



STATE OF MARYLAND
MARYLAND DEPARTMENT OF HEALTH (MDH)
REQUEST FOR PROPOSALS (RFP)
MARYLAND SURVEILLANCE AND
UTILIZATION REVIEW SUBSYSTEM (SURS)
RFP NUMBER <<SOLICITATIONNUMBER>>

ISSUE DATE: <<ISSUEDATE>>

NOTICE

A Prospective Offeror that has received this document from a source other than eMarylandMarketplace (eMMA) <https://emaryland.eMMA.com/bso/> should register on eMMA. See **Section 4.2**.

**MINORITY BUSINESS ENTERPRISES ARE ENCOURAGED TO RESPOND
TO THIS SOLICITATION.**

Confidential Draft. For Review. Do Not Forward.

VENDOR FEEDBACK FORM

To help us improve the quality of State solicitations, and to make our procurement process more responsive and business friendly, please provide comments and suggestions regarding this solicitation. Please return your comments with your response. If you have chosen not to respond to this solicitation, please email or fax this completed form to the attention of the Procurement Officer (see Key Information Summary Sheet below for contact information).

Title: Surveillance and Utilization Review Subsystem (SURS)

Solicitation No: <<solicitationNumber>>

1. If you have chosen not to respond to this solicitation, please indicate the reason(s) below:
 - Other commitments preclude our participation at this time
 - The subject of the solicitation is not something we ordinarily provide
 - We are inexperienced in the work/commodities required
 - Specifications are unclear, too restrictive, etc. (Explain in REMARKS section)
 - The Scope of Work is beyond our present capacity
 - Doing business with the Department is simply too complicated. (Explain in REMARKS section)
 - We cannot be competitive. (Explain in REMARKS section)
 - Time allotted for completion of the Proposal is insufficient
 - Start-up period is insufficient
 - Bonding/Insurance requirements are restrictive (Explain in REMARKS section)
 - Proposal requirements (other than specifications) are unreasonable or too risky (Explain in REMARKS section)
 - MBE or VSBE requirements (Explain in REMARKS section)
 - Prior State of Maryland Contract experience was unprofitable or otherwise unsatisfactory. (Explain in REMARKS section)
 - Payment schedule too slow
 - Other: _____
2. If you have submitted a response to this solicitation, but wish to offer suggestions or express concerns, please use the REMARKS section below. (Attach additional pages as needed.)

REMARKS:

Vendor Name: _____ Date: _____

Contact Person: _____ Phone (____) ____ - _____

Address: _____

E-mail Address: _____

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1 Minimum Qualifications

1.1 Offeror Minimum Qualifications

To be considered reasonably susceptible for award, the Offeror must provide proof with its Proposal that the following Minimum Qualifications have been met, within the last five (5) years.

- A. The Offeror shall have a minimum of three (3) years of experience in the preparation of Surveillance and Utilization Review Control files for a State Medicaid Department.
- B. Offeror shall have provided SURS services to at least two (2) other states within the past five (5) years.
- C. Required Documentation: As proof of meeting this requirement, the Offeror shall provide with its Proposal at least two (2) or more references from a State Department that are able to attest to the Offeror's years of experience in administering SURS services. References are to include contact information and shall be validated by MDH personnel.

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2 Contractor Requirements: Scope of Work

2.1 Summary Statement

- 2.1.1 The Maryland Department of Health (MDH or the “Department”) is issuing this Request for Proposals (RFP) in order to obtain service for Surveillance and Utilization Review Subsystem (SURS) for the Medicaid program. SURS is a flexible User tool capable of providing surveillance and under/over utilization data, as well as identifying quality of care issues including averages and standard deviations, frequency distributions, geo-mapping, and comparisons among time periods in a Fee-For-Service (FFS) or managed care environment concurrently.
- 2.1.2 It is the State’s intention to obtain goods and services, as specified in this RFP, from a Contract between the selected Offeror and the State.
- 2.1.3 The Department intends to make a single award as a result of this RFP. See RFP [Section 4.9](#) for more Contract award information.
- 2.1.4 An Offeror, either directly or through its subcontractor(s), must be able to provide all goods and services and meet all of the requirements requested in this solicitation and the successful Offeror (the Contractor) shall remain responsible for Contract performance regardless of participation in the work.
- 2.1.5 The Department does not wish to procure a software application that is still under development. The software utilized in the solution shall be operational (e.g., not under development) and available by the due date of the Proposal except for all of the required customization of Maryland specific functionality.

2.2 Background and Purpose

2.2.1 SURS System Background and Purpose

- A. MDH is the single State Department responsible for operating the Medicaid Program authorized under Title XIX of the Social Security Act. The Medicaid Program serves approximately 1,300,000 enrollees, of which 1,100,000 are enrolled in Managed Care Organizations (MCOs). The Medicaid Program has approximately 70,000 enrolled Providers. The Medicaid Program processes approximately five (5) million FFS claims and 3.5 million MCO encounter data per month. Since the 1990’s, the Department has been using a system to facilitate the identification of claims for possible fraudulent billing.
- B. The Offeror should be proficient in performing medical payment error risk assessments, using efficient methods for claims error detection including computer algorithms to identify payment anomalies, handling large volumes of data, understanding control systems and weaknesses, and overpayment recovery.
- C. SURS is a federally required component of the Medicaid Management Information System (MMIS) and functions in accordance with federal regulations at 42 CFR Part 433, State Fiscal Administration (specifically Subpart C), 42 CFR Part 455, Program Integrity: Medicaid (specifically §455.1), and 42 CFR Part 456, Utilization Control (specifically §456.1).
- D. Since the 1990’s, the Department has been using a system to facilitate the identification of claims for possible fraudulent billing. As required by federal law, Maryland operates a fraud and abuse prevention and detection program. Currently, these functions are operated through its The Maryland Office of The Inspector General for Health (OIGH).
- E. The purpose of SURS is to produce claim reports data for use by Medicaid, Program Integrity, Federal, and other State agencies. The SURS provides comprehensive profiles of the utilization of

services by Providers and recipients of the Medicaid Program who deviated from predefined criteria for the purposes of analysis and review. These reports are used to assist in the detection of program fraud and abuse, monitor quality of services, and provide a function for the development of program policy.

2.2.2 Medicaid Enterprise Systems Modular Transformation (MMT) Background and Purpose

- A. The Program Integrity Unit has historically used a range of methods including routine and ad hoc statistical analyses to identify billing errors, claims abuse, and potential fraud. The growth of data availability from local, State, and federal sources has made it impossible to make use of these statistical analyses without implementing advanced technologies. The Surveillance Utilization Review Subsystem (SURS), a Division within the Program Integrity Unit performs utilization review activities to identify, prevent, detect, and correct potential occurrences of fraud, waste and abuse. The SURS Data Analysis Unit is responsible for the development and maintenance of the SURS Control File. The SURS Control File is a data store that includes all adjudicated claims/encounters, provider data from provider subsystem and recipient data from recipient subsystem. (All data listed in Appendix 8 through 16). This file drives the SURS reports that are a federally required component of the MMIS. The SURS Data Analysis Unit is responsible for interpreting the files to ensure that accurate and proper reimbursement has been made for care, services and/or supplies that have been provided to a recipient, and for which a Provider has received payment and assuring continued compliance with the Federal guidelines for the State of Maryland. Utilization review activities may be conducted prior to payment, following payment, or both.
- B. The data for the SURS reports is derived from the Medicaid claims information (FFS Provider/recipient) and Encounter Data (Managed Care Organization Provider/recipient), recipient eligibility information and Provider information.

2.2.3 Medicaid Enterprise Systems Modular Transformation (MMT) Background and Purpose

- A. The Medicaid Enterprise Systems Modular Transformation (“MMT” or “MMT Program” or “Medicaid Enterprise”) is a program that works to completely redesign and modernize the current Maryland Medicaid Management Information System (MMIS) to address current operational needs with a focus on strengthening Maryland Medicaid program integrity and improving customer service. The program monitors and controls scope, time, quality, and cost, along with providing structure, organization, monitoring, and reporting on each MMT modernization project. Additionally, the program provides oversight of the Medicaid Information Technology Architecture (MITA) reviews and maintains a master program schedule of all MMT Program initiatives.
- B. The primary objective of the MMT Program is to achieve better health outcomes by integrating solutions and services that align with the Centers for Medicare and Medicaid Services (CMS) standards and conditions.
- C. The MMT is comprised of organizational redesign, Business Process Improvement (BPI), and Organizational Change Management (OCM) activities.

2.2.4 Other Department Responsibilities

The Department is responsible for providing required information, documentation, and test data to facilitate the Contractor's performance of the work and will provide such additional assistance and services as is specifically set forth in this RFP.

2.3 Responsibilities and Tasks

2.3.1 Controlling Federal and State References

The Contractor shall comply with all applicable federal and State laws, regulations, and waivers, including but not limited to:

- A. Title XIX of the Social Security Act ("Medical Assistance Program") §1901-1935, 42 U.S.C. §1396-1396v and concomitant federal regulations;
- B. Title XXI of the Social Security Act ("State Children's Health Insurance Program"), §2101-2113, 42 U.S.C §1397aa-1397mm and concomitant federal regulations;
- C. Title XVIII of the Social Security Act ("Medicare") §1801-1899B, 42 U.S.C. §1395-1395ccc and concomitant federal regulations;
- D. Health-General Article, § 15-101 et seq., Annotated Code of Maryland;
- E. Americans with Disability Act of 1990, 42 U.S.C. §12101- 12213;
- F. Health Insurance Portability and Accountability Act (HIPAA) of 1996; and
- G. Section 1557 of the Affordable Care Act.

2.3.2 Required Project Policies, Guidelines and Methodologies

The Contractor shall be required to comply with all applicable laws, regulations, policies, standards and guidelines affecting Information Technology projects, which may be created or changed periodically. The Offeror is required to review all applicable links provided below and state compliance in its response.

It is the responsibility of the Contractor to ensure adherence to, and to remain abreast of, new or revised laws, regulations, policies, standards and guidelines affecting project execution. These include, but are not limited to:

- A. The State of Maryland System Development Life Cycle (SDLC) methodology at: <http://doit.maryland.gov/SDLC/Pages/agile-sdlc.aspx>;
- B. The State of Maryland Information Technology Security Policy and Standards at: <http://www.DoIT.maryland.gov - keyword: Security Policy>;
- C. The State of Maryland Information Technology Non-Visual Standards at: <http://doit.maryland.gov/policies/Pages/ContractPolicies.aspx>;
- D. The State of Maryland Information Technology Project Oversight at: <https://doit.maryland.gov/epmo/Pages/MITDP/oversight.aspx>;
- E. Minimum Acceptable Risk Standards for Exchanges (MARS-E 2.2 as amended) which can be found at: <https://www.cms.gov/files/document/mars-e-v2-2-vol-2-ae-aca-sspfinal08032021.pdf>;
- F. Framework for the Independent Third-Party Security and Privacy Assessment Guidelines for Medicaid Enterprise Systems, which can be found at: <https://www.medicaid.gov/sites/default/files/2022-04/smc-certification-guidance.pdf> , and;
- G. Project management methodologies consistent with the most recent edition of the Project Management Institute's Project Management Body of Knowledge (PMBOK) Guide link can be found at: <https://www.pmi.org/pmbok-guide-standards/foundational/PMBOK>.

2.3.3 Introduction to SURS Functional Requirements

The 'SURS Functional Requirements' are organized into the following four (4) phases:

- A. **PHASE 1: SURS Implementation Phase** ([Section 2.4.1](#))
The SURS 'Implementation Phase' occurs from the Notice to Proceed (NTP) date through the Go-Live determination.
- B. **PHASE 2: SURS Operations and Maintenance Phase** ([Section 2.4.2](#))
The 'SURS Operations and Maintenance Phase' occurs from the Go-Live Date through Contract termination.
- C. **PHASE 3: SURS End of Contract Transition Phase** ([Section 2.4.3](#))
The 'SURS End of Contract Transition Phase' occurs six (6) months prior to the Contract termination date.
- D. **PHASE 4: SURS Future Activities** ([Section 2.4.4](#))
The Department anticipates additional SURS activities to be needed, at the request of MDH.

2.4 SURS Functional Requirements

2.4.1 PHASE 1: SURS Implementation Phase

The SURS Implementation consists of all the activities necessary to validate contractual requirements; design a system, or set of systems, to meet the contractual requirements (the "SURS System"); and perform all of the work needed to develop, configure, and implement those system(s), the time for which will not exceed one (1) year. The Contractor shall:

- A. Implement a SURS System, ancillary functionalities, technologies, and any other technical and/or operational infrastructure necessary to operate the Maryland SURS System, the functionality of the SURS system can be found in Section 2.4.2. The requirements in Section 2.4.1 describe implementation phase requirements that are applicable to all requirements in this RFP;
- B. Implement the SURS System and other necessary aspects of the RFP in accordance with the Offeror's proposed implementation schedule. As part of the Offeror's technical proposal, Offerors are to propose a total implementation time frame that meets all the requirements of the RFP. The Contractor shall implement the SURS System within the approved time frame starting from receipt of the Notice to Proceed (NTP), or as otherwise directed by the Contract Monitor;
- C. Work with the Department and the incumbent Contractor to plan the transition, project activities and milestones, agree upon project timelines, validate project requirements, define quality gates, manage project changes, test requirements, and obtain approval for project Deliverables;
- D. Develop and submit a project management plan. The Contractor shall deliver the 'Project Management Plan' in accordance with [2.5.2. Deliverable Summary Table](#). State approval and acceptance is required;
- E. The draft Project Management Plan shall be submitted to the Contract Monitor 24 hours prior to the kick-off meeting ("Kick-Off Meeting").
- F. The final Project Management Plan shall be submitted to the State for approval on a timeline proposed by the Contractor, as agreed to by the State.
- G. Ensure the SURS System meets CMS certification requirements for successful implementation;

- H. Conduct a Kick-Off Meeting with MDH. The purpose of the Kick-Off Meeting is to:
 - i. Introduce the Contractor's Project Manager and other implementation staff;
 - ii. Demonstrate the Contractor's understanding of the project by providing an overview of the major requirements including training requirements and deliverable approval process;
 - iii. Provide the Contractor's approach to meeting the project requirements;
 - iv. Review the major areas of the draft Project Management Plan;
 - v. Communicate the expectations of MDH staff during the Implementation Phase;
 - vi. Ask questions to MDH staff to gain clarity on requirements or other aspects of the project;
 - vii. Answer questions from the MDH staff; and
 - viii. Request feedback on, and approval of, the draft Project Management Plan prior to submission of a final plan.
- I. Manage the execution of the State-approved Project Management Plan;
- J. Obtain all necessary sign-offs and approvals for quality gates and Deliverables;
- K. Have all infrastructure and staff ready to enter operations upon the Department's sign-off and approval for Go-Live;
- L. Prepare a 'Lesson's Learned Report' at the end of each project phase. The Contractor shall deliver the 'Lesson's Learned Report' in accordance with [2.5.2. Deliverable Summary Table](#). The format and content of the Lesson's Learned Report shall be approved by the MMT Project Management Office (PMO); and
- M. Follow Department mandated project management methodologies. See [Section 2.5.1.1](#) for applicable project management methodologies and standards.

2.4.1.1 Project Management ("Project Management")

The Contractor shall:

- A. Apply the Project Management Body of Knowledge (PMBOK), and other recognized standards, regulations, and industry best practices to minimize project risk and maximize project success;
- B. Apply industry standard Project Management practices, methodologies, techniques, and tools during the Implementation Phase of the SURS System, as well as during the SURS Operations and Maintenance Phase of the Contract;
- C. Develop the actionable Project Management Plan (see Section 2.5.2) to effectively manage the activities associated with implementing the SURS System;
- D. Designate a full-time Project Manager to act as the chief point of contact for all project matters;
- E. Establish a Project Team that will be responsible for supporting project activities, performing project work, and developing project documentation;
- F. Adhere to all applicable federal and State policies on Project Management. Visit <http://doit.maryland.gov/policies/Pages/default.aspx> for guidance on State policies; and
- G. Adhere to all MMT Program project management guidelines and activities. See [Appendix 5](#) for an MMT Program governance chart. Examples of guidelines and activities include, but are not limited to, status meetings, Deliverable criteria, and involvement with the MMT Independent Verification and Validation (IV&V) vendor.

MMT Program guidelines and activities shall be communicated to the Contractor during the Kick-Off Meeting and throughout the life of the Contract.

2.4.1.2 SURS System Project Management Plan

The Contractor shall:

- A. Develop and submit a Project Management Plan that describes how every phase of the project, including Phases 1, 2, 3, and 4 of the project, will be planned, executed, monitored, controlled, and closed. Department approval and acceptance of the plan is required;
- B. Ensure that the Project Management Plan is developed through a series of integrated processes and is progressively updated throughout the life of the Contract;
- C. Ensure that the Project Management Plan consists of several detailed subsidiary plans integrated into a single comprehensive body of work. Collectively, this document, including the referenced subsidiary plans is referred to as the Project Management Plan;
- D. Ensure that changes to the Project Management Plan, and all subsidiary plans, are managed by the change control (“Change Control”) process as detailed in the Change Management Plan (see [Section 2.5.2](#)); and
- E. Include additional plans, if appropriate, and facilitate project success.

2.4.1.2.1 Project Subsidiary Plans

The following requirements include the subsidiary plans (part of the Project Management Plan) required by the State, at a minimum. The Contractor may include additional plans, if appropriate, to facilitate project success.

2.4.1.2.2 Project Master Schedule

- A. The Contractor shall develop and submit a ‘Project Master Schedule’ as part of the overall Project Management Plan. The Contractor shall deliver the ‘Project Master Schedule’ in accordance to [2.5.2. Deliverable Summary Table](#). The Project Master Schedule shall be used to monitor the actual progress against the Project Management Plan. State approval and acceptance of the schedule is required.
- B. The Project Master Schedule shall:
- C. Identify all tasks required to complete the project objectives, including task duration, logical relationships, start/finish estimates, and project resources; and
- D. Be a Microsoft Office (latest version) document and shall comply with formatting requirements that shall be communicated to the Contractor by the Department during the Kick-Off Meeting.

2.4.1.3 Training Management Plan

- A. The Contractor shall develop a 'Training Management Plan' as part of the overall Project Management Plan. Department approval and acceptance of the plan is required. The Contractor shall deliver the 'Training Management Plan' in accordance with 2.5.2. Deliverable Summary Table. The Training Management Plan shall be prepared in accordance with MDH provided templates, plans and documentation. The MMT PMO will provide the Contractor with training materials (templates, plans, and documentation) upon Contract award.
- B. The Training Management Plan shall:
 - 1. Detail how the Contractor will meet all the training requirements outlined in the Scope of Work; and
 - 2. Describe the different types and methodologies of training materials and documentation that will be used for the project.
 - 3. Identify Assumptions and Constraints as they relate to training activities to ensure continuous oversight throughout the project.
 - 4. Complete the Roles and Responsibilities section in the training plan.
 - 5. Provide a comprehensive description of the training deliverables relating to the training environment, the training schedule, and the development, delivery, and evaluation of the delivered training.
 - 6. Describe how the Contractor shall provide at a minimum annual in-person training to MDH staff.
 - 7. Describe the procedures for managing and updating training materials, manuals, and other documentation

2.4.1.4 Communications Management Plan

- A. The Contractor shall develop a 'Communications Management Plan' as part of the overall Project Management Plan. The Contractor shall deliver the 'Communications Management Plan' in accordance with [2.5.2. Deliverable Summary Table](#). Department approval and acceptance of the plan is required.
- B. The Communications Management Plan shall:
 - 1. Provide details of the information required, individuals/parties who require the information, when information is required to be shared, where information shall be stored, the required format for the information, and how information shall be disseminated to stakeholders;
 - 2. Ensure documentation of the State's communications needs, including status reporting and project monitoring. The Contractor shall be responsible for creating a process to meet those needs; and
 - 3. Ensure processes are developed and defined to ensure the timely and appropriate collection, storage, retrieval, distribution, management, and disposition of project information.
 - 4. Detail how the contractor will ensure that all MDH key personnel are in attendance in all relevant project activities, as approved by the State.
 - 5. Follow-up based on an agreed upon chain of core SURS personnel from the Department for all decision making.

6. Create a 'Roles and Responsibilities Matrix – RACI' as part of the Communications Management Plan. The RACI shall include all Department and Contractor personnel and approval by the Department is required.

2.4.1.5 Status Reports

- A. **Project Status Reporting** shall be defined in the Communications Management Plan (see [Section 2.4.1.2.3](#)). The Contractor shall deliver the 'Project Status Reporting' in accordance with [2.5.2. Deliverable Summary Table](#).
- B. The Contractor shall:
 1. Attend, support, coordinate, manage, and facilitate status meetings with the State;
 2. Conduct weekly status meetings with the State, unless another frequency is approved by the Contract Monitor; and
 3. Develop status reports on a weekly and monthly basis, which include written reports detailing the status of the project. Department approval and acceptance of the reports is required.
- C. Weekly status reports shall include, at a minimum:
 1. Activities completed in the preceding reporting period;
 2. Activities planned for the next reporting period;
 3. Issues that need to be resolved and the resolution status;
 4. Status of risks, with special emphasis on change in risks, risk triggers, or the occurrence of risk items; and
 5. Status of each "In-Progress" task identified in the Project Master Schedule ([Section 2.4.1.2.1](#)) and whether the task is "on schedule", "slipping", or "late".
 6. Monthly status reports shall summarize details from the weekly reports and include an executive summary for management and oversight personnel. The format for monthly reports requires Department approval and acceptance.

2.4.1.6 Risk and Issue Management Plan

- A. The Contractor shall develop a 'Risk and Issue Management Plan' as part of the overall Project Management Plan. The Contractor shall deliver the 'Risk and Issue Management Plan' in accordance with [2.5.2. Deliverable Summary Table](#). Department approval and acceptance of the plan is required.
- B. The Risk and Issue Management Plan shall:
 1. Define how risk management activities for the project are conducted;
 2. Identify risks and/or issues and address how risks and/or issues will be analyzed, monitored, controlled, and managed;
 3. Describe how the Contractor will perform an initial risk assessment and identify risk mitigation strategies;
 4. Describe how the Contractor will maintain and develop a 'Risk Registry' and 'Issues Log' for all project risks and issues; and
 5. Describe how the Contractor will identify, prioritize, and address significant architectural and security risks during the duration of the contract.

2.4.1.7 Quality Management Plan

- A. The Contractor shall develop a 'Quality Management Plan' as part of the overall Project Management Plan. The Contractor shall deliver the 'Quality Management Plan' in accordance with [2.5.2. Deliverable Summary Table](#). Department approval and acceptance of the plan is required.
- B. The Quality Management Plan shall:
 - 1. Identify the quality requirements and/or standards applicable to the project and its Deliverables, and how those quality requirements shall be met;
 - 2. Describe how the Contractor's quality policies will be incorporated into project activities and monitored for compliance throughout the implementation of the SURS System;
 - 3. Describe how the Contractor will comply with HIPAA standards and protocols;
 - 4. Describe how the Contractor will create, monitor, and measure SURS System performance standards; and
 - 5. Address all requirements described in this RFP.

2.4.1.8 Requirements Management Plan

- A. The Contractor shall develop a 'Requirements Management Plan' as part of the overall Project Management Plan. The Contractor shall deliver the 'Requirements Management Plan' in accordance with [2.5.2. Deliverable Summary Table](#). Department approval and acceptance of the plan is required.
- B. The Requirements Management Plan shall:
 - 1. Describe how the Contractor will enhance its understanding of the RFP requirements through the facilitation of requirements validation ("Requirements Validation") sessions;
 - 2. Include a Requirements Traceability Matrix (RTM) that lists all requirements associated with this RFP and associates them to operational functions, system functionality, test cases and Deliverables;
 - 3. Extract and document the unique business rules for the SURS System;
 - 4. Clarify RFP requirements and identify the AS-IS and TO-BE state of the SURS System and operations; and
 - 5. Include a 'Business Rules Definition Document' that lists all the business rules, detailed in this RFP and extracted through Requirements Validation sessions, and all applicable requirements and standards.

2.4.1.9 Deliverables Management Plan

- A. The Contractor shall develop and submit for approval a 'Deliverables Management Plan' as part of the overall Project Management Plan. The Contractor shall deliver the 'Deliverables Management Plan' in accordance with [2.5.2. Deliverable Summary Table](#). Department approval and acceptance of the plan is required.
- B. The Deliverables Management Plan shall:
 - 1. Define how the Contractor will work with the Department to obtain a mutual understanding on the expectations for each Deliverable;
 - 2. Describe the Contractor's proposed deliverable review cycle and change management of deliverables throughout the project. At a minimum, the Contractor shall assume that the Department would require to have feedback on all deliverables.
 - 3. Describe how the Contractor will adhere to all requirements in this RFP; and
 - 4. Describe the Deliverables expectation process.
 - a) This process shall include the submission of a 'Deliverables Expectation Document' (DED) for each Deliverable.
 - b) The DED shall describe the format, intent, structure, and content of all Contract Deliverables prior to their development or submission.