

Arkansas Health Benefits Exchange Partnership Division Work Plan			
WBS	Task Name	Start	Finish
1	Health Benefits Exchange Division	Mon 4/23/12	Wed 12/31/14
1.1	HBE Administrative	Mon 4/23/12	Wed 12/31/14
1.1.1	Planning, Management, QA	Tue 9/4/12	Thu 1/31/13
1.1.1.1	Financial Management	Tue 9/4/12	Thu 1/31/13
1.1.1.1.1	Policies & Procedures (BP 11.3)	Tue 9/4/12	Thu 1/31/13
1.1.2	Program Operations	Mon 4/23/12	Wed 12/31/14
1.1.2.1	Federal Grants	Mon 4/23/12	Wed 10/15/14
1.1.2.1.1	Reporting	Mon 7/16/12	Fri 5/20/14
1.1.2.1.1.1	Planning Grant Quarterly Report- Final (Jul-Sept 2012)	Mon 10/15/12	Fri 12/14/12
1.1.2.1.1.2	Level One A Quarterly (Apr-Jun 2012)	Mon 7/16/12	Mon 7/30/12
1.1.2.1.1.3	Level One A - Semi-Annual (Jul-Dec 2012)	Wed 1/2/13	Wed 1/30/13
1.1.2.1.1.4	Level One A - Semi-Annual (Jan-Jun 2013)	Mon 7/1/13	Tue 7/30/13
1.1.2.1.1.5	Level One A - Semi-Annual (Jul-Dec 2013)	Thu 1/2/14	Thu 1/30/14
1.1.2.1.1.6	Level One A - Final (Jan 1, 2014-Feb 21, 2014)	Mon 2/24/14	Tue 5/20/14
1.1.2.1.1.7	Level One - B - Semi-Annual- (Sept 27, 2012 - Dec 31, 2012)	Tue 12/4/12	Mon 12/31/12
1.1.2.1.1.8	Level One - B - Semi-Annual- (Jan 1, 2012 -Jun 30, 2013)	Tue 7/2/13	Tue 7/30/13
1.1.2.1.1.9	Level One - B - Final (Jul 1, 2013 - Sep 26, 2013)	Wed 10/2/13	Thu 12/26/13
1.1.2.1.2	Federal Grant Application	Mon 7/9/12	Wed 10/15/14
1.1.2.1.2.1	Apply for Level One-B	Mon 7/9/12	Wed 8/15/12
1.1.2.1.2.2	Submit Level One - A No Cost Extension	Mon 10/1/12	Mon 11/26/12
1.1.2.1.2.3	Apply for Level One - C	Wed 1/2/13	Fri 2/15/13
1.1.2.1.2.4	Apply for Level One - D	Mon 7/1/13	Thu 8/15/13
1.1.2.1.2.5	Apply for Level One - E	Tue 4/1/14	Thu 5/15/14
1.1.2.1.2.6	Apply for Level One - F	Mon 9/1/14	Wed 10/15/14
1.1.2.1.3	Federal Gate Reviews	Mon 4/23/12	Fri 8/16/13
1.1.2.1.3.1	Planning Review	Mon 4/23/12	Fri 5/18/12
1.1.2.1.3.1.1	Prepare Review Materials	Mon 4/23/12	Fri 5/11/12
1.1.2.1.3.1.2	Request Review Date	Mon 4/30/12	Mon 4/30/12
1.1.2.1.3.1.3	Complete Review	Thu 5/17/12	Fri 5/18/12
1.1.2.1.3.2	Design Review 1	Thu 8/2/12	Tue 10/2/12
1.1.2.1.3.2.1	Prepare Review Materials	Thu 8/2/12	Mon 9/17/12
1.1.2.1.3.2.2	Request Review Date	Mon 8/13/12	Mon 8/13/12
1.1.2.1.3.2.3	Complete Review	Mon 10/1/12	Tue 10/2/12
1.1.2.1.3.3	Design Review 2	Thu 3/28/13	Wed 5/15/13
1.1.2.1.3.3.1	Prepare Review Materials	Thu 3/28/13	Tue 4/30/13
1.1.2.1.3.3.2	Request Review Date	Mon 4/1/13	Mon 4/1/13
1.1.2.1.3.3.3	Complete Review	Wed 5/15/13	Wed 5/15/13
1.1.2.1.3.4	Implementation Review	Mon 7/1/13	Fri 8/16/13
1.1.2.1.3.4.1	Prepare Review Materials	Mon 7/1/13	Fri 8/2/13
1.1.2.1.3.4.2	Request Review Date	Mon 7/8/13	Mon 7/8/13
1.1.2.1.3.4.3	Complete Review	Fri 8/16/13	Fri 8/16/13
1.1.2.1.4	Declaration Letter to DHHS	Fri 12/14/12	Fri 12/14/12
1.1.2.1.5	Blueprint Submission	Tue 10/9/12	Fri 12/14/12
1.1.2.2	Program Evaluation (11.0)	Mon 12/3/12	Wed 12/31/14
1.1.2.2.1	Create Evaluation RFP & Obtain DFA Approval	Mon 12/3/12	Fri 1/18/13
1.1.2.2.2	Publish Evaluation RFP	Mon 1/21/13	Mon 1/21/13
1.1.2.2.3	Evaluation RFP Responses Received	Fri 3/1/13	Fri 3/1/13
1.1.2.2.4	Review Evaluation RFP Responses and Complete Procurement (12.0)	Fri 3/1/13	Fri 4/19/13
1.1.2.2.5	Develop Exchange Oversight and Monitoring Policies and Procedures (BP 11.1a)	Mon 4/22/13	Fri 6/28/13
1.1.2.2.6	Develop Quality Controls for Exchange Oversight and Monitoring Activities (11.1b)	Mon 4/22/13	Fri 6/28/13
1.1.2.2.7	Define Performance and Outcome Metrics (11.2)	Mon 4/22/13	Fri 6/28/13
1.1.2.2.8	Develop Performance and Outcome Metrics Tracking (11.2)	Wed 5/1/13	Mon 9/30/13
1.1.2.2.9	Implement Performance and Outcome Metrics Tracking (11.2)	Tue 10/1/13	Tue 10/1/13
1.1.2.2.10	Ongoing Evaluation Support Activities	Wed 10/2/13	Wed 12/31/14
1.1.2.3	HBEPD Administrative Staffing Level One B	Tue 9/4/12	Mon 12/31/12

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1.1.2.3.1	Add Program Operations Manager Position	Mon 10/1/12	Mon 12/31/12
1.1.2.3.2	Add Administrative Analyst II Position	Mon 10/1/12	Mon 12/31/12
1.1.2.3.3	Prepare Personnel Positions Paperwork for OPM	Tue 9/4/12	Tue 9/4/12
1.1.2.3.4	Prepare Personnel Positions Paperwork for Legislative Personnel Committee	Mon 10/1/12	Fri 10/5/12
1.1.2.3.5	Prepare Paperwork for MFG Approval by Legislative Committee	Mon 10/1/12	Fri 10/5/12
1.1.2.3.6	Advertise New Positions	Mon 10/1/12	Fri 12/14/12
1.1.2.4	Intra-Agency Agreements	Mon 12/3/12	Mon 2/4/13
1.1.2.4.1	Prepare, Negotiate and Finalize Agreements (12.0)	Mon 12/3/12	Mon 2/4/13
1.1.2.4.1.1	Life & Health	Mon 12/3/12	Mon 2/4/13
1.1.2.4.1.2	Consumer Services Division	Mon 12/3/12	Mon 2/4/13
1.1.2.4.1.3	Finance	Mon 12/3/12	Mon 2/4/13
1.1.2.4.1.4	Licensing	Mon 12/3/12	Mon 2/4/13
1.2	HBE Partnership Functions	Mon 4/23/12	Wed 12/31/14
1.2.1	Plan Management (BP 4.0)	Tue 5/1/12	Wed 12/31/14
1.2.1.1	Plan Management Program Definition	Tue 5/1/12	Fri 11/30/12
1.2.1.1.1	Essential Health Benefits	Tue 5/1/12	Thu 5/31/12
1.2.1.1.2	Active Purchaser vs. Open Market	Fri 6/1/12	Tue 7/31/12
1.2.1.1.3	Detailed Marketplace Model	Wed 8/1/12	Fri 8/31/12
1.2.1.1.4	Network Adeq and Market Standard	Mon 9/3/12	Fri 9/28/12
1.2.1.1.5	QHP Elements, Application Submission and Transmission of Data Elements	Mon 10/1/12	Wed 10/31/12
1.2.1.1.6	QHP Application and Certification Format and Content	Thu 11/1/12	Fri 11/30/12
1.2.1.2	Plan Management Staffing	Mon 12/3/12	Mon 12/31/12
1.2.1.2.1	Add Compliance Officer Position	Mon 12/3/12	Mon 12/31/12
1.2.1.3	QHP Bulletin/Rule	Wed 12/26/12	Thu 1/31/13
1.2.1.3.1	Draft QHP Bulletin/Rule (BP 4.1)	Wed 12/26/12	Tue 1/15/13
1.2.1.3.2	Review & Approval of Bulletin/Rule	Wed 1/16/13	Thu 1/31/13
1.2.1.3.3	Post Bulletin	Thu 1/31/13	Thu 1/31/13
1.2.1.4	Plan Management IT	Thu 11/1/12	Fri 4/5/13
1.2.1.4.1	NAIC/SERFF	Thu 11/1/12	Fri 4/5/13
1.2.1.4.1.1	Sign SERFF Contract Amendment	Thu 11/1/12	Thu 11/1/12
1.2.1.4.1.2	SERFF QHP Certification Release 1 (BP 4.2 a-e, 4.3)	Thu 3/28/13	Fri 4/5/13
1.2.1.5	Exchange Activities Agreements	Mon 12/3/12	Fri 4/5/13
1.2.1.5.1	Define all Entity Agreements Needed	Mon 12/3/12	Wed 1/30/13
1.2.1.5.2	Obtain Signed Plan Management Agreements (13.1a-b) (12.0)	Thu 1/31/13	Fri 4/5/13
1.2.1.6	Plan Management Operations	Tue 5/1/12	Wed 12/31/14
1.2.1.6.1	(3.14) Define Procedures Pre Existing Condition Insurance Plan (PCIP) transition	Mon 8/6/12	Fri 3/22/13
1.2.1.6.2	Define Network Adequacy for Arkansas (4.2b)	Tue 5/1/12	Thu 1/31/13
1.2.1.6.3	Define Method of Evaluating for QHP Certification Compliance (4.2a-e)	Tue 5/1/12	Thu 1/31/13
1.2.1.6.4	Define QHP Certification Compliance Differences due to SHOP (4.2a-e)	Tue 5/1/12	Thu 1/31/13
1.2.1.6.5	Define Method of Evaluating for QHP Compliance, Monitoring QHP Performance, Exchange & Other State Entities (4.4, 4.4a-b)	Tue 5/1/12	Thu 1/31/13
1.2.1.6.6	Ongoing Operations	Wed 12/31/14	Wed 12/31/14
1.2.1.6.7	Define Process for Providing Technical Assistance & Coordination with FFE Account Managers (BP 4.5, 13.1c)	Mon 10/1/12	Fri 4/5/13
1.2.1.6.8	Finalized Process for Transitioning Enrollees to new QHP in Event of QHP Certification including differences specific to SHOP (4.6)	Tue 5/1/12	Tue 4/30/13
1.2.1.6.9	Complete Policies and Procedures for Decertification, Recertification, and Appeals (BP 4.6, 4.6 a-c)	Tue 5/1/12	Tue 4/30/13
1.2.1.6.10	Define Timeline, System, Procedures for Accreditation (BP 4.7)	Fri 6/1/12	Fri 4/5/13
1.2.1.6.11	4.8) Define and Implement Systems and Procedures for Quality Reporting (BP	Mon 6/4/12	Mon 9/30/13
1.2.1.6.12	Receive and Process QHPs	Mon 4/8/13	Wed 7/24/13
1.2.1.6.13	Submittal to Exchange	Mon 4/15/13	Wed 7/31/13
1.2.1.6.14	AID Ongoing Monitoring of Insurers and Plans	Thu 3/28/13	Wed 12/31/14
1.2.1.7	Plan Management Policy & Procedures	Thu 12/27/12	Wed 6/5/13
1.2.1.7.1	Develop Policy & Procedures	Thu 12/27/12	Tue 4/30/13
1.2.1.7.2	Review & Approve Policy & Procedures	Tue 4/30/13	Wed 5/29/13
1.2.1.7.3	Publish Policy & Procedures	Thu 1/3/13	Wed 6/5/13
1.2.1.8	Arkansas Coverage Integration Study	Mon 11/19/12	Thu 9/26/13
1.2.1.8.1	Coverage Model Evaluation	Mon 11/19/12	Thu 1/31/13

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1.2.1.8.2	Implementation	Fri 2/1/13	Thu 9/26/13
1.2.2	Consumer and Stakeholder Engagement and Support (BP 2.0)	Mon 4/23/12	Wed 12/31/14
1.2.2.1	2.1) Consumer Assistance Advisory Committee Recommendation Topics (BP 2.1)	Tue 5/1/12	Wed 10/31/12
1.2.2.2	IPA Program Set Up and Implementation (BP 2.6)	Mon 4/23/12	Wed 12/31/14
1.2.2.2.1	Consumer Assistance IPA Staffing	Mon 12/3/12	Wed 12/31/14
1.2.2.2.1.1	Add Education Lead	Mon 12/3/12	Mon 1/14/13
1.2.2.2.1.2	Add Contract Lead	Mon 12/3/12	Mon 1/14/13
1.2.2.2.1.3	Add 2 Contract Monitors	Mon 12/3/12	Mon 1/14/13
1.2.2.2.1.4	Ongoing Operations	Tue 1/15/13	Wed 12/31/14
1.2.2.2.2	IPA/Navigator Consulting	Mon 4/23/12	Fri 9/27/13
1.2.2.2.3	IPA/Navigator Policy & Procedures	Tue 5/1/12	Mon 4/1/13
1.2.2.2.3.1	Develop IPA/Navigator Policy & Procedures	Tue 5/1/12	Thu 2/28/13
1.2.2.2.3.2	Review & Approve IPA/Navigator Policy & Procedures	Wed 1/2/13	Fri 3/29/13
1.2.2.2.3.3	Publish IPA/Navigator Policy & Procedures (13.3a, 13.3b)	Mon 4/1/13	Mon 4/1/13
1.2.2.2.4	Contract IPA Entities	Mon 11/26/12	Fri 5/31/13
1.2.2.2.4.1	Create IPA Entity RFP & Obtain DFA Approval	Mon 11/26/12	Thu 1/31/13
1.2.2.2.4.2	Publish IPA Entity RFP	Fri 2/1/13	Fri 2/1/13
1.2.2.2.4.3	IPA Entity Responses Received	Fri 3/15/13	Fri 3/15/13
1.2.2.2.4.4	Review IPA Entity Responses & Complete Procurements (12.0, 13.3)	Mon 3/18/13	Fri 5/31/13
1.2.2.2.5	Collaboration with Navigator Program	Wed 1/2/13	Mon 6/3/13
1.2.2.2.5.1	Define Collaboration Needs	Wed 1/2/13	Fri 2/15/13
1.2.2.2.5.2	Complete Collaboration Tasks	Mon 1/7/13	Fri 5/31/13
1.2.2.2.5.3	Connection with FFE Navigator portal operational	Mon 6/3/13	Mon 6/3/13
1.2.2.2.6	IPA/Navigator Training & Certification (Includes Agent/Broker Training)	Mon 1/7/13	Fri 9/27/13
1.2.2.2.6.1	Create Training RFP & Obtain DFA Approval	Mon 1/7/13	Thu 2/14/13
1.2.2.2.6.2	Publish Training RFP	Fri 2/15/13	Fri 2/15/13
1.2.2.2.6.3	Training RFP Responses Received	Mon 3/25/13	Mon 3/25/13
1.2.2.2.6.4	Review Training RFP Responses and Complete Procurement (12.0, 13.3)	Tue 3/26/13	Fri 4/19/13
1.2.2.2.6.5	Training Materials	Mon 4/22/13	Fri 6/7/13
1.2.2.2.6.5.1	Assist in Development and Loading of Training Content	Mon 4/22/13	Fri 6/7/13
1.2.2.2.6.6	Prepare & Conduct Training Sessions	Fri 5/10/13	Fri 9/27/13
1.2.2.2.6.6.1	Complete Draft Schedule Timings and General Locations	Fri 5/10/13	Fri 5/10/13
1.2.2.2.6.6.2	Identify & Procure HBEPD Approved Locations	Fri 5/17/13	Fri 6/7/13
1.2.2.2.6.6.3	Conduct Training	Mon 6/10/13	Fri 9/27/13
1.2.2.2.7	Consumer Activities Performed- O&E and Enrollment Assistance	Mon 7/1/13	Wed 12/31/14
1.2.2.2.7.1	IPAs	Mon 7/1/13	Wed 12/31/14
1.2.2.2.7.2	Navigators	Mon 7/1/13	Wed 12/31/14
1.2.2.3	Regional Consumer Assistance Specialist	Fri 11/2/12	Fri 9/27/13
1.2.2.3.1	Complete Intra-Agency Agreement (12.0, 13.3)	Fri 11/2/12	Mon 12/31/12
1.2.2.3.2	ADH to Hire Approved Regional Consumer Assistance Specialist	Wed 1/2/13	Thu 2/28/13
1.2.2.3.3	Train Regional Consumer Assistance Specialist	Fri 1/4/13	Thu 1/31/13
1.2.2.3.4	Regional Outreach & Education	Mon 2/4/13	Fri 9/27/13
1.2.2.4	Outreach & Education Phase I - ACA/Exchange in Arkansas	Tue 9/4/12	Tue 10/1/13
1.2.2.4.1	Complete Intra-Agency Agreement (12.0)	Tue 9/4/12	Tue 9/4/12
1.2.2.4.2	Develop Campaign	Wed 9/5/12	Tue 4/30/13
1.2.2.4.3	Implement & Continue Campaign	Wed 5/1/13	Tue 10/1/13
1.2.2.5	Outreach & Education Phase II - Get Enrolled	Mon 10/15/12	Mon 3/31/14
1.2.2.5.1	Outreach & Education Phase II RFP	Mon 10/15/12	Tue 4/30/13
1.2.2.5.1.1	Create Outreach & Education Phase II RFP & Obtain DFA Approval	Mon 10/15/12	Thu 1/31/13
1.2.2.5.1.2	Publish Outreach & Education Phase II RFP	Fri 2/1/13	Fri 2/1/13
1.2.2.5.1.3	Outreach & Education Phase II RFP Responses Received	Fri 3/1/13	Fri 3/1/13
1.2.2.5.1.4	Review Outreach & Education Phase II RFP Responses and Complete Procurement	Mon 3/4/13	Tue 4/30/13
1.2.2.5.1.5	Outreach & Education Phase II Contract Signed	Tue 4/30/13	Tue 4/30/13
1.2.2.5.2	Develop Outreach & Education Phase II Campaign	Wed 5/1/13	Thu 8/15/13
1.2.2.5.3	Implement Outreach & Education Phase II Campaign	Fri 8/16/13	Mon 3/31/14
1.2.2.6	Stakeholder Communication	Wed 1/2/13	Wed 12/31/14
1.2.2.6.1	Town/Community Meetings	Wed 1/2/13	Wed 12/31/14
1.2.2.6.1.1	February 2013	Wed 1/2/13	Thu 2/28/13
1.2.2.6.1.2	May 2013	Mon 4/1/13	Fri 5/31/13

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1.2.2.6.1.3	August 2013	Mon 7/1/13	Fri 8/30/13
1.2.2.6.1.4	November 2013	Tue 10/1/13	Fri 11/29/13
1.2.2.6.1.5	February 2014	Wed 1/1/14	Fri 2/21/14
1.2.2.6.1.6	May 2014	Mon 4/14/14	Fri 5/30/14
1.2.2.6.1.7	August 2014	Mon 7/14/14	Fri 8/29/14
1.2.2.6.1.8	November 2014	Mon 10/20/14	Fri 11/28/14
1.2.2.6.1.9	Final Update	Mon 12/1/14	Wed 12/31/14
1.2.2.6.2	Spring Summit	Mon 4/15/13	Mon 4/15/13
1.2.2.6.3	Countywide Meetings	Mon 2/11/13	Fri 9/27/13
1.2.2.7	Interface with Federally facilitated Exchange (13.2)	Tue 5/1/12	Tue 10/1/13
1.2.2.7.1	Define Customer Service O&E Coordination Needs	Mon 12/3/12	Thu 2/28/13
1.2.2.7.2	Establish Capacity for Customer Service & O&E Coordination (13.2a)	Mon 3/4/13	Fri 5/31/13
1.2.2.7.3	Establish Capacity to Share Data w/FFE for Eligibility Process (13.2b)	Tue 5/1/12	Tue 10/1/13
1.2.3	Information Technology	Tue 7/10/12	Fri 6/28/13
1.2.3.1	IPA IT Solution	Tue 7/10/12	Tue 6/4/13
1.2.3.1.1	IPA IT Solution Procurement (12.0)	Tue 7/10/12	Fri 12/21/12
1.2.3.1.2	IPA IT Solution Part 1 - Contracts - Requirements/Design	Mon 12/24/12	Fri 2/1/13
1.2.3.1.3	IPA IT Solution Part 1 - Contracts - Development	Mon 1/14/13	Tue 4/30/13
1.2.3.1.4	IPA IT Solution Part 1 - Contracts - Testing	Tue 2/19/13	Mon 5/6/13
1.2.3.1.5	IPA IT Solution Part 1 - Contracts - Implementation	Tue 5/7/13	Tue 5/7/13
1.2.3.1.6	IPA IT Solution Part 2 - Training & Certification - Requirements/Design	Mon 12/24/12	Thu 2/28/13
1.2.3.1.7	IPA IT Solution Part 2 - Training & Certification - Development	Tue 1/22/13	Fri 5/10/13
1.2.3.1.8	IPA IT Solution Part 2 - Training & Certification - Testing	Mon 4/22/13	Fri 5/17/13
1.2.3.1.9	IPA IT Solution Part 2 - Training & Certification - Implementation	Mon 5/20/13	Mon 5/20/13
1.2.3.1.10	IPA IT Solution Part 3 - Integration of Part 2 & 3 - Requirements/Design	Mon 12/24/12	Fri 4/19/13
1.2.3.1.11	IPA IT Solution Part 3 - Integration of Part 2 & 3 - Development	Mon 3/11/13	Fri 5/17/13
1.2.3.1.12	IPA IT Solution Part 3 - Integration of Part 2 & 3 -Testing	Tue 4/30/13	Mon 6/3/13
1.2.3.1.13	IPA IT Solution Part 3 - Integration of Part 2 & 3 -Implementation	Tue 6/4/13	Tue 6/4/13
1.2.3.2	Technology Oversight (BP 9.0)	Tue 4/30/13	Tue 4/30/13
1.2.3.2.1	Complies with HHS IT Guidance (9.1)	Tue 4/30/13	Tue 4/30/13
1.2.3.2.2	Adequate Technology and Bandwidth (9.2)	Tue 4/30/13	Tue 4/30/13
1.2.3.2.3	Implements IV&V Quality Management & Test Procedures	Tue 4/30/13	Tue 4/30/13
1.2.3.3	Privacy & Security (BP 10.0)	Wed 1/2/13	Tue 4/30/13
1.2.3.3.1	Establish Written Policy & Procedures Regarding Privacy & Security Standards (10.1)	Wed 1/2/13	Tue 4/30/13
1.2.3.3.2	Implement Written Policy & Procedures Regarding Privacy & Security Standards (10.1)	Wed 1/2/13	Tue 4/30/13
1.2.3.3.3	Establish Safeguards (10.2)	Wed 1/2/13	Tue 4/30/13
1.2.3.3.4	Implement Safeguards (10.2)	Wed 1/2/13	Tue 4/30/13
1.2.3.4	All Payer Claims Database Conceptual Design & Recommendations	Tue 9/4/12	Fri 6/28/13
1.2.3.4.1	Phase 1: Discovery	Tue 9/4/12	Fri 11/30/12
1.2.3.4.1.1	Explore legal authority for data collection	Tue 9/4/12	Fri 10/26/12
1.2.3.4.1.2	Explore other APCD solutions	Tue 9/4/12	Fri 11/9/12
1.2.3.4.1.3	Identify payer incentives	Fri 11/30/12	Fri 11/30/12
1.2.3.4.2	Phase 2: Component Development	Mon 12/3/12	Thu 2/28/13
1.2.3.4.2.1	Develop patient/provider identification methodology	Mon 12/3/12	Thu 2/28/13
1.2.3.4.2.2	Evaluate APCD+ and OHIT SHARE utility	Mon 12/3/12	Thu 2/28/13
1.2.3.4.2.3	Identify quality indicators	Mon 12/3/12	Thu 2/28/13
1.2.3.4.3	Phase 3: Concept Design	Fri 3/1/13	Thu 5/30/13
1.2.3.4.3.1	Build conceptual overview	Fri 3/1/13	Thu 5/30/13
1.2.3.4.3.2	Develop process data collection and review recommendations	Fri 3/1/13	Thu 5/30/13
1.2.3.4.3.3	Develop sustainability model recommendation	Fri 3/1/13	Thu 5/30/13
1.2.3.4.4	Deliverable Development	Mon 4/1/13	Fri 6/28/13
1.2.3.4.4.1	Compile recommendations report	Mon 4/1/13	Fri 6/28/13
1.2.3.4.4.2	Review and edit	Mon 4/1/13	Fri 6/28/13
1.2.3.4.4.3	Deliver final recommendations report	Mon 4/1/13	Fri 6/28/13