

08 JANUARY 2026

Slalom Response to AHCCCS

Task Order for AI Call Center Integration YH26-0031

slalom

Cover Letter (Req. 5.1)

Slalom, Inc.
310 S. Mill Ave
Suite 201
Tempe, Arizona 85281

Arizona Health Care Cost Containment System (AHCCCS)
Re: Task Order YH26-0031 for AI Call Center Integration
January 8, 2026

To AHCCCS and other stakeholders:

On behalf of Slalom Phoenix, thank you for the opportunity to share our proposal for AI Call Center Integration services.

Arizona is our home, and we are committed to the betterment of the place where we live, work, shop, and play. We are impacted by every project in our state and believe there is no greater contribution than the one we can make locally. We have 150+ consultants based here in Arizona, along with more than 10,000 others globally, providing deep expertise at scale.

We work across business and technology to deliver end-to-end advisory, implementation, and enablement services, and ground every effort in value delivery for our clients, including Arizona Health Care Cost Containment System.

We recognize that you have options when selecting a partner in this space. For numerous reasons, we know we are the right partner to accelerate your success:

We are proud of our 700+ technology partnerships, but we remain steadfast in our commitment to our customers and begin with an agnostic mindset. This means providing unbiased assessment and recommendations that address AHCCCS' current challenges and support desired outcomes.

We've done this before: We have completed 225 successful contact center transformation projects, including multiple Medicaid and other state agency and health and human services contact center modernizations. We have successfully delivered over 270 ServiceNow engagements and 13 Genesys projects to over 70 customers across the public sector, healthcare, and financial services.

We design with the future in mind: We create solutions that meet AHCCCS's near-term requirements while remaining adaptable to long-term needs. We do this by leveraging leading practices, scalable architecture, and configuration-first design to facilitate flexibility, sustainability, and continued value over time.

We modernize alongside you: We deliver modernization incrementally and side-by-side with AHCCCS staff, applying current leading practices while building internal capability and ownership throughout the engagement. This approach reduces risk, avoids "big-bang" disruption, and leaves you with a solution that can evolve and scale as programs and needs expand.



We focus on value, not just cost: We align investments to the outcomes that matter most to AHCCCS. This approach delivers the right capabilities at the right time to drive measurable impact, long-term efficiency, and sustained return on investment.

Lastly, in response to the following required submittal elements, Slalom has prepared the following remarks:

- **(Req. 5.2) Request for FedRAMP or StateRAMP authorization, HITRUST certification, or Security and Privacy assessment and SSA-E 18 assessment or equivalent if hosted outside of AHCCCS Azure tenancy:**
 - As a means to provide customers with the necessary information to perform their audits, ServiceNow has annual ISO27001/ISO27017/ISO27018, FISMA, and SSAE 18 Type I and Type II audits conducted by an external auditor and provide access to the ServiceNow CORE for audit purposes. ServiceNow takes its security and compliance responsibilities seriously and proactively engages an external auditor every year. This external auditor is an independent third party and will investigate ServiceNow's compliance with the above-mentioned certifications. By engaging an independent third-party auditor ServiceNow is one step ahead of its customers and this saves the customers the time and effort to perform their own audit. ServiceNow CORE provides a vehicle for ServiceNow to be transparent with customers to share its policies, procedures, templates, white papers, mappings, overview decks, release test plans, release verification summary reports, etc. This is available on the ServiceNow Support portal and is provided at no cost to customers. Once registered the customer can receive alerts when changes are made to the CORE, so they are aware when an update or new document is added. In addition, Slalom carries an active HITRUST r2 certification for specific clients only. Prospective clients can make requests to be included in scope, if applicable. Otherwise, Slalom can provide our ISO 27001 certification/SOC 2 Type 2 report, upon request.
- **(Req. 5.3) Request for proof of compliance with federal regulations for solutions that will process, store, or transmit data from the Federal Hub:**
 - ServiceNow maintains compliance with federal regulations through an extensive portfolio of certifications including: APEC PRP, C5, CSA STAR Level 1, CSA STAR Level 2, Cyber Essentials, Cyber Essentials Plus, DoD IL4, DoD IL5, ENS, EU CoC, FedRamp, GC CP Health Data Hosting, HITRUST, IRAP, ISMAP, ISO 20000-1, ISO 22301, ISO 27701, ISO 42001, ISO 9001, MTCS, PCI DSS, SOC 1 Type 2.
- **(Req. 5.4) Request for HIPAA Privacy and Security – specifically CFR title 45 public Welfare, Parts 155.260 and 164 – Security and privacy; Arizona Security standards and policies set by ADOA / ASET; and all applicable ACA requirements and standards, including MARS-E:**
 - ServiceNow maintains comprehensive compliance with HIPAA Privacy and Security requirements under 45 CFR Parts 155.260 and 164, Arizona security standards established by ADOA/ASET, and applicable ACA requirements including MARS-E standards through implementation of the ServiceNow AI Platform. ServiceNow executes Business Associate Agreements (BAAs) that outline obligations under HIPAA Privacy, Security, and Breach Notification rules, providing appropriate safeguards for electronic Protected Health Information (ePHI). The ServiceNow platform incorporates robust security measures documented in their Security Addendum and accessible through their CORE Compliance Portal, which aligns with Arizona's ADOA/ASET security policies. These controls simultaneously address ACA requirements and MARS-E standards by protecting sensitive information as required

by ACA Section 1411(g) and implementing appropriate technical safeguards. While ServiceNow functions as a data processor with clearly defined security obligations, ServiceNow maintains primary responsibility as the data controller for ongoing compliance with all applicable federal and state regulations governing healthcare data protection.

Thank you for your consideration of our proposal.


Sarah Moesker (Jan 8, 2026 13:30:48 MST)

Signature

01/08/26

Date of Signature

Table of Contents

Part A1: Transmittal Letter (Req. 5.5)	6
Part A2: Signed Solicitation Amendments (Req. 5.5)	9
Part B1: Experience, Expertise and Capacity (Req. 5.6)	10
Our Experience, Expertise and Capacity (Req. 5.6.1)	10
Personnel Expected to Perform Specific Activities (Req. 5.6.2)	16
Experience and Expertise of Proposed Staff (Req. 5.6.3)	17
Capacity of Proposed Staff (Req. 5.6.4)	19
Part B2: Method of Approach (Req. 5.7)	20
Proposed Initiative Management Methodology (Req. 5.7.1)	20
Requirements Matrix (Req. 5.7.2)	25
Proposed Schedule (Req. 5.7.3)	27
Part B3: Solution Overview (Req. 5.8)	29
Part B4: Completed Requirements Matrix (Req. 5.9)	39
Part B5: Pricing Proposal (Req. 5.10)	40
Part B6: Subcontractors (Req. 5.11)	41
Part C1: Analysis for Confidential / Proprietary Determination	42
Part C2: Exceptions to Any Part of Task Order	44
Appendix: Assumptions	47

Part A1: Transmittal Letter (Req. 5.5)

Thank you for the opportunity to respond to this task order. We are truly honored to be considered a partner to AHCCCS and are excited by the prospect of supporting your mission. As a team deeply committed to empowering public sector organizations, we have crafted this Transmittal Letter to directly highlight how our philosophy and approach are closely aligned with AHCCCS's strategic plan and vision for the future.

Statement of Willingness and Attestation:

Slalom, Inc. hereby attests to our willingness to provide all services and deliverables described in this proposal, subject to the terms and conditions set forth in the Task Order. We certify that the information offered in this proposal meets all general conditions and requirements as defined by AHCCCS. This letter is signed by an individual authorized to commit Slalom to these representations.

Empowering States to Own Their Solutions

Slalom's approach is built on the principle that **states should be empowered to own their solutions, not be dependent on vendors**. We apply our Product Engineering Methodology (PEM) to deliver solutions that provide AHCCCS with ownership of all configurations, documentation, and trained AI models, with no licensing fees or proprietary lock-in. AHCCCS staff work side-by-side with Slalom consultants as co-developers, gaining hands-on experience and full access to all environments and documentation. At project completion, AHCCCS will have the knowledge and tools to operate, enhance, and evolve the solution independently—whether with Slalom, another partner, or entirely in-house.

Notably, Slalom has intentionally marked requirements GR24-GR27 and GR33-GR34 as “Does Not Meet.” This is a deliberate choice, based on our experience that a co-development model leads to greater ownership and autonomy for states, ultimately reducing ongoing operational expenses and avoiding unnecessary vendor dependency.

Our philosophy is clear: **states should decide who, when, and how they receive ongoing support**. Post-implementation, AHCCCS can operate independently, engage Slalom for optional support, or work with any qualified vendor, since all solution elements are fully owned by AHCCCS.

This approach may not meet requirements as written, but it delivers superior long-term value and autonomy for the State.

Upskilling State Staff for Long-Term Success

Slalom's delivery model is fiercely human-centric. Knowledge transfer is embedded from day one, not relegated to the end of the project. AHCCCS administrators work alongside Slalom consultants, learning not just what was configured, but why, and how to modify it in the future. Our progressive responsibility model enables our teams so that by the end of implementation, AHCCCS engineers are leading configuration activities with Slalom in a coaching role. This investment in adoption and change management positions AHCCCS for sustained operational success.

Getting It Right for Medicaid Populations

When the Medicaid population calls with issues, **getting it right is critical**. We view the contact center as a vital component of AHCCCS's 'No Wrong Door' objective, ensuring that the seamless interoperability defined in your roadmap extends to human interactions. Slalom's approach allows AHCCCS to provide every member with an experience that is handled with care, efficiency, and empathy. Our phased methodology delivers incremental improvements through two-week sprints, culminating in a comprehensive go-live. We allocate time for AHCCCS staff to build proficiency,

complete training, and receive dedicated Hypercare support during the critical early weeks of production.

Our local Phoenix-based team includes former state HHS leaders who understand Arizona's healthcare landscape. They are supported by our global HHS team, made up of globally recognized industry specialists. We focus on maximizing value, not simply minimizing cost, by strategically aligning investments to the outcomes that matter most to AHCCCS.

Highly Skilled Implementation and Integration

Slalom brings deep expertise in ServiceNow and Genesys Cloud integration, with a proven track record of developing modernization strategies and implementing Medicaid contact centers in Colorado, A State Social Service Agency, and A Large Retail Organization. Our technical approach leverages leading practices, scalable architecture, and configuration-first design to enable flexibility, sustainability, and continued value over time.

De-Mystifying the New System for Business Outcomes

Slalom's philosophy is to **de-mystify the new system** so business outcomes are achieved. We document every significant design decision with rationale and trade-offs, supporting AHCCCS staff to understand the solution deeply enough to make informed changes after Slalom departs. Our approach includes regular sprint reviews, retrospectives, and transparent communication to keep stakeholders informed and build trust. We measure success not just in technical metrics, but in increased first-contact resolution, higher constituent satisfaction, and empowered state staff who can maintain and evolve the solution long after we leave.

Contact Center Transformation - EAO Framework

Slalom uses a proprietary Eliminate, Automate, Optimize (EAO) Framework to identify opportunities to transform the customer and agent experience through self-service, agent assist, AI capabilities for all supported customer channels.

- **Eliminate** – Evaluates service, product and communications to eliminate the need to contact custom support all while improving the customer experience.
- **Automate** – Develop self-service, self-help capabilities to allow customer to handle customer queries without the need to speak to a live agent.
- **Optimize** – Provide agents with the tools, training and platform to answer customer queries correctly, efficiently with the help of agent assist and AI capabilities.

Omnichannel Intelligence and Owned AI

To operationalize the EAO framework, we will implement an omnichannel architecture that meets Arizona citizens where they are—whether via SMS, web chat, or voice—while intelligently deflecting routine inquiries to high-quality self-service options. However, we recognize that for the Medicaid population, deflection must never result in a dead end. We leverage AI not to replace the human element, but to elevate it; deploying Generative AI for real-time transcription, sentiment analysis, and "next-best-action" guidance that empowers agents to resolve complex eligibility issues with empathy and speed. Crucially, consistent with our "Does Not Meet" stance for identified requirements on vendor lock-in, we refuse to deploy "black box" algorithms. We will co-develop these AI models with AHCCCS staff, so that your team understands the underlying logic, retains ownership of the training data, and possesses the autonomy to tune call flows and self-service bots as policies evolve, without realizing the fears of "black box" technology outlined in your roadmap.

List of Requests for Proprietary/Confidential Determination

PAGE NUMBER	SUMMARY
PG 4, PG 8	Personally Identifiable Information (PII)
PG 30	Confidential/Proprietary Insights, Proposed Staffing Plans, Proposed Technology Frameworks
PG 44, PG 45, PG 46	Company Financial Information, Certificates of Insurance, Internal Policy Documents, Company Organization Charts, Other Non-Public Company Information

For a detailed preparation of Slalom's request for confidential/proprietary determination, please reference *Part C: Analysis for Confidential/Proprietary Determination* on page 42 and 43 of this response.

Conclusion

In summary, our response is rooted in a shared commitment to empowering AHCCCS with true ownership, upskilling your staff for long-term success, and delivering solutions that are both sustainable and human-centric. We believe this approach directly supports AHCCCS's strategic priorities of establishing operational independence, maximizing value for Medicaid populations, and fostering innovation through collaboration. Thank you again for considering our proposal. We are genuinely grateful for the opportunity and hope to work together to achieve meaningful outcomes for Arizona's communities.

Principal Contact for Proposal:



Thank you,


Sarah Moesker (Jan 8, 2026 13:30:48 MST)

Signature

01/08/26

Date of Signature

Sarah Moesker

Senior Managing Director, Slalom, Inc.

Part A2: Signed Solicitation Amendments (*Req. 5.5*)

We acknowledge receipt of Amendment 1 and Amendment 2 and have included signed copies as part of our response.

Part B1: Experience, Expertise and Capacity (Req. 5.6)

The Arizona Health Care Cost Containment System (AHCCCS) stands at a pivotal moment in its mission to serve Arizona's Medicaid population. With **12 million annual communications** spanning voice, SMS, and email, your contact center represents the primary gateway to healthcare access for the state's most vulnerable residents. The current AI-powered bot solutions no longer meet the evolving demands of true omnichannel engagement, creating friction for members seeking care and overwhelming agents managing increasingly complex inquiries.

AHCCCS requires more than a technology vendor; you need a strategic partner who understands the nuances of Medicaid operations, possesses deep technical expertise in both **ServiceNow** and **Genesys Cloud**, and remains committed to your success long after initial implementation. This modernization initiative demands a partner capable of seamlessly integrating disparate systems while maintaining operational continuity for the millions of Arizonans who depend on AHCCCS services daily.

Why Slalom is the Right Partner for AHCCCS:

- **Local Presence, National Expertise:** Our Arizona-led team provides hands-on, responsive support backed by a national network of 10,000+ professionals with specialized capabilities in ServiceNow, Genesys, contact center modernization, and AI integration.
- **Human-Centered Design Philosophy:** We recognize that technology serves people. Our approach prioritizes member experience and agent usability, producing solutions that are intuitive, accessible, and genuinely improve outcomes for both constituents and staff.
- **Proven Public Sector Track Record:** We have delivered multi-year, sustained success in state health and human services contact center modernizations, with particular depth in Medicaid programs facing challenges similar to those AHCCCS confronts today.
- **Platform Expertise Where It Matters:** Our certified specialists in ServiceNow Customer Service Management, Virtual Agent, and Now Assist AI, combined with our Genesys Cloud integration specialists, bring the precise technical capabilities this initiative requires.

Slalom understands that this project is not merely about replacing aging technology; it's about transforming how AHCCCS serves its members, empowering agents with better tools, and building a sustainable foundation for continued innovation. We're prepared to be your long-term partner in

Our Experience, Expertise and Capacity (Req. 5.6.1)

Our AI Contact Center Integration Expertise

Slalom has established itself as a leader in delivering **complex, multi-platform contact center solutions** for state agencies and large organizations navigating digital transformation. Our expertise encompasses the full spectrum of modern contact center capabilities, with particular strength in the platforms central to AHCCCS's modernization:

ServiceNow Mastery:

- Certified specialists across ServiceNow IT Service Management (ITSM), Customer Service Management (CSM), Virtual Agent, and Now Assist AI with deep experience implementing conversational AI solutions that genuinely improve self-service containment.
- Proven capability in building custom workflows that reflect complex business rules and compliance requirements.

Genesys Cloud & Integration Expertise:

- Skilled in **omnichannel routing**, Interactive Voice Response (IVR) optimization, AI-driven analytics, and seamless voice-to-digital handoffs for improved member experience.
- Proven experience with **Genesys API integrations** for custom functionality, reporting, and workforce/quality management modules.
- Strategic integration approach leveraging **ServiceNow Integration Hub, Genesys APIs, and middleware** to deliver unified experiences.
- Expertise in **data synchronization, real-time updates, and healthcare-grade security and compliance** for reliable, scalable solutions.

Our Phased Implementation Methodology:

Slalom employs a **risk-mitigated, iterative approach** that delivers value incrementally while maintaining operational stability. Our methodology includes:

1. **Discovery and Design:** Comprehensive current-state assessment, stakeholder engagement, and future-state architecture development
2. **Proof of Concept:** Rapid prototyping of critical functionality to validate technical approach and gather user feedback
3. **Incremental Build and Test:** Coordinated development sprints with continuous testing and stakeholder review
4. **Phased Deployment:** Carefully sequenced releases that minimize disruption and allow for course correction
5. **Hypercare and Optimization:** Intensive post-launch support followed by continuous improvement cycles

This approach has proven successful across our public sector engagements, consistently delivering on-time, on-budget implementations while maintaining service continuity for vulnerable populations.

Proven Success: Public Sector Contact Center Transformations

Our expertise is not theoretical—it's grounded in the successful delivery of complex contact center modernizations for state health and human services agencies facing challenges remarkably similar to those AHCCCS seeks to address. The following case studies demonstrate our capacity to deliver transformative results while navigating the unique constraints of public sector environments.

Case Study Comparison

CLIENT	DURATION	SCOPE	KEY OUTCOMES	RELEVANCE TO AHCCCS
Colorado Department of Health Care Policy & Financing (HCPF)	2019–2025 (Ongoing modernization over 6 years)	Phased modernization of Medicaid contact centers serving 1M+ members	• 18% reduction in average handle time • 22% increase in member satisfaction • Unified omnichannel platform • Sustained multi-year partnership	Directly mirrors AHCCCS's scale, Medicaid focus, and platform requirements; demonstrates ability to sustain long-term transformation

CLIENT	DURATION	SCOPE	KEY OUTCOMES	RELEVANCE TO AHCCCS
State Social Service Agency	2025 (12 months)	Legacy system replacement with Salesforce + Amazon Connect; bilingual conversational AI chatbot; agent training program	• 30% increase in self-service containment • 15% reduction in call volume • Delivered on-time and on-budget • Real-time performance dashboards	Highlights expertise in conversational AI, accessibility for diverse populations, and rapid implementation
Retail and Consumer Goods Organization	2024 (18 Months)	Strategic Visioning Workshops; Operational Model Redesign; Genesys + ServiceNow Technology Integration Strategy	• Established Roadmaps • Defined Single Contact Center Strategy with goals • Created framework for key transition activities including change management	Highlights expertise in integrating ServiceNow and Genesys and getting the most out of each software

COLORADO DEPARTMENT OF HEALTH CARE POLICY & FINANCING: SIX-YEAR MEDICAID TRANSFORMATION

Client: Colorado Department of Health Care Policy & Financing (HCPF)

Duration: 2019–2025 (ongoing)

Project Overview:

Colorado HCPF operates Medicaid programs serving over 1 million members across multiple eligibility categories, including families, children, pregnant women, and individuals with disabilities. Prior to engaging Slalom, HCPF's contact center infrastructure consisted of fragmented systems that created operational inefficiencies, inconsistent member experiences, and limited visibility into performance metrics. Agents struggled with disparate tools, members faced long wait times and inconsistent information, and leadership lacked real-time insights needed for data-driven decision-making.

Slalom partnered with HCPF to address these challenges through a phased modernization strategy that transformed contact center operations while maintaining uninterrupted service to over one

million Medicaid members. Our six-year engagement demonstrates what sustained partnership looks like when the goal is long-term state success, not perpetual vendor dependency.

We implemented **unified platform integration across voice, email, SMS, and web chat, deployed conversational AI** for routine inquiries with seamless agent handoff, and established intelligent routing that matches members with qualified agents based on inquiry type, language, and complexity. Throughout this work, HCPF staff developed proficiency in the new systems through extensive training programs and comprehensive documentation designed to support informed decision-making long after any single engagement.

The governance structures we established together allow HCPF to continue evolving their solution independently. Results include an **18% reduction in average handle time, 22% increase in member satisfaction, and 35% reduction in time agents spend navigating between systems**. More importantly, HCPF owns the operational knowledge, documentation, and decision-making authority to sustain and enhance these outcomes on their terms.

The governance model, incremental rollout approach, and change management strategies we developed for Colorado are directly applicable to AHCCCS's modernization objectives. Our six-year partnership demonstrates our ability to remain engaged, adapt to evolving needs, and continuously optimize performance.

STATE SOCIAL SERVICE AGENCY: RAPID MODERNIZATION WITH CONVERSATIONAL AI

Client: A State Social Service Agency

Duration: 2025 (12-month implementation)

Project Overview:

A State Social Service Agency needed to replace legacy call center systems that could no longer support the department's mission to serve diverse populations accessing SNAP, Medicaid, and other assistance programs. The existing infrastructure lacked modern self-service capabilities, offered limited language support, and provided no real-time performance visibility. With increasing call volumes and budget constraints, The Agency required a solution that would improve accessibility while reducing operational costs.

Slalom delivered a 12-month cloud-based modernization that prioritized accessibility, empathy, and operational empowerment for state staff. When members from diverse populations call with issues about benefits access, getting it right is critical.

We deployed bilingual conversational AI supporting English and Spanish, implemented WCAG 2.1 AA compliance with TTY/TDD support, and designed interfaces for users with varying levels of technical literacy. Rather than simply configuring systems and departing, we trained over 100 agents on new platforms, escalation protocols, and enhanced service techniques, so that staff understood not just what the system does, but how to use it effectively for the populations they serve.

Real-time dashboards now provide supervisors and leadership with immediate visibility into operations, enabling data-driven decisions rather than reactive management. **The result: 30% increase in self-service containment, 15% reduction in call volume, and improved accessibility for Spanish-speaking members and individuals with disabilities.** The Agency staff are equipped to maintain and evolve these capabilities because knowledge transfer was embedded from day one.

While The Agency used different platforms (Salesforce/Amazon Connect vs. ServiceNow/Genesys), the implementation patterns, AI design principles, and change management approaches are directly transferable to AHCCCS's initiative.

You can read about the improvements made for The Agency here: [After years of delays, DSS call center wait times show improvement](#)

TRANSFORMING A RETAIL GIANT'S IT SERVICE CENTER FOR FUTURE SUCCESS

Client: Large Retail and Consumer Goods Organization

Duration: 2024 (18-month engagement)

Our client, a leading player in the retail industry, recognized the need to enhance their service center after years of stagnation.

They were in the process of implementing ServiceNow and Genesys as new platform solutions and felt behind in realizing the full potential of their service desk capabilities.

Slalom quickly understood their challenges and conducted a workshop focused on re-envisioning the future state of their service center. This workshop identified high-level changes needed across people, processes, and technology, setting the stage for a comprehensive transformation. The client trusted us to guide them through this critical evolution, believing in our strategic insights and tailored solutions.

To address the client's needs, we embarked on a comprehensive modernization journey focused on five key areas:

- **Operational Model Redesign:** Enhanced efficiency by revamping the service center's operating model for quicker issue resolution.
- **Technology Integration:** Streamlined workflows with advanced platforms like ServiceNow and Genesys, improving overall service delivery.
- **People Empowerment:** Upskilled team members, reduced job complexity, and created clear career paths to boost morale.
- **Proactive and Collaborative Approach:** Improved IT and service center communication, promoting proactive issue management and reducing escalations.
- **Comprehensive Road Mapping and Strategic Visioning:** Provided a structured roadmap and aligned future vision for a strategic transformation journey.

While still in the process of delivery, the potential impact of our efforts is already evident.

Through our collaborative workshops, we identified a total of 136 pain points across three key personas, laying the groundwork for targeted improvements. Our roadmap and strategic vision are set to enhance Customer Satisfaction (CSAT) scores and reduce process complexity, ultimately leading to lower operational costs and fewer escalations. Most importantly, our people-centric approach is empowering the service center team, boosting morale and retention, and positioning the client for sustained growth and efficiency in their IT operations.

Lessons Learned: Our Commitment to AHCCCS

Our experience across Colorado, A State Social Service Agency, A Large Retail Organization, and numerous other contact center modernizations has yielded critical insights that will directly benefit AHCCCS. We bring technical expertise and wisdom about what drives success in complex, high-stakes government technology initiatives.

Key Success Factors We'll Apply to AHCCCS:

- **Governance & Change Management:** Success depends on strong governance and structured change management. We'll establish joint governance from day one with clear decision-making and regular cadence meetings.

- **Training & Enablement:** Sustainability requires more than one-time training. We'll implement a train-the-trainer model, ongoing learning, and develop internal super-users for long-term capability.
- **AI Adoption Strategy:** Start small, scale smart. Gradual expansion allows for learning and optimization before tackling complex scenarios. We'll prioritize high-impact, low-complexity AI use cases first (e.g., eligibility verification, provider search) before expanding to complex scenarios.
- **Member-Centric Design:** Technology choices should serve member needs, not the reverse. Technology decisions will be guided by member needs, including accessibility, language support, and usability testing so solutions truly serve Arizona's Medicaid population.
- **Real-Time Visibility:** Predictive analytics enable proactive resource planning and issue identification. We'll deploy dashboards and predictive analytics from day one for proactive management and improved service levels.
- **Strategic Integration Architecture:** Avoid technical debt with scalable middleware and proactive data integrity. We'll leverage ServiceNow Integration Hub and Genesys APIs for flexibility and maintainability.

Our Point of View: What Makes Slalom Different

The contact center modernization landscape is crowded with vendors promising transformation. Large federal contractors offer scale but deliver cookie-cutter solutions. Boutique firms provide specialized expertise but lack breadth. Product vendors push their platforms regardless of fit. AHCCCS deserves better.

Slalom is a Modern Consulting Firm Built for Today's Challenges:

- **Strategy + Execution:** We start with strategic vision and stay through implementation, bridging business objectives with technical delivery for real business value.
- **Local Expertise, National Scale:** Arizona-led team with hands-on support, backed by 10,000+ consultants nationwide for flexibility and specialized expertise in ServiceNow, Genesys, and contact center transformation.
- **Human-Centered Approach:** Technology is an enabler, not the end. We prioritize agent experience, member outcomes, and embed change management and training into delivery.
- **Industry-Leading Solutions:** Recommendations are based on AHCCCS's needs, not vendor ties. Deep expertise across ServiceNow, Genesys, Salesforce, Amazon Connect, and more.
- **Knowledge Transfer & Sustainability:** Train-the-trainer model, center of excellence approach, and continuous documentation are utilized so AHCCCS can sustain and evolve solutions independently.
- **Outcome-Driven Success:** We measure success by improved member experience, agent productivity, and mission impact—not just timelines and budgets.

How We Differ from Competitors:

DIMENSION	LARGE FEDERAL CONTRACTORS	BOUTIQUE SPECIALISTS	PRODUCT VENDORS	SLALOM
Approach	Standardized, process-heavy	Highly specialized	Product-first	Tailored, human-centered
Flexibility	Limited, bureaucratic	High but resource-constrained	Constrained by product	High, with resources to scale

Local Presence	Often remote teams	Variable	Typically remote	Arizona-led team with access to specialized expertise nationally
Platform Expertise	Broad but shallow	Deep but narrow	Single platform	Deep across multiple platforms
Knowledge Transfer	Limited	Strong	Product-focused	Core to delivery model
Long-term Partnership	Transactional	Relationship-focused but limited capacity	Ongoing but product-focused	Sustained, outcome-focused

Our Commitment to AHCCCS:

We're committed because we believe in AHCCCS's mission and see an opportunity to make a genuine difference for Arizona's Medicaid population. Our track record demonstrates that we remain engaged, adapt to evolving needs, and continuously drive improvement long after initial implementation.

AHCCCS deserves a partner who will challenge assumptions, bring innovative thinking, and remain accountable for outcomes. That's who we are.

Personnel Expected to Perform Specific Activities (Req. 5.6.2)

Slalom will assemble an Arizona-led team supported by experienced ServiceNow and Genesys consultants and national industry specialists. While specific individuals will be confirmed upon contract award, the following represents our proposed team structure with typical qualifications:

Core Team:

ROLE	CLASSIFICATION	KEY RESPONSIBILITIES	TYPICAL QUALIFICATIONS
Accountable Executive (Key Personnel)	Senior Executive Consultant	Strategic direction, executive relationship management, escalation resolution, overall accountability	15+ years consulting experience, 5+ state HHS engagements, executive presence
Engagement Lead/ Project Manager (Key Personnel)	Senior Project Manager	Day-to-day delivery oversight, schedule management, stakeholder coordination, risk management	PMP certification, 10+ years PM experience, public sector expertise
ServiceNow Solution Architect (Key Personnel)	Technical Architect	Technical design, integration architecture, ServiceNow configuration, technical leadership	ServiceNow CSM/ITSM/Virtual Agent certified, 8+ years ServiceNow experience

Genesys Integration Lead (Key Personnel)	Technical Specialist	Genesys Cloud configuration, IVR design, telephony integration, omnichannel routing	Genesys Cloud certified, 6+ years contact center platform experience
HHS Contact Center SME (Key Personnel)	SME	Contact center strategy, escalation resolution, risk identification & mitigation	10+ years consulting experience, HHS Contact Center Experience
AI/ Conversational Design Lead	Senior Consultant	Conversational AI design, use case prioritization, NLP optimization, chatbot development	5+ years AI/NLP experience, proven chatbot implementations
Change Management Lead	Senior Consultant	Change strategy, training program development, stakeholder engagement, adoption measurement	Change management certification, 8+ years experience, public sector focus
Business Analyst	Senior Business Analyst	Requirements gathering, process mapping, user story development, testing coordination	6+ years BA experience, healthcare/Medicaid knowledge preferred
Technical Developers	Developers/ Consultants	ServiceNow development, Genesys configuration, integration development, testing	ServiceNow/Genesys technical skills, 4+ years development experience

Subcontractors:

The required security assessment will be conducted by an independent third party that is neutral and approved by AHCCCS. If determined during the Contract Lifecycle, Slalom reserves the right to add additional subcontractors to the resulting Contract following the amendment and approval processes outlined in the MSA and Task Order.

Experience and Expertise of Proposed Staff (Req. 5.6.3)

Our proposed team brings the precise combination of technical expertise, public sector experience, and contact center domain knowledge required for AHCCCS's success. The table below includes specific name and experience for our key personnel. Other roles will be staffed with the experience outlined above.

NAME	CLASSIFICATION	DESCRIPTION OF EXPERIENCE AND EXPERTISE
Andrea Danes	Accountable Executive	- Global Health and Human Services Leader for Slalom, providing executive support for priority projects and clients. Leads global efforts across HHS modernization initiatives. - Over 30 years in Health and Human Services, including a decade in Illinois state government working in Medicaid and Child Welfare agencies. - Over 20 years of leadership across multiple states' Medicaid Enterprise System modernization efforts. - Directly involved in development of MITA Volume 1, 2.0, and 3.0 under contract with CMS.

		Directed initiatives using advanced platforms (Databricks, Snowflake) for Medicaid data governance and interoperability.
Jon Riley	Engagement Lead/ Project Manager	- Over 13 years of experience in public sector, healthcare, and life sciences engagements, including strategic delivery and program management for state government initiatives. - Supported AI-driven accelerators for Medicaid use cases, including claims automation, eligibility verification, fraud detection, and modernization of legacy Medicaid forms and data platforms. - Certified PMP and IC Agile Practitioner with deep expertise in risk management, business process redesign, PMO enablement, and generative AI strategy for large-scale modernization projects.
Kevin Young	ServiceNow Solution Architect	- Led large-scale ServiceNow implementations for Fortune 100 financial institutions, including complex integrations, vulnerability response, & security incident response. - Served as program director and lead architect for major healthcare providers, implementing ITSM, ITOM, and third-party risk management solutions. - Designed custom ServiceNow solutions for clients, including ITAM and ITOM implementations, and phased development of risk and compliance capabilities integrated into asset applications. - Holds advanced certifications, including ServiceNow Certified Master Architect and ITIL Certification.
Bob Shurr	Genesys Integration Lead	- Managing large-scale Genesys Cloud implementation for Public Sector - Extensive experience as a contact center solutions architect across healthcare, telecom, and financial services. - Expertise in AI integration, chatbots, and machine learning for enhanced customer experience. - Managed large-scale transition teams and contact center operations of 300+ resources.
Matt Bennett	HHS Contact Center SME	- Directed multi-year modernization of Medicaid contact centers serving 1M+ members, achieving 18% reduction in average handle time and 22% increase in member satisfaction through unified omnichannel platforms. - Delivered an implementation for a state DSS, including bilingual AI chatbot and agent training, resulting in 30% increase in self-service containment and 15% reduction in call volume. - Led a state Human Services Helpline consolidation and cloud migration, improving first-call resolution by 20%. - Partnered with Colorado HCPF on a six-year Medicaid transformation, integrating Salesforce, Five9 IVR, and AWS Lex chatbot to enhance member experience and streamline eligibility and coverage inquiries.

Proposed Staff's ServiceNow & Genesys Expertise

- Slalom team members hold ServiceNow certifications, including Certified System Administrator (CSA), Certified Implementation Specialist (CIS) in Customer Service Management, and Certified Application Developer (CAD).
- Delivered 15+ ServiceNow CSM and Virtual Agent implementations and multiple Genesys Cloud deployments for Public Sector clients.
- Proven track record of complex integrations using ServiceNow Integration Hub, REST/SOAP APIs, middleware, and Genesys APIs for custom functionality.
- Designed IVR and omnichannel routing strategies for Medicaid contact centers, improving member satisfaction by 22% and reducing handle time by 18%.

Proposed Staff's Public Sector & Medicaid Delivery

- Modernized contact centers for Colorado HCPF, A State Social Service Agency, a large Retail Organization, and other agencies serving millions of Medicaid members.
- Deep understanding of Medicaid operations, eligibility determination, and compliance within government procurement and budget cycles.
- Implemented AI-driven chatbots, achieving 30%+ self-service containment, reducing call volumes significantly.

Proposed Staff's Change Management & Training

- Certified change management practitioners with experience in public sector transformations.
- Developed and delivered training programs for 500+ agents, including train-the-trainer models for sustainable adoption.

Capacity of Proposed Staff (Req. 5.6.4)

Organizational Capacity & Scalability

- 500+ certified ServiceNow professionals and strategic partnership with ServiceNow, plus dedicated contact center modernization experts.
- Arizona-led teams based out of our Phoenix office, backed by national reach for specialized ServiceNow and Genesys expertise and flexible resourcing.
- Ability to scale team size by project phase, provide niche skills (e.g., AI, accessibility), and maintain delivery continuity with bench strength.

Commitment & Continuity

- Core roles (Engagement Lead, PM, Solution Architect) remain consistent throughout the engagement.
- Proven long-term partnership model (e.g., 6-year Colorado engagement) with structured knowledge transfer and documentation for sustainability.
- Capacity for ongoing optimization and enhancements beyond initial implementation.

Part B2: Method of Approach (Req. 5.7)

Proposed Initiative Management Methodology (Req. 5.7.1)

Slalom proposes a hybrid delivery methodology that combines iterative development with a coordinated production release. Rather than either a risky "big bang" replacement or an extended series of disconnected pilots, we will build and validate capabilities incrementally through two-week sprints while working side-by-side with AHCCCS staff. This phased development culminates in a comprehensive go-live that delivers the full AI-powered contact center solution. Our approach integrates ServiceNow's Now Assist AI capabilities with AHCCCS's existing Genesys Cloud platform through structured sprints so that required components are fully integrated and tested before members experience the new system. We have proven this methodology in state HHS contact center modernizations in Colorado, A State Social Service Agency, and A Large Retail Organization, as noted in the previous section.

Our Approach

Slalom's approach to AHCCCS's AI-enabled contact center transformation is grounded in our **Product Engineering Methodology (PEM)**, a proven framework refined across 270+ ServiceNow engagements and validated through HHS contact center modernizations for state Medicaid programs. PEM delivers end-to-end product delivery through four phases: Design, Development (Pre-MVP), Implementation (Post-MVP), and Transition. This 10-month implementation applies PEM to deliver an AI-powered omnichannel solution that integrates AHCCCS's existing Genesys and ServiceNow investments.

Slalom's philosophy differs fundamentally from vendors, who build proprietary solutions that create long-term dependency. All the configuration, custom components, documentation, and trained AI models we create belong to AHCCCS, with no licensing fees to Slalom and no proprietary lock-in. Your staff work alongside ours throughout implementation as co-developers who gain hands-on experience with every configuration decision. At project completion, AHCCCS will have the knowledge and documentation to operate, enhance, and evolve the solution independently, whether with Slalom, another partner, or entirely in-house.

This commitment reflects our understanding of AHCCCS's strategic priorities. We recognize that AHCCCS has made significant enterprise investments in ServiceNow and Genesys Cloud, and our approach builds on these foundations rather than introducing competing technologies. We also understand that sustainable success requires AHCCCS staff to own and understand the solution deeply enough to operate it without ongoing vendor dependency.

Project Governance

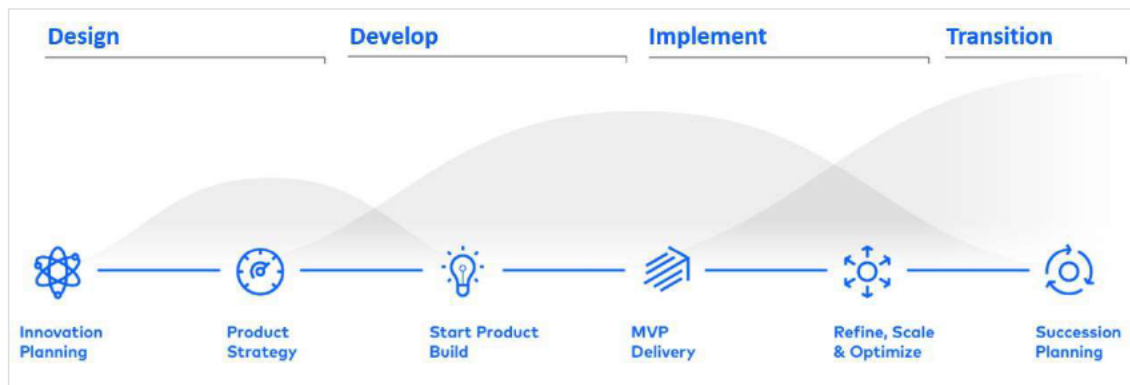
Effective governance enables clear decision-making, proactive risk management, and transparent communication throughout the engagement. Slalom will implement a three-tier governance structure that keeps AHCCCS leadership informed and in control.

Executive Steering Committee (ESC): The ESC meets monthly and includes the AHCCCS Deputy Director, AHCCCS CIO or designee, Slalom Engagement Lead/ Project Manager, Slalom Accountable Executive and Slalom HHS Contact Center Leads. This body provides strategic oversight, resolves escalated issues that cannot be addressed at the working level, approves major scope or timeline changes, and confirms alignment between project outcomes and AHCCCS organizational priorities. The ESC receives a monthly executive summary highlighting progress against milestones, budget status, key risks, and decisions requiring executive input.

Project Working Group: The Working Group meets weekly and includes AHCCCS Project Manager, Information Services Division (ISD) representatives, business stakeholders from the contact center, and Slalom key personnel. This body manages day-to-day project execution, reviews sprint progress and upcoming priorities, coordinates dependencies across AHCCCS teams, and addresses risks and issues before they require escalation. The Working Group maintains a shared risk and issue log with clear ownership and target resolution dates.

Technical Review Board (TRB): The TRB meets bi-weekly and includes AHCCCS CTO office representatives, ISD technical leads, and Slalom solution architects. This body validates design decisions against AHCCCS technical standards, reviews integration patterns and security approaches, approves architecture artifacts before implementation, and facilitates alignment with AHCCCS enterprise architecture and existing ServiceNow investments.

Decision Rights: AHCCCS maintains decision authority over all solution design choices. Slalom serves as advisor and implementer, not gatekeeper. When design alternatives exist, Slalom presents options with trade-offs and recommendations, but AHCCCS makes the final call. All governance artifacts, decision logs, and architectural documentation become AHCCCS property.



Implementation Timeline

Our 10-month implementation follows PEM's proven phase structure, aligned with AHCCCS's anticipated April 2026 start date and the 6-12 month DDI window specified in the Task Order.

DESIGN (MONTHS 1-2)

Design takes AHCCCS from concept to development-ready through three sub-phases: Learn, Ideate, and Plan.

During **Learn (Weeks 1-2)**, we focus on understanding AHCCCS's current state and the people who will use and operate the solution. We facilitate stakeholder interviews with operations leadership, ISD, and front-line supervisors to understand priorities and pain points. We conduct call flow mapping for high-volume inquiry types to understand what members and providers are asking and how those inquiries are handled today. We shadow contact center operations to understand the day-to-day reality that any solution must support. We also review existing documentation, including the IVR system design, current bot configurations, and ServiceNow and Genesys implementation.

In **Ideate (Weeks 3-5)**, we translate what we learned into a target solution design. We facilitate architecture workshops to determine how ServiceNow and Genesys will work together using the native integration capabilities. We define the product backlog by creating epics, features, and user stories that describe what the solution will do. We conduct technical proofs-of-concept to validate key integration points and identify any risks early. We also establish the Agile toolsets and ways of working that will guide the Development and Implementation phases.

During **Plan (Weeks 6-8)**, we prepare for Development by finalizing scope and schedule. Activities include backlog prioritization to define what is in MVP scope versus later releases. We author detailed user stories for the first two sprints so the team can begin building immediately. We refine delivery estimates based on Design learnings and finalize team composition. Design concludes with a validated product backlog, release plan, and AHCCCS approval to proceed to Development.

DEVELOPMENT: PRE-MVP (MONTHS 3-7)

The Pre-MVP phase delivers a working pilot system that proves the integration architecture and validates the AI approach with real member interactions. This phase spans ten two-week sprints.

PEM's sprint structure follows a consistent cadence. Each sprint begins with **Align**, where we confirm sprint objectives with the AHCCCS Product Owner and commit to what the team will deliver. The core of each sprint is **Build & Test**, where the team configures, develops, and tests working functionality with daily standups to surface blockers quickly. Each sprint concludes with **Release**, which includes user acceptance with AHCCCS team members, documentation updates, defect triage, and demonstration of completed work.

AHCCCS staff participate actively as co-developers rather than observers reviewing deliverables after the fact. PEM's talent growth model structures this participation deliberately. During Sprints 1-3, Slalom leads all configuration and development while AHCCCS team members shadow, observe, and ask questions. During Sprints 4-7, AHCCCS engineers join the pods and begin hands-on work with Slalom guidance. During Sprints 8-10, execution is shared, with AHCCCS team members taking increasing ownership while Slalom coaches and supports. Sprint 10 concludes with pilot deployment to a controlled subset of call volume.

IMPLEMENTATION: POST-MVP (MONTHS 7-9)

Post-MVP extends proven patterns to cover all in-scope use cases and channels while transitioning leadership to AHCCCS. This phase spans four two-week sprints.

During Sprints 11-12, AHCCCS engineers will be working with Slalom on configuration activities, learning how the system operates and how to make future updates. The team deploys additional Virtual Agent capabilities, enables additional channels, and implements workforce optimization features. During Sprints 13-14, the team completes channel rollout, production hardening, and legacy bot decommissioning. Sprint 14 concludes with full production deployment across all channels.

TRANSITION (MONTH 10)

The final phase transitions from implementation to continuous improvement, establishing the operational rhythms AHCCCS will use long-term. PEM's transition curve means Slalom involvement decreases as AHCCCS team capability increases.

Transition activities include finalization of the operations runbook to document procedures for routine operations and incident response. Knowledge transfer validation confirms AHCCCS team members can perform key activities independently. Formal capability assessment verifies readiness across Virtual Agent configuration, workflow modification, reporting, and system administration. Support transition shifts from Slalom-led incident response to AHCCCS-led operations with Slalom available for advisory support.

Hypercare is an additional part of the Transition phase, and it includes 24/7 support and defect monitoring and remediation. The team will be ready to resolve any defects in the expected timelines and provide support to team members as they use the system.

At handoff, AHCCCS will have demonstrated competency to operate, enhance, and evolve the solution independently.

Supporting Methodologies:

Co-Development and Knowledge Transfer. Knowledge transfer is not a phase at the end of the project. It is embedded in how we work from Day 1.

- **Paired Configuration:** AHCCCS administrators work side-by-side with Slalom consultants on every configuration decision. This means your team learns what was configured, why, and how to modify it in the future.
- **Shared Access:** AHCCCS team members have full access to all development environments, code repositories, and documentation from project kickoff. There are no "vendor-only" spaces.
- **Decision Documentation:** We document every significant design decision with the rationale, alternatives considered, and trade-offs. This documentation enables your team to understand the solution deeply enough to make informed changes after Slalom departs.
- **Progressive Responsibility:** Following PEM's talent growth model, AHCCCS team members take increasing responsibility throughout the project. By the end of Implementation: Post-MVP, AHCCCS engineers are leading configuration activities with Slalom in a coaching role.

Quality Management Approach. Quality is embedded in our process, not inspected at the end.

- **Definition of Ready:** Before any user story enters a sprint, it must meet agreed criteria, including clear acceptance criteria, testability, and appropriate sizing. This prevents waste from building the wrong thing or building without clarity on what "done" means.
- **Definition of Done:** Work is not complete until it meets agreed criteria, including functionality validated, documentation updated, and acceptance confirmed by AHCCCS, supporting consistent quality across all deliverables.
- **Sprint Reviews:** Every sprint concludes with a demonstration of completed work to AHCCCS stakeholders. This provides regular checkpoints to confirm the solution meets expectations and allows for course correction while changes are still manageable.

Risk Management Approach. Proactive risk management surfaces issues early when they are easier to address.

- **Risk Identification:** We identify risks throughout the project, with structured risk identification during Design and ongoing risk review during sprint planning and Working Group meetings.
- **Risk Register:** All identified risks are logged in a shared risk register with description, likelihood, impact, owner, and mitigation plan. The Working Group reviews the risk register weekly and updates status.
- **Issue Escalation:** When risks materialize into issues, we follow a clear escalation path. Issues that can be resolved at the Working Group level are addressed there. Issues requiring executive input or cross-organizational coordination escalate to the Executive Steering Committee.
- **Contingency Planning:** For high-impact risks, we develop contingency plans before they materialize. This includes technical contingencies for integration risks and schedule contingencies for dependencies outside the project's control.

Communication and Reporting. Transparent communication keeps stakeholders informed and builds trust.

- **Daily Standups:** The delivery team meets daily to share progress, surface blockers, and coordinate work. AHCCCS team members embedded in the pods participate in these standups.
- **Weekly Status:** The Working Group receives a weekly status report before each working group meeting, including sprint progress, upcoming milestones, risks and issues, and decisions needed.
- **Monthly Executive Summary:** The ESC receives a monthly summary highlighting progress against the overall timeline, budget status, key accomplishments, and items requiring executive attention.

- **Ad Hoc Communication:** For urgent issues or time-sensitive decisions, we use agreed channels (email, Teams, or phone) to reach the appropriate AHCCCS contacts without waiting for scheduled meetings.

Change Management and Training. Technology implementation succeeds when the people using it are prepared and supported.

- **Stakeholder Analysis:** During Design, we identify all stakeholder groups affected by the new solution. We assess current state, desired future state, and change readiness for each group.
- **Training Approach:** We develop role-based training that addresses what each stakeholder group needs to know. Training materials become AHCCCS property and allow for AHCCCS to deliver ongoing training to new staff.
- **Adoption Support:** During pilot and production deployment, we provide hands-on support to help users through the transition. This includes office hours, quick reference guides, and rapid response to questions.
- **Feedback Incorporation:** We establish channels for users to provide feedback on the solution and incorporate that feedback into ongoing sprints, customizing the solution to user needs.

Requirements Alignment

Slalom has conducted a comprehensive review of the requirements defined across the AI Call Center Requirements, Global Requirements, Deliverables, Service Level Agreements, and Security Requirements tabs of the Requirements Response Matrix. Our approach addresses the full scope of AHCCCS's expectations across omnichannel contact center capabilities, AI and conversational design, system integration, workforce optimization, and security and compliance. We have intentionally excluded ongoing maintenance and operations, so AHCCCS retains full ownership and autonomy, allowing you to operate independently or engage Slalom or any vendor of your choosing post-implementation. The Requirements Response Matrix submitted with this proposal provides our detailed response to each requirement, including our approach and any assumptions requiring validation during Design. Our methodology is designed to satisfy AHCCCS's functional, technical, and operational requirements while building internal capability for long-term independence.

State Autonomy and Vendor Flexibility

Slalom's goal is AHCCCS independence. Post-implementation, AHCCCS has three options for ongoing operations. First, AHCCCS can operate independently using the skills and documentation developed during implementation. Second, AHCCCS can engage Slalom for optional maintenance and operations support under a separate agreement. Third, AHCCCS can engage any qualified vendor, since all documentation, configuration, and trained models belong to AHCCCS with no restrictions.

We recommend independent operation for clients who invest in knowledge transfer during implementation, and AHCCCS will be fully equipped for this approach. Our co-development approach, progressive responsibility model, and comprehensive documentation position AHCCCS to not only own the solution, but evolve it after the implementation concludes.

This methodology reflects Slalom's Product Engineering Methodology (PEM) adapted for AHCCCS's AI-enabled contact center transformation. Our Solution Overview section provides additional details on our technical approach against specific requirements.

Requirements Matrix (Req. 5.7.2)

Requirements Compliance

Slalom's proposed solution addresses **333 requirements** across five categories in the Requirements Response Matrix. Our compliance posture reflects both technical capability and strategic alignment with AHCCCS's objectives: we meet 326 requirements (97.9%) and intentionally diverge from 7 requirements where our co-development approach and focus on long-term State autonomy deliver better long-term outcomes for AHCCCS.

Compliance Summary

CATEGORY	TOTAL	MEETS	DOES NOT MEET	MEETS W/ ENHANCEMENT
AI Call Center	120	120	0	0
Global Requirements	96	90	6	0
Deliverables	45	44	0	1
Service Level Agreements	30	30	0	0
Security	42	42	0	0
Total	333	326	6	1

Our compliance is grounded in our delivery experience, which reinforced a key lesson: states that co-develop alongside their implementation partner achieve stronger adoption and operational independence than those who receive a turnkey solution. The requirements we meet reflect proven configurations; the requirements we intentionally diverge from reflect experience about what serves state agencies effectively long-term.

Exceptions and Explanations

Seven requirements are not fully met as written. Six reflect intentional divergences that support AHCCCS's strategic objectives; one reflects standard business practices for private companies.

Infrastructure Management and M&O (GR24, GR25, GR26, GR27, GR33, GR34): Slalom has intentionally marked these six requirements as "Does Not Meet." These requirements assume a traditional model where the contractor retains ongoing responsibility for infrastructure, software maintenance, and M&O activities. Our approach is built on the principle that **AHCCCS should be empowered to own your solution and not be dependent on vendors.**

Under our co-development model, all configuration, documentation, and trained AI models belong to AHCCCS, with no licensing fees or proprietary lock-in. AHCCCS staff work side-by-side with Slalom consultants as co-developers, gaining hands-on experience and full access to all environments and

documentation. Through our progressive responsibility model, by the end of implementation, AHCCCS engineers lead configuration activities with Slalom in a coaching role. Knowledge transfer is embedded from day one so that AHCCCS administrators learn not just what was configured, but why, and how to modify it in the future.

Our philosophy is clear: **states should decide who, when, and how they receive ongoing support.** Post-implementation, AHCCCS can operate independently, engage Slalom for optional support, or work with any qualified vendor, since all documentation and trained models are fully owned by AHCCCS. This approach may not meet requirements as written, but it delivers superior long-term value and autonomy for the State.

Contractor Audited Financial Statements (DEL07): Slalom, Inc. is a private company and does not publish audited financial statements. However, we provide financial assurance through disclosure of consolidated annual gross revenue for the past three years: \$2.50 billion (2024), \$2.76 billion (2023), and \$3.02 billion (2022). Slalom is well capitalized with a strong balance sheet and cash position, funded through operations and supplemented by a line of credit jointly held by JP Morgan Chase and Bank of America.

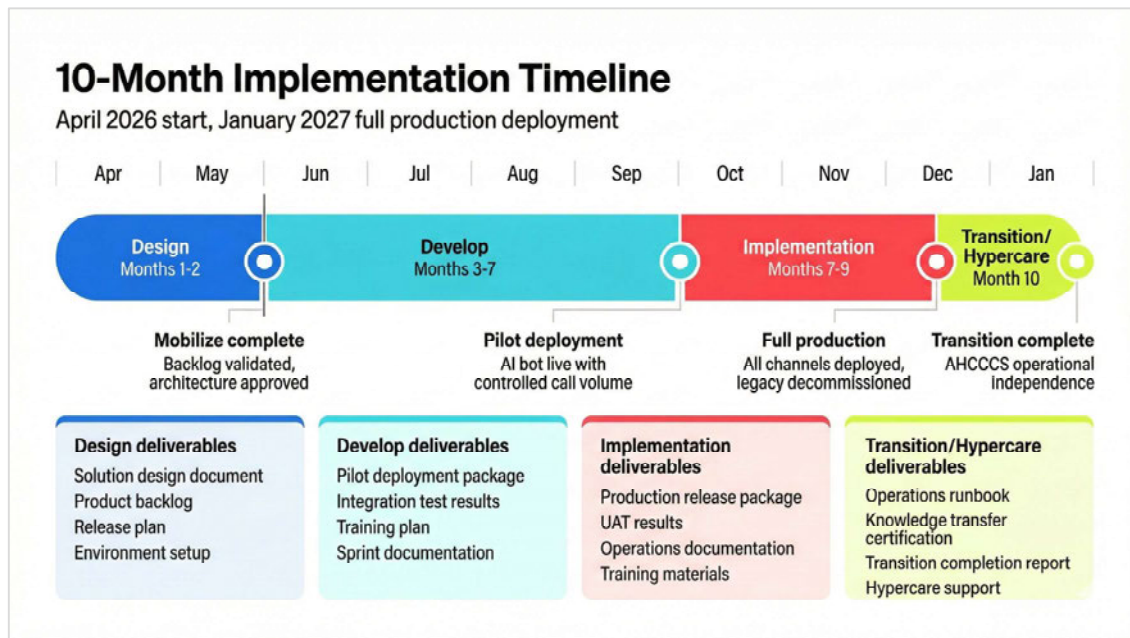
Alignment with Methodology

The requirements compliance posture directly reflects our co-development approach and commitment to upskilling State staff for long-term success. Requirements compliance is not an end in itself but a means to deliver lasting value for AHCCCS. Where the Task Order assumes traditional contractor-dependent models, we propose an alternative that better serves AHCCCS's stated objectives of operational efficiency, cost control, and technology sovereignty.

The six Infrastructure Management and M&O exceptions are not gaps to be mitigated but features of our approach. Rather than building a solution that requires ongoing vendor involvement, we build a solution that AHCCCS can operate independently. This investment in adoption and change management positions AHCCCS for sustained operational success.

Complete requirements traceability is provided in the attached Requirements Response Matrix (Attachment 1), which includes detailed response notes for each requirement explaining how the proposed solution addresses the requirement or, in the case of exceptions, why our approach diverges and what alternative value we provide.

Proposed Schedule (Req. 5.7.3)



Slalom proposes a 10-month DDI timeline beginning April 2026, with full production deployment targeted for January 2027. This schedule aligns with AHCCCS's stated 6-12 month DDI window while providing adequate time for the training, adoption, and Hypercare activities that determine long-term success.

Key Milestones and Deliverables

The following milestones represent contractual checkpoints where AHCCCS validates progress and approves advancement to subsequent activities.

MONTH 2: DESIGN COMPLETE

Validated product backlog, approved solution architecture, and development-ready environment. AHCCCS confirms alignment between documented requirements and organizational priorities before development investment begins. Deliverables and Work Products include the Solution Design Document, Product Backlog, Release Plan, Environment Setup Documentation, Requirements Traceability Matrix, Project Management Plan, Communications Management Plan, Quality Management Plan (QMP).

MONTH 5: PILOT DEPLOYMENT

Working AI Virtual Agent handling eligibility, prior authorization, and provider lookup inquiries for a controlled subset of call volume. This milestone validates the ServiceNow-Genesys integration architecture and AI response accuracy before broader deployment. Deliverables and Work Products include the Pilot Deployment Package, Integration Test Results, Training Plan, Sprint Documentation, Technical Architecture Detailed Description (DTAP), Business Continuity, Cyber Incident Response, & Disaster Recovery Plan (BC/CIR/DR), Test Management Plan (TMP).

MONTH 8: FULL PRODUCTION DEPLOYMENT

Complete AI-powered contact center solution deployed across all channels: voice, chat, SMS, and

web portal. All use cases operational, legacy bot decommissioned, and agents working from the unified ServiceNow workspace. Deliverables and Work Products include Production Release Package, User Acceptance Test Results, Operations Documentation, Training Curriculum, Validation of Production Reports, and Ongoing Error Reporting.

MONTH 10: OPERATIONAL TRANSITION COMPLETE

AHCCCS team demonstrates independent operational capability. All documentation delivered, knowledge transfer validated, and support responsibilities transitioned to AHCCCS with Slalom available for advisory consultation during the initial M&O period. Deliverables and Work Products include the Operations Runbook, Knowledge Transfer Certification, Transition Completion Report, Hypercare Summary, Post Implementation Plan for AHCCCS, Genesys and ServiceNow, Post Implementation Documentation Delivery, Post Implementation Support/Maintenance Plan, Error Reporting and Remediation Planning, and Transition Plan.

Schedule Risk Mitigation

Our schedule incorporates deliberate buffers at two points. First, the Pilot Deployment milestone at Month 5 creates a natural checkpoint where scope or timeline adjustments can be made based on validated learnings before committing to full deployment. Second, the two-month Transition phase provides contingency for extended knowledge transfer or additional training if needed without impacting production operations.

If unforeseen circumstances require schedule acceleration, the modular architecture allows prioritization of highest-value use cases while deferring lower-priority capabilities to the Hypercare period. Conversely, if AHCCCS determines that additional use cases should be included in initial deployment, the sprint-based approach allows scope additions with corresponding timeline adjustments through the change control process.

Part B3: Solution Overview (Req. 5.8)

Technical Approach Overview

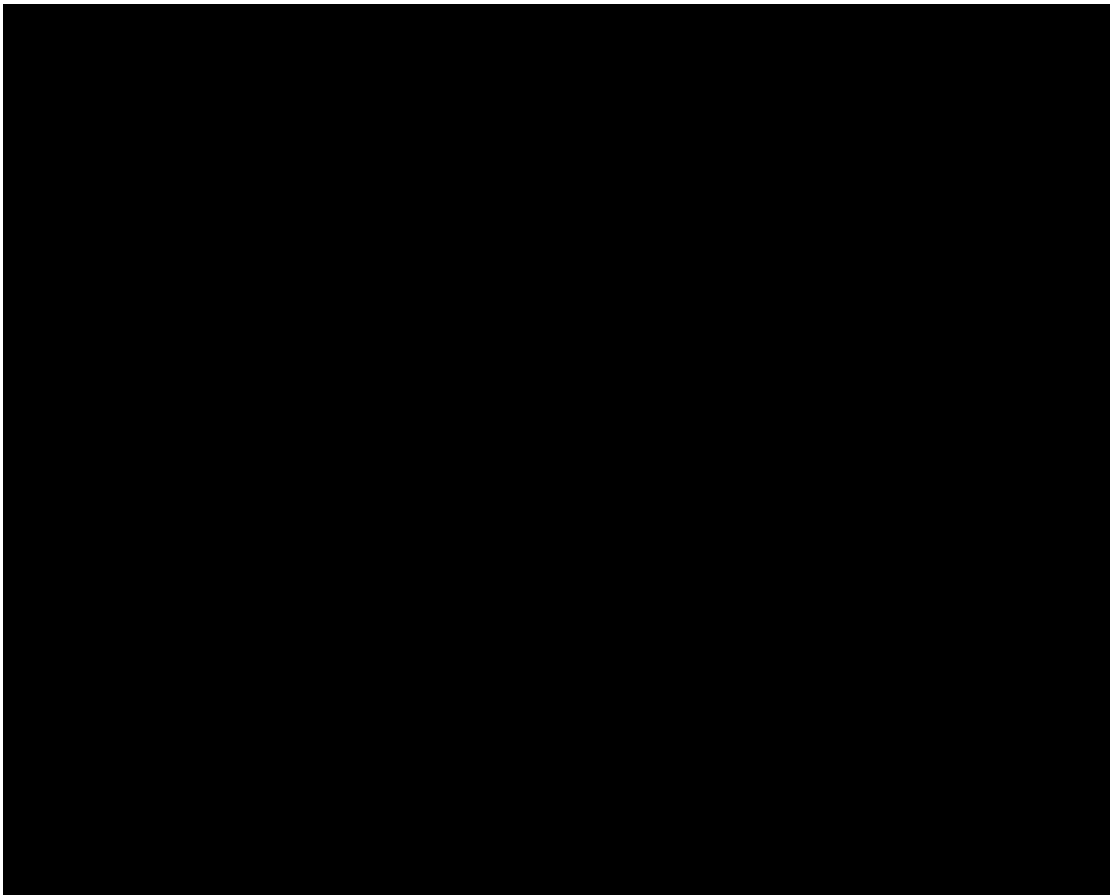
Slalom proposes a modern, secure, and scalable AI-powered contact center solution leveraging ServiceNow and Genesys Cloud to meet AHCCCS's requirements for an omnichannel platform. Our PEM Methodology of Design-Develop-Implement-Transition aligns with AHCCCS's goals by designing, building, and implementing the solution, while training AHCCCS staff and transitioning ownership. Our approach delivers on three strategic pillars.

- **Autonomy:** AHCCCS retains full control of its technology ecosystem with configurable workflows and no vendor lock-in.
- **Cost control:** Automating routine inquiries and eliminating long-term M&O contracts reduces operational costs.
- **Member experience:** AI-driven resolution delivers faster, more personalized service across all channels.

Solution Architecture

The solution, illustrated in the graphic below, integrates AHCCCS's existing **ServiceNow** and **Genesys Cloud** investments rather than introducing competing technologies. ServiceNow serves as the AI engine through Now Assist, providing natural language understanding, knowledge base access, and case management. Genesys Cloud manages all inbound interactions across voice, chat, and SMS channels, routing them to ServiceNow's Virtual Agent for AI-powered resolution. When escalation is required, Genesys routes the interaction to a live agent who receives the full conversation transcript and case context through the integrated ServiceNow workspace.

This architecture maximizes AHCCCS's enterprise investments while delivering the automation capabilities specified in the Task Order. All configuration, custom components, and trained AI models belong to AHCCCS with no proprietary Slalom tools or licensing required for ongoing operations.



DESIGN (MONTHS 1-2)

The Design phase transforms AHCCCS's vision into a development-ready plan. Through structured discovery, collaborative design, and detailed planning, we establish the foundation for successful delivery. This phase concludes with a **validated product backlog, approved solution architecture, and AHCCCS confirmation to proceed** to development.

Key Activities:

Learn (Weeks 1-2): We begin by immersing the Slalom team in AHCCCS's current operations. Stakeholder interviews with operations leadership, ISD, and front-line supervisors surface priorities and pain points. Call flow mapping for high-volume inquiry types document what members and providers ask and how those inquiries are handled today. Contact center shadowing reveals the day-to-day reality that any solution must support. We review existing documentation, including IVR system design, current bot configurations, and ServiceNow implementation details.

Ideate (Weeks 3-5): Learn findings translate into a target solution design. Architecture workshops determine how ServiceNow and Genesys will work together using native integration capabilities. We define the product backlog by creating epics, features, and user stories that describe what the solution will do. Technical proofs-of-concept validate key integration points and identify risks early. We also establish Agile toolsets and ways of working that will guide the Development and Implementation phases.

Plan (Weeks 6-8): Final preparation for development includes backlog prioritization to define MVP scope versus later releases. We author detailed user stories for the first two sprints so the team can

begin building immediately. Delivery estimates are refined based on our learnings, and team composition is finalized. The phase concludes with AHCCCS approval of the solution design and release plan.

Deliverables and Work Products:

- **Solution Design Document:** Comprehensive architecture, integration patterns, security approach, and technical specifications.
- **Product Backlog:** Prioritized epics, features, and user stories with acceptance criteria.
- **Release Plan:** Sprint-by-sprint roadmap with scope, milestones, and resource assignments.
- **Environment Setup Documentation:** Configuration of development, test, and staging environments in AHCCCS Azure.
- **Requirements Traceability Matrix:** Project requirements are captured and tracked to review fulfilled throughout the project lifecycle
- **Project Management Plan:** Plan outlining document detailing how the project will be executed, monitored, and controlled.
- **Communications Management Plan:** A strategy for how project information will be shared among stakeholders.
- **Quality Management Plan (QMP):** A plan to ensure project deliverables meet defined quality standards.

Requirements Alignment:

Design activities address requirements for project planning, solution design, and environment preparation. The Solution Design Document satisfies architecture documentation requirements while establishing the technical foundation for HIPAA compliance and security controls. The Product Backlog provides traceability from RFP requirements through implementation, so that every requirement has a clear delivery path.

Outcomes:

At Design completion, AHCCCS will have validated alignment between documented requirements and organizational priorities, approved architecture ready for development, development environments provisioned and accessible, and a detailed sprint plan for the first eight weeks of development. The AHCCCS team will have participated in all design decisions, establishing the co-development pattern that continues through Transition.

DEVELOPMENT: PRE-MVP (MONTHS 3-7)

The Pre-MVP phase delivers a **working pilot system** that proves the integration architecture and validates the AI approach with real member interactions. Ten two-week sprints build functionality incrementally, with each sprint producing tested, demonstrable capabilities. The phase culminates in **pilot deployment** to a controlled subset of call volume.

Sprint Approach

Each sprint follows a consistent cadence:

- **Align** confirms sprint objectives with the AHCCCS Product Owner and commits to deliverables.
- **Build & Test** executes configuration, development, and testing with daily standups surfacing blockers quickly.
- **Release** includes user acceptance with AHCCCS team members, documentation updates, defect triage, and demonstration of completed work.

AHCCCS staff participate as **co-developers**, building the expertise needed for post-transition independence. During Sprints 1-3, Slalom leads all configuration while AHCCCS team members shadow and learn. During Sprints 4-7, AHCCCS engineers join the pods and begin hands-on work with Slalom guidance. During Sprints 8-10, execution is shared, with AHCCCS team members taking increasing ownership while Slalom coaches and supports. This progression is central to our Build–Train–Transition approach.

Pilot Scope

The pilot focuses on the **highest-volume member inquiries** where AI demonstrates immediate value for member experience and cost control:

- **Eligibility verification:** Members confirm coverage status, effective dates, and plan details through conversational AI.
- **Prior authorization status:** Real-time lookup of authorization requests with status updates and next steps.
- **Provider lookup:** Search by specialty, location, and network status with results delivered via preferred channel.
- **Escalation to live agent:** Seamless handoff with full conversation context when AI cannot resolve or a member requests human assistance.

Integration Work

ServiceNow Virtual Agent configuration establishes the conversational AI foundation. We configure Now Assist for natural language understanding, build conversation flows for pilot use cases, integrate with ServiceNow knowledge base for policy responses, and establish the case creation workflow for issues requiring follow-up.

Genesys Cloud integration connects telephony to the AI layer. We configure IVR routing to ServiceNow Virtual Agent, establish the agent handoff workflow with context preservation, implement call transcription for quality monitoring, and configure workforce management integration for scheduling and reporting. Coordination with the Arizona Department of Administration (ADOA) enables alignment with enterprise Genesys Cloud standards.

Data integration allows AI responses to reflect accurate, real-time information. We establish secure connections to eligibility systems, configure prior authorization data feeds, implement provider directory synchronization, and validate data accuracy across all integration points.

Deliverables and Work Products

- **Pilot Deployment Package:** Configured Virtual Agent, integration components, and deployment artifacts.
- **Integration Test Results:** Documented testing of all integration points with defect resolution.
- **Training Plan:** Role-based training curriculum for agents, supervisors, and administrators.
- **Sprint Documentation:** Configuration guides, release notes, and technical documentation updated each sprint.
- **Technical Architecture Detailed Description (DTAP):** A comprehensive overview of the system's technical structure and components.
- **Business Continuity, Cyber Incident Response, & Disaster Recovery Plan (BC/CIR/DR):** Procedures to maintain operations and recover from disruptions or cyber incidents.
- **Test Management Plan (TMP):** A strategy for organizing and executing system testing activities.

- **Testing Acceptance Signoff:** Formal approval that pilot testing meets project requirements.

Requirements Alignment

Pre-MVP delivery addresses core AI and integration requirements. Virtual Agent configuration satisfies natural language understanding, intent recognition, and conversational flow requirements. Genesys integration fulfills omnichannel routing, agent handoff, and telephony requirements. The pilot deployment validates security and compliance controls in a production environment before full-scale rollout.

Outcomes

At Pre-MVP completion:

- AI bot handling controls call volume for eligibility, prior authorization, and provider lookup inquiries.
- Integration architecture is proven in production with real member interactions.
- AHCCCS engineers are actively leading configuration work.
- Training plan validated and ready for broader rollout.

IMPLEMENTATION: POST-MVP (MONTHS 7-9)

The Post-MVP phase extends proven patterns to cover **all in-scope use cases and channels** while starting to transition technical leadership to AHCCCS. Four two-week sprints scale the pilot to full production, AHCCCS engineers will be working with Slalom on configuration activities, learning how the system operates and how to make future updates. The phase concludes with **full production deployment** across all channels and sunseting of legacy call center systems. Implementation will also include user journeys, production dry runs, change management planning, and quality assurance. A detailed communication plan from Slalom's OCM team will facilitate roadshows and other activities to measure adoption and streamline production success.

Key Activities

Sprints 11-12: AHCCCS engineers will be assisting with configuration activities while Slalom provides expertise. The team deploys additional Virtual Agent capabilities, including claims status, plan benefits, and appeals tracking. SMS and web portal channels are enabled using patterns proven in the pilot. Workforce optimization features are implemented, including skills-based routing, quality monitoring, and performance dashboards. As part of this sprint, Slalom will be working through detailed knowledge transfer of the architected solution. BPC and Call Center agent resources will be focused on the process changes to the environment and working with key stakeholders in validating the developed solution. This will be a key portion of the process to harden the overall solution before transitioning to production. Feedback channels and enhancement process will be defined to further critical changes in preparation for go-live.

Sprints 13-14: The team completes channel rollout, production hardening, and legacy bot decommissioning. Final integration testing validates all use cases across all channels. Performance tuning confirms that the system handles expected volume with acceptable response times. The legacy bot is decommissioned once the new solution demonstrates stable production operation.

Omni-Channel Deployment

- **Voice:** Full IVR integration with conversational AI handling all supported inquiry types. Call routing is optimized based on pilot learnings with intelligent queue management and callback options.
- **Chat:** Web-based chat embedded in the AHCCCS member and provider portals. Proactive engagement triggers offer assistance based on user behavior patterns.
- **SMS:** Two-way messaging for quick inquiries and proactive notifications. Opt-in management enables compliance with communication preferences.
- **Web portal:** Self-service capabilities are integrated with ServiceNow portal. Guided workflows help members complete complex tasks without agent assistance.

Training Execution

Comprehensive training prepares all user roles for independent operation. **Agent training** covers the unified ServiceNow workspace, AI-assisted response handling, and escalation procedures.

Supervisor training addresses queue management, quality monitoring, and performance reporting.

Administrator training covers configuration management, knowledge base maintenance, and system monitoring. This training is foundational to AHCCCS's ability to operate the solution without long-term vendor support.

Deliverables and Work Products

- **Production Release Package:** Complete solution deployed across all channels with full use case coverage.
- **User Acceptance Test Results:** Documented UAT execution with AHCCCS sign-off on all test scenarios.
- **Operations Documentation:** System administration guides, troubleshooting procedures, and escalation paths.
- **Training Curriculum:** Role-based training content, quick reference guides, and recorded sessions.
- **Validation of Production Reports:** Review and confirmation of system-generated reports in production.
- **Ongoing Error Reporting:** Continuous monitoring and documentation of system errors post-launch.
- **Performance Management Plan:** A strategy for measuring and improving system performance.

Requirements Alignment

Post-MVP delivery completes functional requirements by extending AI capabilities to all specified use cases and channels. Training execution satisfies knowledge transfer and documentation requirements. UAT completion with AHCCCS sign-off validates that all requirements have been met and the solution is ready for production operation.

Outcomes

At Post-MVP completion:

- Complete AI-powered contact center solution deployed across all channels.
- All use cases operational with demonstrated performance meeting 99.9% uptime targets.
- AHCCCS team leading configuration work independently.
- All users trained and proficient.
- Legacy bot decommissioned.

TRANSITION (MONTH 10)

The Transition phase completes the Build–Train–Transition approach by establishing **AHCCCS operational independence**. Rather than transitioning to a long-term vendor support model, we transition ownership to AHCCCS with the documentation, training, and demonstrated capability to operate, enhance, and evolve the solution independently. This approach reduces operational costs, accelerates innovation, and allows AHCCCS to retain full control of its technology ecosystem.

Key Activities

Operations runbook finalization: Document procedures for routine operations, including daily health checks, performance monitoring, and scheduled maintenance. Incident response procedures define escalation paths, communication protocols, and resolution workflows for various severity levels.

Knowledge transfer validation: Confirm AHCCCS team members can perform key activities independently. Structured assessments verify capability across Virtual Agent configuration, workflow modification, reporting, knowledge base management, and system administration. This validation is the gate for Transition completion.

Hypercare support: Dedicated Slalom support during the critical early weeks of full production. Rapid response to issues, real-time optimization based on production data, and hands-on coaching as AHCCCS handles progressively more operational responsibilities.

Ownership transfer: Formal handoff of all solution components, documentation, and operational responsibility to AHCCCS. All configuration, custom components, trained AI models, and intellectual property become AHCCCS assets with no ongoing licensing fees or proprietary dependencies.

Deliverables and Work Products

- **Operations Runbook:** Comprehensive procedures for daily operations, incident response, and scheduled maintenance.
- **Knowledge Transfer Certification:** Documented assessment confirming AHCCCS team capability across all operational areas.
- **Transition Completion Report:** Summary of transition activities, open items, and recommendations for ongoing optimization.
- **Hypercare Summary:** Documentation of issues addressed, optimizations implemented, and lessons learned.
- **Post Implementation Plan for AHCCCS, Genesys and ServiceNow:** Steps for supporting and optimizing the solution after deployment.
- **Post Implementation Documentation Delivery:** Provision of final system and support documentation after go-live.
- **Post Implementation Support/Maintenance Plan:** A plan for ongoing support and maintenance following implementation.
- **Error Reporting and Remediation Planning:** Ongoing processes for identifying and resolving system issues.
- **Transition Plan:** A roadmap for transferring system ownership and responsibilities to the client.

Requirements Alignment

Transition activities satisfy requirements for knowledge transfer, operational documentation, and support handoff. The Knowledge Transfer Certification provides documented evidence that AHCCCS has the capability to operate the solution independently. We intentionally do not provide DEL41

(System Maintenance Support Plan) because our approach eliminates the need for long-term vendor M&O. The robust transition plan and comprehensive training directly support AHCCCS's autonomy and cost control objectives.

Outcomes

At Transition completion:

- AHCCCS team has demonstrated capability to operate, enhance, and evolve the solution independently.
- All documentation delivered and validated.
- All solution components, IP, and operational responsibility transferred to AHCCCS.
- Formal DDI completion with AHCCCS positioned for self-sufficient operation.

POST-TRANSITION SELF-SUFFICIENCY

Following DDI completion, **AHCCCS operates the solution independently**. Our Build–Train–Transition approach deliberately avoids the traditional model of long-term vendor Maintenance & Operations contracts. This reflects AHCCCS's strategic priorities: autonomy over vendor dependency, cost control over recurring support fees, and the flexibility to innovate without external constraints.

How This Works

The co-development model established during the Development phase means AHCCCS staff are not learning a finished system after the fact. They built it alongside Slalom engineers. By Transition completion, AHCCCS team members have hands-on experience with every configuration decision, documented procedures for every operational scenario, and validated capability to perform all maintenance and enhancement activities.

ServiceNow and Genesys Cloud are modern, well-documented platforms with active user communities and vendor support channels. AHCCCS's existing enterprise relationships with these vendors provide access to technical support, product updates, and leading practice guidance without requiring a third-party intermediary.

Optional Enhancement Support

While AHCCCS will operate the solution independently, Slalom remains available for **optional enhancement projects** on a project basis. If AHCCCS identifies new automation opportunities, significant platform upgrades, or complex integrations that exceed internal capacity, Slalom can provide targeted expertise through separate engagements. This model gives AHCCCS flexibility without ongoing commitment.

Continuous Improvement

AI systems require ongoing optimization to maintain and improve performance. The training and documentation delivered during DDI equip AHCCCS to perform these activities independently: tuning AI models based on production interaction data, optimizing the knowledge base to improve response accuracy, and enhancing workflows as new automation opportunities emerge. The modular architecture empowers AHCCCS to adapt and expand without vendor dependency.

ASSUMPTIONS AND DEPENDENCIES

The following assumptions and dependencies underpin the technical approach and proposed timeline. Items requiring AHCCCS confirmation are flagged for discussion during contract negotiations.

Environment and Infrastructure

- AHCCCS Azure environment will be provisioned and accessible by Week 2 of the Design phase.
- ServiceNow development instance will be available with appropriate licensing for Now Assist capabilities.
- Network connectivity between Azure environment and ServiceNow/Genesys platforms will be established per AHCCCS security requirements.

Platform and Integration

- Genesys Cloud is managed by ADOA per Q&A Response #2; integration work requires cross-agency coordination.
- ServiceNow Xanadu version (current) will be maintained during implementation; major upgrades will be coordinated with project timeline.
- APIs for eligibility, prior authorization, and provider data are available and documented; Slalom will work with AHCCCS to address any gaps identified during discovery.

Stakeholder Availability

- AHCCCS Product Owner will be available for sprint planning, backlog prioritization, and acceptance decisions.
- Contact center supervisors and subject matter experts will be available for requirements validation, UAT, and training.
- AHCCCS technical staff identified for co-development will be allocated to the project per the staffing plan.

Governance and Decisions

- Design decisions requiring AHCCCS approval will be addressed within the sprint cycle through established governance forums.
- Scope changes will be managed through the change control process with impact assessment before approval.

PHASE SUMMARY

The following summarizes key activities, deliverables, and outcomes by phase.

Design (Months 1-2)

- **Activities:** Stakeholder interviews, call flow mapping, architecture workshops, backlog development, environment setup
- **Deliverables and Work Products:** Solution Design Document, Product Backlog, Release Plan, Environment Setup Documentation, Requirements Traceability Matrix, Project Management Plan, Communications Management Plan, Quality Management Plan (QMP)
- **Milestone:** Design complete with validated backlog and approved architecture

Development: Pre-MVP (Months 3-7)

- **Activities:** Sprint execution, Virtual Agent configuration, Genesys integration, pilot deployment, AHCCCS co-development progression
- **Deliverables and Work Products:** Pilot Deployment Package, Integration Test Results, Training Plan, Sprint Documentation, Technical Architecture Detailed Description (DTAP),

Business Continuity, Cyber Incident Response, & Disaster Recovery Plan (BC/CIR/DR), Test Management Plan (TMP)

- **Milestone:** Pilot deployment with AI bot handling controlled call volume

Implementation: Post-MVP (Months 7-9)

- **Activities:** Full use case deployment, channel rollout, training execution, legacy decommissioning, AHCCCS-led configuration
- **Deliverables and Work Products:** Production Release Package, User Acceptance Test Results, Operations Documentation, Training Curriculum, Validation of Production Reports, and Ongoing Error Reporting
- **Milestone:** Full production deployment across all channels

Transition (Month 10)

- **Activities:** Runbook finalization, knowledge transfer validation, Hypercare support, ownership transfer
- **Deliverables and Work Products:** Operations Runbook, Knowledge Transfer Certification, Transition Completion Report, Hypercare Summary, Post Implementation Plan for AHCCCS, Genesys and ServiceNow, Post Implementation Documentation Delivery, Post Implementation Support/Maintenance Plan, Error Reporting and Remediation Planning, and Transition Plan.
- **Milestone:** Transition complete with AHCCCS operational independence demonstrate

Part B4: Completed Requirements Matrix (Req. 5.9)

Slalom has provided our response to the requirements matrix in the supporting document titled
"YH26-0031 Attachment 1 AI Call Center Requirements Response Matrix_Slalom Response"

Part B5: Pricing Proposal (Req. 5.10)

Slalom has provided our response to the pricing proposal in the supporting document titled “YH26-0031 Attachment 2 AI Call Center Integration Pricing Schedule_Slalom Response”

Part B6: Subcontractors (Req. 5.11)

The required security assessment will be conducted by an independent third party that is neutral and approved by AHCCCS. If determined during the Contract Lifecycle, Slalom reserves the right to add additional subcontractors to the resulting Contract following the amendment and approval processes outlined in the MSA and Task Order.

Part C1: Analysis for Confidential / Proprietary Determination



Signature

Sarah Moesker
Senior Managing Director

01/08/26

Date of Signature

DOCUMENT LOCATION

JUSTIFICATION

PG 4, PG 8

Slalom requests redaction of certain personally identifiable information (PII) contained in the materials. Disclosure of this information would reveal personal details about individuals that are not of public interest or concern, and that would constitute an unwarranted invasion of personal privacy if disclosed and could cause them harm or distress in the event of malicious behavior such as fraud, identity theft, etc.

For example, we have redacted the names, addresses, phone numbers, email addresses, and signatures of employees, contractors, and third parties who were involved in or mentioned in the records. We have also redacted any other information that could be used to identify or locate these individuals, such as their job titles, work locations, employee numbers, or photographs.

Slalom is a consulting firm that provides innovative solutions to complex business problems for its clients across various domains and industries.

Proprietary Insights:

Slalom's proposal includes proprietary insights that are derived from Slalom's extensive experience and expertise in delivering successful projects for its clients. These insights reflect Slalom's unique and innovative approach to solving the specific challenges and requirements of the government agency. Slalom considers these insights as trade secrets that give Slalom a competitive edge in the market and are valuable assets for Slalom's business. Disclosing these insights to the public would cause substantial harm to Slalom's competitive position and would compromise Slalom's ability to provide high-quality services to its clients.

PG 30

Proposed Staffing Plans:

Slalom's proposal includes proposed staffing plans that detail the qualifications, roles, and responsibilities of the key personnel that Slalom would assign to the project. These staffing plans are based on Slalom's careful assessment of the skills and expertise required for the successful execution of the project. As a professional services firm, Slalom has developed its own unique approach to how our business is structured and how we staff engagements, and its approach has been adapted by insights gained over years of operation. Revealing the details of Slalom's proposed staffing plan will benefit competitors, as it provides insight into how Slalom structures its

engagements, and it allows competitors the opportunity to mimic or appropriate Slalom's staffing approach and/or more effectively bid against Slalom.

Proposed Technology Frameworks:

Slalom's proposal includes proposed technology frameworks that outline the technical architecture, design, and implementation of the solutions that Slalom would deliver. These technology frameworks are based on Slalom's proprietary methodologies, tools, and best practices that Slalom has developed and refined over the years. Slalom considers these technology frameworks as confidential information and trade secret. Disclosure of this information would allow competitors the opportunity to mimic or appropriate Slalom's unique approach to design and implementation outlined in our proposal.

Slalom requests redaction of certain confidential and proprietary information about Slalom's internal policies, practices, methodologies, and ownership structure, which are not publicly available and are protected by trade secret laws and contractual obligations. Slalom respects the public's right to access information held by the government, but also has a legitimate interest in protecting its non-public corporate information from unauthorized disclosure and use by competitors or other third parties. Therefore, Slalom requests that the Agency redact any information in the proposal that falls under one or more of the following categories:

PG 44, PG 45, PG
46

- Information that reveals Slalom's ownership structure, including the names and identities of its owners, shareholders, members, partners, or affiliates;
- Information that discloses Slalom's internal policies, procedures, guidelines, or standards that govern its operations, management, quality control, or performance;
- Information that describes Slalom's proprietary methodologies, approaches, techniques, or tools that it uses to deliver its services, products, or solutions;
- Information that contains Slalom's pricing, cost, or fee structure, or any other financial data or analysis that reflects its competitive strategy or market position;
- Information that includes Slalom's trade secrets, as defined by applicable federal or state law, or any other information that Slalom has taken reasonable measures to keep secret and that derives independent economic value from not being generally known or readily ascertainable by others.

Part C2: Exceptions to Any Part of Task Order

[REDACTED]

Solicitation Paragraph / Referenced Section	Assumption or Exception Response
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

	[REDACTED]
[REDACTED]	[REDACTED]

Appendix: Assumptions

Slalom's response (cost estimates, timelines, and staffing) is based on the following assumptions:

General

- Slalom has reviewed the terms of the AHCCCS Task Order YH26-0031. If awarded the project, Slalom looks forward to the opportunity to negotiate a mutually agreed upon contract containing all relevant terms consistent with our response and the Statewide Data Management Services contract.
- AHCCCS will license ServiceNow and Genesys Cloud applications through existing State agreements. Implementation services would be contracted directly with Slalom.
- AHCCCS will accept leading public sector practices as supported by standard delivered software functionality in support of meeting its core business requirements. Business justification and cost of deviations from standard delivered software functionality will be presented to the steering committee for approval.
- AHCCCS will provide Slalom and other relevant team members with access to existing documentation so that it can be reviewed before and during the project implementation. This includes, at a minimum, business process documentation, legacy system user manuals, and development standards.

Program Management

- The Project Governance Structure and Operating Model will be established at the onset of the program. Any changes to the Governance Structure and Operating Model should be mutually agreed to in writing and then implemented.
- AHCCCS will be responsible for identifying, assessing, managing, monitoring, and timely communication of any potential impacts and dependencies of other planned or in-flight initiatives that might have an impact on this engagement.
- A Project Plan leveraging Agile principles will be created to track key high-level activities, milestones, critical path, and key dependencies only. The Project Plan is not intended to be a detailed manifest of every project delivery activity.

Resource Management

- Slalom assumes that AHCCCS resources will have the appropriate subject matter expertise, be available as required, and be empowered to make decisions regarding the requirements, configuration, and operation of the Solution.
- AHCCCS will assign Product Owners who, on a timely basis (within 2 business days), provide such information, documentation, decisions, approvals, and assistance that are necessary to Slalom's work or that Slalom reasonably requests.
- AHCCCS will designate a full-time Project Manager for the duration of the project who will be responsible for coordinating AHCCCS resources, assisting in managing AHCCCS deliverables and responsibilities, and working jointly with the Slalom Project Manager to communicate project status.

Scope Management

- AHCCCS will have procured the necessary ServiceNow modules and Genesys Cloud licenses, and the environments will be available at the project start. The environments will remain available throughout the project duration.

- Decisions made during the Design Phase will be the basis for subsequent phases, sprints, and backlog. A change to the baselined scope may increase the project schedule, timeline, and personnel requirements. To the extent that such changes add effort to the project or delay the project, a change request may result.
- Out-of-the-box ServiceNow and Genesys Cloud components will be utilized whenever possible in place of custom components.

Data and Integration

- AHCCCS is responsible for extracting, consolidating, and cleansing existing data and exports in support of the initial data migration and knowledge base population.
- External system owners (PMMIS, HEAplus, provider databases) will provide stable, documented APIs with designated technical points of contact for integration activities.

Pricing and Schedule

- Slalom's pricing for this proposal assumes an April 2026 project start date at the latest and the associated timeframes identified in this proposal. Any changes to the start date, major milestones, or phases within the proposed timeline may affect cost estimates.
- Slalom has assumed a hybrid travel model where team members travel when necessary for key ceremonies, design workshops, and go-live support. Should additional on-site time be required, Slalom and AHCCCS will collectively determine the appropriate on-site allocation.

AHCCCS-Specific Technical Assumptions

- The AHCCCS Azure environment will be available with necessary subscriptions, permissions, and network connectivity for Slalom to provision and manage resources. Per Q&A Question 20, AHCCCS requires hosting in its Azure environment and alternative approaches are not being considered.
- ServiceNow (currently Xanadu version) is hosted as SaaS in the ServiceNow platform, with AHCCCS responsible for execution and management. Genesys Cloud 3 is managed by Arizona Department of Administration (ADOA).
- Per Q&A Question 21, AHCCCS expects ServiceNow to be where primary AI features are located. Slalom assumes use of the Genesys-ServiceNow Unified Experience turnkey integration as the foundation, not custom-built integration.
- Per GR97 and Q&A Question 4, Slalom will work with AHCCCS during design to identify the exact number and type of environments required (development, testing, staging, production, training, disaster recovery).

Assumptions based on experience

- Environment parity between development and production is critical for AI model behavior consistency. A minimum of four environments with production-equivalent data masking is recommended based on prior Medicaid contact center implementations.

AHCCCS-Specific Functional Assumptions

- The 131 AI Call Center requirements, 96 Global requirements, 42 Security requirements, and 30 SLA requirements as documented in the RRM constitute the complete scope. Requirements not explicitly stated are out of scope unless added through change control.
- AHCCCS does not currently have a validated taxonomy or information architecture for knowledge articles (per Q&A Question 19). Slalom assumes knowledge base development, content curation, and taxonomy design are within scope.
- Per Q&A Questions 12 and 13, user journeys, personas, and future state vision are not currently captured, and AHCCCS does not have internal UXR and visual design capabilities. Slalom assumes development of these are within scope as part of Design activities.

- Based on Q&A Question 9, Slalom assumes the following volume parameters: current inbound calls approximately 120,000 annually (expected to increase by 10%), target Average Handle Time of 7 minutes, current annual tickets approximately 10,564 (expected to increase by 10%), and target agent staffing of 50.
- Knowledge base completeness directly impacts self-service containment rates. Structured knowledge development embedded in implementation has achieved 30% containment improvement in comparable state agency deployments.

AHCCCS-Specific Commercial Assumptions

- Slalom's proposal intentionally does not meet six Global Requirements (GR24, GR25, GR26, GR27, GR33, GR34) as written. These requirements assume long-term contractor-owned infrastructure and M&O responsibility. Slalom's co-development approach transfers ownership to AHCCCS, with state staff empowered to maintain and evolve the solution independently.
- Per Q&A Question 18, additional Genesys or ServiceNow licenses will be purchased through existing AHCCCS licensing agreements, not vendor-provided pricing. Slalom's pricing excludes additional platform licensing costs.
- Internal capability building reduces long-term costs while improving responsiveness. State agencies that commit to owning their solutions can decide independently who, when, and how they receive ongoing support rather than being locked into contractor dependencies.

AHCCCS-Specific Compliance Assumptions

- AHCCCS will provide guidance on HIPAA Safe Harbor provisions, state record retention policies, and consent management requirements. Slalom assumes compliance requirements documented in the RRM Security tab (42 requirements) represent the complete security scope.
- Disaster recovery requirements (RPO 15 minutes, RTO 24 hours per SLA07, SLA11) will be met through Azure and ServiceNow/Genesys platform capabilities. Custom DR infrastructure is not assumed.
- Slalom assumes AHCCCS desires long-term independence and will commit staff to co-development and knowledge transfer activities throughout the engagement.

AHCCCS-Specific Legal Assumptions

- Slalom is an implementation partner only. AHCCCS licenses ServiceNow and Genesys technology separately through existing agreements.
- Slalom retains ownership of pre-existing background IP and grants AHCCCS a broad license for use in deliverables.
- Platform providers (ServiceNow, Genesys) assume responsibility for ongoing availability, reliability, response time, and technical support post-implementation.

About Slalom

Slalom is a fiercely human business and technology consulting company that leads with outcomes to bring more value, in all ways, always.

From strategy through delivery, our agile teams across 52 offices in 12 countries collaborate with clients to bring powerful customer experiences, innovative ways of working, and new products and services to life. We are trusted by leaders across the Global 1000, many successful enterprise and mid-market companies, and 500+ public sector organizations to improve operations, drive growth, and create value. At Slalom, we believe that together, we can move faster, dream bigger, and build better tomorrows for all.

Learn more at slalom.com.

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Slalom Response to AHCCCS RFP for AI Call Center Integration

Final Audit Report

2026-01-08

Created:	2026-01-08
By:	Cynthia Crabbe (cynthia.crabbe@slalom.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAs93yf7p1-tuDa2zfCArJiMYYSuHrWqA

"Slalom Response to AHCCCS RFP for AI Call Center Integration" History

-  Document created by Cynthia Crabbe (cynthia.crabbe@slalom.com)
2026-01-08 - 8:00:19 PM GMT
-  Document emailed to Sarah Moesker (sarah.moesker@slalom.com) for signature
2026-01-08 - 8:00:29 PM GMT
-  Email viewed by Sarah Moesker (sarah.moesker@slalom.com)
2026-01-08 - 8:25:49 PM GMT
-  Document e-signed by Sarah Moesker (sarah.moesker@slalom.com)
Signature Date: 2026-01-08 - 8:30:48 PM GMT - Time Source: server
-  Agreement completed.
2026-01-08 - 8:30:48 PM GMT