

Attachment A
California Health Benefit Exchange (COVERED CALIFORNIA)
Level II Establishment Grant Application Work Plan and IT work plan
Grant Period 1/1/13 - 12/31/14

Key Milestones and Tasks		Start Date	End Date	2013				2014			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Legal Authority and Governance <i>Goal 1: Ensure that the California Exchange has an accountable and transparent governance structure, is staffed with competent leadership and is in compliance with applicable conflict of interest provisions</i> <i>Goal 2: Ensure that the California Exchange has sufficient state and federal authority for its programs and operations and complies with applicable state and federal statute, rules and requirements</i> <i>Goal 3: Monitor and demonstrate state compliance with and enforcement of federal health insurance market reforms</i>											
Convene regular public Exchange Board meetings and provide analytic and administrative support for the meetings.	Ongoing	X	X	X	X	X	X	X	X	X	
Monitor and ensure progress reporting on federal Establishment grant work plan consistent with federal requirements and grant terms.	Ongoing	X	X	X	X	X	X	X	X	X	
Track and monitor state and federal legislation, regulations and implementation of the Affordable Care Act (ACA) requirements, including specific requirements affecting the Exchange.	Ongoing	X	X	X	X	X	X	X	X	X	
Ensure that the Exchange has adequate legal authority and flexibility to effectively implement and comply with the ACA. Provide technical assistance and background to the Legislature and state administrative agencies related to state legislation and implementation of the ACA.	Ongoing	X	X	X	X	X	X	X	X	X	
Consumer and Stakeholder Engagement and Support <i>Goal 1: Provide regular opportunities and multiple venues for ongoing input from diverse stakeholders and the public to inform development and implementation of Exchange programs and operations</i> <i>Goal 2: Implement the Board-adopted Tribal Consultation Policy</i> <i>Goal 3: Design and implement outreach, marketing and education strategies that maximize the enrollment of eligible Californians and small businesses in the best health coverage option available within the Exchange, including securing Exchange enrollment at levels that support sustainability, by: a) increasing awareness of a one-stop marketplace for quality health care options and health insurance information; b) educating Californians so they understand the benefits of coverage; and c) encouraging insured Californians to retain coverage</i> <i>Goal 4: Develop a plan for meaningful, culturally and linguistically appropriate, statewide consumer assistance for individuals eligible for Exchange health coverage programs through multiple access points, including but not limited to a toll-free hotline, web site and in-person capability</i> <i>Goal 5: Design an assisters/navigator program that will assist consumers in navigating their choices in the health insurance marketplace, including facilitating enrollment in qualified health plans</i>											
Stakeholder Engagement	Implement the Board-adopted Stakeholder Engagement Plan utilizing multiple strategies, approaches and venues to actively engage individuals, organizations and the public including: public Board meetings with public posting of agendas and background and topic-oriented panel presentations; one-on-one and ad hoc stakeholder meetings; public comment opportunities on draft reports, recommendations, and vendor solicitations; topic-specific requests for stakeholder input; and scheduled informational webinars.	Ongoing	X	X	X	X	X	X	X	X	
	Implement and support the formal advisory work groups established in the Board-adopted Stakeholder Engagement Plan: (1) Health plan management and delivery system reform; (2) Marketing, outreach and enrollment assistance; and (3) SHOP.	Ongoing	X	X	X	X	X	X	X	X	
Tribal Consultation	Implement the Board-adopted Tribal Consultation Policy, including supporting regular meetings and input of the Tribal Advisory work group.	Ongoing	X	X	X	X	X	X	X	X	

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Outreach, Marketing and Education	Implement Phases IIIV of the comprehensive, Board-adopted Outreach, Marketing and Education Plan to educate consumers about 2014 coverage options and to support achievement of Exchange enrollment goals. (See Figure 3 in narrative).	1/1/13	12/3/14	X	X	X	X	X	X	X	X
	Conduct a solicitation and award for two-year outreach and education grants to regional and/or local partners who will support the statewide outreach and media campaign through awareness building and education activities.	1/1/13	6/30/13	X	X						
	Conduct in progress and quarterly reviews with the Centers for Medicare and Medicaid Services (CMS) and Center for Consumer Information and Insurance Oversight (CCIIO) to update and adjust outreach and marketing activities and objectives.	Ongoing		X	X	X	X	X	X	X	X
Customer Service Center	Develop, refine, and test the design and functionality of a centralized, multi-site Customer Service Center to support consumers seeking or enrolled in Exchange coverage by phone, fax, e-mail, web or live-chat.	2/1/13	7/1/13	X	X	X					
	Work with selected vendor to provide experienced management of the Service Center for at least the first two years of operation.	1/1/13	12/31/14	X	X	X	X	X	X	X	X
	Hire and train Service Center staff.	1/1/13	10/31/13	X	X	X	X				
	Administer and operate the Customer Service Center to provide enrollment, eligibility and post-enrollment services to potential and covered Exchange enrollees.	7/1/13	12/31/14			X	X	X	X	X	X
Assisters Program	Conduct broad and targeted outreach efforts to engage entities as in-person assisters and Navigators that will ensure access to enrollment assistance for diverse target populations in terms of cultural/linguistic groups, geographic regions, etc.	3/1/13	12/31/14	X	X	X	X	X	X	X	x
	Develop and implement the in-person assisters and Navigator programs, including selection, certification, curriculum development and training.	1/1/13	3/31/14	X	X	X	X	X			
	Develop and review training materials, work instructions and/or scripts for the California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) eligibility and enrollment operations, Service Center and assisters programs.	1/1/13	6/30/13	X	X						
Agents	Certify and provide training for licensed health insurance agents to enroll and assist Exchange consumers.	4/1/13	12/31/14		X	X	X	X	X	X	X
Navigators Program	Develop pilot Navigators Program solicitation and selection process	6/1/13	12/31/13		X	X	X				
	Implement pilot Navigator Program	1/1/14	12/31/14					X	X	X	X
Independent Consumer Assistance	Coordinate with and provide support to state and local consumer assistance programs to ensure Exchange enrollees have access to independent consumer assistance for problem resolution and post-enrollment problems and complaints.	7/1/13	12/31/14			X	X	X	X	X	X
	Collaborate with existing state consumer assistance	2/1/13	12/31/14	X	X	X	X	X	X	X	X

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programs to develop common referral protocols, shared training modules, common data collection and measurement of outcomes and effectiveness.											
Eligibility and Enrollment											
<i>Goal: Plan, design, implement, manage and oversee the eligibility and enrollment functions and operational processes required to enroll (and facilitate the enrollment of) millions of Californians into affordable, high quality health care programs offered by the Exchange</i>											
Review and refine, as appropriate, the federal Department of Health and Human Services (DHHS)-developed application and implement a single, streamlined eligibility and enrollment application for individual exchange programs.	Release date of DHHS design	9/28/13	X	X	X						
Develop and document business rules and work flow for all eligibility and enrollment operations, including the customer service center and assister programs.	1/1/13	5/31/13	X	X							
Develop eligibility and enrollment policies, processes, referral protocols and regulations as needed.	1/1/13	4/30/13	X	X							
Develop and revise as needed program materials, forms, notices and letters to applicants and subscribers, and translate into threshold languages.	Ongoing		X	X	X	X	X	X	X	X	X
Execute and implement a coordinated strategy, including appropriate interagency agreements and shared policies, with state and local agencies and SHOP to streamline Exchange eligibility and enrollment activities and processes.	Ongoing		X	X	X	X	X	X	X	X	X
Identify data and design reports to track and monitor performance and quality standards, eligibility and enrollment, and state/federal reporting and audit requirements. Determine specifications and requirements for reports to be produced by CalHEERS.	3/1/13	9/1/13	X	X	X						
Conduct initial open enrollment for the individual and SHOP exchanges for coverage effective January through March 31, 2014.	10/1/13	3/31/14				X	X				
Conduct ongoing enrollment for the SHOP exchange and special enrollment for the individual exchange.	4/1/14	9/30/14						X	X		
Work collaboratively with Managed Risk Medical Insurance Board (MRMIB) in the development and implementation of a transition plan for enrollees in the Pre-existing Condition Insurance Plan.	1/1/13	1/1/14	X	X	X	X					
Conduct annual open enrollment for coverage in the individual exchange effective January 2015.	10/1/14	12/31/14									X
Provide program expertise and support to inform design and testing of CalHEERS, jointly with DHCS, and begin testing of eligibility and enrollment systems in preparation for 10/1/2013 open enrollment. CalHEERS will include the following eligibility and enrollment related functions: <ul style="list-style-type: none"> ▪ Eligibility processing and determinations; ▪ Eligibility and processing of premium tax credits and cost sharing reductions; ▪ Enrollment processing, including QHP selection; ▪ Assisters program certification, payments and management; ▪ Applications, updates, verifications and required notices for individuals and small employers; ▪ Periodic examination of data sources; ▪ Annual eligibility redeterminations; ▪ Individual responsibility determinations and payment exemptions; ▪ Adjudication of appeals of coverage; ▪ Website elements, including premium and cost-sharing calculators; 	1/1/13	8/31/13	X	X	X						

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<ul style="list-style-type: none"> ▪ Consumer assistance and case management processes to provide ongoing support to enrollees; ▪ Notification and appeals of employer liability; and ▪ Information reporting to Internal Revenue Service and enrollees. 										
Provide ongoing expertise and operational support for CalHEERS eligibility and enrollment operations, the service center, assisters including documentation, reporting and real-time adjustments as needed.	9/1/13	12/31/14			X	X	X	X	X	X
Qualified Health Plan (QHP) Management <i>Goal 1: Offer qualified health plans through the Exchange that meet state and federal certification requirements, avoid adverse selection in Exchange coverage programs, and offer consumers a range of affordable, quality coverage options</i> <i>Goal 2: Implement and publish QHP quality ratings consistent with state and federal standards and requirements</i>										
Complete a solicitation to select QHP issuers that will provide coverage in the individual and SHOP Exchanges and evaluate responses against minimum certification requirements and Covered California selection criteria.	1/1/13	6/1/13	X							
Complete the certification of qualified health plans, finalize negotiations and execute contracts with selected issuers.	3/1/13	7/1/13	X	X						
Conduct readiness reviews (e.g., test enrollment interfaces with health plans, review member materials, test financial reconciliation) and organize implementation sessions with QHP issuers selected.	4/1/13	9/30/13		X	X					
Refine roles and processes for the Exchange, Department of Managed Health Care (DMHC) and California Department of Insurance (CDI) to ensure effective monitoring of the practices and conduct, state and federal requirements, pricing and benefits, of issuers offering products in the Exchange.	1/1/13	4/1/13	X	X						
Establish first year quality assessment approach and Initiate data collection and baseline assessment to support quality measurement consistent with the federal quality rating system and Exchange adopted standards and post online quality information prior to open enrollment 10/1/13.	5/1/13	8/30/13	X	X	X					
Refine and implement processes for potential solicitations, new QHP bills, as well as recertification and decertification of QHP issuers.	1/1/14	6/1/14					X	X		
Conduct ongoing health plan monitoring, in collaboration with state regulators, to ensure that QHP issuers comply with state and federal rules and Exchange contract requirements.	1/1/14	12/31/14					X	X	X	X
Initiate and conduct second round QHP solicitation as determined necessary to add or adjust QHP issuers or offerings.	10/1/13	3/31/14				X	X			
Small Business Health Options Program (SHOP) <i>Goal 1: Develop and implement a viable design and approach to provide Exchange coverage for small businesses and their employees consistent with state and federal requirements</i>										
Select a vendor to administer the SHOP and collaborate to assign roles and responsibilities for the vendor and the Exchange for all aspects of SHOP administration and operations.	1/1/13	3/31/13	X							
Coordinate with the vendor and the individual Exchange to develop and document SHOP business rules, work flows and system coordination related to eligibility, enrollment, and assistance for employees and employers participating in SHOP.	2/1/13	7/1/13	X	X						
Adopt a DHHS-approved eligibility application for SHOP.	Release of DHHS design	9/28/13	X	X	X					
Establish policies and procedures to support employer account services, including premium aggregation, to ensure the accuracy and	1/1/13	6/30/13	X	X						

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delivery of premium bills and resolve issues with billing statements and CalHEERS functionality related to premium aggregation.										
Provide program expertise and support to inform design and testing of CalHEERS related to SHOP-specific functionality that will be needed, including capacity to electronically report information to the Internal Revenue Service for tax administration purposes.	Ongoing		X	X	X	X	X	X	X	X
Develop a small employer relations function and provide assistance to small employers and their employees with coverage selection, enrollment, premium payment and problem resolution.	6/1/13	12/3/12		X	X	X	X	X	X	X
Develop and implement a process to certify and select SHOP agents, provide sales tools and support, offer training and technical assistance, and produce management reports. Coordinate with CDI Licensing Unit as necessary to include Exchange content in agent continuing education requirements.	1/1/13	9/30/13	X	X	X					
Conduct ongoing enrollment for the SHOP exchange.	10/1/13	12/31/14				X	X	X	X	X
Finance and Accounting										
<i>Goal 1: Establish and implement internal policies and procedures, to comply with state and federal requirements related to Exchange operations, including financial and accounting protocols and annual audits</i>										
<i>Goal 2: Implement an effective program to prevent waste, fraud and abuse with funds used to start up and operate the Exchange</i>										
Maintain internal tracking and reporting mechanisms to effectively manage and allocate funds from multiple federal grants and other revenue sources.	Ongoing		X	X	X	X	X	X	X	X
Maintain and refine internal policies and procedures to ensure financial activities are handled responsibly, including internal policies and procedures and standardized protocols, and respond to audit requests and inquiries of the Secretary of DHHS and the Government Accountability Office as needed.	Ongoing		X	X	X	X	X	X	X	X
Implement and refine the Exchange sustainability plan including collecting initial assessments from QHP issuers, exploring additional revenue sources and conducting regular internal reviews of enrollment, costs and revenues to make timely adjustments to the Plan.	Ongoing		X	X	X	X	X	X	X	X
Convene and support a health plan technical workgroup to provide expertise in the development of the financial processes and interfaces needed to support management of premium payment processing.	Ongoing		X	X	X	X	X	X	X	X
Develop process flows to illustrate the management and reporting of premium payments for both the individual and SHOP Exchanges, including developing interagency agreements with the State Controller and State Treasurer.	3/1/13	7/1/13	X	X	X					
Organization and Human Resources										
<i>Goal: Recruit and manage Exchange staff to enable compliance with state and federal requirements and successful implementation of Exchange goals and objectives</i>										
Recruit, train and hire Exchange staff to accomplish program goals and objectives.	Ongoing		X	X	X	X	X	X	X	X
Develop, implement and internally review on an ongoing basis Exchange staffing and resource plans and internal operational policies and procedures.	Ongoing		X	X	X	X	X	X	X	X
Contracting, Outsourcing, and Agreements										
<i>Goal: Recruit and manage consultants to enable compliance with state and federal requirements and successful implementation of Exchange goals and objectives</i>										

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Engage consultants, vendors and experts as needed to leverage state and federal resources and augment internal resources to accomplish Exchange goals and objectives.	Ongoing		X	X	X	X	X	X	X	X
Execute consulting and expert contracts consistent with state and federal rules and Exchange principles, and seek stakeholder input on vendor solicitations and proposed agreements as appropriate.	Ongoing		X	X	X	X	X	X	X	X
Technology										
<i>Goal 1: Design and implement technology strategies and systems that comply with state and federal requirements relevant for Exchange programs and services</i>										
Design, test and implement CalHEERS to support Exchange functionality for eligibility and enrollment, assister programs, health plan management, financial management, state and federal reporting, customer service center and SHOP support in collaboration with the SHOP vendor.	1/1/13	12/31/13	X	X	X	X				
Provide technical support and maintenance services for internal Exchange information technology and computer systems.	Ongoing		X	X	X	X	X	X	X	X
<u>See Separate IT work plan that follows</u>										
Privacy and Security										
<i>Goal 1: Establish and implement safeguards in all aspects of Exchange services and programs, including CalHEERS, in compliance with state and federal privacy laws</i>										
Implement and maintain privacy and security protections, written policies and procedures and adequate safeguards to protect consumer data and information, including data received through the federal Data Services Hub	Ongoing		X	X	X	X	X	X	X	X
Oversight, Monitoring and Reporting										
<i>Goal 1: Ensure evidence-based decision making through ongoing research and analyses to inform development, implementation and evaluation of California Exchange programs and services</i>										
Maintain internal systems, protocols and capacity to ensure compliance with state and federal oversight, monitoring and financial integrity provisions.	Ongoing		X	X	X	X	X	X	X	X
Implement and engage in active and ongoing data collection, measurement and evaluation consistent with the evaluation plan adopted by the Board.	7/1/13	12/31/14			X	X	X	X	X	X
Implement the comprehensive, multi-year evaluation plan adopted by the Board and consult ongoing with the Evaluation Advisory Group, state agency partners and stakeholders.	1/1/13	Ongoing	X	X	X	X	X	X	X	X

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			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Information Technology										
<i>Goal 1: Design and implement technology strategies and systems that comply with state and federal requirements relevant for Exchange programs and services</i>										
CalHEERS Design and Implement (D&I): Detailed Design Consult (DDC)	Complete the Detailed Design Consult (DDC) milestone. Functionality to be included in detailed design includes Eligibility and Enrollment, Plan Management, Financial Management (including Advanced Premium Tax Credit (APTC) and Cost Sharing Reduction (CSR), Small Business Health Options Program (SHOP), Reporting and Notices, Education and Outreach, Consumer Assistance, Assister Management, Appeals, and Interfaces (federal and State). The preliminary documentation for the following areas will be produced as part of achieving the Detailed Design Review (DDR) milestone:	2/12/13	2/12/13	X						
	<ul style="list-style-type: none"> ▪ System application design for each release, including Exchange functionality, SHOP, assister management, and centralized provider directory database ▪ Interfaces ▪ Conversion ▪ Database design ▪ Data management ▪ Physical data model 									
CalHEERS D&I: Exchange Website and Calculator	Begin systems development.	10/1/12	4/15/13	X	X					
	Submit content for informational website to Health and Human Services (HHS) for comment.	3/31/13	4/15/13	X	X					
	Complete systems development and final user testing of informational website.	10/1/12	6/30/13	X	X					
CalHEERS D&I: Eligibility Determinations	Begin system development, including any systems development needed by Other Applicable State Health Subsidy Programs (OASHSPs).	10/30/12	4/15/13	X	X					
	Complete system development and prepare for final user testing, including testing of any systems within OASHSPs.	4/15/13	8/30/13		X	X				
	Begin final user testing, including testing of all interfaces.	7/29/13	9/22/13			X				
CalHEERS D&I: Enrollment Process	Begin systems development.	10/30/12	4/15/13	X	X					
	Complete systems development and prepare for final user testing.	4/15/13	8/30/13		X	X				
	Begin final user testing, including testing of all interfaces.	7/29/13	9/22/13			X				
CalHEERS D&I: Exemptions from Individual	Begin systems development.	10/30/12	4/15/13	X	X					
	Complete systems development and prepare for final user testing.	4/15/13	8/30/13		X	X				

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Responsibility Requirement and Payment	Begin final user testing, including testing of all interfaces.	7/29/13	9/22/13			X					
CalHEERS D&I: Premium Tax Credit and Cost-sharing Reduction Administration	Begin systems development.	10/30/12	4/15/13	X	X						
	Complete systems development and prepare for final user testing.	4/15/13	8/30/13		X	X					
	Begin final user testing, including testing of all interfaces.	7/29/13	9/22/13			X					
CalHEERS D&I: Notification and appeals of employer liability for the employer responsibility payment	Begin systems development.	10/30/12	4/15/13	X	X						
	Complete systems development and prepare for final user testing.	4/15/13	8/30/13		X	X					
	Begin final user testing, including testing of all interfaces.	7/29/13	9/22/13			X					
CalHEERS D&I: Information reporting to IRS and enrollee	Begin systems development.	12/10/12	8/5/13	X	X	X					
	Complete systems development and prepare for final user testing.	8/5/13	11/18/13			X	X				
	Begin final user testing, including testing of all interfaces.	10/21/13	12/16/13				X				
CalHEERS D&I: SHOP-specific Functions	Begin systems development.	10/30/12	4/15/13	X	X						
	Complete systems development and prepare for final user testing.	4/15/13	8/30/13		X	X					
	Begin final user testing, including testing of all interfaces.	7/29/13	9/22/13			X					
CalHEERS D&I: Final Detailed Design Review (FDDR)	Complete Final requirements documentation (including System Design, Interface Control, Data Management & Database Design).	10/1/12	12/1/13	X	X	X	X				
	Complete Preliminary and Interim development of baseline system and review and ensure compliance with business and design requirements.	10/1/12	2/1/13	X							
	Complete the Final Detailed Design Review (FDDR) milestone. The final system application design for each release, interfaces, conversion, database design, data management, and the physical data model documentation will be produced as part of achieving the DDR milestone. Additionally, the Interactive Voice Response (IVR) Plan and infrastructure design will be developed. The key deliverables to be produced as part of the FDDR milestone are: <ul style="list-style-type: none"> ▪ Final System Design Document (Release 1) ▪ Final System Design Document (Release 2) ▪ Final System Design Document (Release 3) 	3/1/13	3/1/13	X							

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	<ul style="list-style-type: none"> ▪ Final Interface Control Document ▪ Final Database Design Document ▪ Final Physical Data Model ▪ Infrastructure Design 										
CalHEERS D&I: Pre-Operational Readiness Consult (PORC)	Complete Final development of baseline system including software, hardware, interfaces, code reviews and unit-level testing.	11/27/12	8/5/13	X	X	X					
	<p>Complete the Pre-Operational Readiness Consult (PORC) milestone. The tasks included to achieve the PORC milestone are focused on:</p> <ul style="list-style-type: none"> ▪ System and user acceptance testing of the Eligibility and Enrollment, Plan Management, Financial Management (including APTC and CSR), SHOP, Reporting and Notices, Education and Outreach, Consumer Assistance, Assister Management, Appeals, and Interfaces (federal and State) functionality and technical solutions (architecture, infrastructure, database, data management, security, services, etc.). ▪ Preparation of the organization for Operations and Maintenance (O&M), including delivering implementation, training, organizational change management, and user manuals. <p>The key deliverables to be produced as part of the Pre-Operational Readiness Review (PORR) milestone are:</p> <ul style="list-style-type: none"> ▪ Final Test Plan ▪ Preliminary Implementation Plan ▪ Preliminary O&M Manual (Release 1) ▪ Preliminary O&M Manual (Release 2) ▪ Preliminary O&M Manual (Release 3) ▪ Final System Security Plan 	10/2/13	10/2/13				X				
CalHEERS D&I: Operational Readiness Review (ORR)	Complete testing of all system components including data, interfaces, performance, security and infrastructure.	1/18/13	12/16/13	X	X	X	X				
	<p>Complete the Operational Readiness Review (ORR) milestone. The tasks to complete the ORR milestone include the completion of system and user acceptance testing and final preparation of the organization for the implementation and operations of CalHEERS. The key deliverables to be produced as part of the ORR milestone are:</p> <ul style="list-style-type: none"> ▪ Final Implementation Plan ▪ Final O&M Manual (Release 1) ▪ Final O&M Manual (Release 2) ▪ Final O&M Manual (Release 3) 	10/21/13	10/21/13				X				

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	<ul style="list-style-type: none"> ▪ Final Business Product (Release 1) ▪ Final Business Product (Release 2) ▪ Final Business Product (Release 3) ▪ Implementation Complete Report (Release 1) ▪ Implementation Complete Report (Release 2) ▪ Implementation Complete Report (Release 3) ▪ Requirements Traceability Matrix (RTM) Update #3 										
CalHEERS D&I: Release 1 – Portal Functionality	Release Portal functionality to enable consumers to use the anonymous screening, shop, and compare tools, SHOP employers to register and set up their accounts, assisters to register, and all users to become more familiar with the portal functionality and program information prior to the open enrollment period (beginning October 1, 2013).	7/1/13	7/1/13			X					
CalHEERS D&I: Release 2 – Enrollment Functionality	Release Enrollment functionality to enable consumers to apply and enroll in health benefits. All functionality in place to support First Day of Effective Coverage.	9/28/13	9/28/13			X					
CalHEERS D&I: Release 3 – Financial Management Functionality	Release Financial Management and reporting functionality to 1) enable the Exchange to use the back office components of CalHEERS to track invoicing and receipt of premiums payments and 2) provide the remaining reporting functionality and additional robust plan management tools.	12/30/13	12/30/13				X				
	First Day of Effective Coverage.	1/1/14	1/1/14					X			
	Begin full operations and maintenance of CalHEERS.	1/1/14	1/1/14					X			
CalHEERS Operations & Management (O&M): Application Support Services	Begin Application Support Services to include: <ul style="list-style-type: none"> ▪ Service Management ▪ Release and Configuration Management for quarterly application releases ▪ Vendor Patch Management ▪ Application Development ▪ Technical Application and System Support ▪ Change Request and Control Management 	7/1/13	12/31/14			X	X	X	X	X	X
CalHEERS O&M: Hosting Support Services	Begin Application Support Services to include: <ul style="list-style-type: none"> ▪ Managed Hosting ▪ Systems Management ▪ Storage Management ▪ Network Management ▪ End-to-End Monitoring ▪ Hardware/Software Management ▪ Data Center Services ▪ Database Administration ▪ Disaster Recovery 	7/1/13	12/31/14			X	X	X	X	X	X