

CalWIN Implementation Support

CalSAWS

California Statewide Automated Welfare System
Scope of Work

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1 SCOPE OF WORK

1.1 GENERAL

The Counties will require a range of Implementation Support Services to assist in the preparations for and transition from their existing CalWIN system and ancillary solutions to the CalSAWS. CalSAWS is undergoing its migration: the LRS is the base system for CalSAWS and other functionality is being added. Refer to Section 2 SAWS Background for more details. Also refer to the Procurement Library for supporting documentation. County ancillary systems will be a significant factor in the overall approach to the Implementation Support.

The Contractor shall develop the strategic and tactical framework for defining, executing and managing the BPR effort and impact of changes resulting from and new and/or modified business processes. The Contractor shall establish the approach to and guide changes in organizational structure and cultural changes across each County's impacted organizations. The Contractor shall develop innovative Training strategies, Training materials and deliver Training. The Contractor shall support the Counties during their Migration. The required elements in the Implementation Support Scope of Work (SOW) are:

- Project Management;
- Business Process Reengineering;
- Organizational Change Management;
- Training Planning, Development and Delivery;
- Implementation Support; and
- Additional as-needed Implementation Support.

The 18 CalWIN Counties will convert over time in a wave-based approach over a 13-month period beginning in October 2022 and continuing through October 2023. It is anticipated that the Implementation Support Services would begin in December 2020 and continue through January 2024. Given this increased duration for the Implementation Support Services coupled with expected budget limitations, the Consortium anticipates that during the early months of the Agreement the Contractor would gradually ramp-up its staff as appropriate. The Implementation Support Contractor shall be responsible for providing BPR, Training, OCM and Implementation Support to the CalWIN Counties.

1.2 IMPLEMENTATION SUPPORT OBJECTIVES

The objectives of Implementation Support include:

- Prepare the CalWIN Counties to transition from using the CalWIN application and supporting business processes to using the CalSAWS application.
- Ensure each County's As-Is business processes are documented and analyzed in order to prepare for changes from To-Be business processes resulting from adoption of the CalSAWS application.
- Conduct a county-specific As-Is and To-Be gap analysis to create a foundation for OCM and communication with internal stakeholders including labor organizations and other County departments.
- Support county-specific business process change resulting from ancillary system choices.
- Ensure county-specific Training is developed to address changes in business processes.
- Where possible, leverage and adopt standard CalSAWS application Training as the target for transition.

1.3 MANDATORY SCOPE OF WORK COMPONENTS

The Implementation Support Contractor is responsible for staffing and managing the tasks associated with each of the service areas. The size and complexity of the CalSAWS Migration requires a consistent onsite presence by the Implementation Support Contractor.

The Implementation Support Contractor's organization and Staff is expected to integrate with and complement the expertise and skills of the existing Consortium, the DD&I Contractor Project Team and the CalSAWS Conversion team. The Implementation Support Contractor is expected to work cooperatively with the CalSAWS DD&I Contractor and other contractors (such as Quality Assurance and IV&V). These working relationships provide an environment essential for collaborative input into the development and implementation of the CalSAWS. Effective communication within and across the Consortium, the Counties and all contractors is of critical importance to the Consortium; the Implementation Support Contractor is expected to assist in promoting and improving communication processes.

The following sections provide the details for each mandatory SOW component.

1.3.1 Project Management

The Contractor shall perform overall Project management for BPR, OCM, Training, and Implementation Support for the 18 CalWIN Counties as the Counties plan, prepare and transition onto the CalSAWS System. The Contractor shall:

- Establish and maintain the Implementation Support Master Work Plan inclusive of high-level activities, milestones, Deliverables and resources required to plan and execute the required scope of work for the 18 Counties.

- Include county-specific sub-Work Plans to include task and subtask descriptions with Deliverables.
- Perform issue and risk management, and scope management.
- Document decisions made during Implementation Support planning and execution.
- Prepare and submit Deliverable Expectations Documents (DEDs) for all required Deliverables.
- Prepare and submit all required Deliverables.
- Coordinate and work cooperatively with the CalSAWS DD&I contractor Project team and other vendors (such as Quality Assurance and IV&V). Effective communication within and across the Consortium, the Counties and all vendors is of critical importance to the Consortium.
- Establish and maintain an open communication process at all levels of the Project including the Consortium Project Team, regions/Counties and other Contractors.
- Interact on a day-to-day basis with the Consortium Project Team to support effective communication.
- Report to the Executive Director significant risks or issues regarding the CalWIN Migration effort and any other circumstances that could significantly impact the overall SAWS Migration Project and Schedule,
- Participate in standing management and committee meetings, to include but not limited to, CalSAWS JPA Board of Directors, CalSAWS Change Control Board (CCB), and CalSAWS Weekly Status meeting.
- Provide a written Monthly Implementation Support Status Report and verbal status reports during standing weekly management meetings.

These key Project management activities will be performed in accordance with existing CalSAWS project management processes and standards, as documented in the approved CalSAWS Project Control Document (PCD) contained in the procurement library.

1.3.2 Business Process Reengineering

The Contractor shall work with each County to deliver BPR Services. BPR includes analysis and documentation of the county-specific As-Is and To-Be processes, taking into consideration each County's ancillary system dispositions and opt-in/opt-out choices. Although all the CalWIN Counties currently use the same application, each County has implemented unique business processes and procedures for how it accomplishes its daily activities. The migration to CalSAWS will drive business processes in a way that is different than what exists today for the 18 CalWIN Counties. Most of the OCM effort will revolve around the individual As-Is assessment of each County and the resulting To-Be processes that must be created. BPR will set the foundation for OCM.

1.3.2.1 As-Is Business Processes

The Contractor shall work closely with each County to:

- Discuss, review and assess the County's ancillary decisions to establish the County's framework for BPR and subsequent Training and OCM.
- Gain knowledge of the As-Is processes, policies, and procedures to include, but not limited to, study existing documentation, including labor agreements, and conduct face-to-face meetings with various County staff;
- Define, document and/or update existing As-Is business process models to create a baseline for To-Be business processes;
- Identify areas of improvement, redundancies, inefficiencies, inconsistencies, and bottleneck points;
- Obtain County approval on recommended process changes or improvements and modify plans, as needed; and
- Include all As-Is process documentation and recommendations as part of the County-Specific BPR Plan Section.

1.3.2.2 To-Be Business Processes

The Contractor shall provide facilitation and consulting Services to lead the following tasks:

- Identify the differences between the As-Is and the To-Be business processes (e.g., document imaging or lobby management);
- Develop and document To-Be business practices including options for change;
- Identify and document action steps to move the County from its As-Is business model to its To-Be business model; and
- Include all To-Be Process documentation and recommendations as part of the County-Specific BPR Section of the BPR Plan.

1.3.3 Organizational Change Management

The Contractor shall work with each County to provide county-specific OCM Services. OCM activities include development of the overall OCM approach, change readiness approach, and communication strategy. The Contractor shall develop work products for the 18 CalWIN Counties that are based on the following templates included in the OCM Plan. These work products shall include, but not limited to:

- County Decision Point Template;
- Change Readiness Checklist;
- Change Assessment Template;
- Change Assessment Tracking Template; and
- Communication Roadmap Template.

The Contractor shall create Change Discussion Guides, which will be one outcome of the As-Is and To-Be processes. The Change Discussion Guides will be used by County staff to discuss the process changes involved with the Implementation of the new System and for ongoing reference purposes.

The Contractor shall conduct change readiness assessments to gauge each County's readiness for Migration. The assessments will raise awareness, manage impact, mitigate resistance, and help improve adoption.

1.3.4 Training Development and Delivery

1.3.4.1 General

The overall Training program consists of planning, development and delivery. Developing a high-quality Training program is critical to ensuring the CalWIN Counties are successful in learning and mastering the use of the CalSAWS System and changes to business processes to perform everyday work tasks. Scheduling, developing and delivering that Training requires careful planning and diligence and many factors need to be taken into consideration such as the overall CalSAWS implementation wave-based implementation schedule, the uniqueness of each county's business processes and ancillary systems, the geographical diversity within and across Counties, the number of courses to be delivered and County travel policies.

The Contractor is expected to work in a collaborative manner with designated County trainers in all facets of Training planning, development and delivery.

In this area in particular, while the required tasks and Deliverables may appear more traditional in nature, the Consortium and CalWIN Counties are keenly interested in innovative approaches to addressing common issues associated with Training delivery, such as extended time away from offices, extended travel, and just-in-time Training.

Training development activities shall include a combination of WBT, Instructor-Led Training (ILT) and related job aids. There are 124 generic WBTs available for the Implementation Contractor to leverage for this Implementation Support effort. The Contractor shall leverage and update existing WBTs as appropriate. The Contractor shall develop Training materials for Training-for-Trainers (T4T) and ILT.

Training delivery will include management of the Contractor's Training team, execution of Training tasks and delivery of the Training plan and materials. The goal of Training delivery is to prepare the CalWIN County staff to successfully transition to the use of the CalSAWS system and to continue to provide the right type and level of support to the populations served through refined and efficient business processes.

The Contractor shall utilize the Consortium's Learning Management System (LMS) product, Meridian SaaS Cloud with Ad Hoc Reporting, which supports 55,000 Users and ensure that all CalWIN County user profiles are transferred and enabled.

The Contractor shall provide training facility location options for each County. Some Counties may have facilities available for use, however, until detailed county-specific schedules are understood, the Contractor shall provide optional training facility pricing in accordance with **Attachment A – Price Proposal Schedules**.

1.3.4.2 Master Training Plan

The Contractor shall prepare a Master Training Plan which will guide the overall Training effort and include the Contractor's strategy and approach for Training. The Contractor shall conduct and deliver different types of Training for all 18 Counties, to include:

- Early advanced for specific County roles;
- Training for Trainers;
- WBTs; and
- ILTs.

The Plan will define the Contractor's Training methodologies, activities, scope, effort and reporting for all Counties. The Contractor shall work closely with the Consortium leadership to ensure continued monitoring and management of the Training effort. The plan will provide the overarching strategy and will be supplemented by individual county-specific training plans.

1.3.4.3 County-Specific Training Plans

To ensure that the individual county-specific Training needs are identified and addressed, the Contractor shall prepare and deliver a county-specific Training Plan for each of the 18 CalWIN Counties. The county-specific Training Plans will guide the overall Training effort required based on each County's training needs in support of the business process changes, changes due to ancillary systems and migration to CalSAWS.

1.3.5 Implementation and Conversion Support

Implementation and Conversion Support includes planning, preparation and execution activities related to the Migration to the CalSAWS system for the 18 Counties. This includes supporting the overall and county-specific implementation planning, readiness assessments, establishment of "go" and "no-go" implementation criteria and contingency plans, OCM, Training development and delivery, and providing support Staff in the Counties during and immediately following the cut-over implementation period. For each County, the Contractor shall plan for and provide 30 days of readiness preparation and pre-Implementation Support. For each County, the Contractor shall plan for and provide 60 days of post-Implementation Support.

The Contractor shall work and collaborate closely with the Contractor's managers, leads and teams in support of the full-range of Migration Services -- BPR, OCM, and Training -- in planning and preparing for cut-over. The BPR, OCM and Training activities will culminate in County readiness for implementation. The Contractor shall work closely with the Consortium and Counties to plan for and deliver the pre and post implementation Services.

This effort includes completing the transition from the CalWIN decentralized County-based support model to the CalSAWS regional structure for governance and ongoing system support.

1.3.5.1 Conversion Support

The CalSAWS Conversion Team consists of members from Accenture, DXC, the CalSAWS Consortium and the Counties. The team works jointly to map the data in the CalWIN source databases to the target CalSAWS database.

As the Conversion Team proceeds through the data mapping process and development and testing of conversion processes, items and issues that may affect the 18 Counties are identified and documented. Some examples of these issues include:

- CalSAWS target fields must be defaulted to a value because no source data exists in CalWIN;
- CalSAWS target fields must be derived from multiple fields in CalWIN;
- Specific data issues that will cause a conversion failure, which may affect a case, an individual, or data associated with a case or an individual;
- Data cleansing items for which instructions to the Counties must be developed and communicated to improve the conversion results;
- CalSAWS application set-up information that cannot be converted from CalWIN; and
- Informational items the Conversion Team documents related to the Counties' data, such as how addresses may be reformatted due to length and United States Postal Service requirements.

The Contractor shall meet regularly, and work closely with the Conversion Team to facilitate information sharing and communication of issues and items to the Counties, such as, but not limited to, those listed above.

To minimize disruption to the public and County staff in the normal operation of business during the conversion process, the conversion activities must account for communication, collaboration and coordination between the Project teams, the Consortium, and the Counties.

1.3.6 Optional Implementation Support Components

As described in Section 1, the continuation of ongoing Implementation Support is optional at the discretion of the Consortium.

1.3.7 Assumptions

The Contractor can rely on the following assumptions in the preparation of proposals:

- The CalSAWS Consortium and the 18 CalWIN Counties will work in a cooperative, professional manner with the Contractor, and will respond in a timely manner to requests for information and decisions.
- The 18 CalWIN Counties have not made final decisions regarding the disposition of all County ancillary systems. Some Counties have made preliminary decisions regarding some of the County ancillary systems. Please refer to Table 5.
- The 18 CalWIN Counties are responsible for using the LMS to register workers for Training. The reports will be used by Counties to complete registration and to update registrations as necessary.
- The 18 CalWIN Counties are responsible for designating staff to complete Training cutover in each wave. The designated CalWIN Training Coordinators is responsible for tracking Training completion progress and reporting results to the CalSAWS Consortium and Contractor.
- The 18 CalWIN Counties will commit the following staff to assist in the planning, preparation and support of BPR, OCM, Training and Implementation:
 - November 2020 – October 2021: 5 Full Time Equivalents (FTEs).
 - November 2021 – October 2023: 41 FTEs based on 3 FTEs from 9 large Counties, 2 FTEs from 5 medium Counties and 1 FTE from 4 small Counties.
- The CalSAWS Consortium will commit the following staff to assist in the planning, preparation and support of BPR, OCM, Training and Implementation:
 - November 2020 – October 2021: 1 Project Manager, 1 Trainer, 1 OCM Lead (part-time) and 1 Implementation Coordinator (part-time).
 - November 2021 – October 2023: 1 Project Manager, 1 Training Lead, 12 Trainers, 1 Implementation Lead, 9 Implementation Coordinators and 2 OCM Leads

For planning purposes, proposing Contractors should assume 75% availability for all Consortium and County resources, with the exception of part-time resources who are available 50% of the time.

1.4 IMPLEMENTATION SUPPORT DELIVERABLES

This section defines the Implementation Support Deliverables as outputs of required SOW tasks. The following table includes the list of required Deliverables. Some Deliverables specify a due date. For all others, the Contractor shall specify due dates for DEDs and Deliverables in the Work Plan. In its execution of all Deliverables, Contractor shall utilize methods and processes, including but not limited to, the choice of words and language, training scenarios and examples, and printed materials and imagery, that demonstrate cultural, racial, and gender-inclusive sensitivity and which avoid implicit biases negatively impacting underrepresented persons and communities.

Table 1 – Deliverable 1 – Work Plan

DELIVERABLE 1 – WORK PLAN
THE CONTRACTOR SHALL DEVELOP AN IMPLEMENTATION SUPPORT WORK PLAN THAT INCLUDES THE FOLLOWING:
A. An Executive Summary (Both MS Word and MS PowerPoint formats);
B. Individual county-specific sub-Work Plans to include:
1. Task and subtask descriptions with Deliverables specifically indicated;
2. Estimated number of Implementation Support Contractor Staff identified by levels and types;
3. Estimated hours by task and subtask; and
4. Gantt charts showing planned start and end dates (durations) of all tasks, subtasks, and major milestones and Deliverables, including time frames for the Consortium's review and approval of all resulting Deliverables.
THE WORK PLAN MUST BE UPDATED MONTHLY TO REFLECT THE FOLLOWING:
C. Task and subtask percent complete;
D. Actual number of Implementation Support Contractor Staff;
E. Actual hours by task and subtask; and
F. Updated Gantt charts.
THE INITIAL WORK PLAN MUST BE SUBMITTED WITHIN 20 CALENDAR DAYS OF PROJECT INITIATION AND UPDATED AND SUBMITTED ON A MONTHLY BASIS.

Table 2 – Deliverable 2 – Monthly Status Report

DELIVERABLE 2 – MONTHLY STATUS REPORT
THE IMPLEMENTATION SUPPORT CONTRACTOR SHALL PROVIDE AN IMPLEMENTATION SUPPORT MONTHLY STATUS REPORT THAT PROVIDES DETAILS REGARDING PARTICIPATION BY THE IMPLEMENTATION SUPPORT CONTRACTOR TEAM. AT A MINIMUM THE IMPLEMENTATION SUPPORT MONTHLY STATUS MUST INCLUDE THE FOLLOWING:
A. An Executive Summary (Both MS Word and MS PowerPoint formats);
B. An updated summary of the Work Plan progress against the approved baseline Work Plan;
C. Progress, key performance indicators and other metrics tracking for each key task: Project Management, BPR, OCM, Training and Implementation Support;

- D. An updated list of DEDs and Deliverables drafted, in process, submitted and approved during the period;
- E. Issues identified by or assigned to the Contractor; and
- F. Risks identified by or assigned to the Contractor.
- G. At critical points throughout Implementation Support, the Monthly Status Report will also include formal assessments and recommendations regarding the completion of Key Milestones and readiness to proceed with Implementation.
- H. On a quarterly basis, the Implementation Support Monthly Status Report will include an updated Implementation Support Requirements Traceability Matrix.
- I. The Implementation Support Monthly Status Report must be submitted within five (5) business days after the completion of a month.

Table 3 - Deliverable 3 - Requirements Traceability Matrix

DELIVERABLE 3 – REQUIREMENTS TRACEABILITY MATRIX

THE CONTRACTOR SHALL CREATE A REQUIREMENTS TRACEABILITY MATRIX (RTM) THAT TRACKS THE REQUIREMENTS DEFINED IN THE ATTACHMENT J – CALWIN IMPLEMENTATION SUPPORT REQUIREMENTS CROSS-REFERENCE MATRIX. THE RTM SHALL PROVIDE THE BASIS FOR MONITORING AND CONTROLLING EACH REQUIREMENT THROUGHOUT THE PLANNING AND EXECUTION OF TASKS. THIS MATRIX AND UPDATES MUST BE DELIVERED AS FOLLOWS:

- A. The initial RTM must be submitted within 60 calendar days of Project initiation
- B. RTM Updates must be submitted quarterly with the Monthly Status Report.
- C. RTM Updates must be submitted due ten (10) calendar days following the conclusion of each County wave planning process; and
- D. RTM Updates must be submitted due ten (10) days following the conclusion of each County wave implementation.

Table 4 – Deliverable 4 Business Process Reengineering Plan

DELIVERABLE 4 BUSINESS PROCESS REENGINEERING PLAN

THE CONTRACTOR SHALL DEVELOP, EXECUTE AND LEAD THE 18 CALWIN COUNTIES IN EXECUTING A BPR PLAN, WHICH INCLUDES BUT IS NOT LIMITED TO THE FOLLOWING APPROACHES TO:

- A. Create the vision, values and objectives of the BPR;
- B. Complete stakeholder analysis and solicit stakeholder input, stakeholders to be defined by each County;

C. Define and document As-Is processes;
D. Identify, fully define, recommend and evaluate those processes that offer the most potential impact on the performance outcomes targeted for improvement;
E. Identify areas of improvement, redundancies, inefficiencies, inconsistencies, and bottleneck points;
F. Define and document To-Be processes and procedures;
G. Define high-level and detail business processes that will be impacted by the implementation of CalSAWS;
H. Work with the Counties to redesign their current business processes resulting from the implementation of CalSAWS and suggest changes to policy and procedures that are required to implement redesigned processes;
I. Establish proposed rollout and Implementation Support plans (road maps) for: 1) short term process changes that can be implemented, and 2) long term process changes that would be implemented as part of CalSAWS rollout. Include a summary of any processes that are a candidate for BPR but are out of scope (parking lot issues);
J. Establish metrics to evaluate the redesigned processes in terms of improved performance and organizational efficiency (30/60/90 days evaluations);
K. Obtain County approval on recommended process changes or improvements and modify plans, as needed; and document the recommendations;
L. Identify required tools, environments, and any other items required from the Consortium and/or the DD&I vendors;
M. A Section for each of the 18 Counties to address county-specific BPR plans; and
N. Assumptions.

Table 5 – Deliverable 5 - Organizational Change Management Plan

DELIVERABLE 5 ORGANIZATIONAL CHANGE MANAGEMENT PLAN
THE CONTRACTOR SHALL DEVELOP AND EXECUTE AN OCM PLAN THAT DEFINES THE SCOPE AND CONTENTS OF THE WORK PRODUCTS TO BE DEVELOPED AS PART OF THE OCM EFFORT. THE OCM PLAN WILL ENTAIL THE FOLLOWING ACTIVITIES AND INCLUDE, BUT NOT BE LIMITED TO:
A. Create the vision, values and objectives of the OCM;
B. Overall OCM approach including the approach to development of the Change Discussion Guides;
C. Change readiness approach;
D. Approach to documenting key system changes

- E. Communication strategies;
- F. Stakeholder Engagement Plan including: Stakeholder Register, Project Phases (and mapping of stakeholders to phases), Areas of Power and Interest/Influence, Engagement Approach (including communications);
- G. Task descriptions and expected results;
- H. Resource requirements within the County needed to support OCM functions and activities;
- I. Roles and Responsibilities for each County and specific OCM functions and activities that each County will conduct;
- J. High-level schedule;
- K. Establishment, measurement and reporting of outcomes and quality metrics associated with the adoption of CalSAWS in each County;
- L. Mitigation plan to resistance by users and stakeholders through the application of structured and intentional proactive strategies;
- M. Approach to identifying and applying reactive interventions where needed;
- N. Tools and techniques that can enable County leadership staff to help their staff move to a transformed future state;
- O. A Section for each of the 18 Counties to address County-specific OCM plans; and
- P. Assumptions.

Table 6 - Deliverable 6 - County Communication Plan

DELIVERABLE 6 - COUNTY COMMUNICATION PLAN	
THE CONTRACTOR SHALL DEVELOP, EXECUTE AND LEAD THE 18 CALWIN COUNTIES IN EXECUTING A COMPREHENSIVE COUNTY COMMUNICATION PLAN BASED ON A THOROUGH STAKEHOLDER ANALYSIS THAT INCLUDES BUT IS NOT LIMITED TO:	
A.	Overall approach for communication with the 18 migrating Counties and stakeholders;
B.	Communication and marketing materials that keep executives, managers and other key stakeholders appropriately informed of current activities;
C.	Creates advance and sufficient awareness to designated stakeholders of events that will require County staff planning;
D.	Promotes collaboration between the CalSAWS and the variety of stakeholders e.g., the user community, Project teams, County leaders, and the public;
E.	Demonstrates the purpose and value of OCM activities and their contribution to the overall transformation;
F.	Uses various methods (e.g. Tool kits that can be customized by the Counties) and communications platforms (e.g. newspapers, social media, posters) to aid in the communications process;
G.	Develops and coordinates the publication of articles and information with County change coordinators, and provide information suitable for Consortium and County use;
H.	User stakeholder analysis and readiness assessment to develop materials; and
I.	Encompasses all stages of the CalSAWS rollout (readiness, implementation, and go-live).

Table 7 - Deliverable 7 - County Change Discussion Guides

DELIVERABLE 7 - COUNTY CHANGE GUIDES
<p>THE CONTRACTOR SHALL PRODUCE INDIVIDUAL COUNTY AND ROLE-SPECIFIC CHANGE DISCUSSION GUIDES WHICH WILL DESCRIBE IN DETAIL THE PROCESS CHANGES AFFECTING THE WAY STAFF WILL PERFORM THEIR JOBS UTILIZING THE NEW SYSTEM. THE CHANGE DISCUSSION GUIDES MUST INCLUDE BUT NOT BE LIMITED TO:</p>
<p>A. Tasks within each job process;</p>
<p>B. Steps the person in the role will complete once they begin utilizing the new System; and</p>
<p>C. Impacts to the 18 CalWIN Counties along with the steps that the person will stop completing once they begin utilizing the CalSAWS System.</p>
<p>D. The Contractor shall complete the Change Discussion Guides by the date specified by the County prior to 18 CalWIN County Migration Training as they will be utilized by County Staff to facilitate change discussions within the County. Additionally, they will be used during the Training sessions so that Staff will be able to reference county-specific policies.</p>

Table 8 - Deliverable 8 - Master Training Plan

DELIVERABLE 8 MASTER TRAINING PLAN
<p>THE CONTRACTOR SHALL DEVELOP AND EXECUTE A CALWIN MASTER TRAINING PLAN, TO INCLUDE THE FOLLOWING:</p>
<p>A. Strategy and approach to Training, Training methodologies and overall activities, effort and scope of Training;</p>
<p>B. Define the Contractor's Training methodologies, activities, scope, effort and reporting for all Counties;</p>
<p>C. Approach to working with the Consortium leadership to ensure continued monitoring and management of the Training effort. The plan will provide the overarching strategy and will be supplemented by individual county-specific training plans;</p>
<p>D. Curricula topics and delivery methods for Training-for-trainers, instructor-led Training and WBT;</p>
<p>E. Training delivery techniques to be used according to the delivery methods and materials/curricula developed by the Contractor to meet each of the Counties specific needs;</p>
<p>F. A high-level Schedule, by implementation wave and by County;</p>
<p>G. Approach to engagement of and coordination of the Contractor's trainers within each County;</p>
<p>H. Preparation, logistics, and activities required to develop and deliver Training in each of the Counties;</p>

- I. How the Contractor will use the LMS automated Training tool to manage the Training schedule, content management, participation and certification of completion;
- J. Approach for use and access of the CalSAWS Training environments dedicated for CalWIN Training development and production;
- K. How the Contractor will communicate Migration Training material updates, including CalSAWS system code release updates;
- L. Plan for ratio of trainees to trainers;
- M. Plan for match of Training curricula to trainees through regular feedback;
- N. Duration and type of Training for all user roles/functions;
- O. Approach to promoting collaboration, assistance and efficiencies across Counties;
- P. Approach to develop an assessment of individual user success to be administered during each Training class to each user;
- Q. Approach to establish, measure and report outcomes and quality metrics corresponding to successful completion of County Training;
- R. Approach to leverage Training evaluation results and lessons learned to improve Training materials and approach for each wave;
- S. Strategy and approach for transition and roll off by the vendor to support CalSAWS future ability to meet Training needs of Consortium and County staff; and
- T. Update the CalWIN Master Training Plan on a monthly basis, or as directed by the Consortium Staff to reflect ongoing Training planning and preparation.

Table 9 - Deliverable 9 - County-Specific Training Plans

DELIVERABLE 9 COUNTY-SPECIFIC TRAINING PLANS	
THE CONTRACTOR SHALL DEVELOP COUNTY-SPECIFIC TRAINING PLANS THAT SHALL INCLUDE, BUT NOT LIMITED TO, THE FOLLOWING:	
A.	How instructor led Training will be administered to the Counties;
B.	How train the trainers will be leveraged for the Counties;
C.	How the Contractor will manage Training locally and regionally in collaboration with the County Staff;
D.	How WBTs will be accessible to the Counties;
E.	Criteria and plan (as agreed upon by the Counties) for needed reinforcement or remedial Training;
F.	Detailed Training Schedule for each County;
G.	Preparation, logistics, and activities required to develop and deliver Training in each of the Counties;
H.	Training delivery techniques to be used according to the delivery methods and materials/curricula developed by the Contractor to meet each of the Counties' specific needs;
I.	Plans for the number and layout of the classrooms for each site - the nature of the Training facility shall reflect the number of offices and users that it is intended to support;
J.	The Contractor shall develop Training materials that comply with the ADA requirements.

Table 10 - Deliverable 10 Implementation Support Plan

DELIVERABLE 10 – IMPLEMENTATION SUPPORT PLAN	
THE CONTRACTOR SHALL DEVELOP, EXECUTE AND LEAD THE 18 CALWIN COUNTIES IN EXECUTING A COMPREHENSIVE IMPLEMENTATION SUPPORT PLAN THAT INCLUDES BUT IS NOT LIMITED TO:	
A.	Overall approach including purpose, scope, objectives, methodology and proven practices;
B.	Roles and Responsibilities of Contractor, Consortium and County staff for each phase of Implementation Support (planning, preparation, implementation and post-implementation);
C.	Implementation Support activities including planning, preparation, conversion support, pre-and post-cutover for the Contractor, Consortium and the 18 CalWIN Counties;
D.	Entry and exit criteria for each Wave and County;
E.	Schedule with key tasks and milestones by Wave, by County and reflecting the relationship to the master CalSAWS DD&I schedule;
F.	Tools and techniques to support the Implementation effort;

- G. How results and proven practices will be applied to future Waves and Counties;
- H. Contingency plans; and
- I. Assumptions.

Table 11 - Deliverable 11 – County Wave Implementation Complete Report

DELIVERABLE 11 COUNTY WAVE IMPLEMENTATION COMPLETE REPORT

THE CONTRACTOR SHALL PROVIDE AN IMPLEMENTATION COMPLETE REPORT FOR EACH COUNTY WAVE WHICH CERTIFIES THAT ALL IMPLEMENTATION SUPPORT REQUIREMENTS HAVE BEEN SATISFACTORILY MET.

- A. The Contractor shall deliver a report no later than 60 days after the implementation completion of each County wave.

1.5 STAFFING REQUIREMENTS

The Implementation Support Contractor is responsible for providing all Staff necessary to fulfill the Implementation Support requirements outlined in this RFP.

The Implementation Support Contractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Consortium staff as well as the DD&I Contractor staff and progresses towards task completion. In order to facilitate Project progress, it is important to the Consortium that the Implementation Support Contractor minimizes Staff turnover to the extent possible, particularly for the Key Staff detailed below.

The Implementation Support Contractor shall be responsible for ensuring all Implementation Support Staff clearly understand both initial and ongoing roles and responsibilities, and how the Implementation Support team and assignments relate to the overall CalSAWS Migration Project plan.

The Implementation Support Contractor Staff Approach must support and demonstrate the following requirements:

- All proposed Implementation Support Staff must have good oral and written communication skills;
- All Implementation Support Contractor Project Staff must be eligible to work in the State of California;
- All Implementation Support Contractor Staff must be qualified to perform their assigned role and corresponding tasks and responsibilities; and
- All Implementation Support Staff are expected to actively participate in designated Project meetings and represent the best interests of the Consortium, identify and escalate issues as appropriate, and contribute to required weekly and monthly status reports.

All Implementation Support Key Staff positions, including minimum qualifications, are described in the subsections below. Bidders must use Attachment I – Implementation Support Role Definition to define roles and minimum qualifications for non-Key Staff.

It is desirable that the Contractor provide key and non-key staff that have knowledge and understanding of California's HHS programs and systems.

1.5.1 Project Location and Core Hours

The Implementation Support Contractor's Staff shall be dedicated to the Implementation Support Project unless otherwise described within the Implementation Support Contractor's approach and approved by the Executive Director. Work must be conducted at an approved Project site or in the 18 Counties as described in Section 1.5, unless alternate arrangements are approved in writing by the Executive Director.

All Key Personnel assigned to the Implementation Support Project must be dedicated and on-site, or at an approved appropriate location, for the duration of the Implementation Support effort appropriate for their position. The Project hours are based on a 5-day, 40-hour work week, beginning 12 PM PT on Monday and ending 12 PM PT on Friday, with 10-hour workdays Tuesday through Thursday.

1.5.2 Implementation Support Key Staff

The Implementation Support Key Staff positions include:

- Implementation Support Project Manager
- Implementation Support PMO Lead
- Implementation Support BPR Manager
- Implementation Support OCM Manager
- Implementation Support Training Manager
- Implementation Support Implementation Manager

The Consortium will rely heavily on the presence and advice of the Implementation Support Contractor and wants to mitigate any potential risks associated with outages of Implementation Support Key Staff. The Implementation Support Contractor must designate back-up Staff from within the Implementation Support team to be available and act on their behalf when Implementation Support Key Staff are unavailable for more than a single business day.

Implementation Support Key Staff must have excellent oral and written communication skills. A Bachelor's degree and/or relevant industry certification are desired qualifications for all Implementation Support Key Staff.

1.5.3 Implementation Support Project Manager

The Implementation Support Project Manager is responsible for managing the overall Implementation Support scope of Services and team and administering the

Implementation Support Agreement. The Implementation Support Project Manager is responsible for ensuring the Migration Project receives company support, commitment, and oversight to meet or exceed all its contractual requirements. The Implementation Support Project Manager must have the decision-making authority to bind the Implementation Support Contractor contractually to all terms and conditions in the Implementation Support Agreement. The Implementation Support Project Manager is accountable for Implementation Support Staff performance.

In addition to the above, the Implementation Support Project Manager responsibilities shall include, but not be limited to, the following:

- Ensuring the Implementation Support team understands the scope of the Implementation Support Agreement and the Implementation Support role in the “big picture” of the Migration Project, including how to work in concert with the Consortium, the Counties and the Contractors;
- Managing and leading the overall Implementation Support team;
- Overseeing the development and delivery of all Implementation Support Deliverables, work products, tasks and Services and ensuring they are of the highest quality and are delivered in accordance with the approved Work Plan;
- Recommending issue resolution and risk mitigation strategies;
- Providing as-needed support to the Consortium management team in the form of development and delivery of presentation materials, general advice and recommendations and assistance in addressing concerns and solving problems; and
- Participating in ongoing communications and status updates to the CalSAWS JPA Board of Directors, Project Steering Committee (PSC), State and Federal Stakeholders as directed by the Executive Director.
- The Implementation Support Project Manager shall have at least the Minimum Qualifications defined in the following table:

Table 12- Implementation Support Project Manager Minimum Qualifications

IMPLEMENTATION SUPPORT PROJECT MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience with large-scale (contract value of \$10M+) Projects, information system development and implementation experience or Implementation Support of a system development Project (HHS systems preferred) including experience in a leadership position.	8 Years
Project Management experience and management of risks and issues.	5 Years
Experience managing a team of Ten (10) or more people.	5 Years

1.5.4 Implementation Support PMO Lead

The Implementation Support PMO Lead is responsible for the administration of the Project Management and overall reporting efforts for the Implementation Support Contractor. The Implementation Support PMO Lead responsibilities shall include, but not be limited to, the following:

- Establishing and maintaining the Master Work Plan and ensuring understanding of and adherence to those Deliverables by the Implementation Support team;
- Leading or supporting the development and delivery of all Implementation Support Deliverables and work products and ensuring they are of the highest quality and are delivered in accordance with the approved Work Plan; and
- Establishing and managing Implementation Support related issue resolution and risk mitigation strategies.
- The Implementation Support PMO Lead shall have at least the Minimum Qualifications defined in the following table:

Table 13 - Implementation Support PMO Lead Minimum Qualifications

IMPLEMENTATION SUPPORT PMO LEAD MINIMUM QUALIFICATIONS	
Experience	Minimum
PMI PMP Certification	Desired
Experience in leading a PMO in a systems integrator, State, County, Consortium or Implementation Support role.	3 Years
Experience with large-scale HHS systems Projects.	3 Years

1.5.5 Implementation Support Business Process Re-Engineering Manager

The BPR Manager will provide support and advice to the Counties preparing for executing and supporting migration to CalSAWS. The BPR Manager will lead the development and execution of the BPR Plan and each individual County's specific plan. The BPR Manager will work closely with the Implementation Support OCM and Implementation Managers to ensure that BPR activities are coordinated and communicated within and across the Implementation Support teams and with the Contractors, Consortium and Counties. The BPR Manager is responsible for planning, preparing and executing all BPR activities and associated Deliverables and work products for Implementation Support. Responsibilities include, but are not limited to:

- Documenting and assessing current and future business processes and roles in order to facilitate the identification of significant differences between the current and future business processes and roles and analyze and identify significant gaps;
- Leading the effort to develop and execute the Business Process Re-engineering Plan and county-specific plans that serve as the guides for the BPR Support team;

- Facilitating workshop sessions to define and refine business processes based on data and available analytics, encouraging outside-the-box thinking;
- Using data and analysis to drive decision making at both the executive and team levels;
- Working closely with the Counties to plan and manage the implementation of business process changes in each County;
- Managing Implementation Support resources necessary for executing the BPR Plan; and
- Ensuring on-Schedule performance of all BPR planning, execution, and review activities.

The BPR Manager shall have at least the Minimum Qualifications defined in the following table:

Table 14 – Business Process Re-engineering Manager Minimum Qualifications

BUSINESS PROCESS RE-ENGINEERING MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience in leading BPR for a large-scale government system with at least 1,000 users in a systems integrator, Implementation Support, and/or County/State role.	3 Years
Experience conducting As-Is/To-Be analysis and documenting process reengineering.	3 years
Experience with HHS systems and Projects.	3 Years

1.5.6 Implementation Support Organizational Change Management Manager

The OCM Manager is responsible for overseeing the OCM efforts and teams. The OCM Manager will lead the development and execution of the OCM Plan and each individual County's specific plan. The OCM Manager will work closely with the Implementation Support BPR and Implementation Managers to ensure that OCM activities are coordinated and communicated within and across the Implementation Support teams and with the Contractors, Consortium and Counties. The OCM Manager is responsible for planning, preparing and executing all OCM activities and associated Deliverables and work products for Implementation Support. Responsibilities include but are not limited to:

- Aligning County stakeholders, increasing awareness and adoption of the changes, providing opportunities for County staff involvement in the change, and providing opportunities for change leadership;
- Understanding the As-Is business processes and To-Be processes and activities required to migrate to CalSAWS;

- Managing Implementation Support resources necessary for executing the OCM Plan; and
- Ensuring on-Schedule performance of all OCM planning, execution, and review activities.

The Implementation Support OCM Manager shall have at least the Minimum Qualifications defined in the following table:

Table 15 - Implementation Support Change Management Manager Minimum Qualifications

IMPLEMENTATION SUPPORT OCM MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience in a leadership role for developing, implementing OCM and gap analysis strategies on a Project with over 1,000 concurrent users.	3 years
Experience developing OCM Plans and delivering OCM services.	3 years
Experience with HHS systems Projects	4 Years

1.5.7 Implementation Support Training Manager

The Implementation Support Training Manager is responsible for leading the development of Training plans, materials, curricula, and delivery of Training to the 18 CalWIN Counties. The Training Manager will work closely with the OCM Manager to ensure that BPR and change management information and results are appropriately incorporated into Training curricula and materials. Activities may include, but are not limited to:

- Leading the effort to develop and execute the Master Training Plan and county-specific plans that serve as the guides for the Implementation Support Training team;
- Managing Contractor Training resources necessary for executing the Master Training Plan and county-specific plans;
- Working collaboratively with the Training Managers and Trainers from the 18 CalWIN Counties to plan, develop and deliver Training;
- Applying improvements to Training materials as they are tested and used; and
- Ensuring on-Schedule performance of all Training planning and execution activities.

The Implementation Support Training Manager shall have at least the Minimum Qualifications defined in the following table:

Table 16 - Implementation Support Training Manager Minimum Qualifications

IMPLEMENTATION SUPPORT TRAINING MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience in a leadership role developing and delivering training plans and materials on a Project with over 1,000 concurrent users.	5 Years
Experience with HHS Training and implementation systems Projects.	4 Years

1.5.8 Implementation Support Implementation Manager

The Implementation Support Implementation Manager will provide support and advice to the Counties preparing for, executing and supporting cut-over to CalSAWS. The Implementation Manager will coordinate closely with the OCM Manager and OCM teams, Consortium DD&I teams, and conversion teams in planning and carrying out Implementation Support tasks. Activities may include, but are not limited to:

- Leading the effort to develop and execute the Implementation Support Plan and County plan sections that serve as the guides for the Implementation Support team;
- Working closely with the 18 CalWIN Counties to plan and manage the pre- and post-Implementation Support team presence in each County;
- Managing Implementation Support resources necessary for executing the Implementation Support Plan;
- Identifying and applying lessons learned and best practices from the early implementations to the later implementations; and
- Ensuring on-Schedule performance of all Implementation Support planning and execution activities.

The Implementation Support Implementation Manager shall have at least the Minimum Qualifications defined in the following table:

Table 17 - Implementation Support Implementation Manager Minimum Qualifications

IMPLEMENTATION SUPPORT IMPLEMENTATION MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience in leading the implementation or transition of a large-scale government system with at least 1,000 users in a systems integrator, Implementation Support, and/or County/State role.	3 Years
Experience with HHS Systems Projects.	3 Years
Experience with training, OCM and Implementation Support in a System Implementation initiative.	2 Years

1.5.9 Implementation Support Staff Changes

For any expected Implementation Support Staff changes, the Implementation Support Contractor shall provide a 30-calendar day notice to the Executive Director regarding the change and plans for transition. The Implementation Support Contractor shall provide the Consortium a resume and three references for any recommended replacement Staff. The Consortium reserves the right to require face-to-face or phone interviews of all proposed replacement Staff. The Consortium reserves the right to accept or reject any proposed Staff.

For any unexpected Implementation Support Staff changes, the Implementation Support Contractor shall provide the Consortium Executive Director a written notification within three (3) business days of knowledge and staff action. Within seven (7) days of providing such written notice, the Implementation Support Contractor shall provide the Consortium Executive Director with plans for transition.

1.5.10 Staff Performance

The Implementation Support Contractor shall be responsible for identifying and correcting performance issues for its entire Staff (i.e. employees and Subcontractors). Should the Consortium discover performance problems with any Implementation Support Contractor Staff, the Executive Director will notify the Implementation Support Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any Implementation Support Staff person, the Implementation Support Contractor shall immediately remove such Staff from the CalWIN Implementation Support Project.