

Case Management, Information, and Payroll System (CMIPS)
Electronic Visit Verification (EVV)
RFI # 32236



Prepared For:

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DUNS: 080275537
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SCH 70 AWARD: GS-35F-699GA

BayenGroup

1 Cover Letter

RE: RFI #32236 CMIPS Electronic Visit Verification (EVV) Response

This document represents the formal response from BayenGroup LLC (“BayenGroup”) to **RFI 32236 Case Management, Information, and Payrolling System (CMIPS) Electronic Visit Verification (EVV)** issued on November 2, 2017. We appreciate the opportunity to win your business and have arranged our response in the manner specified for your consideration as the prime contractor. No subcontractors are required/proposed for this effort.

As the state envisions a new system to meet the needs of In-Home Supportive Services (IHSS), BayenGroup is ready to provide innovative, yet risk-averse solutions. Using proven technology solutions from related industries, BayenGroup will retask time-tested, best-in-class workforce management components to seamlessly provide all required CMIPS functions.

In addition to satisfying baseline CMIPS requirements, the BayenGroup solution will provide additional functionality to extend, enhance and improve the ability of the state to manage caregivers.

Located in Torrance, BayenGroup is a minority-owned and HUBZone-certified small business providing consulting, technology, marketing, and staffing solutions. Our corporate experience with commercial customers provides us with a strong background in service delivery, client communication and cost controls. In 2016, our corporate leadership made a strategic decision to focus on public sector solutions. Since that time, we have continued to grow our government customer base through a GSA Schedule 70 (IT Solutions) award.

While this response represents BayenGroup’s first state-level effort, we are confident that our commercial and federal experience provides us with the foundation to deliver best-in-class products and services to state agencies.

At BayenGroup, **we call California home**. We look forward to working with the state to provide quality services and solutions to our fellow citizens at the best possible cost.

BayenGroup thanks you in advance for your consideration of our response.



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Managing Partner
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2 Company Information

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DUNS CAGE	080275537 7NCG9	GSA Schedule 70:	GS-35F-699GA SIN: 132-51

3 Corporate Narrative

Great things in business are never done by one person; they are done by a team.
 – Steve Jobs

BayenGroup is built on a complete team approach. Going beyond traditional methods of technology development and implementation, we actively engage our customers to ensure their satisfaction.

We use technology to solve human problems. BayenGroup focuses on the needs of people, designing solutions to meet their immediate needs – and those they may not even know they have.

Across all functional areas, BayenGroup practices industry best-practice, process-driven contract/project management. Our team uses transparent, objective earned-value analytics to ensure contract execution is cost effective, timely and complete.



Table 1: Primary Solutions Support

3.1 Contract/Project Management

Contract delivery transparency is our core value. Communication with government program management is key to our execution success. We concentrate on risk-mitigation across all project management activities, including staffing and cost management. Using earned value management and detailed, living Quality Control Plans, BayenGroup manages rigorous self-assessments under our QASPs.

BayenGroup believes that a detailed and effective QCP/QASP is required to consistently deliver quality services to the State of California. Our project team uses this to measure performance and maintain project compliance against requirements. We recommend adding an earned value metric to the resulting solicitation to ensure project risk is measured appropriately against value delivered.

BayenGroup Feature	State of California Benefit
Predictable Delivery	<ul style="list-style-type: none"> Predictable progression of product development reduces uncertainty in design and deployment.
Predictable Costs and Schedule	<ul style="list-style-type: none"> Reduces overall contract, project, development, and deployment risk. Fixed duration sprints reduce schedule variance and improve cost predictability
Sustainable Application Development	<ul style="list-style-type: none"> Component-based solutions that gracefully evolve to meet future business goals Reduced support/maintenance Rapidly scale/grow capabilities as organizational needs grow and mature
UX/UI Focus	<ul style="list-style-type: none"> Complete design experience optimized to enhance end user experience and optimize effectiveness. Improved customer satisfaction and reduced training overhead.
Focused on Business Value	<ul style="list-style-type: none"> Features and Functions are based on the Voice of the Customer (VoC) giving end users direct input into the development process.
User Story Driven	<ul style="list-style-type: none"> Story-driven development gives users a voice in the development of their system. Acceptance criteria developed from user stories provides improved user satisfaction, buy-in as well as reduced training overhead.

Table 2: Summary of BayenGroup Benefits

Central to our contract management approach is a requirement for transparent communication, change management and cost controls. BayenGroup will provide the government with objective self-assessment metrics, as well as comprehensive corrective action plans (when required). Our team proactively evaluates risk to project outcomes and clearly articulates them – along with mitigation recommendations – through our open contract communication process.

Our proven program management and system engineering support solution approach is based on industry-leading standards, including Project Management Institute (PMI), Project Management Body of Knowledge (PMBOK), and the Software Engineering Institute (SEI) and Capability Maturity Model Integration (CMMI).

3.2 Systems Development Methodology

BayenGroup engineers have extensive experience across the full spectrum of development tooling and platforms, including the underlying technology used to develop DBMS, applications, and web-services as indicated in the draft SOW.

We demonstrate these capabilities through our corporate past performance: designing, developing, implementing, and supporting integrated applications.

BayenGroup uses industry-standard SDLC methods (agile and waterfall) to provide risk-managed development that delivers functional products that meet customer requirements across the complete application lifecycle. Risk-Managed Quality by Design and a comprehensive approach to application and information security complete the BayenGroup development and database center of excellence.

BayenGroup ensures that both speed and functionality are achieved through our use of a systematic, hybrid waterfall/agile process. **[Figure 1]** Based on the industry standard SCRUM methodology, and guided by solid, time-tested Systems Engineering practices, this method delivers low-risk, timely features to match business requirements.

Our approach draws from the standard systems engineering “V” model for planning, design, and requirements, bolstered with an agile sprint-based development process to deliver lean, solid, functional software.

Documentation is critical to our ‘definition of done’. BayenGroup delivers functioning software that is documented for administration and end-users.

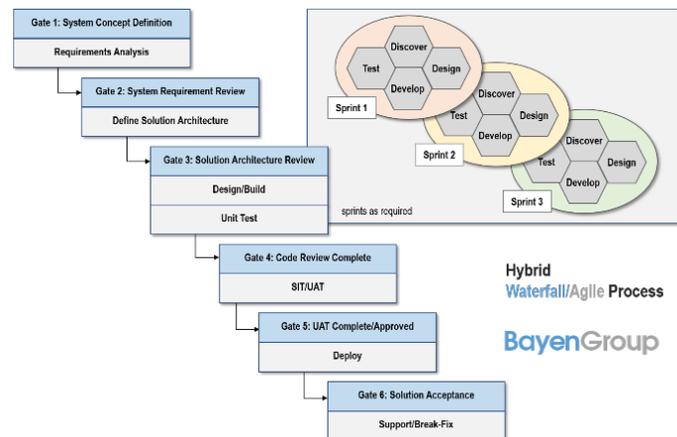


Figure 1: BayenGroup Hybrid Waterfall Agile Approach

3.3 Risk Managed Solutions

Across all customer engagements, BayenGroup employs a disciplined software design and development approach to deliver predictability, reliability, and accountability to our customers. As we have demonstrated, we will use established software engineering standards and processes to ensure effective and sustainable solutions for the state of California.

BayenGroup recognizes the importance of risk management processes that can shorten learning cycles, recognize failures early, and make timely course corrections. Within our agile development process, the iterative nature of our management approach allows us to tackle high-risk areas before they become too costly or time consuming to address. Each iteration has a different focus and develops a portion of the overall system. The requirements management function manages change to established requirements baselines. Continuous risk management and technical control occur at required points during the life cycle.

BayenGroup's design and engineering rigor translates into timely, stable, functional, and supportable application design, implementation, and enhancements for CMIPS.

Managing the complex information ecosystem of the CMIPS environment provides both strategic and tactical business and technical challenges. BayenGroup has a comprehensive understanding of the complete content/workflow lifecycle. We use process-driven methods to maintain secure, compliant, collaborative access to agency information assets.

3.4 UX/UI Design for Use

BayenGroup understands that the complete end user experience (UX/UI) is a key design area in application development. Form and function are both equally important for smooth organizational engagement of a new tool. Our UX/UI designers draw on experience in similar projects, across multiple industry areas, to bring best-in-class graphic interfaces and reporting to the CMIPS/EVV application.

3.5 Data Migration and Management

BayenGroup data scientists and development engineers integrate disparate pools of legacy information using a structured approach to dataset management.

With this process, BayenGroup engineers can integrate standard and non-standard datasets from disparate sources for use in the CMIPS environment.

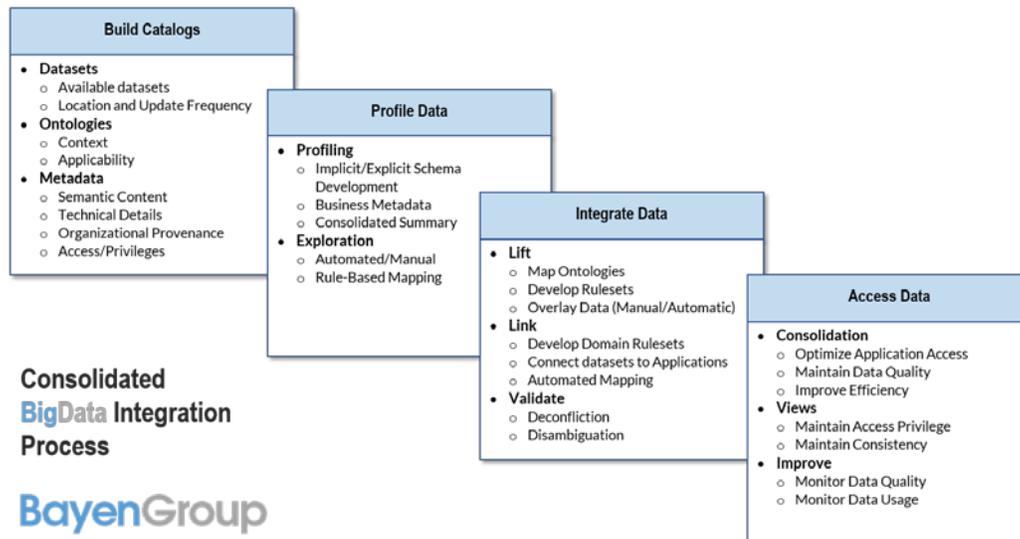


Figure 2: Data Integration Process Summary

3.6 Architectural Foundation for Capital Planning

Developing a technical architecture is a key component of project execution. This landscape will guide BayenGroup by clear demarcation of responsibilities between government, BayenGroup team members and other providers/vendors.

BayenGroup recommends the addition of an Enterprise Architecture (EA) requirement to build a comprehensive approach to technical management of CMIPS/EVV business functionality. This addition would also drive improved Capital Planning and Investment Control (CPIC) management of costs vs capabilities delivered.

BayenGroup believes in laying the groundwork for long-term customer success. This approach to building CMIPS/EVV functionality will allow the state to gracefully mature system capabilities over the extended system lifecycle – regardless of the vendor selected for future work.

3.7 Security and Privacy

BayenGroup understands the critical nature of security and privacy [HIPAA compliance] inherent in the scope of CMIPS/EVV functionality. We focus on the three pillars of information security in everything we do:

- **Confidentiality:** Only allow authorized access to data
- **Integrity:** Ensure data is not tampered or altered by unauthorized users
- **Availability:** Ensure systems/data are available to authorized users when needed

Specifically, BayenGroup engineers design system components for maximum functionality with the least ‘surface area’ for compromise. Additionally, our defense-in-depth development principles deliver secure solutions that ensure redundant controls where possible. As a last line of defense, our developers ensure that software fails gracefully and securely to ensure restricted access to the sensitive information contained in CMIPS/EVV.

3.8 Continuity of Operations (COOP)

To ensure recipients receive care, the BayenGroup solution must operate effectively across the lifecycle of adverse events – human, natural, and virtual. BayenGroup will provide a comprehensive Continuity of Operations (COOP) plan to program managers to ensure the CMIPS/EVV system can conduct its essential missions and functions under all threats and conditions.

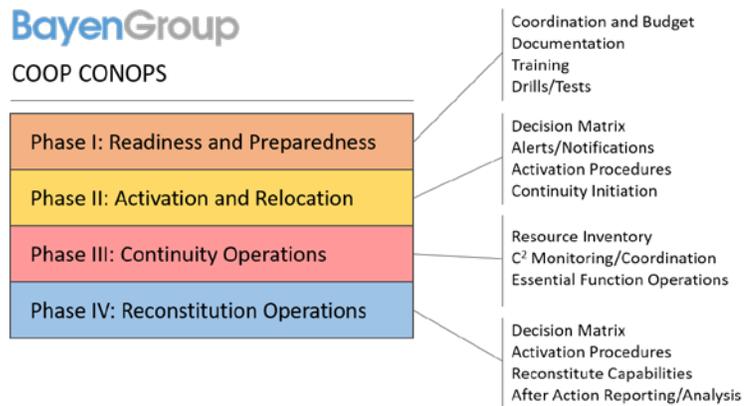


Figure 3: COOP CONOPS

BayenGroup continuity staff will be budgeted and resourced to develop a COOP plan capable of activating within minutes of notification and operating essential functions for up to 30-days or until normal operations can be resumed.

4 CMIPS RFI Response

Describe how your company delivers this type of electronic verification solution or service in similar Medicare and Medicaid settings, or other similar health care settings for consumer directed personal care and/or home care service delivery. Include a description of the population characteristics of individuals currently served by your system(s) and include the number of members.

4.1 System Overview

BayenGroup’s commercial past performance does not have a direct correlation to Medicare/Medicaid recipients. Our response to this requirement converges multiple successful technology stacks on the specific business needs of CMIPS/EVV. We take a fresh approach to delivering technical solutions, rather than revise tired legacy systems. This component-based, platform approach yields both 100% coverage against requirements, as well as providing the State of California with innovative, scalable new capabilities.

Additionally, our COTS-based approach provides the State of California with an environment that can readily be maintained by a wide range of vendors.

4.1.1 Robust Component Architecture Enables Predictive Analytics

The BayenGroup solution leverages tooling that has been proven in the law-enforcement community to provide workforce management and evaluation. This functional component has been proven over numerous implementations that required millions of records, supporting a typical user base of 60,000-75,000 end points per implementation.

This solution can process millions of structured and unstructured data records to provide real-time and predictive analytics. Leveraging this capability in the healthcare provider

field will allow managers to proactively plan and allocate resources to better serve the needs of care recipients state wide.

4.1.2 Proven Ticketing Delivers Solid Performance

Our proposed solution uses a ticketing system component proven over our 100,000+ user implementation at Northrop Grumman. The BayenGroup designed system interfaces with over 100 disparate external services to provide a unified control space to seamlessly manage user requests.

Our teams worked with our customer to deliver a comprehensive requirement set that allowed our team to build rules-based workflows across the organization. These complex process-driven management tasks ensure an accessible, fully compliant workspace from end-user to senior management analytics.

The BayenGroup UX/UI team worked with our customer to construct a ‘interview-based’ customer journey that reduced training load and improved customer satisfaction. This engineered system of complex touchpoints provided an end-to-end, fully accessible experience that engaged, empowered, and enlightened the end user.

4.2 System Description

The following information provides the State of California with a high-level understanding of the proposed system. Details of components and functionality will be developed in accordance with user requirements and subject to change in the final solution design.

Functionality of the system including the devices, methods of data collection, technology and infrastructure requirements for both individuals receiving services (Recipients) & service providers (Providers), (e.g., land-line telephones, cell phones, in-home fixed device, tablet, internet, GPS).

4.2.1 System Functionality

BayenGroup proposes a role-based solution designed to provide functionality based on assigned responsibility. Access to information is seamless across all platforms, including mobile, web and phone – including TRS/TTY/TDD and touchtone access.

To better provide an auditable record of work performed, the BayenGroup system will use GPS and IP location services – as possible – to verify time-on-task.

From a resource management perspective, providers can be proactively scheduled to ensure adequate coverage based on predictive analytics. This analysis provides insight into both locations and types of services that will be required, to the level of specific recipients in need of assistance.

Management, provider, and recipient access is managed using a comprehensive platform that allows centralized control, as well as individual autonomous actions that best fit the provider profile.

Underlying the complete solution is a cloud-based, resilient infrastructure foundation that ensures access, security, and continuity.

Describe how your EVV solution could meet challenges inherent to California. Include challenges specific to the large volume of Recipients and Providers and how to address the fact that approximately half of IHSS and WPCS Providers are family members and/or live in the household with the Recipient.

4.2.2 Large Volume of Providers

Using a process-driven workflow, CMIPS/EVV users will be systematically onboarded to clearly define roles, services, locations, and access. With biometric identification (integrated finger print/retina scanning for Android/iOS platforms, etc.) as well as additional controls, the BayenGroup solution will provide granular access fidelity and auditable information provenance from the management level to individual service providers/recipients.

Geo-fencing and other mobile-enabled capabilities can be added as needed to provide a complete, auditable record of all tasks and ticket dispositions.

Given that some recipients will be located in remote areas of the state, without access to online resources, the solution will be able to operate offline with a synch upon return to service availability.

Currently, our deployed solutions handle information loads on the order of millions of records per year. That scale should be sufficient to provide unrestricted access to all CMIPS/EVV records. Should capacity become a bottleneck, the BayenGroup solution will gracefully scale to provide additional load as needed.

Security features of the system that confirms the identity of both the Providers and Recipients and how that data is kept secure.

4.2.3 System Security

As mentioned above [Section 3.7], BayenGroup adheres to three fundamental pillars of information security: **Confidentiality, Integrity, and Availability**. These guiding principles form the basis of design for all BayenGroup solutions. We employ best-in-class methods to fulfill our mission of providing a secure yet functional operating environment.

We manage authentication through biometrics and rigorous password protections. Additionally, RFID and user access cards can be used as needed to provide confidence in controlling role-based user permissions.

Integrity is maintained using SSL and other means to ensure transport layer security. Records are encrypted at the end points to ensure intercepted traffic – however rare – is unusable. This common data layer allows for centralized management and controls, reducing the operations and maintenance burden to a minimum.

Data collection, including information identified in this RFI Section 5 Proposed Environment.

4.2.4 Data Collection

As mentioned earlier [Section 4.2.1], the BayenGroup solution will collect data through various formats and end points. Specifically, users who interact with the system across multiple interface points should always receive the same level of services.

The BayenGroup solution will meet or exceed all requirements defined in Section 5 of the RFI, including multiple language translation, alerts/notifications, as well as the various management and user reporting requirements outlined.

Features that address the requirement that allows Providers to modify or “fix” information (i.e., if they forget to check in/out).

4.2.5 Edit Records

The BayenGroup solution will be designed to allow user edits until a final submission event is triggered. Process-driven workflows will enable review and rework cycles by supervisors to allow for clear, consistent records to be entered and approved.

Features that conform to the concept of being minimally burdensome.

4.2.6 User Experience and Training Load

As mentioned earlier [Section 3.4], BayenGroup heavily leverages our UX/UI design team to ensure that the complete user journey is mapped and maintained using the least possible steps. We employ a user interview methodology to allow even non-technical consumers to easily interact with the system.

Our engineers take a holistic perspective on designing the end-to-end experience to minimize training loads and empower even the most non-technical users.

Features of the system that conform to the Americans with Disabilities Act (ADA) and address needs of special populations of Providers and Recipients, such as developmental disabilities and visual/hearing disabled.

4.2.7 Accessibility Requirements

All aspects of the BayenGroup tool are developed and maintained in accordance with federal 508-compliance in mind, as well as any additional State of California accessibility requirements that go beyond federal regulations. We ensure compliance through manual and automated testing to ensure we deliver solutions that work for all Californians.

Features of the system that address the needs of special populations that cannot be near electronic devices.

4.2.8 Physical Restrictions on Use

The BayenGroup solution will be engineered to allow for non-real-time input of information. This allows service providers to input records after the fact. Usage controls will be put in place to ensure that this functionality is only available for selected users to ensure accuracy of information collected. Scanned paper-based functionality could be used as required.

Features of the system that address the provision of EVV in rural areas where technology infrastructure may be limited or unavailable.

4.2.9 Offline Access

As discussed earlier [Section 4.2.2], the BayenGroup solution will use 'store and forward' synching for offline use in remote areas. Additionally, a low-bandwidth option could be made available to users, limiting data transfer to a minimum.

Combining this functionality with phone-based access [Section 4.2.1] will provide service to all Californians.

Additional features the system offers outside of EVV.

4.2.10 Non-Functional Advantages of the Proposed Solution

Don't skate to where the puck is, skate to where it will be.

- Wayne Gretsky

BayenGroup develops sustainable, innovative platform-based solutions for our customers. We look beyond the immediate requirements to understand our client's future needs and build systems to enable managed functional growth and user scalability.

Our component architecture allows State of California program managers to extend and expand capabilities seamlessly. Using an open API framework, our solutions can be accessed from various systems across agencies and geographies.

Additionally, using components that are widely adopted in industry means a wide variety of vendors can support our implemented solutions. Also, security patches and updates are available quickly to respond to constantly evolving cyber threats.

Critically, the open platform solution provides low barriers to innovative uses of technology, while ensuring security and access remains consistent.

Service level metrics including system availability and system capacity.

4.2.11 Performance Monitoring

BayenGroup understands the need to manage the CMIPS/EVV operational environment closely. From infrastructure to end-user activity, we design systems that can be measured and managed.

Our auditable records can be analyzed across a range of viewpoints, while backbone services – such as cloud service response – are continually monitored to provide real-time performance tuning.

Contingency plans for system outages or unavailability.

4.2.12 Continuity of Operations (COOP)

As discussed earlier [Section 3.8] BayenGroup will develop a comprehensive continuity of operations plan that will provide services across event thresholds. We will work with program managers to understand required levels of operation and time frames required.

Flexibility of the system to implement changes and how quickly changes can be made. Describe how the system has built in flexibility such as the ability to meet business needs or make changes through simple configuration set up and/or configuration changes.

4.2.13 System Adaptability

As mentioned previously [Section 4.1.1 and Section 4.2.10], the component-based design of the BayenGroup solution provides an open API architecture to enable expansion and extended functional growth. Additionally, the cloud-based infrastructure design can scale to meet user growth and data surges as needed.

Using a comprehensive testing strategy, BayenGroup performs both unit testing and integration testing to ensure compliance and security standards are met, while consistently providing required functionality

Types of analytics and reporting provided.

4.2.14 Analytics

Auditable analytics are the prime output for the BayenGroup solution. A key element is certified records, approved using process-driven workflows. With essentially unlimited views into the data, BayenGroup can provide reporting as needed to satisfy operational and management requests.

Security and access controls are implemented on every report to ensure regulatory privacy concerns are met.

Typical account set up time and check in/out time for Providers and Recipients.

4.2.15 Onboarding and Workflow Steps

A key element of user satisfaction is the onboarding process. This phase sets the stage for all subsequent system interactions and must be developed accordingly. BayenGroup UX/UI designers pay specific attention to the onboarding process, using interview-based workflows to ensure complete registration with a minimum of steps.

Across all solution interactions, the user experience is the focus. A generous use of graphics supplements text-based instructions to ensure that California citizens of all literacy levels are able to complete the process.

Describe if/how the system groups or categorizes tasks to simplify system operation, tracking, Provider and Recipient use, etc.

4.3 Role-Based Workflows

BayenGroup analysts and engineers work with stakeholders to develop a comprehensive workflow map. This complex, interrelated set of tasks is overlaid with a role-based access and authorization model to form a complete set of process-driven tasks.

These paths are tested through both automated and manual methods to ensure that they securely deliver the desired results with the least possible steps.

Describe the system's capability to interface with other systems, for eligibility, timekeeping, payroll or data collection purposes.

4.4 Open API

As described earlier [Section 4.1.1], the BayenGroup solution will have an open API to allow access into and out of the system. With security controls in place, this architecture allows for a seamless flow of user and management information across system boundaries.

Describe your experience with implementing EVV systems including high-level timelines for implementation and training for all user populations. Describe implementation challenges and lessons-learned. Describe how to overcome implementation challenges. Distinguish implementation(s) for government entities versus private entities. If implemented for state entities, please identify which states and provide contact information.

4.5 Selected Past Performance

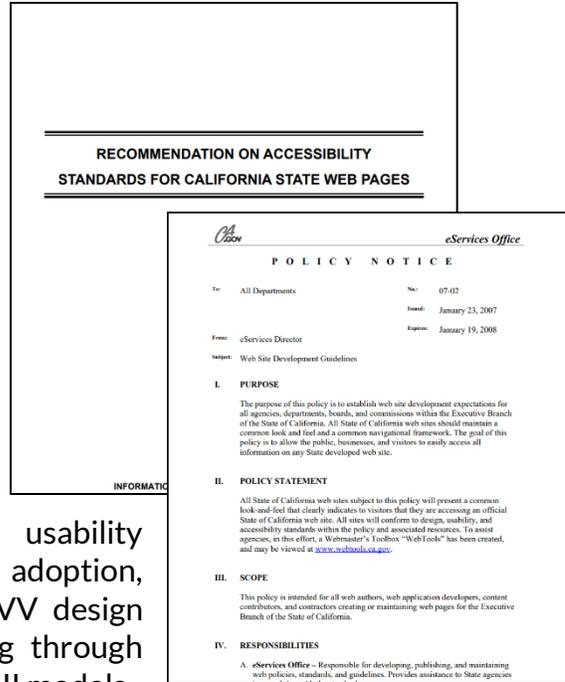
Project Details	Relevance
<p>Northrop Grumman Foreign Object Eliminator (FOE) Application Design and development of web-based tool to enable NG inspectors to record factory floor content via handheld devices (tablet, phone, etc.). Enabled workers to record data in real time or synchronize offline with database.</p>	<p>PM: Rigorous QCP/QASP Content: Shop floor production recommendations. Capture content, manage process workflows, total information lifecycle management. Technical: Web-based solution, SDLC processes, host management, implementation, and support</p>
<p>Northrop Grumman SPARK Project Design, develop and implement web-based innovation & employee engagement tool.</p>	<p>PM: Extensive project change management, risk-reduction, and cost containment. Content: Capture content, manage workflows, total information lifecycle management. Technical: Web-based solution, heavy information security requirements, SDLC processes, host management, implementation, and support</p>
<p>Northrop Grumman NGIDE Web Application Core web-based change management application supporting initiative to communicate & implement NG's aerospace engineering, manufacturing & sustainment 'Digital Enterprise'.</p>	<p>PM: Rigorous QCP/QASP, Change Management Content: Production, O&M, Change management content, manage workflows, total information lifecycle management. User outreach, marketing, and awareness Technical: Requirements management, .NET development, Web-based solution, SDLC processes, host management, implementation, and support</p>
<p>InClix BayenGroup was responsible for the technical design/development of the complete web-based content creation & cloud based eCommerce platform, including the technical plan to scale from North America, Asia-Pacific and Europe</p>	<p>PM: extensive project change management, risk-reduction, and cost containment. Content: In-depth analytics & support of coding changes, configurations, and market testing Technical: Manage code deployment from DEV, INT, STG, and PRD environments w/multi-vendor team. Solution on hybrid Cloud platform: Azure Platform-as-a-Service, Azure Linux VMs, Azure MySQL, AWS S3-Bucket. Auth0 for federated identify management and Single-Sign-On. Agile SDLC process</p>

Describe how to overcome implementation challenges inherent to California such as the change management for a large and vulnerable population. Describe mitigation strategies that could be used to address challenges.

4.6 Change Management Challenges

Given that the skills and abilities required to interact with the CMIPS/EVV system will vary greatly across the spectrum of end users, BayenGroup uses wireframing to understand, control and optimize the user journey.

We construct wireframe mockups or prototypes of the UI to obtain early user feedback on the design from a usability and accessibility perspective. We include limited logic to link pages to mimic flows. We collect data from prototype users to measure usability and obtain other feedback. This provides early assessments to comply with accessibility (508) and usability requirements. Optionally, to streamline system adoption, BayenGroup can begin with existing CMIPS/EVV design recommendations for interface design, working through changes as well as adding responsive mobile UX/UI models.



Discuss strategies you have employed to garner customer satisfaction and include any satisfaction survey data, if available.

4.7 Customer Satisfaction

As previously discussed [Section 3.4 and Section 4.2.6], BayenGroup engineers focus on the human experience. Our customer journey designers quantify what matters to end-users, as well as understand the user goals and objectives for the system. We then use industry best-practice behavioral psychology and rigorous testing [Section 4.6] to optimally inject technology into the process.

Describe the response to your EVV from a wide range of Recipients and Providers with a wide range of disabilities including blind and deaf and/or low literacy levels.

4.8 Accessible Content

The result of our comprehensive customer focused effort [Sections 4.2.6, 4.2.7, 4.2.8, 4.2.15, 4.6 and 4.7] is a system that performs, empowers and enables all California citizens.

Discuss ongoing maintenance of EVV systems.

4.9 Operations and Maintenance

As discussed earlier [Sections 4.2.10, 4.2.11, and 4.2.13], the BayenGroup solution uses components widely implemented across industry. Our development teams focus on building and deploying sustainable solutions that can be easily maintained, and updated.

Describe if/how the EVV solution can leverage the current IHSS Portal with the ETS feature and the pros and cons of doing so.

4.10 System Extensibility

While the easy API interface with legacy systems [Sections 4.2.4 and 4.2.10] can be a benefit, information quality and access controls present a risk exposure to CMIPS/EVV information.

Care must be taken in designing the system to allow for normalizing non-standard input as well as limiting access to authorized users.

Describe how an EVV solution can be effectively implemented for both the Individual Provider and Agency Provider employment models.

4.11 Implementation Models

BayenGroup sees no functional difference between Individual and Agency Provider deployment models. As discussed earlier [Section 4.3], our role-based access and authorization methods drive process-driven workflows. In the design of these processes, individuals and agency users are provisioned accordingly.

A key function of the onboarding process [Section 4.2.15] will be the assignment of roles to users. Functionality is driven by roles to seamlessly allow for multiple configurations to be available, while centrally managing the system as a whole.

Describe your business model (e.g., Software as a Service, Commercial Off-the-Shelf, Modified Off-the-Shelf, custom built, transactional)

4.12 Business Model

BayenGroup has experience utilizing COTS packages as the basis for the core application and from there customize/configure to meet the needs of all requirements. In doing so, this model lowers the ongoing costs of operations, ensures the longevity/sustainability of the system and provides a much deeper and wider pool of resources who can support the entire solution.

The BayenGroup solution can be deployed as a SaaS or hosted solution, depending on State of California requirements.

Describe the costs and fee structure of EVV solution(s) for customers with requirements comparable to the IHSS, WPCS, and other HCBS Waiver programs. Differentiate between Individual Provider and Agency Provider employment models. Identify both one-time and on-going costs. Describe how the cost model would scale up to accommodate the large number of IHSS and WPCS Providers.

4.13 Cost Structure

Without direct, analogous experience with State of California systems design and engineering, it is difficult for BayenGroup to provide an accurate cost estimate at this time. Given more system design details and user information, our team would be happy to develop a rough cost estimate for your consideration.

Describe how the EVV solution for personal care service that must be implemented in 2019 could be expanded to accommodate the 21st Century Cures Act home health care service EVV requirement by January 1, 2023.

4.14 Extended System Functionality

The BayenGroup solution can be leveraged in at least two distinct ways to facilitate implementation of the Cures Act across the state:

- **Treatment/Procedure Survey**
Using the predictive analysis capabilities of the BayenGroup solution [Section 4.1.1], state health managers can determine and manage optimal recipient pools for Cures Act treatments and procedures.
- **Effectiveness Monitoring and Evaluation**
The BayenGroup solution supports the FDA's 'Innovation Initiative' through its ability to facilitate access to new procedures/treatments across a wide segment of California citizens. Our solution provides an objective platform for measuring the relative success of access, as well as the effectiveness of the activities.

As discussed [Section 4.2.10], the low barrier of entry to innovation inherent in the BayenGroup solution may provide other avenues to extend functionality to support Cures Act requirements.

Describe the different means of communication (e.g., notifications) the system is capable of producing such as letters, e-mail, text, and phone in multiple language formats for visually and hearing disabled including large font, braille, and audio text.

4.15 Notifications and Alerts

The BayenGroup solution is capable of notifying users of events through multiple channels including snail mail, email, phone/automated voice, SMS, and messaging [Skype, Slack, etc.] protocols. This capability extends across all current accessible methods [braille readers, etc.].

Messages can be triggered manually or via automated workflows [submission deadlines, stalled workflows, etc.].

Describe how your system is kept current and how it keeps up with technology changes.

4.16 System Currency

As previously discussed [Section 4.9], the BayenGroup solution is readily supported across vendors and service providers. If the State of California chooses to go with a cloud-based solution, infrastructure is readily supported and natively maintained by hosting providers.

The foundation in sustainable open architecture [Sections 3.6, and 4.1.1] of the BayenGroup solution allows for technology extension and modernization without disrupting services to users.

5 Summary

BayenGroup appreciates the opportunity and consideration to respond to RFI #32236 Case Management, Information, and Payroll System (CMIPS) Electronic Visit Verification (EVV). Given our commercial and federal corporate experience designing, developing, and supporting large, complex technology systems/applications we feel very confident that we can satisfy ALL requirements for the CMIPS/EVV.

Like you, we call California home. Thank you for the opportunity to help support the health and welfare of the citizens of our great state.