

CalWIN Implementation Support

CalSAWS

California Statewide Automated Welfare System
Request for Proposal No. 2019-2

December 17, 2019

DOCUMENT HISTORY

This document is controlled through the Document Management Process. To verify that the document is the latest version, please contact the RFP/Proposal Contact.

DATE	DOCUMENT VERSION	REVISION DESCRIPTION
December 17, 2019	1	Initial Release
January 27, 2020	2	Addendum 1 with changes
February 12, 2020	3	Addendum 2 with changes
March 18, 2020	4	Addendum 4 with changes
<u>April 13, 2020</u>	<u>5</u>	<u>Addendum 5 with changes</u>

Table of Contents

1	INTRODUCTION.....	1
1.1	PURPOSE	1
1.2	CONTRACT TERM	1
1.3	ELIGIBLE BIDDERS	1
1.4	MINIMUM BIDDER REQUIREMENTS.....	2
1.5	LOCATION OF WORK.....	2
1.6	PROJECT HARDWARE, SOFTWARE AND OFFICE EQUIPMENT	3
1.7	RFP/PROPOSAL CONTACT	3
1.8	PROCUREMENT LIBRARY	3
1.9	ASSISTANCE TO BIDDERS WITH A DISABILITY	4
1.10	PROCUREMENT TIMELINE	5
1.11	BIDDER’S CONFERENCE	5
1.12	QUESTIONS REGARDING THE RFP	6
1.13	LETTER OF INTENT TO Bid	6
2	SAWS BACKGROUND	7
2.1	STATEWIDE AUTOMATED WELFARE SYSTEM (SAWS)	7
2.2	CALIFORNIA’S SINGLE SYSTEM STRATEGY	7
2.2.1	CalSAWS Technical Architecture	11
2.3	CALSAWS GOVERNANCE	12
2.4	CALSAWS OBJECTIVES	14
2.5	NATURE AND SCOPE OF THE CALSAWS MIGRATION PROJECT	15
2.5.1	Project Management	16
2.5.2	Core Application Design and Development.....	16
2.5.3	Ancillaries Design and Development	16
2.5.4	Technical Infrastructure	16
2.5.5	Conversion	16
2.5.6	Maintenance and Operations	17
3	CALWIN COUNTIES MIGRATION	18
3.1	CALWIN COUNTY INFORMATION	18
3.2	COUNTY IMPLEMENTATION MIGRATION PHASES	19
3.3	COUNTY ANCILLARY SYSTEMS	21
3.3.1	County Data Extract	24
4	SCOPE OF WORK	24
4.1	GENERAL	24
4.2	IMPLEMENTATION SUPPORT OBJECTIVES	25
4.3	MANDATORY SCOPE OF WORK COMPONENTS	26
4.3.1	Project Management	26
4.3.2	Business Process Reengineering	27

4.3.3	Organizational Change Management	28
4.3.4	Training Development and Delivery	29
4.3.5	Implementation and Conversion Support.....	30
4.3.6	Optional Implementation Support Components	31
4.3.7	Assumptions	31
4.4	IMPLEMENTATION SUPPORT DELIVERABLES	32
4.5	STAFFING REQUIREMENTS.....	40
4.5.1	Project Location and Core Hours	41
4.5.2	Implementation Support Key Staff	41
4.5.3	Implementation Support Project Manager	41
4.5.4	Implementation Support PMO Lead.....	43
4.5.5	Implementation Support Business Process Re-Engineering Manager ..	43
4.5.6	Implementation Support Organizational Change Management Manager	44
4.5.7	Implementation Support Training Manager.....	45
4.5.8	Implementation Support Implementation Manager.....	46
4.5.9	Implementation Support Staff Changes.....	47
4.5.10	Staff Performance	47
5	PROPOSAL CONDITIONS AND CERTIFICATIONS.....	48
5.1	AUTHORIZED SIGNATURES	48
5.2	TERM OF OFFER.....	48
5.3	REQUIRED REVIEW.....	48
5.4	INCURRED COSTS	48
5.5	AMENDMENTS/ADDENDA TO RFP	48
5.6	BEST VALUE EVALUATION.....	48
5.7	RIGHT OF REJECTION	49
5.8	PUBLIC RECORDS ACT	49
5.9	IRAN CONTRACTING ACT OF 2010	50
5.10	DISCLOSURE OF CRIMINAL AND CIVIL PROCEEDINGS	50
5.11	DEBARMENT AND SUSPENSION	51
5.12	SUBCONTRACTORS	51
5.13	FINAL AUTHORITY	51
6	PROPOSAL STRUCTURE AND SUBMISSION	52
6.1	GENERAL	52
6.2	PROPOSAL SUBMISSION	52
6.3	PROPOSAL FORMAT AND ORGANIZATION.....	5453
6.3.1	Proposal Format.....	5453
6.3.2	Proposal Organization	5453
6.3.3	Volume 1 – Transmittal Letter and Business Proposal.....	5554

6.3.4	Volume 2 – Price Proposal	<u>6059</u>
7	EVALUATION.....	<u>6362</u>
7.1	INTRODUCTION.....	<u>6362</u>
7.2	EVALUATION ORGANIZATION	<u>6362</u>
7.3	EVALUATION METHODOLOGY	<u>6362</u>
7.4	BUSINESS PROPOSAL EVALUATION	<u>6463</u>
7.5	BUSINESS PROPOSAL EVALUATION CRITERIA	<u>6564</u>
7.5.1	Firm Qualifications	<u>6564</u>
7.5.2	Staff.....	<u>6665</u>
7.5.3	Approach to Implementation Support.....	<u>6665</u>
7.6	PRICE PROPOSAL EVALUATION	<u>6766</u>
7.7	PRICE PROPOSAL EVALUATION CRITERIA	<u>6867</u>
7.8	EVALUATION OF FINAL PROPOSALS	<u>6867</u>
7.9	BEST AND FINAL OFFER	<u>6867</u>
7.10	FINAL PROPOSAL SCORING	<u>6867</u>
7.11	FINAL AUTHORITY	<u>6867</u>
8	NOTICE OF INTENT TO AWARD AND NEGOTIATIONS	<u>6968</u>
8.1	NOTICE OF INTENT TO AWARD	<u>6968</u>
8.2	CONTRACT NEGOTIATIONS	<u>6968</u>
8.3	APPEAL.....	<u>6968</u>
8.3.1	Grounds for Appeal	<u>7069</u>
8.3.2	Appeal Method.....	<u>7069</u>
8.3.3	Appeal Review Panel and Its Responsibilities	<u>7069</u>
8.3.4	Appeal Process.....	<u>7170</u>
8.3.5	Appeal Packet	<u>7170</u>
8.3.6	Appeal Oral Presentations.....	<u>7271</u>
8.3.7	Summary Dismissal of Appeal.....	<u>7271</u>
8.3.8	Appeal Remedies.....	<u>7271</u>
8.3.9	Appeal Schedule	<u>7271</u>
9	GENERAL TERMS AND CONDITIONS	<u>7473</u>
9.1	PURPOSE OF THE AGREEMENT	<u>7473</u>
9.2	GENERAL AGREEMENT INFORMATION	<u>7473</u>
9.3	AGREEMENT TYPE	<u>7473</u>
9.4	AGREEMENT TERM.....	<u>7473</u>
9.5	PAYMENTS	<u>7473</u>
9.6	ELECTRONIC FUNDS TRANSFER.....	<u>7473</u>
	LIST OF ATTACHMENTS	<u>7574</u>
	ATTACHMENT A – PRICE PROPOSAL SCHEDULES	<u>7675</u>

ATTACHMENT B - DRAFT AGREEMENT	<u>7776</u>
ATTACHMENT C - EXCEPTIONS TO THE AGREEMENT	<u>7877</u>
ATTACHMENT D – BIDDER CERTIFICATION CHECKLIST / STATEMENT OF CERTIFICATION	<u>7978</u>
DARFUR CONTRACTING ACT CERTIFICATION	<u>8382</u>
ATTACHMENT E – FIRM QUALIFICATIONS	<u>8483</u>
ATTACHMENT F – FIRM REFERENCES	<u>8685</u>
ATTACHMENT G – KEY STAFF RESUMES/STAFF QUALIFICATIONS	<u>9089</u>
ATTACHMENT H – KEY STAFF INDIVIDUAL REFERENCE CHECK FORM	<u>114113</u>
ATTACHMENT I – IMPLEMENTATION SUPPORT ADDITIONAL ROLE DEFINITION...	<u>117146</u>
ATTACHMENT J – IMPLEMENTATION SUPPORT SERVICES CROSS-REFERENCE MATRIX	<u>118117</u>
ATTACHMENT K - LETTER OF INTENT TO RESPOND	<u>119118</u>
ATTACHMENT L - CERTIFICATE OF STATUS	<u>120119</u>
ATTACHMENT M – DETAILED COUNTY PROFILES	<u>121120</u>

Table 1 - Implementation Support Procurement Timeline	5
Table 2 - CalWIN Counties	18
Table 3 - CalWIN Counties Implementation Waves	20
Table 4 - County Ancillary System Information	21
Table 5 - County Ancillary System Options	23
Table 6 – Deliverable 1 – Work Plan	32
Table 7 – Deliverable 2 – Monthly Status Report	33
Table 8 - Deliverable 3 - Requirements Traceability Matrix	34
Table 9 – Deliverable 4 Business Process Reengineering Plan	34
Table 10 – Deliverable 5 - Organizational Change Management Plan	35
Table 11 - Deliverable 6 - County Communication Plan	36
Table 12 - Deliverable 7 - County Change Discussion Guides	37
Table 13 - Deliverable 8 - Master Training Plan	37
Table 14 - Deliverable 9 - County-Specific Training Plans	39
Table 15 - Deliverable 10 Implementation Support Plan	39
Table 16 - Deliverable 11 – County Wave Implementation Complete Report	40
Table 17- Implementation Support Project Manager Minimum Qualifications	42
Table 18 - Implementation Support PMO Lead Minimum Qualifications	43
Table 19 – Business Process Re-engineering Manager Minimum Qualifications	44
Table 20 - Implementation Support Change Management Manager Minimum Qualifications	45
Table 21 - Implementation Support Training Manager Minimum Qualifications	46
Table 22 - Implementation Support Implementation Manager Minimum Qualifications	46
Table 23 - Proposal Submission Formats	<u>5453</u>
Table 24 - Proposal Volumes Contents	<u>5554</u>
Table 25 - Evaluation Weights Distribution	<u>6463</u>

Table 26 – Example Total Prices	67 66
Table 27 - Contractor Price Proposal Scoring.....	68 67
Table 28 - Appeal Schedule	72 71
Figure 1 - CalSAWS Roadmap	9
Figure 2 - CalSAWS DD&I Schedule	10
Figure 3 - CalSAWS Strategic Target Architecture	12
Figure 4 CalSAWS Governance Model.....	13
Figure 5 - CalSAWS JPA Regional Model	14
Figure 6 - California Consortia Map	19

1 INTRODUCTION

1.1 PURPOSE

The California Statewide Automated Welfare System (CalSAWS) Consortium, acting for the benefit of the 58 California Counties, requests proposals from qualified vendors for Business Process Reengineering (BPR), Organizational Change Management (OCM), Training and Implementation Support Services for the Migration of the 18 California Work Opportunity and Responsibility to Kids Information Network (CalWIN) Counties to the new CalSAWS. For brevity purposes, this Request for Proposal (RFP) will refer to this collection of Services as Implementation Support. This procurement solicits services including Project management, BPR, OCM, Training development, Training delivery and Implementation Support planning and execution of tasks and Deliverables.

The Consortium (the term "Consortium" as used in this RFP shall refer exclusively to the CalSAWS Consortium) is committed to partnering with a Contractor that will assist in ensuring that the CalWIN Migration is a success. The Contractor will serve as an industry leader and services provider to guide and deliver a successful transition of the 18 CalWIN Counties to CalSAWS. The Consortium is seeking a Contractor to apply innovative strategies, approaches, and methods for developing and delivering training and leading the cultural and organizational changes the CalWIN Counties will experience in transforming from their existing state and assimilating into the CalSAWS environment. 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.

Specific Services to be provided under this RFP are outlined in Section 4, Scope of Work. The Consortium requests the vendor (also referred to hereinafter as "Implementation Support Contractor") propose Implementation Support Services for the CalSAWS Migration Project Design, Development & Implementation (DD&I) phase.

1.2 CONTRACT TERM

It is anticipated the Implementation Support effort will begin in early December 2020 with an expected term of 38 months, through January 2024, or two months after the 18 Counties have completed conversion and implementation.

As an option to be exercised at the discretion of the Consortium, the Implementation Support may extend for up to twelve (12) additional months from February 2024 through January 2025.

1.3 ELIGIBLE BIDDERS

The Contractor and its Subcontractors must be free from conflicts resulting from different responsibilities for the Consortium. Without in any way limiting the generality of the foregoing statement, a conflict resulting from different responsibilities to the

Consortium would include, but would not be limited to, a Contractor's involvement on other aspects of the CalSAWS Project that would prevent the Contractor from devoting the resources necessary to meet all Deliverables and Services required for this Implementation Support Project. As an example, Contractors currently engaged to provide Quality Assurance or Independent Verification and Validation (IV&V) services would not be eligible to provide Services for this effort.

1.4 MINIMUM BIDDER REQUIREMENTS

Contractors must have a minimum of three years of BPR, OCM, Training and/or Implementation Support experience in support of Health and Human Services (HHS) systems (e.g. Statewide Automated Welfare System [SAWS], Online CalWORKs Appraisal Tool [OCAT], California Healthcare Eligibility, Enrollment, and Retention System [CalHEERS], Child Support) to bid as the prime Implementation Support Contractor. The required experience must be demonstrated within the proposal submission using **Attachment E – Firm Qualifications**.

1.5 LOCATION OF WORK

Work under the resultant contract of this RFP shall be performed in the Sacramento area and in the 18 Counties. For centrally performed work, the CalWIN Maintenance & Operations (M&O) facility will provide up to 50 cubicle spaces for the Implementation Support Contractor Staff. Additionally, the CalSAWS North Project site will provide up to ten (10) cubicle spaces for the Implementation Support Contractor Staff. In both locations, the Contractor will have access to shared conference rooms and networked printers. It is expected that there will be a great deal of coordination with the CalSAWS Migration DD&I Project team (Consortium and Contractor) at the CalSAWS North Project site in Rancho Cordova as well as with the existing CalWIN M&O Project team located in Roseville. Both Project facilities will provide internet access and shared conference room space.

The specific locations follow:

- **CalSAWS North:**
11290 Pyrites Way
Suites 150 and 175
Rancho Cordova, California 95670

Primary Project activities – Policy/Functional/County-facing and UAT activities.

- **CalWIN M&O:**
620 Roseville Parkway, MS5687
Roseville, California 95747

Primary Project activities – CalWIN M&O Support.

Meetings and other Project sessions may also occur in the greater Sacramento area, including the CalWIN office in Roseville, CA, and greater Los Angeles areas.

Implementation Support at County locations will also be necessary as part of BPR, OCM, Training and Implementation Support related to the overall Migration effort and other direct activities with the Counties. For activities performed in the Counties, the Counties will provide cubicles, tables and/or shared conference rooms, along with internet access, for the Contractor Staff.

1.6 PROJECT HARDWARE, SOFTWARE AND OFFICE EQUIPMENT

The Implementation Support Contractor must provide its Staff with appropriate computer hardware and corresponding software and office equipment required to perform all tasks and complete all Deliverables required by the Consortium and as documented in this RFP. This hardware, software and equipment will be utilized to access the CalSAWS Project repositories and other Project communication methods such as SharePoint.

The CalSAWS and CalWIN Project sites will provide internet access that can support corporate VPN/laptop capabilities. For work conducted in the Counties, the Contractor must comply with county network and technology access and usage policies.

1.7 RFP/PROPOSAL CONTACT

All correspondence, ~~including proposals~~ and questions, are to be submitted to the RFP/Proposal contact:

CalWIN Implementation Support RFP
Attention: Tom Hartman
11290 Pyrites Way
Suites 150 and 175
Rancho Cordova, California 95670
Tom.Hartman@osi.ca.gov

All questions regarding this RFP must be submitted to the email address provided above and in accordance with Section 1.10, Procurement Timeline. Prospective Contractors must use the Excel template located in the procurement library to document questions or concerns.

~~Proposals will not be accepted via email.~~ Proposals must be submitted electronically in accordance with the specifications described in Section 6, ~~with one (1) hard copy including an original signature to the address indicated above.~~

1.8 PROCUREMENT LIBRARY

For updates to the RFP, in the form of RFP Amendments, or other RFP communications such as responses to vendor questions, vendors should regularly refer to the procurement library. It is the responsibility of the prospective Bidders to check the procurement library for updates. The procurement repository is located at:

<https://osicagov.sharepoint.com/sites/Procurement/CalSAWS/CalWIN%20Implementation%20Support%20Procurement%20Library/Forms/AllItems.aspx>

1.9 ASSISTANCE TO BIDDERS WITH A DISABILITY

Bidders with a disability may receive accommodation regarding the means of communicating regarding this RFP or participating in the procurement process. For more information, contact the RFP/Proposal Contact no later than ten (10) days prior to the deadline for receipt of proposals.

1.10 PROCUREMENT TIMELINE

The following table identifies key dates for the Implementation Support procurement, including the optional Bidder's Conference and the deadline for vendors to respond to this RFP. The Consortium reserves the right to change such dates. Changes to the procurement schedule will be communicated as RFP Amendments. Deadlines for all due date schedule components are no later than 3:00 PM, Pacific Time (PT). Please note: both the Bidder's Conference and the Oral Presentations and Key Staff Interviews will be conducted in the Sacramento area.

Table 1- Implementation Support Procurement Timeline

	IMPLEMENTATION SUPPORT PROCUREMENT EVENT	DUE DATE
1	Release of RFP	December 17, 2019
2	Bidder's Conference	January 7, 2020
3	Deadline for First Bidder Submission of Questions	January 14, 2020
4	Consortium Responses to Written Questions on a Flow Basis	Through January 24, 2020
5	Release RFP Addendum 1	January 27, 2020
6	Deadline for Second Bidder Submission of Questions	February 4, 2020
7	Consortium Responses to Written Questions on a Flow Basis	Through February 12, 2020
8	Letter of Intent to Bid Due Date	February 21, 2020
9	Contractor Proposal Due Date	April 23, 2020, 3:00 PM PT
10	Oral Presentations and Key Staff Interviews	July 6 – 8, 2020
11	Date for Notice of Intent to Award	August 6, 2020
12	Agreement Negotiation Period	August 10 – September 1, 2020
13	State, Federal and Consortium JPA Board of Directors Approval of Agreement	September, 4 – December 1, 2020
14	Tentative Start Date of Implementation Support	December 2, 2020

1.11 BIDDER'S CONFERENCE

The bidder's conference will be held on Tuesday, January 7, 2020, from 10:30 AM to 12:00 PM, PT at the following location:

Sacramento County Department of Human Assistance
 4450 E. Commerce Way, Rooms 174 and 175
 Sacramento, CA 95834

In-person attendance at the bidder's conference is optional. Attendance will be documented with sign-in sheets. A webcast and conference call number will be made available. The presentation and any materials reviewed during the conference will also be made available through the procurement repository. All questions asked verbally during the conference must also be submitted in writing as part of the formal question and answer process.

1.12 QUESTIONS REGARDING THE RFP

The first set of questions regarding the contents of this RFP must be submitted via email on or before January 14, 2020, 3:00 PM PT. The second set of questions must be submitted via email on or before February 4, 2020. All questions and comments must be directed to the RFP/Proposal contact listed in Section 1.7. All questions will be answered, and both the questions and answers will be posted online in the procurement library. Prospective Contractors must use the Excel template located in the procurement library to document questions or concerns.

1.13 LETTER OF INTENT TO BID

The Consortium requests that Contractors complete and submit a Letter of Intent to Bid using the structure provided in Attachment K and according to the Procurement Timeline located in Section 1.10 of this RFP. This Attachment is not to be submitted as part of the proposal response. This Letter of Intent should be completed and submitted via email to the RFP/Proposal contact at Tom.Hartman@osi.ca.gov.

2 SAWS BACKGROUND

This section provides background on how the State of California public assistance programs are administered and the systems that support these programs.

2.1 STATEWIDE AUTOMATED WELFARE SYSTEM (SAWS)

In California, the Counties are responsible for administering numerous Federal, State, and local assistance programs. The SAWS are the County-administered case management systems that support California's public assistance programs by providing eligibility determination and benefit calculation for program recipients. The SAWS provide support for the administration of programs such as Medi-Cal (California's Medicaid program), California Work Opportunity and Responsibility to Kids (CalWORKs)/Temporary Assistance for Needy Families (TANF), CalFresh/Supplemental Nutrition Assistance Program (SNAP), Cash Assistance Program for Immigrants (CAPI), Foster Care, Refugee Cash Assistance, Kinship Guardianship Assistance Program (KinGAP), California Food Assistance Program (CFAP), Employment Services, General Assistance/General Relief (GA/GR), and Adoption Assistance.

Currently, there are three separate SAWS, each managed by the CalSAWS Consortium on behalf of the 58 California Counties:

- CalWIN system supporting 18 Counties
- LEADER Replacement System (LRS), supporting Los Angeles County
- C-IV system, supporting 39 Counties.

2.2 CALIFORNIA'S SINGLE SYSTEM STRATEGY

In order to receive Federal Financial Participation (FFP) for the SAWS, the Centers for Medicare and Medicaid Services (CMS) and the United States Department of Agriculture (USDA) Food and Nutrition Service (FNS) require that California implement a single statewide system by the end of 2023. To consolidate the number of systems in California, the State enacted California Assembly Bill 1 16 (ABX 1 16, 2011) to codify the mandate for the Migration of the 39 C-IV Counties "to a system jointly designed by the C-IV Counties and the County of Los Angeles, under a specified contract". This effort, managed under the LRS contract, resulted in the formation of the 40-County CalACES Consortium and the design and implementation of the LRS; however, the modifications needed to support the Migration of the 39 C-IV Counties were deferred to accommodate additional planning activities requested by FNS and CMS.

The execution of California's strategy to implement a single system began with the completion of the LEADER Replacement System (LRS) Project for the County of Los Angeles. By leveraging the application software of the SAWS Consortium IV (C-IV) system as its code base, the LRS was designed and developed with new code and code revisions for enhanced automation, modularity and configurability using rules engine technology and task management functionality for business process flexibility,

as well as an advanced, more scalable technical architecture and platform with Service Oriented Architecture (SOA) design and Enterprise Service Bus (ESB) technology. Such efforts created a strong foundation for SAWS consolidation, scalability and extensibility to support statewide capacity. The advancement in SAWS technologies and respective investments made to the LRS solution will be leveraged well into the future for unification, expansion, and longevity of applicable technologies through CalSAWS.

The State of California accelerated its effort to achieve the goal of a single state-wide system by supporting the establishment of the statewide CalSAWS Consortium. The formal CalSAWS Joint Powers Authority (JPA) governance structure was established on June 28, 2019.

The CalSAWS Migration DD&I Project will modify the LRS to support the statewide CalSAWS case management system including transitioning the system to an AWS Cloud hosted environment. The plan for development of the CalSAWS Software leverages releases of CalSAWS-required modifications to the base LRS code into the LRS production instance, thereby, eliminating the need for on-going merges of LRS code changes with a separate set of CalSAWS Software and a Los Angeles County conversion effort. When the CalSAWS Software development and implementation effort has been completed, the 39 C-IV System Counties will be converted to the CalSAWS in a single cutover event, followed by the 18 WCDS CalWIN County conversions in six waves over a 13-month period. The DD&I phase is planned for completion in March 2024 inclusive of a 5-month stabilization period.

The following Figure, CalSAWS Roadmap, depicts the various Migration components. Note the green arrow indicating the CalWIN Implementation Support effort.

CalWIN Implementation Support

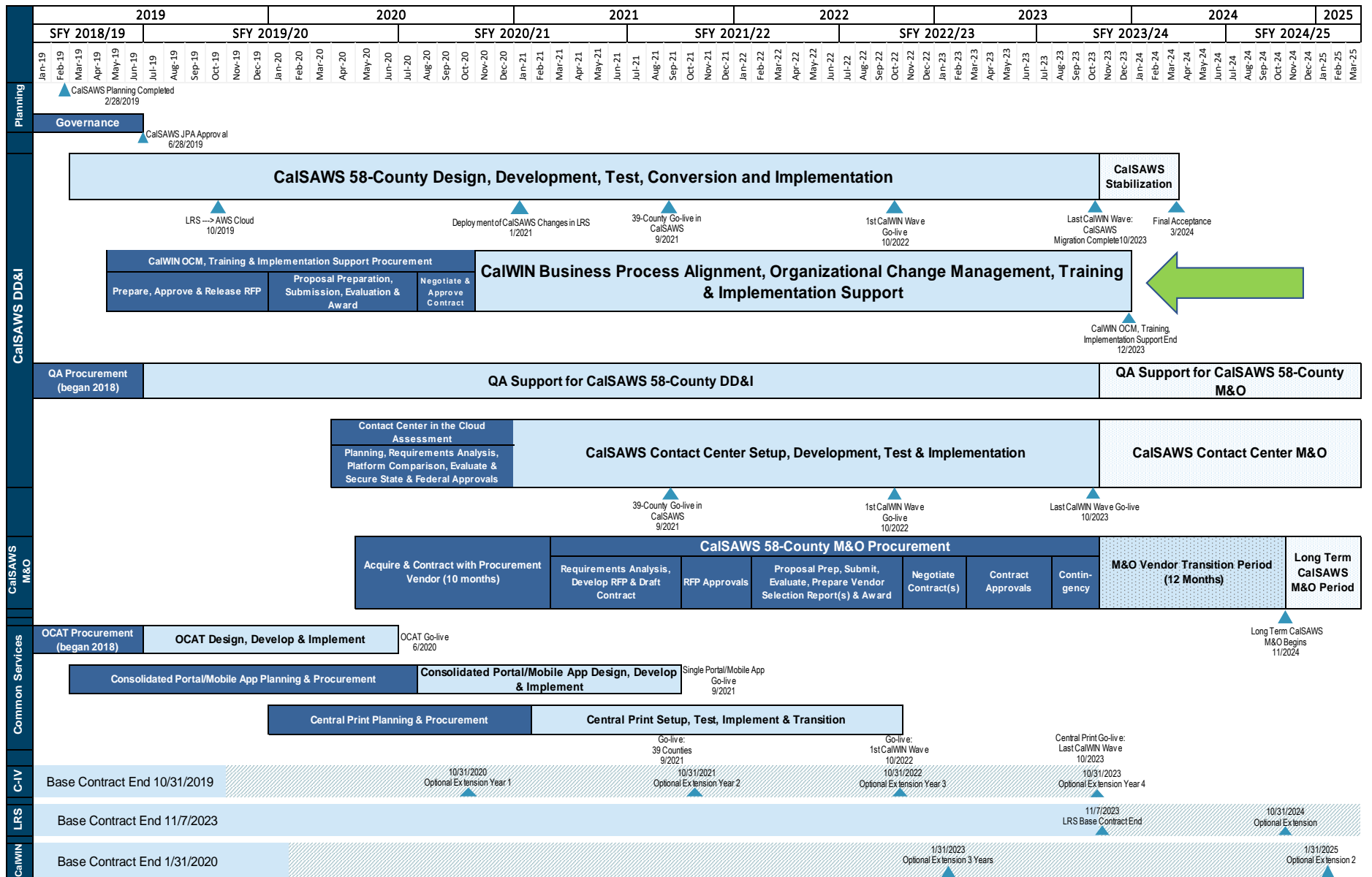


Figure 1 - CalSAWS Roadmap

CalWIN Implementation Support

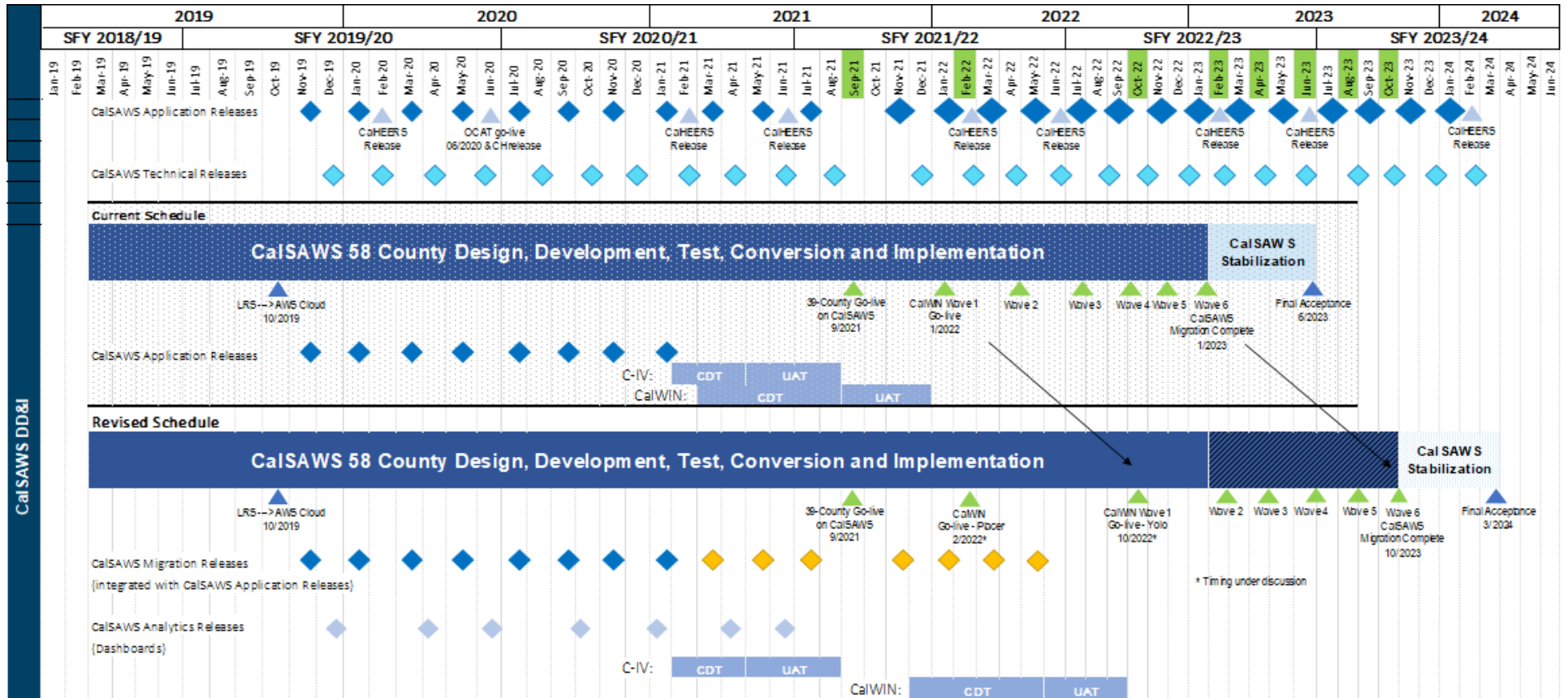


Figure 2 - CalSAWS DD&I Schedule

2.2.1 CalSAWS Technical Architecture

Over the next three years, the Consortium will apply an incremental, low risk approach to transforming the current monolithic SAWS to cloud services and modern data architectures to support a statewide view of multi-County operations. This transformation will enable responsive application development and changes resulting in an intuitive and dynamic application.

Guiding Principles:

- Shift from monolithic to modular architecture to enable a faster and cheaper enhancement schedule while reducing defect rates.
- Create a modern data access and analytics platform to provide insight as well as deliver information to partners with higher quality and lower costs.
- Develop a cost effective, scalable, database architecture to allow for scaling into the future while reducing operating costs.

Tactics:

- Establish a new network to replace the various data center infrastructures that will be decommissioned as part of the transition to cloud as well as ensure a high performance and reliable network is available.
- Scale for CalSAWS as a series of optimizations to address the issues identified in the batch process as the data volume increases.
- Initiate decomposition – Specific services will be separated from the main application to isolate their dependencies and remove them from the main database management system.
- New development will be conducted via a highly decoupled Application Programming Interface (API) based design to allow new capabilities to be individually scaled and maintained.
- New development will leverage containerization where appropriate to further increase operational efficiencies.

The following Figure illustrates the CalSAWS strategic target architecture, which is transforming the platform to adhere to a set of architecture principles optimized for speed and cost using cloud native solutions.

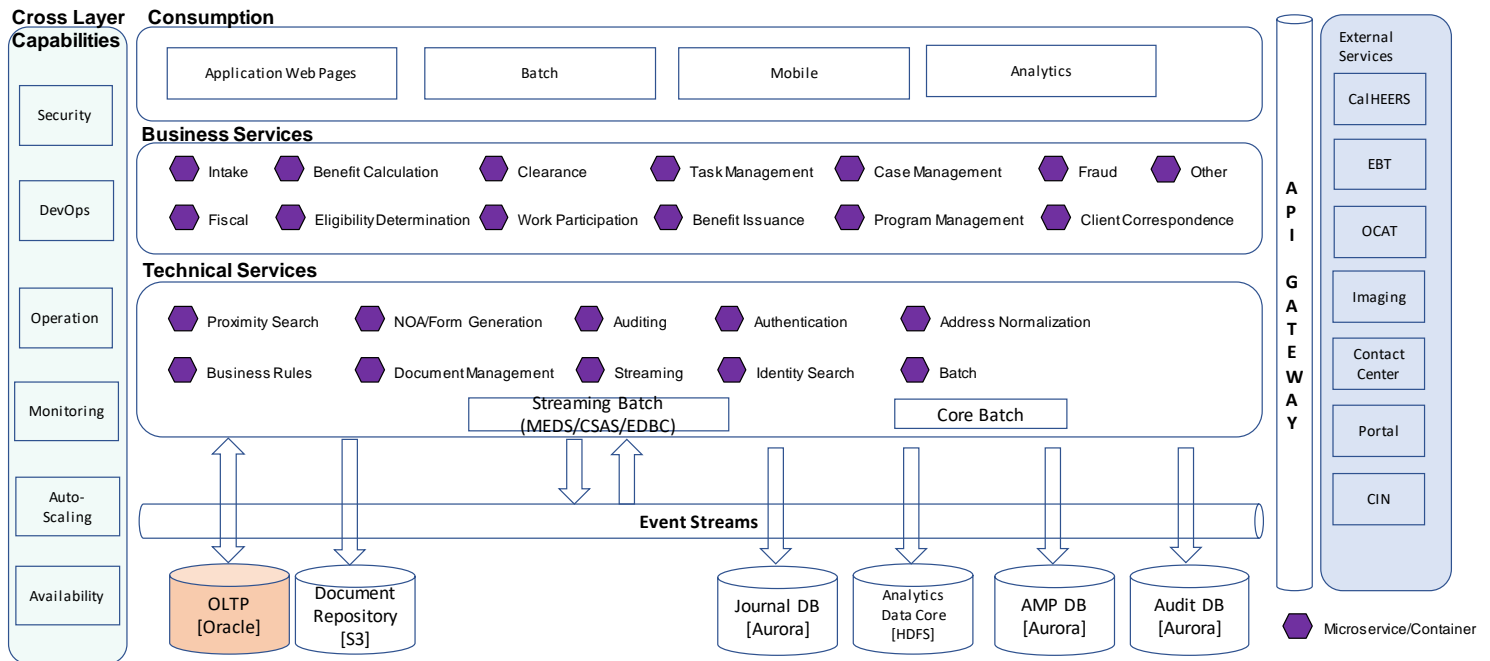


Figure 3 - CalSAWS Strategic Target Architecture

2.3 CALSAWS GOVERNANCE

With the recognition the CalSAWS Migration Project is groundbreaking in its scope and scale, and in accordance with best practices in the HHS systems development arena, California is wholly committed to actively engaging at the highest stakeholder levels as well as assigning appropriate numbers and types of resources to participate on a fulltime basis throughout the DD&I phase. From a cultural perspective, California's governance model will help foster transparency and visibility as well as communication and collaboration. The unified CalSAWS governance model driven by the stakeholder roles and responsibilities is depicted in Figure 3 below.

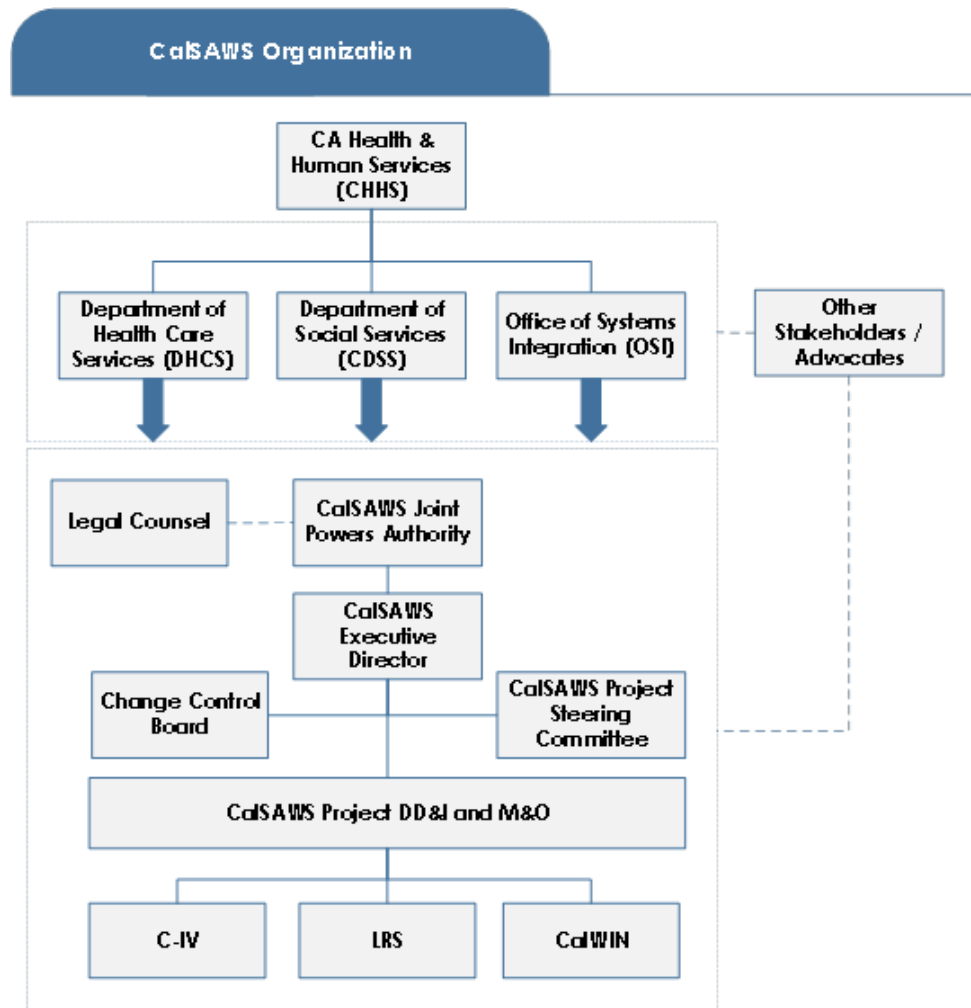


Figure 4 CalSAWS Governance Model

The CalSAWS JPA now constitutes a single legal entity for purposes of managing the CalSAWS Consortium and the CalSAWS System. The JPA also serves as the contracting vehicle for all procurements. The 58 California Counties are grouped into six regions. The JPA is administered by its 12-member Board of Directors through the regional representation model. The six regions and the Board of Directors are served and supported by 18 Regional Managers (RMs). The regions, member Counties, the number of votes per region and the number of Regional Managers are reflected in Figure 4 below.

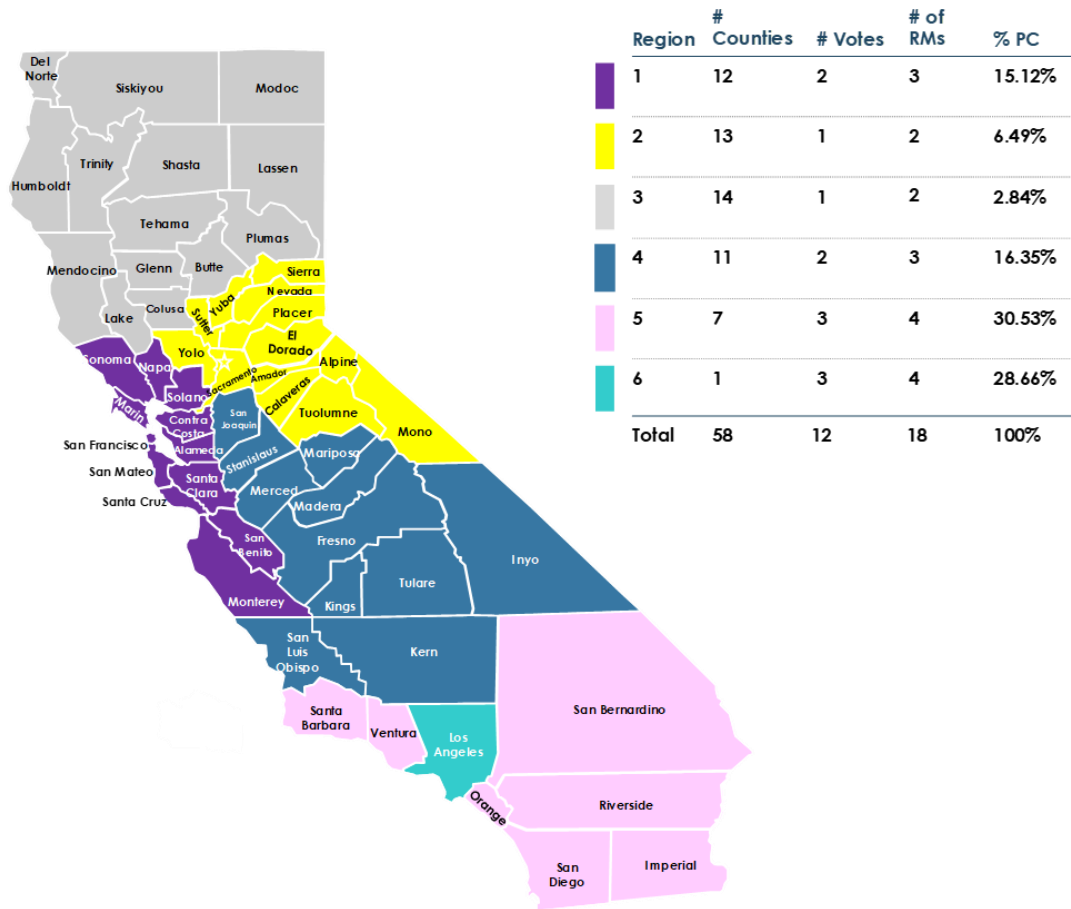


Figure 5 - CalSAWS JPA Regional Model

2.4 CALSAWS OBJECTIVES

The purpose of the CalSAWS Migration Project is to migrate all 58 California Counties to CalSAWS in order to align with State of California legislation and strategy to achieve a single SAWS. Through consolidation of the existing SAWS, the CalSAWS anticipates achieving the following objectives:

- Enable a consistent client experience across California
- Consolidate systems for cost efficient operations
- Scale infrastructure and architecture to allow for an easy expansion and inclusion of all Counties
- Provide high-performance systems that are highly available with minimal downtimes
- Secure systems for data and workloads that comply with required regulations and policies
- Ensure business continuity

- Maximize reusability of the technology for future initiatives and business needs
- Build sustainable business capability. DD&I Project activities will span time as reflected in the CalSAWS roadmap and will shape the Consortium organizations for many years to come. By focusing on long-term solutions and not short-term fixes, organizational changes resulting from the Project will prepare the Consortium to better assimilate change in the future. In the rapidly changing culture of welfare, flexibility and adaptability are critical business capabilities. The DD&I Project will be managed with this key precept in mind.
- Utilize architecture that allows flexibility and adaptability for changing business needs
- Promote a competitive vendor environment to avoid locking into a specific vendor, and enable ability to transition between vendors

Successful implementation of the strategy will meet California's needs and achieve automation benefits for the entire State's caseload. These benefits include, but are not limited to:

- Reduced systems maintenance and operations costs
- Enhanced data management for policy decisions at a statewide level
- Optimized systems and interfaces design that enable ease of use and support, including improved case management data sharing with CalHEERS, MEDS, and other State and Federal systems
- High-performance systems that are quick to deploy and run workloads
- Minimized integration challenges and maximized interoperability

The participating Federal, State, and County stakeholders are committed to implementation of the single SAWS. Stakeholders, together with strategic technology partners, are positioned to achieve the objectives of developing, implementing, operating, and maintaining an efficient and cost-effective automated welfare system for California.

2.5 NATURE AND SCOPE OF THE CALSAWS MIGRATION PROJECT

The CalSAWS Migration Project has multiple components that will need to be carefully managed throughout the duration of the effort. These components are further described below:

- Project Management
- Core Application Design and Development
- Ancillaries Design and Development
- Technical Infrastructure
- Conversion
- Maintenance and Operations

2.5.1 Project Management

Ongoing Project management will be conducted for the duration of the CalSAWS Migration Project. The Project management tasks include planning, controlling and managing Project scope, tasks, budget and schedule. Additional key tasks include, but are not limited to, tracking the detailed work activities, identifying and resolving issues, identifying and mitigating risks, defining and confirming Deliverable and milestone Acceptance criteria and regularly communicating Project updates to stakeholders.

2.5.2 Core Application Design and Development

CalSAWS application software development will occur in the cloud infrastructure during the design, build and test phase of the Project timeline. The LRS production instance will be moved as-is to the cloud. Changes to LRS to transform it into CalSAWS will then be incorporated into the normal modification and enhancement production deployment releases. These changes may include architectural changes defined in the Cloud Proof of Concept Roadmap. The consortia jointly developed a set of requirements to support all 58 Counties.

2.5.3 Ancillaries Design and Development

Supplementary capabilities, or ancillaries, are defined as the capabilities that do not exist wholly in the core application (existing outside of the core Java-based codebase). Although these capabilities are not part of the core, they remain key to the business delivery model and County operations.

2.5.4 Technical Infrastructure

Technology set-up, support and administration is required for the Migration of the 58 Counties to the CalSAWS System including transitioning the system to an Amazon Web Services (AWS) Government Cloud hosted environment. IT infrastructure management is critical in providing structure and control of key tasks to support technical activities and operations.

2.5.5 Conversion

The DD&I Contractor will support a strategy for first converting two groups of CalACES Counties. Los Angeles County will be considered one group and will be migrated in its entirety; the second group will be the remaining 39 CalACES Counties currently being served by the C-IV system. The DD&I Contractor will then support the Migration of the 18 CalWIN Counties over a series of six waves.

The conversion activities focus on the planning, development and execution of tasks to extract, transform and load the data residing within the CalACES systems (LRS, C-IV) and CalWIN system into the CalSAWS Software.

2.5.6 Maintenance and Operations

The Migration Project also includes maintenance and operations, which will begin with the first go-live implementation. This includes ensuring the availability, efficiency and performance of the system to meet all contractual requirements. Key activities include maintenance of the infrastructure and operational environments that support the application, monitoring the system for consistent, reliable quality of service and consistent deployment of system changes to internal and external customers.

3 CALWIN COUNTIES MIGRATION

This section provides information regarding the CalWIN Counties and the timing and process for transitioning the CalWIN Counties to CalSAWS that will be performed by the DD&I vendor.

3.1 CALWIN COUNTY INFORMATION

The CalWIN 18 Counties represent diversity in a number of areas:

- Physical geography
- Population
- Rural and urban mix
- Generic and specialized staff
- Unique business processes
- Unique ancillary systems.

As a Consortium, CalWIN represents 40.8% of the overall statewide caseload of persons served.

The CalWIN Counties are comprised of the following 18 Counties:

Table 2 - CalWIN Counties

CALWIN COUNTIES		
Alameda	Sacramento	Santa Clara
Contra Costa	San Francisco	Santa Cruz
Fresno	San Diego	Solano
Placer	San Luis Obispo	Sonoma
Tulare	San Mateo	Ventura
Orange	Santa Barbara	Yolo

The following figure illustrates the CalWIN Counties geographical placement within the State.



Figure 6 - California Consortia Map

Individual County Profiles are in Appendix M, which contains detailed information.

3.2 COUNTY IMPLEMENTATION MIGRATION PHASES

The CalSAWS Migration DD&I phase began in March 2019 and will continue through March 2024. The CalSAWS Migration effort will be conducted in three phases.

- Los Angeles County will go-live in January 2021 in a direct conversion and implementation event;
- The 39 C-IV Counties will go live in September 2021 in a direct conversion and implementation event; and

- The 18 CalWIN Counties will convert over time in a six wave-based approach over a 13-month period beginning in October 2022 and continuing through October 2023.

The following table depicts the six CalWIN County implementation waves and timeframes. These County groupings and dates are preliminary and subject to change. Each start date represents the beginning and end of each wave cut-over. Counties are grouped within each wave and include number of cases per County, and the number of Counties in each wave. It is expected that mock conversions will be performed in the six (6) month period preceding each County Implementation Wave go-live.

Table 3 - CalWIN Counties Implementation Waves

CALWIN COUNTIES IMPLEMENTATION WAVES							
County	Active & Pending Cases as of 5/2019	Wave 1 10/2022 – 12/2022	Wave 2 1/2023 – 2/2023	Wave 3 3/2/2023 – 4/2023	Wave 4 5/2023 – 6/2023	Wave 5 7/2023 – 8/2023	Wave 6 9/2023 – 10/2023
Placer	32,908	32,908					
Yolo	30,655	30,655					
Santa Clara	207,975		207,975				
Tulare	102,602		102,602				
Orange	427,808			427,808			
Santa Barbara	68,657			68,657			
Ventura	110,914			110,914			
San Diego	411,771				411,771		
San Mateo	75,023				75,023		
Santa Cruz	41,311				41,311		
Solano	58,985				58,985		
Alameda	217,519					217,519	
Contra Costa	138,802					138,802	
Fresno	203,576					203,576	
Sonoma	63,917					63,917	
Sacramento	250,568						250,568

CALWIN COUNTIES IMPLEMENTATION WAVES							
San Luis Obispo	31,458						31,458
San Francisco	250,575						250,575
Total Counties		2	2	3	4	4	3
Total Cases		63,563	310,577	607,379	587,090	623,814	532,601

3.3 COUNTY ANCILLARY SYSTEMS

All Counties currently use ancillary systems, which are a suite of systems surrounding the Core SAWS applications that support County processes. The processes across Counties serve largely the same policy-driven purpose, though still have some variations based on county-specific needs. Migration must address CalWIN ancillary systems.

The Consortium conducted a detailed analysis of the 58 Counties' ancillary systems to help plan and prepare for their Migration to CalSAWS. Several deliverables, white papers and other documents were produced that provide important details about the Counties' ancillary systems, technology and in some cases existing vendor support. These source documents are in the procurement library.

The ancillary systems, their dispositions relative to the core CalSAWS application, and County opt-in/opt-out options are summarized in the table below.

Table 4 - County Ancillary System Information

County Ancillary System Information			
ANCILLARY SYSTEM	DISPOSITION OF ANCILLARY SYSTEM	COUNTY OPT-IN/OPT-OUT OPTION?	DATA CONVERSION REQUIRED?
Appointment Management	Use enhanced centralized CalSAWS appointment management	No	Yes, and depends on the volume of appointments in each County's appointment system
Central Print	Switch to CalSAWS centralized print managed service	Yes	No
Contact Center	Use enhanced centralized CalSAWS Contact Center solution	No	Yes, telephonic signature, call recording, statistics data
County Data Extract (County Information Server [CIS])	CalSAWS provides nightly replica and API access	No	No

County Ancillary System Information			
County Developed Notifications	Use enhanced centralized CalSAWS notification suite	No	No
Imaging	Use enhanced centralized CalSAWS solution (Kofax/Documentum)	No	Yes
Task Management	Use Enhanced Centralized CalSAWS Core	No	Yes, may be required for active tasks, and depends on the volume of tasks in the County task management systems
Collections	Use Enhanced Centralized CalSAWS Core	No, for open cases; Yes, for closed cases	Yes
Business Intelligence	Use centralized CalSAWS Business Intelligence in conjunction with County BI infrastructure	No	No
Help Desk	Use centralized solution for Level 3 with Levels 1 and 2 opt-ins	Yes, option for L1 and L2	County data conversion may be required if the County opts-in and depends on the volume of open tickets
Employment Services	Hybrid core and County specific tools; Use centralized enhanced CalSAWS solution with additional features	No, some Counties will retain county-specific tools	Yes, for data that will be migrated to the centralized CalSAWS solution.
Lobby Management	Maintain current County system	No, but make LRS/C-IV solution available to Counties that want to upgrade	No
QA/QC	Use centralized CalSAWS solution as-is with County opt-out	Yes	Yes, for Counties that opt-in to the centralized CalSAWS solution
Fraud/IEVS	Use centralized solution as-is	No	Yes

County Ancillary System Information			
Fiscal/Printing	Use County solution with a provided interface with core	No	No
Client Experience Tools	Maintain current system as needed	No	No

Impact to Counties and their individual county-specific business processes will vary due the following scenarios, which are not intended to be all inclusive change drivers:

- Complete Migration to core CalSAWS with custom interfaces (e.g., Fiscal/Printing) or near real-time API access (e.g., Lobby Management);
- Continued use of existing systems and possible changes to how they interact with CalSAWS (e.g., Employment Services); and
- Continued use of county-specific ancillary systems (e.g., Collections).

The following table contains each County's choice to opt-in or opt-out of using core CalSAWS functionality. Each County has indicated its preliminary decision and is noted in the table with an opt-in or opt-out response. The final decision-making is in process.

Table 5 - County Ancillary System Options

County	QA/QC (in/out)	Collections (in/out)
Placer	Opt-In	Opt-In
Yolo	Opt-In	Opt-In
Santa Clara	Opt-Out	Opt-In
Tulare	Opt-In	Opt-In
Orange	Opt-In	Opt-In
Santa Barbara	Opt-In	Opt-In
Ventura	Opt-In	Opt-In
San Diego	(No Decision)	Opt-Out
San Mateo	Opt-In	Opt-Out
Santa Cruz	(No Decision)	(No Decision)
Solano	Opt-In	Opt-In
Alameda	(No Decision)	(No Decision)
Contra Costa	Opt-In	Opt-In
Fresno	Opt-Out	Opt-In

County	QA/QC (in/out)	Collections (in/out)
Sonoma	Opt-In	Opt-In
Sacramento	Opt-Out	Opt-Out
San Luis Obispo	(No Decision)	Opt-Out
San Francisco	Opt-In	Opt-Out

3.3.1 County Data Extract

The 18 CalWIN Counties support their county-specific ancillary systems by leveraging the near real-time replica of each County's transactional database, known as the County Information Server (CIS). The data in CIS is replicated from each County's enterprise database every five (5) to fifteen (15) minutes.

CalSAWS will provide three (3) methods for County access to CalSAWS data to replace CIS:

- County Data Extract – Replica of each County's enterprise database, updated following each night's batch process and hosted centrally in the AWS cloud. Counties can download the data they require for local use.
- Ad Hoc Database – Replica of each County's enterprise database, updated following each night's batch process and hosted centrally in the AWS cloud. Counties can use the Ad Hoc Database for individual queries that do not require downloading data.
- Near Real-Time APIs – A CalSAWS API layer provided for counties that maintain ancillary systems that require near-real-time data, such as Lobby Management.

All these county data access methods will require counties to re-factor their existing systems and/or queries to use the new data model (for CDE and Ad Hoc) or use the web services provided by the new API layer. Counties will require Migration Support for these new data access methods.

4 SCOPE OF WORK

4.1 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.

4.2 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.

4.3 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.

4.3.1 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.

4.3.2 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.

4.3.2.1 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.

4.3.2.2 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.

4.3.3 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.

4.3.4 Training Development and Delivery

4.3.4.1 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**.

4.3.4.2 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.

4.3.4.3 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.

4.3.5 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.

4.3.5.1 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.

4.3.6 Optional Implementation Support Components

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

4.3.7 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.

4.4 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.

Table 6 – 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 7 – 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 8 - Deliverable 3 - Requirements Traceability Matrix

DELIVERABLE 3 – REQUIREMENTS TRACEABILITY MATRIX
<p>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:</p>
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 9 – Deliverable 4 Business Process Reengineering Plan

DELIVERABLE 4 BUSINESS PROCESS REENGINEERING PLAN
<p>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:</p>
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 10 – 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 11 - 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 12 - 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 13 - 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 14 - 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 15 - 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 16 - 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.

4.5 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.

4.5.1 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.

4.5.2 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.

4.5.3 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 17- 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

4.5.4 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 18 - 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

4.5.5 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 19 – 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

4.5.6 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 20 - 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

4.5.7 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 21 - 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

4.5.8 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 22 - 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

4.5.9 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.

4.5.10 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.

5 PROPOSAL CONDITIONS AND CERTIFICATIONS

5.1 AUTHORIZED SIGNATURES

All proposals must be signed by an individual authorized to bind the Bidder to the provisions of the RFP.

5.2 TERM OF OFFER

Proposals shall remain open, valid and subject to acceptance anytime within nine (9) months after the proposal opening.

5.3 REQUIRED REVIEW

Bidders should carefully review this solicitation for defects and questionable or objectionable material. Comments concerning defects and/or objectionable material must be made in writing and received by the RFP/Proposal contact via email on or before February 4, 2020, 3:00 PM PT. This will facilitate timely issuance of any necessary amendments.

5.4 INCURRED COSTS

The Consortium is not obligated to pay any costs incurred by Bidder in the preparation of a proposal in response to this RFP. Bidders agree that all costs incurred in developing a proposal are the Bidder's responsibility.

5.5 AMENDMENTS/ADDENDA TO RFP

The Consortium reserves the right to issue addenda or amendments to this RFP if the Consortium determines that changes are necessary and/or additional information is needed.

5.6 BEST VALUE EVALUATION

As established in this solicitation, the Consortium realizes that criteria other than price are important and will award a contract based on the proposal that best meets the needs of the Consortium. The optimal combination of quality, price, and various qualitative elements of required Services will provide the Consortium the greatest or best value. Proposals must clearly demonstrate and provide evidence of the following:

- Proven experience in providing similar services for similar Projects, e.g., automated welfare and employment systems and/or other large-scale or statewide HHS systems.
- An approach that offers guidance and innovative solutions to lead the CalWIN Counties in effectively managing and completing BPR, OCM, Training and Implementation Support tasks and in identifying, understanding and addressing issues and risks.

- A proactive Implementation Support Project management methodology that combines structured management processes, proven techniques, best practices and appropriate tools.
- Realistic and well-considered prices, reflective of the proposed Implementation Support tasks, Deliverables and requirements.

5.7 RIGHT OF REJECTION

Offers must comply with all the terms of the RFP, and all applicable local, State, and Federal laws, codes, and regulations. The Consortium may reject as non-responsive any proposal that does not comply with all the material and substantial terms, conditions, and performance requirements of the RFP.

Bidders may not qualify the proposal nor restrict the rights of the Consortium. If Bidder does so, the proposal may be determined to be a non-responsive offer and the proposal may be rejected.

If the proposal contains a minor irregularity, defect or variation and if the irregularity, defect or variation is considered by the Consortium to be immaterial or inconsequential, the Consortium may choose to accept the proposal.

This RFP does not commit the Consortium to award a contract. The Consortium reserves the right to reject any or all proposals if it is in the best interest of the Consortium to do so. The Consortium also reserves the right to terminate this RFP process at any time.

5.8 PUBLIC RECORDS ACT

All Proposals and other material submitted become the property of the Consortium and are subject to release according to the California Public Records Act (Government Code 6250). All Proposal information, including price information, will be held in confidence during the evaluation and negotiation process. Thereafter, Proposals are subject to becoming public information.

If a Bidder believes that any portion of its Proposal is exempt from public disclosure, it may clearly mark that portion "Confidential" or "Proprietary" and enclose that information in a separate envelope clearly marked "Confidential or Proprietary." The Bidder also must include a brief description that sets out the reasons for exemption from disclosure. The Consortium will use reasonable means to ensure that such information is safeguarded but will not be held liable for inadvertent disclosure of the information. Proposals marked "Confidential" in their entirety will not be honored, and the Consortium might not deny public disclosure of any portion of proposals so marked.

By submitting a Proposal with portions marked "Confidential" or "Proprietary," a Bidder represents that it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act and agrees to reimburse the Consortium for, and to indemnify, defend and hold harmless the Consortium, its board member, officers, employees and agents, from and against any and all claims, damages, losses,

liabilities, suits, judgments, fines, penalties, costs and expenses, including without limitation, attorneys' fees, expenses and court costs of any nature arising from or relating to the Consortium's non-disclosure of any such designated portions of a Proposal.

5.9 IRAN CONTRACTING ACT OF 2010

In accordance with Public Contract Code section 2204(a), the Bidder certifies that at the time the proposal is submitted, the Bidder signing the proposal is not identified on a list created pursuant to subdivision (b) of Public Contract Code section 2203 (<http://www.dgs.ca.gov/pd/Resources/PDLegislation.aspx>) as a person (as defined in Public Contract Code section 2202(e)) engaging in investment activities in Iran described in subdivision (a) of Public Contract Code section 2202.5, or as a person described in subdivision (b) of Public Contract Code section 2202.5, as applicable.

Bidders are cautioned that making a false certification may subject the Bidder to civil penalties, termination of existing contract, and ineligibility to bid on a contract for a period of three (3) years in accordance with Public Contract Code section 2205. Bidder agrees that signing the Proposal shall constitute signature of this Certification.

5.10 DISCLOSURE OF CRIMINAL AND CIVIL PROCEEDINGS

The Consortium reserves the right to request the information described herein from the Bidder selected for contract award. Failure to provide the information may result in a disqualification from the selection process and no award of contract to the Bidder. The Consortium also reserves the right to obtain the requested information by way of a background check performed by an investigative firm, in a manner consistent with Federal and California State law. The selected Bidder also may be requested to provide information to clarify initial responses. Negative information provided or discovered may result in disqualification from the selection process and no award of contract.

The selected Bidder may be asked to disclose whether the firm, or any of its partners, principals, members, associates or key employees (as that term is defined herein), within the last ten (10) years, have been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense arising directly or indirectly from the conduct of the firm's business, or whether the firm, or any of its partners, principals, members, associates or key employees, have within the last ten years, been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense involving financial misconduct or fraud. If the response is affirmative, the Bidder will be asked to describe any such indictments or charges (and the status thereof), convictions and the surrounding circumstances in detail.

For purposes of this provision "key employees" includes any individuals providing direct service to the Consortium. "Key employees" do not include clerical personnel providing service at the firm's offices or locations.

5.11 DEBARMENT AND SUSPENSION

Bidder certifies in Attachment D that neither it nor its principals or Subcontractors is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency as required by Executive Order 12549.

Further, Bidder affirms that it has no record of unsatisfactory performance with CalACES, CalSAWS, or WCDS in the twenty-four (24) month period immediately preceding the date of issuance of this RFP.

5.12 SUBCONTRACTORS

All requirements as set forth in this RFP shall apply to proposed Subcontractors in the same manner as to the primary (prime) Implementation Support Bidder unless otherwise indicated. Copies of any such subcontract(s) must be provided to the Consortium within ten (10) business days of their execution.

5.13 FINAL AUTHORITY

The final authority to award contracts as a result of this RFP rests solely with the Consortium.

6 PROPOSAL STRUCTURE AND SUBMISSION

6.1 GENERAL

Responding to this RFP requires the ability to recognize and understand the details which go into performing the required work, personnel and prices for providing the Implementation Support which are the subject of this solicitation. When responding, Contractors must address all requirements of the RFP. Inadequate, incomplete or otherwise non-responsive proposals may result in elimination from further consideration, as determined solely by the Consortium.

The RFP should be read carefully, considering all the requirements needed to perform the work. All documents required as part of the Proposal, such as references and specified forms, must be provided by the Contractor in accordance with RFP instructions.

The proposals must sufficiently assure the Consortium that the Contractor can do the job within the proposed price and Schedule while meeting all requirements. Proposals shall reflect a realistic job to be performed at a reasonable price.

If, in the course of this Procurement or in the administration of a resulting Agreement, the Consortium determines that a proposing Contractor has made a material misstatement or misrepresentation, or that materially inaccurate information has been provided to the Consortium, the proposing Contractor may be terminated from the Procurement process or in the event an Agreement has been awarded, the Agreement may be immediately terminated.

Bids which contain false or misleading statements, or which provide references which do not support an attribute or condition claimed by the Contractor, may be rejected. If, in the opinion of the Consortium, such information was intended to mislead the Consortium in their evaluation of the bid, and the attribute, condition, or capability is a requirement of this RFP, it will be the basis for rejection of the bid.

6.2 PROPOSAL SUBMISSION

Proposals must be received by the designated date and time. Late or incomplete proposals will not be accepted. The Bidder must submit the Proposal in two separate volumes, separately packaged and clearly labeled according to the following categories:

- Volume 1 – Transmittal Letter and Business Proposal
- Volume 2 – Price Proposal

Electronic copies must be prepared using the Microsoft Office Suite. PDF format is acceptable for financial statements and other firm-related financial information. Volume 1 must be submitted on ten separate flash drives.

Volume 2 must be submitted on five flash drives, separate from Volume 1 and in clearly labeled packages.

The electronic proposals shall not be password protected.

Proposal delivery ~~shall be~~ ~~may be~~ accomplished according to the following instructions.

1. Bidders must request a designated SharePoint location by submitting an email to the RFP/Proposal contact in Section 1.7. Each requesting bidder will be supplied with individual SharePoint instructions.

2. Bidders must upload their proposals to the designated SharePoint site and must be received by the proposal due date and time designated in Section 1.10 Procurement Timeline.

3. Bidders must also submit USB flash drives according to Table 23 – Proposal Submission Formats. USBs must be sent on the proposal due date and time designated in Section 1.10 Procurement Timeline via expedited delivery such as Federal Express.

Table 23 - Proposal Submission Formats

<u>VOLUME 1</u>	<u>VOLUME 2</u>
<u>Transmittal Letter & Business Proposal</u>	<u>Price Proposal</u>
<u>One Signed Electronic submission to SharePoint</u>	<u>One Signed Electronic submission to SharePoint</u>
<u>Ten Electronic copy flash drives sent to:</u> <ul style="list-style-type: none"> ▪ <u>1 USB to:</u> <u>Betty Uzupis</u> <u>280 Ridge Road</u> <u>Unityville, PA 17774</u> ▪ <u>9 USBs to:</u> <u>Quantum Consulting Services</u> <u>P.O. Box 1009</u> <u>Wilton, CA 95693</u> 	<u>Five Electronic copy flash drives to:</u> <ul style="list-style-type: none"> ▪ <u>1 USB to:</u> <u>Betty Uzupis</u> <u>280 Ridge Road</u> <u>Unityville, PA 17774</u> ▪ <u>4 USBs to:</u> <u>Quantum Consulting Services</u> <u>P.O. Box 1009</u> <u>Wilton, CA 95693</u>

~~via regular mail, expedited delivery such as Federal Express, messenger/courier service, or hand-delivered by a Contractor representative. Proposal submissions must be sent to the RFP/Proposal contact as defined in Section 1.7.~~

~~Facsimile or electronically transmitted Proposals will not be accepted. Any material received that does not explicitly indicate as "CalWIN Implementation Support RFP Proposal" will be opened as general mail.~~

6.3 PROPOSAL FORMAT AND ORGANIZATION

The Bidder must submit the Proposal in two separate volumes, separately packaged and clearly labeled according to the following categories:

- Volume 1 – Transmittal Letter and Business Proposal; and
- Volume 2 – Price Proposal.

6.3.1 Proposal Format

The Contractor shall submit the proposal as follows:

- Proposals shall be on 8½ x 11-inch pages, except for charts, diagrams, and Microsoft Excel spreadsheets, which may be on an 8½ x 14-inch pages. The text font must be 11-point Century Gothic. In tables, 10-point or 11-point font size may be used.
- The Proposal shall be organized into numbered sections and subsections using a decimal numbering system. The pages within each section shall be sequentially numbered.
- Figures and tables should be assigned index numbers and should be referenced by these numbers in the proposal text and in the proposal Table of Contents. Figures and tables should be placed as close to text references as possible.
- Proposals shall be clearly written in the English language.

- ~~The Contractor must submit Volume 1 Transmittal Letter & Business Proposal and Volume 2 Price Proposal as follows:~~

~~Table 23—Proposal Submission Formats~~

VOLUME-1	VOLUME-2
Transmittal Letter & Business Proposal	Price Proposal
One Hardcopy Signed Original	One Hardcopy Signed Original
Ten Electronic copy flash drives	Five Electronic copy flash drives

- ~~Electronic copies must be prepared using the Microsoft Office Suite. PDF format is acceptable for financial statements and other firm-related financial information. Volume 1 must be submitted on ten separate flash drives.~~
- ~~Volume 2 must be submitted on five flash drives, separate from Volume 1 and in clearly labeled packages to the RFP Contact identified in Section 1.7.~~
- ~~The electronic proposals shall not be password protected.~~

6.3.2 Proposal Organization

The appropriate Proposal volumes shall contain the following:

Table 24 - Proposal Volumes Contents

PROPOSAL VOLUMES CONTENTS
VOLUME 1 – TRANSMITTAL LETTER & BUSINESS PROPOSAL
<ul style="list-style-type: none"> ▪ Cover Page; ▪ Transmittal Letter; ▪ Table of Contents; ▪ Executive Summary; ▪ Firm Qualifications; ▪ Implementation Support Approach; <ul style="list-style-type: none"> ○ Project Management ○ Business Process Reengineering ○ Organizational Change Management ○ Training Development and Delivery ○ Implementation and Conversion Support ○ Approach to Additional As-Needed Support ▪ Staffing Approach; ▪ Proposed Changes to Draft Agreement; and ▪ Required Attachments.
VOLUME 2 – PRICE PROPOSAL
<ul style="list-style-type: none"> ▪ Cover Page; ▪ Table of Contents; and ▪ Price Schedules (Attachment A – Price Proposal Schedules).

6.3.3 Volume 1 – Transmittal Letter and Business Proposal

6.3.3.1 Transmittal Letter

The Proposal shall contain a transmittal letter to the Consortium. The Transmittal Letter shall include the following:

- The Contractor's business name and address;
- The Contractor's legal entity, such as: corporation, partnership or other entity;
- The Contractor's Primary Business Contact including name, title, phone number and email;
- A statement certifying that neither the organization, proposed Subcontractor organizations, nor any of their principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal, State or County department or agency;

- A reference to all RFP amendments received by the Contractor; if none has been received, a statement to that effect must be included;
- A statement indicating whether the Contractor has had any contracts terminated within the last five (5) years. If any such terminations exist, the Contractor must include details regarding the contract, the reason for termination, date of termination, and client contact information;
- A statement indicating whether the Contractor is or has been involved in litigation regarding any contracts to which the Contractor is a party, within the previous five (5) years. If any such litigation exists, the Contractor must include details regarding the contract, the reason for litigation, date of litigation, and client contact information;
- A description of any formal relationships with the Consortium or CalWIN Counties over the last twenty-four (24) months;
- A description and associated contract number(s) of any existing contracts between the Contractor's organization, or any party named in the Contractor's response to this RFP, with the Consortium or CalWIN Counties. If no such contracts exist, so declare;
- A description of how the Contractor will address any potential conflicts between the work underway on current contracts and the Implementation Support Project;
- A statement certifying that the Contractor's Proposal as submitted will remain in full force and effect for a specified period of time, which must be at least nine (9) months from the Proposal due date specified in Section 1 or through the end of contract negotiations whichever is later; and
- The letter shall be signed by an officer or agent of the Contractor's organization who is authorized to negotiate on behalf of the Contractor and commit the organization to the terms and conditions of the Agreement resulting from this procurement. The Contractor shall include the job title of the individual who signs the letter.

Price information must not be included in the transmittal letter.

6.3.3.2 Table of Contents

The Proposal must contain a table of contents which shows how the entire Business Proposal is organized and presented using a numeric outline format to the fourth level.

6.3.3.3 Executive Summary

The Executive Summary shall condense and highlight the contents of the Business Proposal in such a way as to provide a broad understanding of the Business Proposal. The primary objective of this summary is to provide an overview of the key points in the Proposal. While no specific format need be followed, it should include salient and significant points and minimize highly technical terms. It should be brief and concise, not to exceed ten (10) pages.

The Executive Summary must not contain price information.

6.3.3.4 Firm Qualifications

The Firm Qualifications sub-section shall include the **Attachment E – Firm Qualifications** and additional information that provides the Consortium with a basis for determining Contractor and Subcontractor financial, Project management and overall capabilities to undertake a Project of this size and complexity. A concise but thorough description of relevant experience is desired.

The Contractor and Subcontractor(s) information shall be shown separately. The Contractor and each Subcontractor shall provide the requested firm/Project details within **Attachment E – Firm Qualifications**. In the information provided for each Subcontractor, the Contractor shall state the business relationship of the Subcontractor to the Contractor.

The Contractor and Subcontractor(s) shall each provide three references within **Attachment F – Firm References** format. Each reference must clearly indicate the reference entity.

6.3.3.4.1 Details of Firm Qualifications and Financial Resources

The details associated with the prime Contractor and Subcontractor organizations, size, and resources shall include the following:

- The Contractor shall provide a firm organization chart. If the firm is a subsidiary of a parent company, the organization chart must be that of the subsidiary firm. The chart must display the firm's structure and the organizational placement of the oversight for the CalWIN Implementation Support Project. The organization chart must include names and be dated.
- Financial statements for the past two (2) fiscal years shall be provided for the Contractor and each Subcontractor. These must be audited financial statements unless audited statements are not a part of the routine business practices of the firm. The Consortium will accept financial statements audited according to either Generally Accepted Accounting Principles (GAAP), Statutory Accounting Principles (SAP) of the National Association of Insurance Commissioners (NAIC) or the International Financial Reporting Standards (IFRS).
- If the Contractor does not produce audited financial statements or file corporate financial information such as a 10-K as part of its routine business practices, Contractors may provide unaudited financial information that includes information relating to liquidity, assets, liabilities, equity, working capital, current ratio and net revenue. Contractors must also provide a privately placed debt rating from the NAIC, or an equivalent nationally recognized credit rating agency.
- The Contractor must also provide a copy of its Dun & Bradstreet (D&B) D-U-N-S number and Business Information Report, inclusive of its D&B viability and credit ratings.

- These financial statements must be accompanied by a signed statement from the Contractor's or its Parent Company's Chief Executive Officer, Chief Financial Officer and/or Designee(s), certifying the financial information is accurate and complete. Alternatively, Audit financial statements that include a signed statement by the CEO and CFO, as well as the independent auditors, made a part of the audited financial statement will suffice for the certification letter.

For any proposed Subcontractors, items contained in this section **6.3.3.4.1** must also be completed.

6.3.3.4.2 Firm Experience Details

Details of firm experience for both the Prime Implementation Support Contractor and all Subcontractors relevant to the proposed Implementation Support within at least the last 13 years. A list of all Implementation Support Projects for both the Prime Contractor and all Subcontractors within the last 13 years shall be provided within the form in

Attachment E – Firm Qualifications.

The Contractor shall also provide a general narrative description highlighting the Contractor's Implementation Support experience and capabilities as prime Contractor, Subcontractor or other role including the following areas:

- Proven experience and overall length of time and capacity within the firm performing BPR, OCM, Training Development and Delivery, and Implementation Support.

The Contractor shall supply any additional information not already presented under Section 6.3.3.4.1, Details of Firm Qualifications and Financial Resources, which the Contractor believes to be relevant to the Consortium's assessment of the Contractor and Subcontractor experience with regard to the specifics of this RFP.

6.3.3.4.3 Subcontractor Additional Details

The Contractor shall provide a detailed description of all work to be performed by the Subcontractor(s) including:

- Any tasks, or portions thereof, that will be subcontracted must be identified and defined;
- Each Subcontractor(s) responsible shall be identified by name;
- The rationale for selection of the Subcontractor(s) must be stated; and
- The exact type and amount of work to be done by each Subcontractor must be identified and defined.

The Contractor shall delineate the percentage of the total Implementation Support Project work the subcontractor will perform by State Fiscal Year. The percentage of work shall be calculated using the subcontractor's portion of the total number of work hours.

6.3.3.5 Implementation Support Approach

The Contractor shall provide a detailed description of all work to be performed in the following areas to satisfy or exceed the RFP requirements as described in Section 4 Scope of Work.

- Project Management
- Business Process Reengineering
- Organizational Change Management
- Training Development and Delivery
- Implementation and Conversion Support
- Additional As-Needed Implementation Support

Each element of the Implementation Support Approach must include concise and informative descriptions of the required activities, related Deliverables, staffing, and key interaction with Consortium, County and/or Contractor Staff.

6.3.3.6 Staffing Approach

The Contractor shall describe the overall staffing approach to the Implementation Support Project team including location of Staff. The Contractor must include an organization chart displaying the relationships of the Implementation Support team and include the relationships of the Implementation Support team to the CalSAWS Migration Project, Consortium and other Contractors.

The Contractor shall provide Staff résumés and qualifications for all Key Staff in accordance with the format prescribed in **Attachment G – Staff Resumes/Staff Qualifications**.

The Contractor shall provide two (2) Individual Reference Checks for all Key Staff in accordance with the format prescribed in **Attachment H – Individual References**.

The Contractor shall describe the criteria used to fill the Implementation Support Key Staff positions and should discuss the planned interaction between these individuals and Consortium's Project Staff in similar roles.

Using the RFP **Attachment I – Additional Staff Role Definition**, the Contractor must define and describe each proposed non-key role and its minimum qualifications and responsibilities. All proposed Implementation Support team Staff must be assigned as either one of the Implementation Support Key Staff positions defined within this RFP or a proposed Implementation Support Role defined using the **Attachment I**.

The Contractor shall provide a monthly, Deliverable-based staff loading schedule using **Attachment A – Price Proposal Schedules**. The Staff Loading will be separated from the Price Proposal for the Staffing Approach review. The Contractor shall provide a description of how staffing estimates provided within **Attachment A – Price Proposal**

Schedules were developed and how adjustments will be made to address changes in staffing needs.

6.3.3.7 Proposal Attachments

The proposing Contractor shall complete and include in this section the completed forms from the list below:

- Attachment C - Exceptions to the Agreement
- Attachment D - Bidder Certification Checklist / Statement of Certification
- Attachment E - Firm Qualifications
- Attachment F - Firm References
- Attachment G - Staff Resumes/Staff Qualifications
- Attachment H - Individual References
- Attachment I - Additional Staff Role Definition
- Attachment J - Implementation Support Requirements Cross-Reference Matrix *
- Attachment L – Certificate of Status **

**Implementation Support Requirements Cross-Reference Matrix (Attachment J) – Contractors are instructed to indicate whether the requirement was met in column E, provide a comment to describe the extent to which the requirement was met and how it was met, and finally to indicate the relevant page and section numbers in the proposal that demonstrate the requirement was met. This attachment is intended to direct the evaluators to the appropriate location in the response. Do not provide the requirement response approach within the matrix.*

***The Contractor shall attach either a copy of the Certificate of Status issued by California's Office of the Secretary of State or a copy of the firm's active on-line status information downloaded from the California Business Portal Website. Provide an explanation if the required documentation cannot be supplied.*

Contractors are instructed to include the completed attachments only once as part of the Proposal Attachments section of the proposal.

6.3.4 Volume 2 – Price Proposal

This section describes the requirements to be addressed in the preparation of the Price Proposal Schedules for the Implementation Support Project. Each Price Proposal for the Implementation Support Project shall include Schedules 1 through 9, the form, content and format for which are included as **Attachment A – Price Proposal Schedules**.

Attachment A consists of a Microsoft Excel workbook that contains multiple worksheets. Contractor completion of all Price Proposal Schedules is mandatory. In Schedule 1 – Summary, formulas have been inserted in the appropriate cells so that summary numbers automatically calculate. Contractors must document any changes to formulas or links for

reasons other than to accommodate additional rows in sums and indicate any such changes as comments in the affected cells. It is solely the responsibility of the proposing Contractor to ensure that all mathematical calculations are correct in their Proposal.

Each of the Price Proposal Schedule worksheets include an area in which to document related assumptions. These are to be used by the Contractor to list and describe any special cost assumptions, conditions, and/or constraints relative to, or which impact, the prices presented on the detailed schedules.

Price proposals must reflect the existing terms and conditions within the draft Agreement.

6.3.4.1 Implementation Support Summary (Schedule 1)

Schedule 1 – Summary, shall present the Contractor's total firm fixed maximum price to perform all requirements of the RFP, including the One-Year Optional Extension for Additional As-Needed Services. Schedule 1 summarizes the price details provided in other schedules contained in the workbook. This schedule contains formulas that automatically populate the price information. This schedule reflects the Contractor's total maximum price.

6.3.4.2 Implementation Support Deliverables (Schedule 2)

Schedule 2 – Deliverables, shall present the Contractor's total firm fixed maximum price by Deliverable to perform all requirements of the RFP (except for the Additional As-Needed Services that represent the One-Year Optional Extension). Schedule 2 defines the Deliverable price by State Fiscal Year (SFY). The Proposer must indicate the proposed Deliverable Due Dates, Review Periods and Target Invoice Dates based upon RFP requirements and the Proposer's Staff Loading Plan (Schedule 9). Contractors are required to manually enter information for Columns D – K. Recurring Deliverables shall be reflected as separate Deliverables on separate rows, such as Status Report 1, Status Report 2, etc.

6.3.4.3 Implementation Support One-Year Optional Extension (Schedule 3)

Schedule 3 – One-Year Optional Extension, shall present the Contractor's total firm fixed maximum price for the proposed hours of work at an average hourly rate across all positions to perform as-need additional Services and provide the indicated Deliverables for a period of one year. Schedule 3 defines the hours and price by State Fiscal Year (SFY). The Contractor must determine the required level of effort in hours for the one-year period, provide the average hourly rate and categorize hours and prices across SFYs as appropriate.

6.3.4.4 Implementation Support Hardware and Software (Schedule 4)

Schedule 4 – Hardware and Software shall present the Contractor's total firm fixed price for the Hardware and Software to perform all requirements of the RFP. Schedule 4 defines the Hardware and Software prices by State Fiscal Year (SFY). Prices associated with AWS Infrastructure as a Service (IaaS) resources should not be included on Schedule 4; please refer to the instructions for Schedule 9 below.

6.3.4.5 Implementation Support One-Year Optional Extension Hardware and Software (Schedule 5)

Schedule 5 – One-Year Optional Extension Hardware and Software shall present the Contractor's total firm fixed price for the Hardware and Software to perform all requirements of the RFP for the One-Year Optional Extension. Schedule 4 defines the Hardware and Software prices by State Fiscal Year (SFY). Prices associated with AWS Infrastructure as a Service (IaaS) resources should not be included on Schedule 4; please refer to the instructions for Schedule 9 below.

6.3.4.6 Implementation Support Hourly Rate Card (Schedule 6)

Schedule 6 – Hourly Rate Card shall present the Contractor's hourly rates for each role. Schedule 6 must include hourly rates for all Key Staff roles and non-Key Staff roles. The Contractor hourly rates must include all direct and indirect charges for each role.

6.3.4.7 Implementation Support Change Order Rate Card (Schedule 7)

Schedule 7 – Change Order Rate Card shall present the Contractor's hourly rates for each role for any future potential Agreement Change Orders. Schedule 7 must include hourly rates for all Key Staff roles and non-Key Staff roles. The Contractor hourly rates must include all direct and indirect charges for each role.

6.3.4.8 Implementation Support Staff Loading Plan (Schedule 8)

Schedule 8 – Staff Loading Plan shall reflect monthly Staff hours by Staff role for each Deliverable as defined within Section 4.4, Implementation Support Deliverables. Subtotals for the Prime Contractor and any subcontractors must also be completed.

Schedule 8 will also be separated and used by the Business Proposal Evaluation team in the evaluation of the overall level of effort for the defined Deliverables within the Business Proposal. The Business Proposal Evaluation Team will not have access to the hourly rates or pricing information contained within Schedule 8.

Additional rows must be consistent with the format provided and totals and subtotals must be validated.

6.3.4.9 Implementation Support – AWS IaaS Resources (Schedule 9)

Schedule 9 – AWS Infrastructure as a Service (IaaS) Resources shall present the Contractor's AWS IaaS needs to perform all requirements of the RFP. Schedule 9 indicates the required resources the Contractor needs for the Consortium to procure through its agreement with the California Department of Technology (CDT). The prices associated with Schedule 9 are not reflected in the overall price summary in Schedule 1 – Summary.

6.3.4.10 Implementation Support – Optional Training Facilities (Schedule 10)

Schedule 10 – Optional Training Facilities shall present the Contractor's total firm fixed price for the training facilities needed in each County to perform all requirements of the RFP. Schedule 10 defines the Optional Training Facilities prices by State Fiscal Year (SFY).

7 EVALUATION

7.1 INTRODUCTION

This section describes the approach the Consortium will use to evaluate proposals submitted in response to this RFP. It identifies in detail the evaluation process, methodology, and criteria, and describes the selection and award process.

The Consortium will conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP. The Consortium will select the successful Contractor through a formal evaluation process, established prior to the opening and evaluation of proposals, and which will remain fixed throughout the procurement cycle. Consideration will be given to capabilities or advantages which are clearly described in the Proposal confirmed by interviews and verified by information from reference sources contacted by the Consortium.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the firm or Staff proposed for this effort, whether or not they are identified as references, to verify that the Contractor has successfully performed its contractual obligations in other similar efforts.

All Proposals submitted will become the property of the Consortium and will be considered a matter of public record after Agreement negotiations are complete.

7.2 EVALUATION ORGANIZATION

The Consortium will establish formal Evaluation Teams to assist in completing all steps of the evaluation process, and in making a final recommendation for selection to the CalSAWS JPA Board of Directors. The Evaluation Teams will be responsible for evaluating the Business and Price Proposals, including the final scoring of all Proposals, resolving compliance issues, and preparing the final Implementation Support Vendor Selection Report which consolidates the results of the evaluation process and recommends a Contractor for selection. In order to bring the appropriate expertise to the selection process, the Evaluation Team will consist of Consortium and County staff with appropriate business, management and financial experience. Please note that the team evaluating the Price Proposals will be separate and apart from the team evaluating the Business Proposals. The Consortium reserves the right to designate other appropriate experts to assist in the evaluation process or to alter the composition of the Evaluation Team, as deemed necessary.

7.3 EVALUATION METHODOLOGY

The following table reflects the percentage weights for the major sections of the Implementation Support Contractor Proposals:

Table 25 - Evaluation Weights Distribution

CATEGORY/SUBCATEGORY	SUBCATEGORY WEIGHT	OVERALL WEIGHT	MAXIMUM POINTS
Business Proposal		70%	70
1. Firm Qualifications	5%		
2. Approach to Implementation Support	35%		
3. Staffing Approach and Staff Qualifications	20%		
4. Oral Presentations and Key Staff Interviews	10%		
Price Proposal		30%	30
1. Base DD&I Period	30%		
Total		100%	100

7.4 BUSINESS PROPOSAL EVALUATION

Each Proposal will first be reviewed for adherence to the mandatory form and content requirements, and to verify that all required forms are provided and signed by a representative of the Contractor's organization with the authority to bind the firm. If a proposal does not meet all the mandatory form and content requirements, it may be eliminated from further consideration. The Contractor will be notified as soon as is reasonably possible if their proposal has been eliminated due to failure to meet mandatory form and content requirements.

- 1) The Evaluation Team members will evaluate each proposal based on the extent to which RFP requirements are met or not met and will be evaluated using the following process:
 - a) An ordinal ranking of first, second, third, or fourth will be applied to the following subsections:
 - i) Firm Qualifications
 - ii) Approach to Implementation Support Services
 - iii) Staffing Approach and Staff Qualifications
 - b) Each ordinal ranking will have the following point values:
 - i) First = 10 points
 - ii) Second = 7.5 points

- iii) Third = 5 points
 - iv) Fourth = 2.5 points
 - v) If there are more than four submissions, all remaining submissions will receive a point value of 0 points
- 2) Once the individual reviews of the Business Proposals are completed, the Evaluation Teams will meet to review and discuss the rationale for scores. The Evaluation Team will discuss the Proposals and reach consensus on the scoring of each Proposal subsection.
 - 3) The Oral Presentations and Key Staff Interviews will be rated on a 1-10 scale. The average score of the five Key Staff Interviews represent the Key Staff Interviews subcategory.
 - 4) The resultant points for each subsection will be multiplied by the subcategory weight and totaled to create a weighted Business Proposal score.
 - 5) The bidder with the highest Business Proposal score will receive the maximum allowable score (70 points).
 - 6) The scores of the other bidders will be normalized as follows:
 - a) $(\text{Weighted Business Proposal score} / \text{highest Business Proposal score}) * 70 = \text{Business Proposal score}$

7.5 BUSINESS PROPOSAL EVALUATION CRITERIA

The criteria outlined in the following sections will provide the basis for evaluation of Business Proposals and is based on the RFP requirements. Please note all RFP requirements will be evaluated.

7.5.1 Firm Qualifications

In this section, the Contractor's proposal and related Attachments will be evaluated for the following and all related RFP requirements:

- Firm experience, resources and qualifications as well as customer references and information received through other sources;
- Financial viability and stability;
- Years of experience in the Health and/or Human Services systems area; and
- Years of experience successfully managing large-scale Implementation Support Projects to include BPR, Training Development and Delivery, OCM and Implementation Support.

7.5.2 Staff

In this section, the Contractor's proposal and related Attachments will be evaluated in the following areas and in accordance with RFP requirements:

- The approach to Project Organization and Staffing;
- The adequate justification of Staff types and levels proposed including the extent to which the minimum Staff qualifications were met or exceeded;
- Experience of proposed Staff providing Implementation Support Services; and
- Performance in Implementation Support Key Staff interviews.
- All Contractors are required to participate in an oral presentation. The intent of the oral presentation is to validate the information provided by the Contractor in its proposal. Interviews of Implementation Support Key Staff will be used to confirm Staff experience and qualifications. The oral presentation will be designed to address specific areas of the Contractors proposals; the Consortium will provide the topic areas and/or questions to all Contractors invited to participate in oral presentations. The topic areas and/or questions will be identical for all Contractors. The oral presentations will be scheduled for a 45 to 60-minute period.

Immediately following the oral presentation, all proposed Implementation Support Key Staff will be interviewed by one or more panels of Consortium representatives. The interviews will seek information regarding the understanding of the role and relevant experience. The interview questions for each Implementation Support Key Staff position will be identical for all Contractors. Each interview will be scheduled for 20-30 minutes.

Implementation Support Key Staff interviews will be scored using a standard scale of 1 to 10. For each Contractor, an average interview score will be calculated across the six required Implementation Support Key Staff positions. The average interview score for each Contractor will be factored into the overall score for the Staff-related subcategory shown in the evaluation percentage weight table in Section 7.2.4 above.

7.5.3 Approach to Implementation Support

In this section, the Contractor's proposal and related Attachments will be evaluated in the following areas and in accordance with RFP requirements:

- Project Management
- Business Process Reengineering
- Training Development and Delivery
- Organizational Change Management
- Implementation Support in the 18 Counties

The Contractor should consider the following:

- The clarity of approach for each element;
- Application of collaboration with the Counties and customer-focused philosophy; and
- Evidence the Implementation Support Staff can deliver the required support.

7.6 PRICE PROPOSAL EVALUATION

Price Proposals will be evaluated for adherence to the mandatory form and content requirements, and to ensure that all required forms and schedules are provided and signed by a representative of the Contractor's organization with the authority to bind the firm. **If a Price Proposal does not meet all the mandatory form and content requirements, it may be rejected as unresponsive to the RFP.**

Each Contractor's Prices will be evaluated based on the total price of the Base Period. Only the Implementation Support Contractor total price will be considered, not individual cost elements. All Price Proposals will then be ranked from lowest price to highest price. Each Contractor will receive a score for the BP based on a proration of 30 points, with the lowest-priced Contractor Price Proposal receiving the full 30 points and each higher-priced Contractor Price Proposal receiving a normalized (reduced) score based on the lowest Contractor Price Proposal divided by that Contractor's BP Price Proposal (Price Factor).

To simplify, the Price Proposal evaluation formula is:

*Contractor Price Score = (Lowest Price / Contractor Price) * 30.*

Example for the Price Scoring. The Contractor Price Proposals will be evaluated as follows.

Table 26 – Example Total Prices

CONTRACTOR	TOTAL PRICE
A	\$35.0
B	\$27.0
C	\$30.0
D	\$37.0

In this example, Contractor B has the lowest Total Price (\$27.0), so Contractor B will receive the full 30 points available. The other Contractors will receive a prorated score based on their own Total Price in relation to the lowest Total Price, as shown below:

Table 27 - Contractor Price Proposal Scoring

CONTRACTOR	CONTRACTOR TOTAL PRICE (A)	LOWEST CONTRACTOR TOTAL PRICE (B)	PRICE FACTOR	CONTRACTOR TOTAL PRICE (A)	LOWEST CONTRACTOR TOTAL PRICE (B)
B	\$27.0	\$27.0	1.00	30	30.0
C	\$30.0	\$27.0	0.90	30	27.0
A	\$35.0	\$27.0	0.77	30	23.1
D	\$37.0	\$27.0	0.73	30	21.9

7.7 PRICE PROPOSAL EVALUATION CRITERIA

Price Proposals will be evaluated for adherence to the mandatory form and content requirements and normalized in accordance with the formula provided. If a Final Price Proposal does not meet all the mandatory form and content requirements, the whole proposal may be eliminated from further consideration. No deviations, qualifications, or counteroffers will be accepted in the Proposal. The Consortium reserves the right to review the price details for reasonableness and reject any Proposal where the price details show significant and unsupported deviation from normal expectations. The Price Proposals will be scored in accordance with the methodology described in Section 7 - Evaluation Methodology.

7.8 EVALUATION OF FINAL PROPOSALS

The Evaluation Team will rank and score each Business Proposal using the evaluation criteria as established in Section 7.6 Business Proposal Evaluation Criteria. A second Evaluation Team will rank and score Price Proposals using the evaluation criteria as established in Section 7.7.

7.9 BEST AND FINAL OFFER

The Consortium reserves the right to require one or more Best and Final Offers from one or more Contractors, requesting a final adjustment, confirmation, or resubmission of pricing and other terms.

7.10 FINAL PROPOSAL SCORING

The Contractor's final total score will be the sum of the normalized scores for the Business Proposal plus the Price Proposal. Final selection will be on the basis of proposal rank (as derived from total score) which reflects best value to the Consortium.

7.11 FINAL AUTHORITY

The final authority to award an Agreement resulting from this RFP rests solely with the Consortium.

8 NOTICE OF INTENT TO AWARD AND NEGOTIATIONS

8.1 NOTICE OF INTENT TO AWARD

After the completion of the proposal evaluations an electronic Notice of Intent to Award (NOIA) will be issued to all Bidders. The date of NOIA issuance also triggers the beginning of the appeal period.

The contract will be awarded based on application of the evaluation criteria set forth in Section 7 above.

The contents of the proposal of the successful Bidder will become contractual obligations and failure to accept these obligations in a contractual Agreement may result in cancellation of the award.

8.2 CONTRACT NEGOTIATIONS

Negotiations may be conducted with the Bidder of the highest-ranked proposal beginning immediately after the NOIA. Contract negotiations may commence in parallel with the appeal period. If the highest-ranked Bidder fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the Consortium may terminate negotiations and negotiate with the Bidder of the next highest-ranked proposal.

Contract negotiations may be conducted on-site in the Sacramento area. During this period, the Bidder will be responsible for its travel and per diem expenses.

If the selected Bidder:

- Fails to provide the information required to begin negotiations in a timely manner; or
- Fails to negotiate in good faith; or
- Indicates it cannot perform the contract within the budgeted funds available for the Project; or
- If the Bidder and Consortium, after a good faith effort, simply cannot come to terms.

Then the Consortium may terminate negotiations with the Bidder initially selected and commence negotiations with the next highest rated Bidder.

8.3 APPEAL

The objective of the Consortium procurement process is to award a contract to the selected Bidder for the Services or materials described in this RFP that is determined to be most advantageous to the Consortium, with price and other factors considered.

The process that will be followed in the event a Bidder protests a proposed contract award resulting from this Consortium Implementation Support Procurement competitive solicitation is explained below.

8.3.1 Grounds for Appeal

Appeals are limited strictly to the following grounds:

- The Consortium failed to follow its evaluation and selection procedures and to adhere to requirements specified in the RFP or any addenda or amendments thereto;
- The Consortium violated California Government Code 87100 et. seq.; or
- The Consortium violated any State or Federal law.

Appeals will not be accepted for any other reason.

8.3.2 Appeal Method

Any appeal ("Appeal") must be submitted in writing (by e-mail, or first-class mail) and received by the Executive Director within five (5) business days of the date on the NOIA Letter. The Appeal must contain the following information:

- The name, address, electronic mail address, telephone and facsimile numbers of the Appealing Bidder;
- The title of the procurement being appealed;
- Ground(s) for the appeal with supporting facts and documentation; and
- Form of relief requested.

The Executive Director is John Boule.

Address: 11290 Pyrites Way, Suite 150
Rancho Cordova, CA 95670

Email: BouleJ@CalSAWS.org

8.3.3 Appeal Review Panel and Its Responsibilities

The Executive Director will work with the Consortium Board of Directors to designate an Appeal Review Panel composed of three Board members to handle any appeal. The Appeal Review Panel will not include members of the Procurement Proposal Evaluation Team or Consortium staff.

The Appeal Review Panel will review the Appeal Packet as defined in Section 8.3.5 Appeal Packet and hear presentations relevant to the Appeal. The Appeal Review Panel will deliberate and document its findings in writing.

The Appeal Review Panel will issue the Appeal Findings Report to the Executive Director and the Appealing Bidder within fifteen (15) business days after the oral presentation.

The Appeal Review Panel's Appeal Findings Report will be the final administrative decision.

8.3.4 Appeal Process

1. Within five (5) business days of receipt of an Appeal, the Executive Director will initiate steps to obtain a panel composed of three (3) members of the Consortium Board of Directors. The panel members will be contacted as to the date, time and location for the oral presentation.
2. Within five (5) business days after the receipt of an Appeal, the Executive Director will send the Appealing Bidder notification acknowledging receipt of the Appeal.
3. If the Appealing Bidder requests any information from the Consortium within the five (5) business day appeal filing time period, the Acknowledgment Letter may indicate that the request has been received and the documents will be produced within a reasonable period.
4. If additional information has been requested, the Appealing Bidder will also be notified that it will have five (5) business days after receipt of the documents in which it may provide supplemental information in a Detailed Claim supporting the grounds stated in its original appeal document. The Detailed Claim may not include additional grounds for the appeal than those stated in the original Appeal document, unless the Appealing Bidder provides evidence supporting the contention that it could not reasonably have ascertained upon the exercise of due diligence those grounds within the Appeal Filing Period. The Executive Director will determine the reasonableness of the Appealing Bidder's failure to include the additional grounds in the original Appeal, and, in his/her sole discretion, may exclude the additional grounds from the Detailed Claim.
5. The Appeal Review Panel will set a hearing at which both the Appealing Bidder and the Executive Director will make oral presentations. The Appeal Panel shall thereafter provide its written decision in the Appeal Findings Report within fifteen (15) business days of the date the hearing.
6. Upon receipt of the Appeal Findings Report, the Executive Director will have five (5) business days in which to respond in writing to the Appealing Bidder with the decision of the Appeal Review Panel and provide notice, if appropriate, of any remedy. The Executive Director's Response will be distributed to the Appealing Bidder and the Chair of the Consortium Board of Directors.

8.3.5 Appeal Packet

An Appeal Packet will be compiled by the Executive Director and delivered to each member of the Appeal Review Panel.

The Appeal Packet will contain the Appeal, the Acknowledgment notification, the Detailed Claim (if any), and any other document(s) deemed relevant to the Appeal.

The Appeal Packet will be provided to the Appeal Review Panel at least five (5) business days prior to the oral presentation.

8.3.6 Appeal Oral Presentations

A hearing will be scheduled by the Appeal Review Panel to hear presentations relevant to the Appeal by the Appealing Bidder and the Executive Director. The Appealing Bidder will be notified in writing of the date, time and location for the presentation. At the presentation, the Appealing Bidder and the Executive Director or authorized representative will each have forty-five (45) minutes to make an oral presentation to the Appeal Review Panel, in that order, and the presentations shall be limited to grounds identified in the Appeal and/or properly raised in the Detailed Claim.

The oral presentation is informal in nature and shall be made by the Appealing Bidder or its authorized representative. The Appeal Review Panel will allow Appealing Bidder to argue its position. Witnesses shall not be called, and technical rules of evidence shall not apply. The Panel may question the Appealing Bidder or documentation submitted. Within fifteen (15) business days following the presentation, the Panel will issue a written Appeal Findings Report with its decision and submit to the Executive Director. The decision will be final with no provision for reconsideration.

8.3.7 Summary Dismissal of Appeal

The Appeal Review Panel may summarily dismiss an appeal at any time that the panel determines that the protest raises issues beyond those as set forth in Section 8.3.1 Grounds for Appeal of this RFP; is untimely; frivolous or without merit; or is not submitted in the required form. If a decision is made to dismiss the appeal, written notification will be sent to the Appealing Bidder stating the decision and reasons for dismissal.

8.3.8 Appeal Remedies

If the Appeal Review Panel sustains an appeal in whole or in part, the Executive Director has the sole discretion to determine an appropriate remedy. In determining the appropriate remedy, the Director may consider the integrity of the competitive procurement process, the good faith of the parties, the cost to the Executive Director, and the urgency of the procurement.

8.3.9 Appeal Schedule

Table 28 - Appeal Schedule

#	Activity	Date
1.	Filing Period Deadline	Five (5) business days after Notice of Intent to Award
2.	(If applicable) Detailed Claim received by the Executive Director	Five (5) business days after receipt of the supplemental documents (if applicable)

#	Activity	Date
3.	Oral Presentations	On a date to be determined
4.	Appeal Review Panel Issues Appeal Findings Report	Within fifteen (15) business days after the Oral Presentation
5.	The Executive Director issues final decision on Appeal.	Within five (5) business days of receipt of Appeal Findings Report

9 GENERAL TERMS AND CONDITIONS

Bidder will be required to enter into a formal agreement with the Consortium as provided in Attachment C.

9.1 PURPOSE OF THE AGREEMENT

The purpose of this section is to describe the type of Agreement that the selected Bidder shall be required to execute. This section is not a substitute for any requirement or provision in the Agreement. The Agreement is included as Attachment B of this RFP and sets forth the Consortium's draft terms and conditions. The Consortium expects the selected Bidder to enter into an Agreement essentially the same as the Agreement provided in Attachment B.

9.2 GENERAL AGREEMENT INFORMATION

The Agreement shall include 1) the Agreement itself and any Agreement amendments; 2) the RFP, RFP Addenda, and/or any RFP Amendments; 3) the Bidder's Proposal submitted in response to the RFP and accepted by the Consortium; and 4) all Specifications as defined in the Agreement.

9.3 AGREEMENT TYPE

The Agreement resulting from this competitive procurement process shall be a Firm Fixed Price Agreement and shall be executed by authorized official(s). All costs, including, but not limited to, indirect costs and out-of-pocket expenses, shall be factored into the Total Firm Fixed Price.

9.4 AGREEMENT TERM

The Agreement will be for a maximum period in accordance with Section 1 of the Agreement, unless extended by the Consortium as provided in the Agreement.

9.5 PAYMENTS

Payment of all Services provided in accordance with the provisions of this Agreement is contingent upon the continued availability of County, State, and Federal funds.

9.6 ELECTRONIC FUNDS TRANSFER

The Bidder shall accept all payments from the Consortium via electronic funds transfers (EFT) directly deposited in the Bidder's designated bank account. The Bidder shall promptly comply with directions and accurately complete all forms required to process EFT payments.

LIST OF ATTACHMENTS

Attachment A – Price Proposal Schedules

Attachment B – Draft Agreement

Attachment C – Exceptions to the Agreement

Attachment D – Contractor Certification Checklist / Statement of Certification

Attachment E – Firm Qualifications

Attachment F – Firm References

Attachment G – Staff Resumes/Staff Qualifications

Attachment H – Individual References

Attachment I – Additional Staff Role Definition

Attachment J – Implementation Support Requirements Cross-Reference Matrix

Attachment K – Letter of Intent to Respond

Attachment L – Certificate of Status

Attachment M – Detailed County Profiles

ATTACHMENT A – PRICE PROPOSAL SCHEDULES

Contractors are required to provide the Price Proposal Schedules as defined within Section 6.3.4.

See attachment.

ATTACHMENT B - DRAFT AGREEMENT

Attachment B can be referenced under separate cover.

ATTACHMENT C - EXCEPTIONS TO THE AGREEMENT

CONTRACTOR NAME _____

ADDRESS _____

TELEPHONE# () _____ Email _____

I have reviewed the **RFP Attachment B – Draft Agreement** in its entirety and have the following exceptions: Please identify and list your exceptions by indicating the Section or Paragraph number, and Page number, as applicable. Be specific about your objections to content, language, or omissions. Add as many pages as required.

#	Section	Page #	Original Language	Proposed Language	Anticipated Impact to Staffing and Cost, as applicable

Name of Authorized Representative _____

Signature of Authorized Representative _____

Date _____

ATTACHMENT D – BIDDER CERTIFICATION CHECKLIST / STATEMENT OF CERTIFICATION

AUTHORIZATION TO NEGOTIATE		
The following individuals are authorized to negotiate and execute an Agreement with the Consortium on behalf of our organization.		
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs.	NAME	
	TITLE	
	PHONE	
	EMAIL	
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs.	NAME	
	TITLE	
	PHONE	
	EMAIL	
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs.	NAME	
	TITLE	
	PHONE	
	EMAIL	
QUALIFICATION CERTIFICATION		
I certify that my firm meets the following requirements.		Contractor Response
1.	My firm has read and is willing to comply with the terms, conditions and the pro forma contract addressed in the RFP, apart from specific items identified as exceptions in Attachment C – Exceptions to the Agreement.	<input type="checkbox"/> Yes <input type="checkbox"/> No

2.	My firm is in good standing and qualified to conduct business in California.	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	My firm, if selected, will comply with all County, Federal and State laws, regulations, rules, and policies.	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.	My firm has a past record of sound business integrity and a history of being responsive to past contractual obligations. My firm authorizes the Consortium to confirm this claim.	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	My firm is financially stable and solvent and has adequate cash reserves to meet all financial obligations while awaiting reimbursement from the Consortium.	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Neither my firm, nor any of its principals, and/or Sub-contractors, is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal, State or County department or agency,	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	No relationship exists between my firm and the Consortium, or one or more of the individual Counties, that interferes with open and free competition or constitutes a conflict of interest.	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	No relationship exists between my firm or its proposed Sub-contractors and another person or organization that constitutes a conflict of interest with respect to an existing County or Consortium contract.	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	My firm will take all steps necessary to safeguard confidential information against unauthorized disclosure or use, and to satisfy its obligations under this Contract.	<input type="checkbox"/> Yes <input type="checkbox"/> No
10.	My firm has all requisite legal authority to submit the Proposal and enter into a resultant contract.	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	My firm is in compliance with Equal Employment Opportunity regulations and laws.	<input type="checkbox"/> Yes <input type="checkbox"/> No
12.	<p>My firm acknowledges in accordance with Public Contract Code 7110 that:</p> <p>The firm recognizes the importance of child and family support obligations and shall fully comply with all applicable State and Federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders as provided in Chapter 8 (commencing with Section 5200) of Part 5 of Division 9 of the Family Code; and</p> <p>The firm to the best of its knowledge is fully complying with the earnings assignment order of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

13.	My firm certifies that it complies with the requirements of the Electronic Waste Recycling Act of 2003, Chapter 8.5, Part 3 of Division 30, commencing with Section 42460 of the Public Resources Code, relating to hazardous and solid waste. My firm maintains documentation and will provide reasonable access to its records and documents that evidence compliance.	<input type="checkbox"/> Yes <input type="checkbox"/> No
14.	My firm declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code Section 10826 and 10826.1, and is eligible to contract with the Consortium.	<input type="checkbox"/> Yes <input type="checkbox"/> No
15.	My firm declares that no Equipment, materials, or supplies furnished to the Consortium pursuant to this Contract have been produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor, or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor, or exploitation of children in sweatshop labor. My firm further declares under penalty of perjury that it adheres to the Sweat-free Code of Conduct as set forth on the California Industrial Relations Website located at www.dir.ca.gov and Public Contract Code Section 6108.	<input type="checkbox"/> Yes <input type="checkbox"/> No
16.	My firm agrees that all aspects of the RFP and the Proposal submitted shall be binding if the Proposal is selected and an Agreement awarded.	<input type="checkbox"/> Yes <input type="checkbox"/> No
17.	The offer made in my firm's Proposal is firm and binding for 270 days from the date the Final Proposal submission date as indicated in Section 1.10, Procurement Timeline.	<input type="checkbox"/> Yes <input type="checkbox"/> No
18.	All aspects of my firm's Proposal, including cost, have been arrived at independently, without consultation, communication, or agreement, for the purposes of restricting competition, as to any manner relating to such prices with any other Implementation Support Contractor.	<input type="checkbox"/> Yes <input type="checkbox"/> No
19.	The prices quoted within my firm's Proposal have not been knowingly disclosed by the Implementation Support Contractor and will not knowingly be disclosed, prior to the Proposal due date, directly or indirectly to any other Implementation Support Contractor.	<input type="checkbox"/> Yes <input type="checkbox"/> No
20.	No attempt has been made or will be made by my firm to induce any other person or firm to submit or not to submit a Proposal for the purpose of restricting competition.	<input type="checkbox"/> Yes <input type="checkbox"/> No
21.	My firm will bear sole and complete responsibility for the production and completion of all tasks and associated Deliverables as defined in the RFP, except for those items specifically defined as the Consortium's responsibility.	<input type="checkbox"/> Yes <input type="checkbox"/> No

CalWIN Implementation Support

22.	All Key Personnel and individuals proposed for the CalWIN Implementation Support by my firm will be those actually assigned to the CalWIN Implementation Support.	<input type="checkbox"/> Yes <input type="checkbox"/> No
23.	All proposed Sub-contractors have been identified along with a description of the exact type and amount of work each proposed sub-contract will perform has been included in my firm's Proposal.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
24.	My firm and any Sub-contractor proposed by my firm will fully cooperate with the incumbent Implementation Support Contractor(s).	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
25.	My firm and any Sub-contractor proposed by my firm will fully cooperate with all oversight entities.	<input type="checkbox"/> Yes <input type="checkbox"/> No
26.	All declarations in the Proposal and supporting documents are true and this shall be a warranty, the falsity of which shall entitle the Consortium to pursue any remedy by law.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Certification

I, the official named below, am duly authorized to legally bind the bidding firm to the claims made herein. I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Name of Bidding Firm	
Signature	Date Signed
Printed/Typed Name	Title

Darfur Contracting Act Certification

Pursuant to Public Contract Code section 10478, if a bidder or Contractor currently or within the previous three years has had business activities or other operations outside of the United States, it must certify that it is not a “scrutinized” company as defined in Public Contract Code section 10476.

Therefore, to be eligible to submit a bid or Proposal, please complete only one of the following three paragraphs (via initials for Paragraph # 1 or Paragraph # 2, or via initials and certification for Paragraph # 3):

Initial	Attestation
	We do not currently have, or we have not had within the previous three years, business activities or other operations outside of the United States.
	We are a scrutinized company as defined in Public Contract Code section 10476, but we have received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with our bid.
	We currently have, or we have had within the previous three years, business activities or other operations outside of the United States, but we certify below that we are not a scrutinized company as defined in Public Contract Code section 10476.

CERTIFICATION For # 3

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor/bidder to the clause listed above in # 3. This certification is made under the laws of the State of California.

Contractor/ Firm Name			
By (Authorized Signature)			
Printed Name and Title of Person Signing			
Date Executed		Executed in County of	

ATTACHMENT E – FIRM QUALIFICATIONS

Minimum Contractor Requirement - Three (3) years of BPR, OCM, Training and Implementation Support experience in support of HHS systems for vendors bidding as the prime Implementation Support Contractor.

The Contractor should complete a separate Table 1 – Minimum Experience for each Project required to demonstrate the required experience. Only the prime Contractor must submit Table 1 – Minimum Experience. Table 1 should not be submitted for subcontractors.

TABLE 1 - MINIMUM EXPERIENCE	
Agency:	
Project Name:	
Contact Person/Title:	Phone:
Address:	Email:
Contract Date(s):	Contract Amount:
Contract Duration (months):	Project type (check all that apply)
	<input type="checkbox"/> HHS Systems
	<input type="checkbox"/> Other
Describe the Services provided:	

Firm Experience Details Requirement – Provide the details of firm experience for both the Implementation Support Contractor and all Subcontractors relevant to the proposed Implementation Support within at least the last 13 years shall be provided within Attachment E – Firm Qualifications.

The Contractor should complete a separate *Attachment Table 2 –Minimum Experience Table* submission for each entity (Prime and Subcontractors). Each table submission must be clearly labeled indicating the name of the company.

Table 2 – Implementation Support Contractor/Subcontractor Experience Table							
Experience Category		Prime	Subcontractor	HHS	Other	Contract Duration (months)	Contract Amount
Project Name	State						
A Minimum of three (3) years of BPR, OCM, Training and Implementation Support experience							
Business Process Reengineering							
Organizational Change Management							
Training							
Implementation Support							
Total Experience in Months							

ATTACHMENT F – FIRM REFERENCES

Directions:

Provide three (3) Firm References for the Prime Contractor and all Subcontractors where the same or similar scope of Services was provided (completed within the last 13 years or still ongoing). Each Firm Reference must clearly identify the firm (prime vendor or Subcontractor).

The Firm references must be submitted within the Business Proposal as defined within RFP Section 6.3.3.

Attachment F – Firm Reference

FIRM REFERENCE: FIRM NAME, PRIME OR SUBCONTRACTOR	
Reference Agency Name:	
Project Name:	
Contact Person/Title:	Phone:
Address:	Email:
Describe the services provided:	

For each question below, please provide a comment.

Reference Questions:

1. Did the Contractor produce high quality, Deliverables? Please describe briefly.
2. Was the Contractor flexible and willing to work through issues during all stages of the Project?
3. Was communication between the Contractor and your organization's staff open, timely, complete and effective? Please briefly summarize.
4. Did the proposed key Contractor staff work on the job site? Were there any major issues with Key Staff turnover or replacement?

5. Were any Subcontractors used by this Contractor? If so, for what purpose/major tasks? How well did the Contractor manage its Subcontractors and did your organization ever have to mediate?

6. Was the Project a success?

7. Would you rehire/recommend this Contractor? If not, why not?

8. On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this Contractor's overall performance?

Other Comments:

REFERENCE AFFIRMATION AND SIGNATURES	
The undersigned hereby certifies that the foregoing statements are true and correct.	
Print Name	
Title	
Date	
Signature	

ATTACHMENT G – KEY STAFF RESUMES/STAFF QUALIFICATIONS

Attachment G is comprised of three (3) parts that must be completed for each proposed Staff candidate:

- Part 1 - A Staff résumé with a three (3) page limit
- Part 2 – Staff Mandatory Qualification Table, which contains staffing requirements for each position defined in this RFP
- Part 3 - Staff Mandatory Qualifications Summary Table summarizing and totaling time for each candidate's mandatory qualifications

Part 1 - Résumé

Résumé Instructions: Include a Résumé for all proposed CalWIN Implementation Support Key Staff.

This template prescribes the required content and page limitation for résumés that must be submitted with Proposals in response to the RFP. This format should also be used by the successful Contractor for the duration of the CalWIN Implementation Support Agreement.

Education: Provide education and any relevant certifications. Start with the most recent.

Relevant Experience: Start with the most recent experience and repeat the table as many times as necessary to fully document the claimed experience.

Key Skills: Enter all relevant skills

Staff Résumé (three (3) page limit)

Contractor			
Candidate Name			
Position in The Company		Length of time in position	
Project Position & Responsibilities			
Skills & Qualifications for Project Position			

Relevant Experience (Add additional tables as needed)

Project Title					
Position Title					
Begin Date	MM/YYYY	End Date	MM/YYYY	# of Months	
Scope and Description of Responsibility					
Skills Utilized and Experience Attained					

Education (add rows as needed)

Years	Course of Study	School
MM/YYYY		

Professional Certifications or Designations (add rows as needed)

Certification or Designation	Organization	Dates

Part 2 – Key Staff Minimum Qualifications Table

Instructions: Complete a staff qualifications table for each proposed staff. All fields on the form must be completed, providing sufficient information to allow the Consortium to validate that the proposed staff meet the Minimum Qualifications (MQs). The Consortium reserves the right to contact the references listed to validate the staff experience. Each Project Description, Relevant Experience Description, and Reference Contact shall be tied together with a number, as it appears in the example (add "Project #2", "Reference #2", etc. as necessary). Proposed staff may not cite full time experience gained working simultaneously on multiple Projects.

- Implementation Support Project Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of eight (8) years of experience with a 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.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			

Total Duration of all Projects cited to meet the MQ:	
-------------------------------------------------------------	--

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
A minimum of five (5) years' experience management of risks and issues.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period (Month, Day, Year – Month, Day, Year):		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 3			
Experience managing a team of ten (10) or more people.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	

<i>Time Period (Month, Day, Year – Month, Day, Year):</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Project #2	Reference #2
<i>Company Name:</i>	<i>Contact Name:</i>
<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

Implementation Support PMO Lead Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of three (3) years of experience leading a PMO in a systems integrator or Implementation Support role.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
A minimum of three (3) years of experience with large scale HHS systems Projects			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	

<i>Time Period (Month, Day, Year – Month, Day, Year):</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Project #2	Reference #2
<i>Company Name:</i>	<i>Contact Name:</i>
<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

Implementation Support Business Process Re-Engineering Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of three (3) years of experience 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.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period (Month, Day, Year – Month, Day, Year):		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
A minimum of three (3) years of experience in conducting As-Is/To-Be analysis and documenting process reengineering.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	

Time Period: (Month, Day, Year – Month, Day, Year)	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Project #2	Reference #2
Company Name:	Contact Name:
Project Name:	Company Name:
Time Period:	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Total Duration of all Projects cited to meet the MQ:	

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 3			
A minimum of three (3) years of experience with HHS systems and Projects.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period (Month, Day, Year – Month, Day, Year):		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	

<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

- Implementation Support OCM Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of three (3) years of experience in a leadership role for developing, implementing OCM and gap strategies on a Project with over 1,000 concurrent users.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period (Month, Day, Year – Month, Day, Year):		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
A minimum of three (3) years of experience developing OCM Plans and delivering OCM services.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	

Time Period: (Month, Day, Year – Month, Day, Year)	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Project #2	Reference #2
Company Name:	Contact Name:
Project Name:	Company Name:
Time Period:	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Total Duration of all Projects cited to meet the MQ:	

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 3			
A minimum of four (4) years of experience with HHS systems Projects.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period (Month, Day, Year – Month, Day, Year):		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	

<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

- Implementation Support Training Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of five (5) years of experience in a leadership role developing and delivering training plans and materials on a Project with over 1,000 concurrent users.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
A minimum of four (4) years of experience with HHS Training and implementation systems Projects.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	

<i>Time Period (Month, Day, Year – Month, Day, Year):</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Project #2	Reference #2
<i>Company Name:</i>	<i>Contact Name:</i>
<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

- Implementation Support Implementation Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of three (3) years of 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.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
A minimum of three (3) years of experience with HHS projects.			
Project #1		Reference #1	
Company Name:		Contact Name:	

<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period (Month, Day, Year – Month, Day, Year):</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Project #2	Reference #2
<i>Company Name:</i>	<i>Contact Name:</i>
<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

Contractor Name: Type Firm Name Here	Proposed Staff Name: Type Staff Name Here
Minimum Qualification # 3	
A minimum of two (2) years' experience training, OCM and Implementation Support in a System Implementation initiative.	
Project #1	Reference #1
<i>Company Name:</i>	<i>Contact Name:</i>
<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period (Month, Day, Year – Month, Day, Year):</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Project #2	Reference #2
<i>Company Name:</i>	<i>Contact Name:</i>

<i>Project Name:</i>	<i>Company Name:</i>
<i>Time Period:</i>	<i>Phone Number:</i>
<i>Percentage of Time:</i>	<i>Email:</i>
Experience	
<i>Staff Role:</i>	
<i>Description of relevant experience:</i>	
Total Duration of all Projects cited to meet the MQ:	

Page 108

	PROJECT MANAGER					
Minimum Qualification 1	A minimum of eight (8) years of experience with a 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.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	A minimum of five (5) years' experience management of risks and issues.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 3	Experience managing a team of 10 or more people.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

	PMO LEAD					
Minimum Qualification 1	A minimum of three (3) years of experience leading a PMO in a systems integrator or Implementation Support role.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	A minimum of three (3) years of experience with large scale HHS systems Projects					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Desirable Qualification	Possession of a bachelor's degree and a valid Project Management Professional (PMP) certification from the Project Management Institute (PMI).					
Staff	Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy to the offer	Pass/Fail

	BPR MANAGER					
Minimum Qualification 1	Three (3) years of 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.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	Three (3) years of experience conducting As-Is/To-Be analysis and documenting process reengineering.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 3	A minimum of three (3) years of experience with HHS systems Projects.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

	OCM MANAGER					
Minimum Qualification 1	A minimum of three (3) years of experience in a leadership role for developing, implementing OCM and gap strategies on a Project with over 1,000 concurrent users.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	A minimum of three (3) years of developing OCM Plans and delivering OCM services					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 3	A minimum of four (4) years of experience with HHS systems Projects.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

	TRAINING MANAGER					
Minimum Qualification 1	A minimum of five (5) years of experience in a leadership role developing and delivering training plans and materials on a Project with over 1,000 concurrent users.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	A minimum of four (4) years of experience with HHS Training and implementation systems Projects.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

	IMPLEMENTATION MANAGER					
Minimum Qualification 1	A minimum of three (3) years of experience in leading the implementation of a large-scale state government system with at least 1,000 users in a systems integrator, Implementation Support, and/or County/State role.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	A minimum of three (3) years of experience with HHS projects.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 3	A minimum of two (2) years' experience training, OCM and Implementation Support in a System Implementation initiative.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

ATTACHMENT H – KEY STAFF INDIVIDUAL REFERENCE CHECK FORM

Instructions:

For each Key Staff role, provide two (2) Individual References from two different Projects cited in the Staff Minimum Qualifications Summary that meet the MQs identified in this RFP. Each Individual Reference must clearly identify the firm (prime vendor or Subcontractor) and the Individual.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 6.3.3 including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities cited in the résumé. At least one reference must be outside their current position.

INDIVIDUAL REFERENCE FORM

VENDOR'S NAME: xxx

VENDOR'S STAFF NAME: xxx

Instruction: For each proposed Key Staff, the Contractor shall provide two (2) staff reference forms.

TABLE 1 – Reference's Information	
This information should match the information provided in Attachment G, Staff Minimum Qualifications Summary.	
Customer/Client Reference Name:	
Customer/Client Reference Title	
Agency, Department, Organization or Company where staff member performed:	
Project Title on which staff member performed	
Reference Phone Number:	
Reference E-mail Address:	

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this Staff Reference Form. Please check the appropriate rating based on your experience with the proposed staff.

Step 1: Complete Columns 1-2 in Table 2 by marking "yes" or "no" and providing an explanation if needed.

Step 2: Complete Column 2 of Table 3, by utilizing the description of ratings provided in Table 4.

Step 3: At the bottom of the page, **print your name, your company's name, then sign and date.**

Step 4: Return the completed Staff Reference Form to Contractor.

TABLE 2 – The Reference Must Complete This Table.	
COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment G, Staff Resume Table, for the Contractor's staff named at the top of this page prior to your completion of this form?	Did the Contractor's staff named at the top of this page perform the services described in Attachment G, Staff Minimum Qualifications Table (including the functions as described and the time period provided)?
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No (If "No" is checked, explain here.)

TABLE 3 – The Reference Must Complete This Table.

The Reference shall rate the Contractor's staff performance and abilities by entering a rating value (in Column 2) for each corresponding Performance and Ability Statement (listed in Column 1). Use the rating values contained in Table 4 – Description of Rating Values.

COLUMN 1	COLUMN 2
Performance and Ability Statements	Enter Rating from Table 4
Rate the performance of the Contractor's staff during this engagement.	xx
Rate the ability of the Contractor's staff to perform the contractually, required work in a timely manner.	xx
Rate the verbal and written communication skills of the Contractor's staff.	xx
Rate the ability of the Contractor's staff to engage in positive working relationships with other coworkers.	xx
Rate the knowledge of the Contractor's staff in the required areas of expertise.	xx
Rate how well the vendor handled engagement with end users and user input.	xx
Would you rehire this staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Optional Comments:	

TABLE 4 – Descriptions of Rating Values

Rating Value	Description
10 points	Excellent: The performance and abilities of the Contractor's staff were exceptional during this engagement.
8 points	Good: The performance and abilities of the Contractor's staff were above average during this engagement.
5 points	Fair: The performance and abilities of the Contractor's staff were average during this engagement.
2 points	Poor: The performance and abilities of the Contractor's staff were below-average during this engagement.
0 points	No Value: The performance and abilities of the Contractor's staff were unsatisfactory during this engagement.

By signing this form, the Reference is certifying that all information provided on this form is correct.

 Name of Reference (print)

 Name of Company Reference (print)

 Signature of Reference

 Date

ATTACHMENT I – IMPLEMENTATION SUPPORT ADDITIONAL ROLE DEFINITION

Implementation Support Role Definition

Complete the following for each defined additional support role.

Implementation Support Contractor	< Example – Company ABC >
Implementation Support Project Role	< Example - Trainer >
Role Responsibilities	List the responsibilities, including tasks and Deliverables, for this defined Implementation Support role
Role Minimum Qualifications	<Example Trainer> Minimum two (2) years of experience developing training materials and delivering training.

ATTACHMENT J – IMPLEMENTATION SUPPORT SERVICES CROSS-REFERENCE MATRIX

See attachment.

ATTACHMENT K - LETTER OF INTENT TO RESPOND

Instructions: Please see RFP Section 1.13.

Date:

Mr. Tom Hartman
11290 Pyrites Way
Suites 150 and 175
Rancho Cordova, CA 95670

Re: Notice of Intent to Respond on CalWIN Implementation Support

Dear Mr. Hartman

Company Name has reviewed the CalWIN Implementation Support RFP and:

- ☐ Intends to submit a response to the CalWIN Implementation Support RFP and has no problems with the requirements.
- ☐ Intends to submit a response to CalWIN Implementation Support RFP and has the following problems with the requirements:
- ☐ Does not intend to submit a response and has the no problems with the RFP requirements.
- ☐ Does not intend to submit a response because of one or more problems with the RFP requirements as stated below:

If you have any questions please contact **Single point of contact's Name, Phone Number, and e-mail.**

Sincerely,

Name
Company
Title

ATTACHMENT L - CERTIFICATE OF STATUS

The Contractor shall attach either a copy of the Certificate of Status issued by California's Office of the Secretary of State or a copy of the firm's active on-line status information downloaded from the California Business Portal Website. If the required documentation cannot be supplied, the Contractor must document an explanation.

ATTACHMENT M – DETAILED COUNTY PROFILES

See Attachment.