or in equity.

<sup>iii</sup> Nothing in this table is intended to set forth all obligations of the Contractor under the Contract. These obligations are in addition to any others imposed by the Contract and applicable law.

<sup>iv</sup> The damages set forth are not exclusive and shall in no way exclude or limit any remedies available at law or in equity.

<sup>v</sup> Nothing in this table is intended to set forth all obligations of the Contractor under the contract. These obligations are in addition to any others imposed by the contract and applicable law.

<sup>vi</sup> The damages set forth are not exclusive and shall in no way exclude or limit any remedies available at law or in equity.

**EXHIBIT 3  
Key Milestone Deliverables**

Key Milestone Deliverables	Deliverable
1	<p><b>Integrated Project Management Plan and required subplans:</b></p> <ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• Schedule Management Plan</li> <li>• Risk &amp; Issue Management Plan</li> <li>• Performance Management Plan</li> <li>• Document Management Plan</li> <li>• Quality Management Plan</li> <li>• Requirements Management Plan</li> <li>• Resource Management Plan</li> <li>• Configuration Management Plan</li> <li>• Deliverable Management Plan</li> <li>• Subcontractor Management Plan</li> <li>• Closure Approach</li> </ul> <p><b>*Final list of plans for Key Milestone Deliverable #1 will be determined based on which plans will be owned by Contractor and which plans will be owned by PMO. Only those plans owned by Contractor will be included, here.</b></p>
2	<b>Project Schedule</b>
3	<b>Training Plan</b>
4	<b>Requirements Traceability Matrix</b>
5	<b>CCWIS Compliance Plan</b>

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6	Design Document (Approach only)
7	Interfaces Plan
8	Data Quality Standards and Automated Data Quality Approach
9	Data Conversion Plan
10	System Architecture
11	System Security Plan
12	OCM Plan
13	Master Test Plan
14	Operational Readiness Review (ORR)
15	Implementation Plan
16	Systems Operations, Support, and Transition Plan

**EXHIBIT 4**

## **Training Roles and Responsibilities**

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As requested by the State, this document describes the projected roles and responsibilities of RedMane and the State related to Training.

### **Roles:**

#### **RedMane Team:**

1. Training Lead
2. Trainers
3. e-learning/ training material author

#### **Arkansas/ Mid South Roles**

1. SME- review training materials and help coordinate assessment (part-time)
2. Classroom training coordinator (part- time)
3. Classroom trainers (6 people for 8 weeks)

### **Responsibilities:**

Item	Description	Responsible	Number of State and/or Mid South Resources
Training Needs Analysis	<b>The purpose of the assessment is to understand what skills are critical to each persona for successful implementations, the optimal way to deliver the training (classroom, eLearning, or webinar classes), what specific impact the new system will</b>	RedMane Team	Coordination

	<p><b>have, and what other specific objectives should be considered to make the stakeholder successful. The assessment encompasses multiple layers of analysis from macro to micro including organizational analysis, task analysis, and individual learner analysis. This training needs assessment will drive the creation of a Training Plan which will also detail how to build a specific training approach to satisfy curriculum needs.</b></p>	RedMane Team	SME to review
E-learning	<p>eLearning will be an important tool for resources that need to use the system, but on a smaller scale, or for modules that are less complicated. eLearning courses will allow end users to review and practice the same hands on exercises learned in classroom training. Each eLearning module will ensure understanding of the course material using quizzes and checkpoints that check proficiency through the course. Each quiz will explain for each incorrect answer, the course will provide the correct answer and a narrative of why the answer is correct.</p>	RedMane Team	SME to review
Training Material	<p>Development of role specific classroom training</p>	RedMane Team	SME to review

	Development of training guides, quick sheets, etc.		
Develop and deliver Train the trainer	<p>Develop and training Arkansas/ Mid South trainers on delivering role-based classroom training</p> <p>A train the trainer model would be utilized before end user training would begin in order to ensure state training staff understand all aspects of the system and how it supports the business processes, and is highly proficient at performing the tasks end users will be expected to know at the end of training.</p> <p>If it is necessary to adapt classroom training to virtual training; support will be given to trainers to allow that to happen seamlessly</p>	RedMane Team	Arkansas/ Mid South trainers to participate in one week train the trainer session
Classroom training delivery	<p>Instructor-led, and Virtual Instructor-led Trainings are an essential element of any training program, giving users the opportunity to interact with the system through a guided process, and engage with the trainer for follow-up questions. We find this training mode is the ideal solution for personas that will interact with the system daily or those that are experiencing significant impacts from new processes. We expect that caseworkers</p>	State trainers (RedMane Team to support, as needed)	Arkansas/ Mid South coordinator and trainers. There will be a need for six trainers to complete the training over approximately a six week period.

across all the agency's programs, as well as investigators will require at least some instructor-led trainings.