



**Medicaid Management Information System Replacement (MMISR) Project**

**Contractor Qualifications and Work Products**

**Data Services**

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## Introduction

The Human Services Department (HSD) requires any organization awarded this Data Services (DS) contract possess the necessary resources, knowledge, business techniques, management and technical abilities to build and maintain this system.

To confirm a baseline level of these qualifications, this document details four (4) essential areas related to DS module design, development, and implementation. A fifth section addresses ongoing maintenance and operations.

In some cases, not all areas of technical expertise are available within one (1) contractor organization. These criteria also serve to clarify the HSD’s expectations for any subcontracted expertise utilized to complete the project under the Contractor’s supervision. Contractors are encouraged to create subcontractor relationships to bring the “best of industry” companies and qualifications into this engagement.

A separate document titled Instructions for Responding to this Request for Quote (RFQ) instructs how the responding Contractor must describe their expertise related to these qualifications and how to present their fixed price quote for each of the work products.

The engagement resulting from this RFQ will form the enterprise data warehouse of the larger Medicaid Management Information System Replacement (MMISR) project and the Health and Human Services 2020 (HHS2020) Enterprise initiative. Contractors should inform themselves regarding these projects by reading the overview approach below and consulting the procurement library of related procurements and supporting documentation.

The NM Procurement Library link is <https://webapp.hsd.state.nm.us/Procurement/>

## Contractor Qualifications

The procuring HSD believes that for a successful outcome, the Contractor qualifications must meet the following minimums:

1. Two (2) or more proven successful implementation of healthcare data warehouses, data marts, and related analytics currently in use to support operations and decisions
2. Five (5) or more years of company experience with data warehouse development and implementation.
3. Proven and well-defined requirements elicitation, validation, and traceability processes.
4. Proven iterative and continuous development implementation processes to support production promotion events.
5. Ability to fully staff the NM HSD MMISR Data Services module engagement team with:
6. Sufficient staffing with Service-oriented Architecture (SOA) certification
7. Business Analysts with proven experience with query languages inclusive of, but not limited to, Standard Query Language (SQL)
8. Business Analysts with proven experience with the Erwin Metadata Tool.
9. Proven Jama/Jira/Confluence experience and GoAnywhere Managed File Transfer (MFT)
10. Proficiency with business intelligence/analytical tools including Tableau, Power BI, Sisense, SAP, R and SAS
11. Proven Data Architecture team responsible for defining the design and architecture of Big Data to ensure solutions and architecture adhere to best practices for security, scalability, redundancy, disaster recovery, performance, and manageability
12. Proven DevOps team to handle data integration, infrastructure, deployment of new data stores, and manage queries against the databases
13. Proven Medicaid systems and Centers for Medicare and Medicaid Services (CMS) certification or related certification experience

## Work Products

### Data Warehouse Development and Implementation

The Contractor’s solution shall leverage the infrastructure and tools provided by the HSD MMISR System Integrator (SI). The Contractor shall design, implement, operate, and continually improve Business Intelligence as part of a set of SOA services needed to support current and future reporting and analytics requirements for the Enterprise.

The solution should be designed to access and integrate data across the internal and external locales of the enterprise to minimize duplication of data within a central enterprise data warehouse representing a single source of truth to support multi-faceted and complex analytics with optimal performance that will drive reliable and trustworthy results to facilitate informed decisions within the enterprise.

The solution should provide the capability to move large volumes of data through the various services and data stores of the data warehouse with integrity, quality, scalability, and flexibility to ultimately deliver business value. It will capture information from external systems, multiple agency-identified and publicly available data, and multiple department-identified non-public data for incorporation into reporting and analytics. A proven Extract, Transform, and Load (ETL) process must accompany strong technology for acquiring and integrating data, enabling data history loads, transforming data, and populating it in the enterprise data warehouse, sandbox, and data marts.

The Solution should support various types of data including but not limited to Provider, Client, Client Eligibility, Managed Care, Prior Authorization, Third Party Liability (TPL), Recovery, Claims and Encounters. (Refer to Deliverable 10 of the DS Statement of Work (SOW) for additional details).

As part of this work, the state requires the following to be addressed in the Data Warehouse Development and Implementation:

1. Elicit requirements from business and technical Subject Matter Experts (SMEs).
2. Define iterative design and development of data modeling and ETL to include the list of data sources included in Deliverable 10 of the DS SOW.
3. Implementation plan must:
	1. Include all applications and components of an Enterprise Data Warehouse (EDW) and Analytic Sandbox.
	2. Meet business needs and module contractor functionality needs
4. Define a release schedule for building and implementing the DW and Sandbox. Including:
	1. Approach for anticipating and organizing the work
	2. Methodology of requirements elicitation and validation
	3. Methodology for structuring the work into segments that are easily monitored, evaluated and reported for progress
	4. Backlog methodology
	5. Methodology for testing and gaining user acceptance
	6. Management and coordination of multiple timelines
	7. Release management and production promotion
	8. Incorporation of these above activities into the contractor’s project schedule and summarized into the Enterprise Project Management Offices (EPMO’s) Enterprise Project Schedule (EPS)
	9. Progress and velocity reporting on all phases of the DW implementation

### Configure, Test and Implement Data Services Analytic Platforms and Dashboards

In preparation for development of the DS Analytic Platforms and Dashboards and as a prerequisite to beginning requirements analysis and design, the Contractor must conduct a detailed review of the Business Requirements Documents (BRD); analyze how the SOW requirements and base solution capabilities support the vision; and deliver to the Procuring Agency a detailed assessment of how the solution meets requirements while identifying potential gaps and remediation options. Further, the Contractor shall structure the Requirements review, traceability, design/configuration, development, and testing with a focus on the State Business strategies as documented in the BRDs.

The Contractor shall construct requirements and design documentation (including configuration) referencing the RFQ, Statement of Work (SOW), HSD completed and in progress BRDs and any additional clarification derived throughout the Joint Application Requirements (JAR) sessions. To support effective and efficient traceability, Jama is the requirements management tool for use.

The Contractor shall describe how its Solution maximizes the use of configuration and configurable technology to meet the business requirements of this module and minimizes the use of customization that would complicate or prevent the application of technology or software upgrades. (Refer to Deliverable 11 of the DS SOW for additional details).

As part of this work, the HSD requires the following to be addressed in the proposal:

1. Define a plan for configuration, testing and implementation of the DS analytic platforms and dashboards as defined in Deliverable 11 of the DS SOW.
2. Define a plan for testing and gaining user acceptance
3. Include:
	1. Approach for anticipating and organizing the work
	2. Methodology for structuring the work into segments that are easily monitored, evaluated and reported for progress
	3. Backlog methodology
	4. Management and coordination of multiple timelines
	5. Release management and production promotion

### Implementation Plan

The Contractor shall produce the Implementation Plan to describe how the system will be deployed, installed, and transitioned into an operational system based on the CMS Framework. The plan will contain an overview of the system, an explanation of the major tasks involved in the implementation, the resources needed to support the implementation effort, the coordination points with HSD including Go/No Go decisions, and how the code is controlled up to the highest target environment.

### Data Models

The Contractor shall validate and update as needed:

* 1. The DS Conceptual Data Model which identifies the highest-level data constructs and relationships between different business entities and is developed consistent with the nature of associated business processes.
	2. The DS Data Model - Conceptual is developed in compliance with Enterprise Data Architecture (EDA) standards.

The Conceptual Data Model includes the following:

1. Definition of the major entities of interest in terms that are meaningful to the way the HHS programs conducts Medicaid Information Technology Architecture (MITA) Framework 3.0 business processes.
2. Definition of a high-level relational map of the subject areas and cross-subject area dependencies for the data warehouse.
3. Capturing of these subject area relationships
	1. The DS Logical Data Model which is a representation of business concepts laid out in visual form that clearly shows these concepts and their various relationships. The Conceptual Data Model will provide the foundation for the Logical Data Model.

The Logical Data Model will be developed in compliance with EDA standards.

The Contractor shall deliver the Logical Data Model in XML Interchange (XMI) format.

The Contractor shall use CA Erwin to build the Logical Data Model for the Data Services Module.

The DS Logical Data Model shall include entities (tables), attributes (columns/fields) and relationships (keys). It will use business names for entities and attributes. It will be a data model of a specific domain whose expression is independent of a particular database management product or storage technology (platform/RDBMS) but is expressed in terms of data structures such as relational tables and columns.

The Logical Data Model shall be independent of the underlying physical implementation.

The Logical Data Model will include the following features:

1. Each entity in the logical data model will be assigned a primary key-the attribute or set of attributes that distinguish one instance of the entity from another.
2. All the attributes for each entity will be included. Relationships between entities will be represented through foreign keys associated with the primary keys of the referring entity.

Normalization decisions will be finalized in the logical data model, which will result in the final normalized representation of entity-to-entity relationships.

* 1. The DS Physical Data Model such that it represents how the model will be built in the database. A physical database model shall show all table structures, including column name, column data type, column constraints (i.e., validation rules), primary key, foreign key, database triggers, stored procedures, domains, access constraints, indices for performance, and relationships between tables.

The physical data model shall maximize the features of the Relational Database Management System (RDBMS).

The Physical Data Model shall be developed in compliance with EDA standards and shall be delivered in XMI format.

The Physical Data Model shall include the following:

1. Specifications for all tables and columns
2. Foreign keys used to identify relationships between tables
3. De-normalization based on user requirements and performance considerations
4. Physical considerations causing the physical data model to be different from the logical data model

### Business Continuity/Disaster Recovery Plan

The Contractor shall develop, document, coordinate and implement a comprehensive Business Continuity Plan that complies with State and Federal standards, integrates with the System Integrator (SI) Contractor’s consolidated Business Continuity and Recovery plan and process, and performs the following:

1. Acknowledges essential organizational missions and business functions specified by the Procuring Agency and identifies the associated contingency requirements.
2. Provides recovery objectives, restoration priorities, and metrics.
3. Addresses contingency roles, responsibilities, assigned individuals with contact information.
4. Addresses maintaining essential organizational missions and business functions despite an information system disruption, compromise, or failure.
5. Addresses eventual, full information system restoration without deterioration of the security safeguards originally planned and implemented.

The Contractor shall develop, document, coordinate, and implement a comprehensive Disaster Recovery Plan that both integrates with the SI Contractor’s consolidated Business Continuity and Disaster Recovery plan and process and commits the Contractor to the following:

1. Performance and storage of incremental and full system backups in accordance with State backup and retention policies.
2. Development, documentation, coordination, and implementation of a comprehensive Disaster Recovery Plan that includes a secondary Disaster Recovery site. This Plan must address all CMS, DoIT, HSD and other applicable State requirements.
3. Performance and management of all system backup activities in accordance with the State’s policies and requirements, including regular testing of restore procedures and performing capacity management related to backup files.
4. Plan and lead an end-to-end disaster recovery exercise for all DS components at least annually and participate in the Enterprise end-to-end disaster recovery exercise that includes failover of all components.
5. Compliance with State and Federal document retention requirements.
6. Disaster avoidance, critical partner communications, execution of appropriate business continuity and disaster recovery activities upon discovery of a failure.
7. Timely recovery after a failure, with the ability to successfully roll back to a previous state based upon State-defined timelines.
8. Use of all necessary means to recover or generate lost system data (at Contractor’s expense) as soon as possible, but no later than one (1) calendar day from the date the Contractor learns of a loss.
9. Meeting Recovery Point Objectives (RPO) for production environments, as defined by the State to ensure that no data within the RPO window will be lost.
10. Meeting Recovery Time Objectives (RTO) for production environments, as defined by the State to ensure that its Solution is available within that timeframe.
11. The BCDR Plan must comply with CMS requirements and the SLAs defined in Exhibit B.

### Capacity Planning

The Contractor shall coordinate with Procuring Agency stakeholders to develop a Capacity Planning document that describes system sizing and plans for expansion.

The Capacity Planning document shall address the following topics, at a minimum:

1. Process for determining the capacity needed to meet changing future demands (to include 10-year storage footprint and concurrent user loading projections), including:
	1. Storage assumptions and constraints
	2. Storage calculations and parameters including current allocations, raw storage, usable storage, and projected storage needs (fill rates);
2. Recommended hardware/cloud configurations (baseline and modifications);
3. Description of utilization monitoring process and approach;
4. Description of the method of measurement and modeling for accurate projection of space utilization, workload, and resource utilization (including resource limitations);
5. Description of the capacity-planning activities performed to ensure the solution is properly sized as changes are introduced to the DS module;
6. Estimated average number of MFT transfers initiated per second and data throughput per second during normal and peak loadings to determine the impact to Enterprise Service Bus (ESB) loading and database performance; and
7. Data retention guidelines, including purging and archiving procedures.

### System Design Document

The Contractor shall coordinate with Procuring Agency stakeholders to develop a System Design Document that documents the high-level system design specifications, the allocation and use of technologies within the DS module, and interfaces to the SI module.

The System Design Document shall comply with EPMOEPLC, NM Department of Information Technology (DoIT) and the Architectural Review Board's HHS 2020 Enterprise Architecture and support all applicable federal, State or other applicable regulations, guidance, and laws including Federal Risk and Authorization Program (FedRAMP) Certification.

The System Design Document shall address the following topics, at a minimum:

1. A high-level overview of the system architecture that is further decomposed into low-level detailed design specifications, including hardware/cloud, internal communications, software, system integrity controls, and external interfaces.
2. A complete inventory of the hardware/cloud and software (including version/release).
3. Description of how the Solution will provide authorized users with Business Intelligence (BI) tool(s) for various level of users from the mid-level user to advanced analytical user. Mid-level user is an individual with little to no SQL experience who can create a multi-joined guided query.
4. Describe how the Solution will provide authorized users utilizing BI tools managed by the Procuring Agency secure access to the data warehouse, data marts, and sandbox.
5. Diagrams of hardware/cloud and software for each environment
6. Description of how the Solution optimizes response time (in terms of network speed and data production) with complex criteria queries.
7. Description of how the Solution optimizes the retrieval and utilization of multi-dimensional data.
8. A list of all architectural artifacts that are part of the Solution. Such artifacts shall include conceptual, logical, and physical models and such other materials required to fully explain and document the Contractor’s design approach.
9. A description of how the Solution provides toolsets to accommodate database maintenance, application security administration, service upgrade administration, API maintenance and archiving/purging of data.
10. A description of how the Contractor will manage a logical data model, and will include standards, responsibilities, relationships, definitions, domains, keys and entity-relationship diagrams (ERDs) in the Procuring Agency’s metadata application Erwin.
11. A description of the tooling required to populate and refresh the data structures inside DS from the ESB and other required sources, as well as for an administrative dashboard.
12. A description of how the Solution informs/extends the data models in the DS and SI, including metadata management to minimize maintenance tasks when additional data elements are produced or required by the Enterprise.
13. A description of the Solution ‘s capability to update or extend schemas/models to incorporate new data fields as needed or requested.
14. A description of how the Solution minimizes maintenance tasks when additional data elements are produced or required by the Enterprise.
15. A description of how the Solution supports physical-to-logical model mapping and rationalization of its data translation, data aggregation and data augmentation processes, and provide definition of model-to-model relationships of repository objects, data aggregation and flows utilizing graphical attribute-level mapping.
16. A description of how the proposed Solution utilizes load balancing to enhance capability and capacity
17. A description of how the Solution scales, optimizes performance, and maintains data recovery capacity for a ten+ (10)+ year operational period.
18. A description of how the Solution prevents and notifies the State of run-away queries that consume system resources, incur extra costs and impact other system operations.
19. A description of how the Solution operates and maintains multiple environments to facilitate versioning, upgrading, development, system integration testing (SIT), service testing, integration testing, user acceptance testing (UAT), quality assurance testing (QAT), production patch, production support and training.
20. A description of how the Solution provides an Enterprise-wide system performance dashboard to implement, monitor and manage performance.
21. A description of how the Solution identifies and resolves quality assurance (QA) issues.
22. A description of how the Solution imports and maintains State-identified reference data bases (e.g., Census or Medicare data)

# Security

The DS Module is responsible for insuring system-wide compliance with state, federal, and industry standards on security. The following are qualifications and work products necessary to successfully complete this role.

## Contractor Qualifications

1. Expertise in implementing MARS-E v2.0, HIPAA, and Pub 1075 IRS Security Controls and Standards in an Enterprise Data Warehouse and BI Analytics environment
2. Two (2) or more successful implementations of MARS-E v2.0, HIPAA, and Pub 1075 IRS Security Controls and Standards currently operating in a production environment.
3. More than five (5) continuous years employing multiple staff members with certifications from International Information System Security Certification Consortium and Global Information Assurance Consortium.
4. Proven methods for creating technical security documents, requirements, use cases and test cases and test results.
5. Proven expertise in Confluence/Jama/Jira, Splunk, Nessus Scans (Contractor Supplied) and Safeguard Computer Security Evaluation Matrix (SCSEMs).
6. Proven experience implementing CMS & IRS Security Controls.

## Work Products

## 2.2.1 Security Document Creation

Write and gain HSD approval of security documents following guidelines in HHS 2020 RFP Addendums, 14 - HHS 2020 Security Privacy and Standards and 21 - HHS 2020 Security Operational Guidelines (available in the [HSD ITD Procurement Library](https://webapp.hsd.state.nm.us/Procurement/)) including the following as detailed in Deliverable 7 of the DS SOW:

1. System Security Plan
2. Privacy Impact Analysis
3. Incident Response Plan
4. System Risk Assessment
5. Security Certification and Accreditation Letters
6. Security Questionnaire Document

# Project Management

## Contractor Qualifications

1. Five (5) or more years of company experience in project management on projects of similar scale and complexity.
2. Two (2) or more proven successful project management engagements on projects of similar scale and complexity.
3. Sufficient staffing with intermediate or higher-level skills in Microsoft Office 365 and SharePoint
4. Proven expertise in industry best practices (e.g. Project Management Body of Knowledge (PMBOK), with experience gained on projects of similar size and complexity.
5. Experience leading or assisting a State Medicaid agency successfully through the CMS certification process.

## Work Products

### Project and Enterprise Management Plans Updates

Comply with and update, in coordination with the EPMO, the following enterprise project management plans incorporating, if needed, contractor’s provision of the requested work products and services:

1. Project Management Plan
2. Schedule Management Plan
	1. Include impact and planning from velocity reports
	2. Include earned value management and reporting
3. Staffing Model and Resource Management Plan
4. Enterprise Configuration Management Plan
5. Enterprise Change Control Management Plan
6. HSD Project Team Onboarding Plan
7. Communications Management Plan
8. Business Services Management Plan
9. Risk Management Plan
10. Meeting Planning and Administration Plan
11. Document/Deliverable Management Plan
12. Defect Management Plan
13. SI Data Conversion Plan
14. SI Integration/Migration Plan
15. SI Release Management Plan

### Lifecycle Management Plans Addendums

Comply with the following enterprise life cycle management plans, or if preferred by the Contractor, create their own addendums to the plans that are in alignment with the enterprise plans:

1. Requirements Management Plan
2. Requirements Traceability Matrix
3. Test Management Plan
4. Quality Management Plan

# CMS Certification

## Contractor Qualifications

1. Experience by the contractor or its employees providing major certification support to at least one (1) state that has completed MMIS certification.
2. Demonstrated knowledge of the CMS Certification Review Process
3. A Certification Manager dedicated to this project.

## Work Products

### Certification Review Preparation

The Contractor shall, with HSD and the MMISR Independent Verification and Validation (IV&V) Contractor collaboration, perform the following activities through the entire CMS MMIS certification process:

1. Ensure that the DS module meets CMS certification requirements and complies with the HSD Certification Plan.
2. Comply with applicable CMS MMIS Outcomes for Data Services for Outcomes Based Certification (OBC).
3. Provide the necessary artifacts and evidence for CMS Operational and Final Milestone reviews as defined in the HSD’s Certification Plan.
4. Work with HSD and the MMISR IV&V Contractor to review the artifacts and evidence and update the documentation if needed.
5. As part of weekly and monthly status report, provide update on SI Certification activities.
6. Resolve issues that prevent the HSD from receiving certification based upon components of the DS Module.
7. Any further work related to completing certification of the SI module.

### Responsibilities During Certification Reviews

The Contractor is responsible for the following Certification Activities during all Milestone Reviews:

1. Coordinate, participate, and prepare for SI Certification activities and artifacts.
2. Respond to questions from the HSD, IV&V or CMS and MITA for DS components.
3. Provide follow up documentation for action items from CMS and MITA to assure the HSD can receive final certification.

# Maintenance and Operations

Once the Data Services data warehouse and BI analytics are ready for use, maintaining the module in a high state of readiness, performance, and security is necessary. The following are the minimum qualifications and work products necessary.

## Contractor Qualifications

1. Two (2) or more proven successful implementations of maintenance and operations engagements of similar scale and complexity currently operating in a production environment.
2. Four (4) or more years of company experience providing similar maintenance and production operations.
3. Proven and well-defined maintenance and operations processes.
4. Proven ability to support iterative and continuous development and implementation processes products being promoted into production operations on varying timelines and with converging dependencies.

## Work Products

### Maintenance and Operations Plan

Maintenance and Operations Plan to support all workstreams and products described in this RFQ and in the HHS2020 plan for data services.

1. Monitoring tools
2. Helpdesk and end-user support tools
3. Support for COTS products and contractor developed applications
4. Performance monitoring plan
5. Use of industry best practices
6. Staffing Plan

### Maintenance and Operations Services

Provision of the services described in the Maintenance and Operations Plan, including staffing and tools required to assure reliable operations and meet SLAs.

### Technical Operations Plan

The Contractor shall develop a Technical Operations Plan that describes how the Contractor will provide technical operating procedures for the DS Module.

This plan shall contain the following detailed procedures describing the steps the Contractor will execute to ensure that the deployed systems are working as expected.

1. System Health Check Procedures: For each system, this plan shall contain a set of documented procedures that are run periodically to ensure the system is operational and meets the SLA for availability and performance.
2. System Operations Procedures: For each system Deliverable deployed, this plan shall contain information that details the run procedures for batch job execution, system issues escalation procedures, key resource contact information, and maintenance strategy for versions and security patches. It will also contain a list of possible error scenarios and solutions.
3. Help Desk Procedures: For the DS module, this document shall detail the policy and procedures for users and team members to contact the help desk and create help desk tickets and how these tickets should be resolved and escalated.
4. SLA Tracking Procedures: For all SLAs, there will be procedures on how to collect and track SLAs. It will also include the escalation procedures if SLAs are not meet and how root cause analysis will be executed.

### Platform Hosting Services and Report

Contractor shall maintain the necessary environments, hardware/cloud, software, telecommunications and other components and information technology staff to operate the Data Services platform in support of DDI efforts.

Contractor shall produce a report outlining the costs incurred in monthly Platform services and a sample SLA used with other similar clients.