



***AMENDED, RESTATED AND REVISED  
LEADER REPLACEMENT SYSTEM  
AGREEMENT***

***Schedule 2 (Statement of Work for CalSAWS  
Design, Development and Implementation  
("DD&I") Project) to Exhibit X (CalSAWS  
Maintenance and Operations ("M&O") Extension)***

***inclusive of Attachment 1 (Contractor  
Assumptions), Attachment 2 (CalSAWS DD&I  
Pricing Schedule), and Attachment 3 (CalSAWS  
DD&I Statement of Requirements)***

**CalSAWS Consortium,  
a California Joint Powers Authority**

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## **1. INTRODUCTION AND OVERVIEW:**

This Section 1 (Introduction and Overview) describes the general scope of Work that CONTRACTOR shall perform for the California Statewide Automated Welfare System (CalSAWS) Migration Design, Development and Implementation (DD&I) Project to design, develop and implement the California Statewide Automated Welfare System Software (CalSAWS Software) (the “CalSAWS DD&I Project”). The 40 Counties of the CONSORTIUM and the 18 Counties of the Welfare Case Data System (WCDS) Consortium will be migrated to the CalSAWS Software platform as part of the CalSAWS DD&I Project.

### **1.1 PROJECT OBJECTIVES:**

The general objective of the CalSAWS DD&I Project is to migrate the 58 CalSAWS Counties to the CalSAWS Software in order to align with State of California legislation and strategy to achieve a single Statewide Automated Welfare System (SAWS).

### **1.2 PROJECT SCOPE:**

This Statement of Work for the CalSAWS DD&I Project (the “SOW”) will be performed by CONTRACTOR as Phase 4 of the LRS Project.

Phase 4 of the LRS Project, the CalSAWS DD&I Project, includes Work for planning, project management, design, technical architecture, CalSAWS Software development, testing, conversion, training, change management, deployment support, and acceptance as described in the Agreement, including this Statement of Work that are required to: (a) modify the LRS Application Software to become the CalSAWS Software to support the CONSORTIUM and WCDS Counties, and (b) migrate the 58 Consortium Counties to the CalSAWS Software.

Work for the CalSAWS DD&I Project will run concurrently with Phase 3 of the LRS Agreement (Operational Phase) and CalSAWS M&O.

### **1.3 CALSAWS DD&I PROJECT TIMEFRAME:**

The projected timeframe for the CalSAWS DD&I Project is 56 months from March 4, 2019.

### **1.4 ORGANIZATION OF STATEMENT OF WORK:**

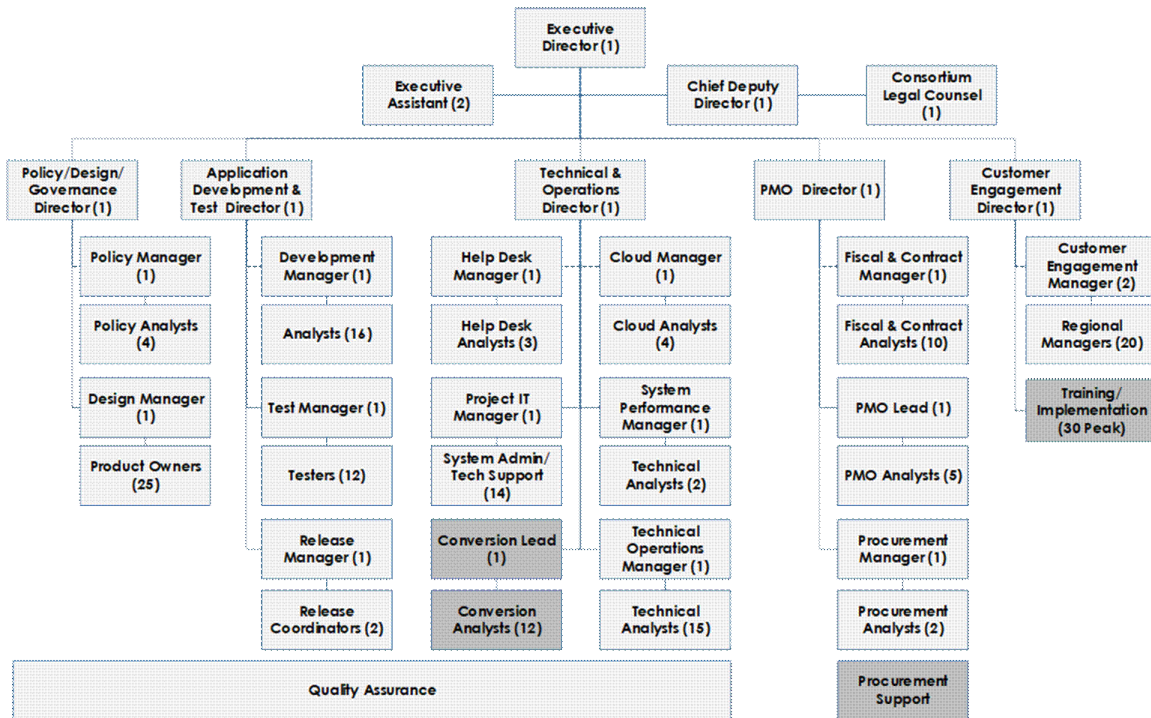
The document is organized as follows:

1. **Introduction and Overview:** includes the project objectives, and scope as well as an overview of timeframe for the CalSAWS DD&I Project.
2. **General Requirements:** includes necessary background on the CalSAWS DD&I Project organization, CONTRACTOR and CONSORTIUM furnished items, place of performance, and the specified methods for managing and delivering the goods and services described in this SOW.
3. **Scope of Work:** includes the Work, and related requirements that CONTRACTOR will perform for the CalSAWS DD&I Project.

## 2. GENERAL REQUIREMENTS:

This Section 2 provides background on the CalSAWS DD&I Project and CONSORTIUM organization, CONTRACTOR and CONSORTIUM furnished items, place of performance, and the specified methods for managing and delivering the goods and services described in this SOW.

### 2.1 PROJECT ORGANIZATION AND GOVERNANCE:



**Figure 1: CONSORTIUM Governance Structure**

#### 2.1.1 CONSORTIUM Resources.

CONSORTIUM will provide the following:

1. CONSORTIUM Project Steering Committee will provide leadership and support for the CalSAWS DD&I Project, to include monitoring project progress against the CONSORTIUM-approved CalSAWS DD&I Work Plan, CalSAWS DD&I Project costs, and CalSAWS DD&I Project risk assessment. The CONSORTIUM Project Steering Committee will help identify and solicit CONSORTIUM resources, oversee periodic external project management audits, approve any plans related for transition to production. and monitor that transition.
2. CONSORTIUM Executive Director has overall responsibility for CONSORTIUM for the CalSAWS DD&I Project, including the

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authority to commit CONSORTIUM resources in addressing CalSAWS DD&I Project, LRS Project, and C-IV Project needs and requirements on behalf of the CONSORTIUM. CONSORTIUM Executive Director will communicate with the CONSORTIUM Board, as well as Federal, State, and County stakeholders regarding program strategy, direction, and changes. CONSORTIUM Executive Director will provide direction to CONTRACTOR Project Director.

3. CONSORTIUM Staff, as depicted in Figure 1, is responsible for certain project activities, as determined by CONSORTIUM Executive Director or as described elsewhere in the CalSAWS M&O Extension and C-IV Agreement, including working with CONTRACTOR Staff, providing certain subject matter expertise and additional resources for workgroups, requirements validation, testing, and review of Deliverables and other Work.

### **2.1.2 CONTRACTOR Resources.**

As shown in Table 1: CONTRACTOR CalSAWS Project Leadership Team, CONTRACTOR leverages the deep skills and knowledge of its highly experienced teams from both the C-IV and LRS Projects. CONTRACTOR commits its team for the duration of the CalSAWS DD&I Project in accordance with the CalSAWS M&O Extension.

CONTRACTOR will provide the following CONTRACTOR staff for the CalSAWS DD&I Project, which shall be part of CONTRACTOR's CalSAWS Project Leadership Team:

1. The CalSAWS Project Executive, Seth Richman, is responsible for oversight across CalSAWS DD&I Project delivery functions, as well as coordination with existing C-IV and LRS service delivery functions. Mr. Richman's 30 years of California welfare automation experience, from MAGIC through C-IV, ISAWS Migration and LRS have positioned him uniquely to assist the CalACES and WCDS Consortia to achieve their CalSAWS objectives.
2. The CalSAWS Delivery Advisor, Kirk Jacobi, is responsible for providing strategic leadership and guidance to the CalSAWS Project Executive to support the CalSAWS DD&I Project delivery functions and the C-IV and LRS service delivery functions. Mr. Jacobi's 20 years of experience with delivering automation projects for public agencies, including several for the State of California, provides him valuable expertise to guide the CalSAWS DD&I Project delivery functions.
3. The CalSAWS Solution Delivery Manager, Lisa Salas, is responsible for the design, development and testing of the CalSAWS Software and associated CalSAWS DD&I Deliverables. The Solution Delivery Manager is also responsible for the design, development and test of the LRS Software and C-IV Software. Ms. Salas's background delivering

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for the 39 C-IV Counties, combined with her overall management skills as the C-IV Project Manager and her role in helping to bring together the CalACES 40 County change control processes provide her strong experience to handle the challenge of the 58 CalSAWS County design and development process.

4. The CalSAWS Project Management Office (PMO) Manager, Wei (Lulu) Fou, is responsible for delivery management for the CalSAWS DD&I Project, including functions such as deliverables management, status reporting, contract and commercial management, as well as coordination with C-IV and LRS PMO functions, facilities and other commercial concerns. Ms. Fou's experience driving the C-IV and LRS Project Management Offices position her well to drive to the desired outcomes for CalSAWS.
5. The CalSAWS Delivery (Implementation) Manager, Keith Salas, is responsible for the overall management of the CalSAWS data conversion, training, change management and CalSAWS DD&I deployment activities. Mr. Salas's experience with the successful ISAWS Migration to C-IV provides him with the unique background to guide the migration of C-IV and CalWIN to LRS/CalSAWS.

CONTRACTOR's CalSAWS Project Leadership Team supports all three concurrent efforts: CalSAWS DD&I, C-IV M&O, and LRS M&O. As noted in the table below, most of CONTRACTOR's CalSAWS Project Leadership Team is tasked with integrating CalSAWS DD&I development with the LRS and C-IV M&O work. The unique capabilities and experience of CONTRACTOR's team allow it to deliver on-going maintenance efficiently for the 40 Counties of the CalACES Consortium while preparing for the migration of all 58 Counties of the CalSAWS Consortium to CalSAWS. Table 1: CONTRACTOR CalSAWS Project Leadership Team, below, provides a summary of each manager role for CalSAWS DD&I, LRS and C-IV and their commitment to the CalSAWS DD&I Project.

**Table 1: CONTRACTOR CalSAWS Project Leadership Team**

Name	Role	Duration	Leverage
Seth Richman	CalSAWS Project Executive and LRS Project Director	Full Project	Funded by CalSAWS DD&I Amendment
Kirk Jacobi	CalSAWS Delivery Advisor	Full Project	Funded by CalSAWS DD&I Amendment
Wei (Lulu) Fou	PMO Manager and Project	Full	Funded by LRS

	Controller	Project	Concurrent LRS Project Director role.  PMO Lead for all projects: CalSAWS, LRS and C-IV. Nazneen Nathani will backfill for the LRS-specific Project Controller role.
Lisa Salas	Solution Delivery Lead and C-IV Project Manager	Full Project	Funded by C-IV  Concurrent C-IV Project Manager Role  Delivery Lead for all projects: CalSAWS DD&I, LRS and C-IV
Scot Bailey	Technology Lead	Full Project	Funded by C-IV  Technology for all projects: CalSAWS DD&I, LRS and C-IV
Keith Salas	CalSAWS Delivery Lead	Full Project	Funded by CalSAWS DD&I Amendment
Rosalie Ngo	PMO Lead	Full Project	Funded by CalSAWS DD&I Amendment  Supports CalSAWS DD&I  C-IV backfill: Girish Uppal
Ted Anderson	Business Operations Lead and Release Management Lead	Full Project	Funded by LRS  Supports LRS, C-IV and CalSAWS DD&I with communications regarding business impacts of system events
Sean Swift	CalACES & CalSAWS Design Lead	Full Project	50% Leverage of C-IV and CalSAWS DD&I
Vivek Narayanaswamy	CalACES M&O Build Lead 1	Full Project	Funded by LRS
Jason Horton	CalACES M&O Build Lead 2	Full Project	Funded by C-IV
Roger Perez	CalSAWS Application Development Lead	Mo 1 – Mo 33	Funded by CalSAWS DD&I Amendment

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Lynnel Silva	CalSAWS Test Lead	Mo 1 – Mo 33	Funded by CalSAWS DD&I Amendment C-IV backfill: Akira Moriguchi
Luz Esparza	AWS Cloud Lead	Mo 1 thru Mo 33	Funded by CalSAWS DD&I Amendment; pending resolution of AWS Cloud POC
Jonathan Walburger	Environments, Equipment, and Network Lead	Full Project	Funded by CalSAWS DD&I Amendment C-IV Backfill: Eric Wong
Chris Paige	C-IV Tech and Data Center Operations	Full Project	Funded by C-IV
Anna Chan	LRS Tech and Data Center Operations	Full Project	Funded by LRS
Anthony Perez	Conversion Lead	Full Project	Funded by CalSAWS DD&I Amendment
Shivani Smith	Deployment Lead	Mo 1 – Mo 33	Funded by CalSAWS DD&I Amendment LRS backfill: TBD

## 2.2 COMMUNICATION APPROACH:

The CalSAWS communication plan has two primary objectives:

- First, to inform and solicit feedback from external stakeholders such as State Sponsors, County executives and staff, and the Advocate Community.
- Second, to facilitate and enhance internal CalSAWS DD&I Project communication.

CONTRACTOR will include the CalSAWS communication plan in the CalSAWS DD&I PCD.

## 2.3 PLACE OF PERFORMANCE:

All Work shall be performed at CONTRACTOR-supplied locations. The Primary Central Sites, Backup Central Sites, Central Print Facilities, Backup Print Facilities, the Northern Location and Southern Location (the “Project Locations”) are hereby approved by CONSORTIUM Executive Director. Except as otherwise provided in the CalSAWS M&O Extension, Work performed outside the Project Locations must be approved in advance by CONSORTIUM Executive Director, whose approval shall not be unreasonably withheld.



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Additionally, CONTRACTOR may be requested by CONSORTIUM Executive Director to perform certain Work at CONSORTIUM, or CONSORTIUM County specified facilities from time-to-time during the term of the CalSAWS M&O Extension, and CONTRACTOR shall perform such Work in accordance with CONSORTIUM Executive Director's request, as appropriate. In all cases, CONTRACTOR shall comply with all CONSORTIUM requirements, and any applicable CONSORTIUM County requirements, including physical security requirements, for each specified facility that is used during the term of the CalSAWS M&O Extension.

#### **2.4 CALSAWS DD&I PROJECT CONSORTIUM FURNISHED ITEMS:**

All CONSORTIUM furnished items are provided by CONSORTIUM only for the term of the CalSAWS M&O Extension and solely for the performance of the Work required by the CalSAWS M&O Extension.

CONSORTIUM will provide, or cause to be provided, at no cost to CONTRACTOR, the following:

1. Technical support and maintenance for the Los Angeles County LANet/EN, including related network hardware;
2. Any information technology (IT) resources as determined necessary by CONSORTIUM Executive Director, and
3. Staffing for work to be performed by CONSORTIUM as provided elsewhere in the CalSAWS M&O Extension.

#### **2.5 CONTRACTOR FURNISHED ITEMS:**

Unless expressly stated otherwise, CONTRACTOR shall provide goods and services reasonably required to perform and complete the Work as set forth in the CalSAWS M&O Extension and this SOW.

#### **2.6 DELIVERABLE ACCEPTANCE CRITERIA (GENERAL):**

Attachment 2 - CALSAWS MIGRATION DD&I PRICING SCHEDULES contains the CalSAWS DD&I Deliverables Schedule. CONTRACTOR will include the CalSAWS DD&I Deliverables Schedule in the CalSAWS DD&I Project Work Plan, identifying any dependencies between CalSAWS DD&I Deliverables requiring CONSORTIUM Acceptance of one (1) or more prior CalSAWS DD&I Deliverables. CalSAWS DD&I Deliverables must receive Acceptance from CONSORTIUM Executive Director according to the CalSAWS DD&I Deliverables Schedule.

Prior to the initiation of Work on any CalSAWS DD&I Deliverable, CONTRACTOR shall provide CONSORTIUM one (1) original Deliverable Expectation Document (DED) and provide an electronic copy in the Microsoft Office Suite version specified by CONSORTIUM, developed in accordance with the mutually agreed to DED template and as described in the CalSAWS DD&I Deliverables Schedule.

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Each DED submitted to CONSORTIUM for Work, shall describe the contents of the CalSAWS DD&I Deliverable, including a table of contents, overview, objectives, scope, methodology, applicable standards, CalSAWS DD&I Deliverable requirements (including but not limited to the applicable requirements in the SOR), format, proposed acceptance criteria, key dates, and staff resources required. The DED shall indicate whether a presentation will be part of the CalSAWS DD&I Deliverable review process. Prior to any CalSAWS DD&I Deliverable development, CONTRACTOR shall obtain CONSORTIUM Acceptance of the applicable DED. A CalSAWS DD&I Deliverable will not be reviewed by CONSORTIUM without prior Acceptance of the associated DED.

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### **3. SCOPE OF WORK:**

This Section 3 describes the Work CONTRACTOR will perform under this SOW.

1. **Task 1 – Project Management**
2. **Task 2 – Technical Infrastructure**
3. **Task 3 – Application Development**
4. **Task 4 – Conversion**
5. **Task 5 – Training**
6. **Task 6 – Deployment**

To accomplish the Work, CONTRACTOR will work collaboratively with key stakeholders, including Users, and State, Federal and other external agencies whose systems will interface with the CalSAWS Software.

#### **3.1 TASK 1: PROJECT MANAGEMENT:**

CONTRACTOR will begin Work on the CalSAWS DD&I Project on the CalSAWS DD&I Start Date.

CONTRACTOR is required to provide project management for the CalSAWS DD&I Project, which will provide the overall methodology for defining, managing, and controlling the CalSAWS DD&I Project. The scope of the project management approach includes delivery of the CalSAWS Software, Data Conversion, training for the 40 CalACES Counties, and CalSAWS deployment support for the CalACES Counties. CalSAWS project management also defines and manages supporting services that enable these areas and the migration of the 40 CalACES Counties and 18 WCDS Counties to the CalSAWS Software.

Project management is an ongoing Task that will take place throughout the duration of the CalSAWS DD&I Project. The project management Task includes: planning, controlling, and reporting the work; identifying, tracking, and resolving scope and other issues; and leading the CalSAWS DD&I Project in cooperation with the CONSORTIUM's Executive Director and CONSORTIUM Staff.

The CONTRACTOR will perform project initiation, weekly status reporting, communications management, facilitating status meetings, risk and issue management, quality management, facility management, staff management, contract management, financial management, deliverable management, and SharePoint web portal management for project documentation.

##### **3.1.1 Subtask 1.1: Project Management.**

The CalSAWS Project Executive is responsible for the day-to-day operations of the CalSAWS DD&I Project. The CalSAWS Delivery Advisor is responsible for providing strategic leadership, guidance and oversight for the delivery of the CalSAWS Software. The CalSAWS Project Management Office (PMO) Manager is responsible for the production of the CalSAWS Migration Project Control Document ("CalSAWS DD&I PCD") and monitoring of the processes described therein. The CalSAWS DD&I

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PCD serves as the basis for the management of the CalSAWS DD&I Project. The CalSAWS PMO Manager is also responsible for the CalSAWS DD&I Work Plan.

The initial CalSAWS DD&I PCD will be submitted 30 calendar days after the CalSAWS DD&I Start Date.

Updates to the CalSAWS DD&I PCD will be submitted annually throughout the development and deployment of the CalSAWS DD&I Project.

The CONTRACTOR will also work with the CONSORTIUM to develop an internal Organizational Change Management (“OCM”) Plan. The OCM Plan will include a strategy and ongoing support for internal communications, management of the effect of new business processes, changes in the organizational structure and cultural changes within the CONSORTIUM organization and CalSAWS DD&I Project team. The OCM Plan will be reviewed quarterly and updated as appropriate. At the onset of the CalSAWS DD&I Project, CONTRACTOR will meet with the CONSORTIUM Executive Director to determine OCM content and confirm there is no redundancy with the CalSAWS DD&I PCD, Change Management Plan, or other project documentation.

#### **3.1.1.1 Deliverable: CalSAWS DD&I PCD.**

The CONTRACTOR will provide the CalSAWS DD&I PCD, including a CalSAWS DD&I Project Management Plan (“CalSAWS DD&I PMP”) for the CalSAWS DD&I Project, organizational charts, deliverable management plan, communications management plan, Deficiency management plan, risk and issues management plan, and quality management plan. The CONTRACTOR shall provide weekly project status reports.

#### **3.1.2 Subtask 1.2: Deliverable Management.**

The CONTRACTOR will follow the deliverable management process, described in the CalSAWS DD&I PCD to fulfill its obligations to develop and deliver the CalSAWS DD&I Deliverables.

The key steps in the deliverable management process are: (a) Creation, submission, and Acceptance of draft and final Deliverable Expectation Documents (DED), (b) Creation, submission, and Acceptance of draft and final CalSAWS DD&I Deliverables, and (c) Tracking and reporting of CalSAWS DD&I Deliverable status.

The CONSORTIUM Staff project team leads, and CONSORTIUM Project Management will perform reviews of the CalSAWS DD&I Project Deliverables. Reviewers will be assigned and documented during the DED process. The CONTRACTOR will develop CalSAWS DD&I Deliverables in an incremental fashion to allow the CONSORTIUM early access and transparency to the relevant information. Draft versions of documents and working papers will facilitate ongoing communication and provide the CONTRACTOR with early feedback from the CONSORTIUM regarding

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preliminary findings and conclusions. Deliverable management controls will be used to track CalSAWS DD&I Deliverable completion dates, reviews, and Acceptance Tests, including the use of a Deliverable tracking spreadsheet, Deliverable deficiency log, and DED/Deliverable checklists.

CONTRACTOR will provide a deliverable status report as part of the weekly status report. This report will include a listing of CalSAWS DD&I Deliverables and their status. Deliverable documents will be developed, maintained and stored on the internal project sharepoint.

### **3.1.3 Subtask 1.3: CalSAWS DD&I Work Plan Management.**

The CalSAWS DD&I Work Plan documents the activities, Tasks and CalSAWS DD&I Deliverables required to complete the CalSAWS DD&I Project. The CalSAWS DD&I Work Plan will include Tasks, planned durations, budgets, resources assignments, and dependencies. The CalSAWS DD&I Work Plan will have a Gantt chart showing planned, actual start, and end dates for Tasks and percentage complete. The CalSAWS DD&I Work Plan, developed and maintained with Microsoft Project, will be updated monthly and provided as part of the monthly CalSAWS DD&I Work Plan Deliverable. Updates may include modifications to Tasks, budgets, time frames, and expected due dates. As the CalSAWS DD&I Project progresses, additional detail will be added to activities as necessary.

Project management will use the CalSAWS DD&I Work Plan to evaluate project progress, determine the activities or Tasks that may be at risk of budget or schedule variances, and to allocate resources to address project risks.

The CalSAWS DD&I Work Plan's Work Breakdown Structure (WBS) will represent the entire scope of the CalSAWS DD&I Project. The CalSAWS DD&I Work Plan WBS includes the following high-level activities:

- 1.0 Project Management
- 2.0 Technical Infrastructure
- 3.0 Application Development and Test
- 4.0 Conversion
- 5.0 Training
- 6.0 Deployment

Each activity will be further divided into Tasks and Subtasks with descriptive names. CalSAWS DD&I Deliverables, CalSAWS DD&I Key Milestones/Key Deliverable Due Dates and work products will be included where appropriate. In addition, Design Difference IDs ("DDID") will be included in the application development and test work plan to assist with the necessary cost allocation plan "CAP" updates.

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The CalSAWS DD&I Work Plan will be updated with actual hours worked by CONTRACTOR Staff. Audits and reports will be generated by the PMO on a weekly and monthly basis to allow the project management teams to calculate progress against the budgets and schedules. CONSORTIUM time will be tracked in separate work plans.

The CalSAWS DD&I Work Plan will provide further details on the work plan approach and reporting. It will also include information on recurring CalSAWS DD&I Work Plan audits that will be performed by the work plan analyst, including:

- Tasks with end dates in the future that are not complete
- Tasks with end dates in the past that are complete
- Tasks with start dates in the future that have not started
- Tasks with start dates in the past that have started
- Tasks with budget that are not started and do not have actuals
- Tasks with budget that are started and have actuals
- Tasks with budget that are completed and have actuals
- Inactivation of resources that have rolled off

Monthly reports will utilize standard views within Microsoft Project; custom work plan reports will not be created.

The CONSORTIUM will perform annual reviews and adjustments, as necessary, of the CalSAWS DD&I cost allocation plan (CAP) and its cost allocation methodology (“CAM”). There are three anticipated data sources for the CalSAWS DD&I CAP updates as described in the table below:

**Table 2: CalSAWS DD&I Cost Allocation Plan (CAP) Data Sources**

Data Source	Description	Owner
CAM Tool	The CAM tool used for the CalSAWS DD&I Implementation Advanced Planning Document (IAPD) will be the baseline for future, annual updates	CONSORTIUM
Jira	Repository for Migration system change requests	CONSORTIUM and CONTRACTOR
Work Plan	Repository for Migration related activities, timelines, estimated and actual work	CONTRACTOR

CONTRACTOR will:

- For each existing application development requirement that results in a system change request, capture the DDID and the benefiting program(s) in the Jira tool, or equivalent.

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The benefiting program(s) will come from the CAM baseline.

- For each new application development requirement added to the CalSAWS DD&I Project that results in a system change request, capture a new DDID and the benefiting program(s) in the Jira tool.
- For both types of system change requests, capture the DDID and planned and actual hours in the CalSAWS DD&I Work Plan.

The CalSAWS DD&I CAM tool will be provided by the CONSORTIUM as the baseline document at the start of the CalSAWS DD&I Project and updated during each annual review by the CONSORTIUM. Data will be exported to Microsoft Excel from both Jira and the CalSAWS DD&I Work Plan and provided to the CONSORTIUM. The DDID will be the key link between each data source.

#### **3.1.3.1 Deliverable: CalACES DD&I Work Plan.**

The CONTRACTOR will provide the CalSAWS DD&I Work Plan for the CalSAWS DD&I Project, including Milestones, Tasks, Subtasks, planned start and end dates, actual start and end dates, CalSAWS DD&I Key Milestones/CalSAWS DD&I Deliverable Due Dates, resources assigned to each Task, and associated CalSAWS DD&I Deliverables. The CONTRACTOR will provide monthly updates to the CalSAWS DD&I Work Plan.

#### **3.1.4 Subtask 1.4: Facility and Staff Management.**

This activity will involve the administration of roll-on/roll-off processes of CONTRACTOR and CONSORTIUM project staff at both the Northern Location and Southern Location. Existing LRS and C-IV Staff roll-on/roll-off processes will be used along with procedures for managing staff rosters, updating the organization charts, provisioning of appropriate equipment and software, seat assignments, and building access.

Additional space, with 103 seats, will be provided at the C-IV Application Development Facility (ADF) (the “Northern Location”). The office space will not include a separate space dedicated to User Acceptance Test (UAT) activities. Two large conference rooms, one at each of the C-IV ADF and room 343 at LRS Project Management Office will be reserved to conduct UAT execution activities.

No additional space will be procured at the LRS Project location (“Southern Location”).

#### **3.1.5 Subtask 1.5 Technical Support.**

CONTRACTOR will perform:

- Site evaluation and preparation for the expansion of the Northern Location.

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- Setup, support, and server administration and tear down of hardware and software for users in the Northern Location and Southern Location;
  - Northern Location and Southern Location Equipment setup and maintenance;
  - Northern Location and Southern Location software license administration and confirm compliance with software licenses;
  - Northern Location and Southern Location Equipment tear down and removal of Equipment upon completion of the CalSAWS DD&I Project;
  - Asset management and tracking of Northern Location and Southern Location Equipment;
  - Northern Location and Southern Location environment support;
  - Technical support for Northern Location and Southern Location users; and
  - Upgrade software used at the Northern Location and Southern Location.

### **3.1.6 Subtask 1.6 Client Data Protection**

The CONTRACTOR will perform the following activities:

- Validate the CONTRACTOR's Project Staff are not transmitting or storing any Personally Identifiable Information (PII) using publicly available storage over the internet or wireless communications device unless:
  1. The PII is “de-identified” in accordance with 45 C.F.R § 164.514(b)(2); or
  2. Encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by the CONSORTIUM.
- Monitor compliance with the CONSORTIUM’s security and ethical standards and policies as specified in the CalSAWS M&O Extension.
- Provide privacy/security and data handling training to the CONTRACTOR’s Project Staff upon assignment to the CalSAWS DD&I Project.
- Implement and execute client data protection security controls

### **3.1.7 Subtask 1.7: Financial Management.**

The CONTRACTOR Staff will perform the following activities on the CalSAWS DD&I Project: accounts payable; accounts receivable; budget execution; cost management; purchasing; and standard general ledger.



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Some of the daily Tasks will involve planning and budgeting, project accounting and reporting, staff accounting, and others.

When billable CalSAWS DD&I Deliverables are completed, CONTRACTOR will perform the required client billing for payments based on the CalSAWS M&O Extension. CONTRACTOR Staff will also be involved in providing data for appropriate contractor budget lines in the annual budgeting process.

The CONTRACTOR will provide billing forecasts in a spreadsheet indicating CalSAWS DD&I Deliverable invoicing and billing schedule and CalSAWS DD&I Project budget by month and fiscal year.

### **3.2 TASK 2: TECHNICAL INFRASTRUCTURE:**

This Task describes the technology support and administration required for the migration of the 58 CalSAWS Counties to the CalSAWS Software. Activities include development, conversion, test and training environment support, and technical architecture development. Note the Technical Infrastructure Tasks and deliverables will be modified via Amendment following conclusion of the Exhibit T Work (AWS Cloud Enablement Proof-of-Concept). Other Tasks throughout this Statement of Work may also be modified by the results of the Proof-of-Concept via an Amendment.

#### **3.2.1 Subtask 2.1: Performance and Stress Test.**

The CONTRACTOR will execute performance testing of the CalSAWS Software for the 39 C-IV and 18 WCDS Counties. The activities in performance testing are:

- Design test plan - Identify key performance indicators, create baseline estimates of transaction volumes and system size, and set measurable targets for performance indicators including resource availability, capacity, throughput, reliability, and scalability
- Develop scripts and processes – The creation of automated performance test scripts
- Configure environment scheduling – planning and scheduling available hardware services capacity to execute performance test
- Create test data – create and load sufficient test data to execute testing. This will be conducted for each conversion cutover wave.
- Execute testing – carry out performance testing for each conversion cutover wave.
- Evaluate testing results and coordinate changes – recommend system changes based on testing results. This will be conducted for each conversion cutover wave.

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### **3.2.2 Subtask 2.2: Application Architecture Updates.**

The CONTRACTOR will design and implement architecture updates to address the CalSAWS DD&I SOR. The CONTRACTOR will:

- Update AMP to meet CalSAWS DD&I SOR
- Update Audit to meet CalSAWS DD&I SOR
- Update CalSAWS Software architecture to support Alfresco
- Update System Timeout functionality to meet CalSAWS DD&I SOR
- Update architecture to support Properties Configuration for 58 CalSAWS Counties
- Add Work Managers for Person Search and File Management
- Update CalSAWS Software Lobby Management architecture to support C-IV kiosks and FACTS
- Consolidate Web Services
- Architecture Normalization
- Update Text messaging architecture
- Update Fine Grain access control for ad-hoc support
- Replace the existing Oracle Access Manager user identification management tool with Spring Authentication

#### **3.2.2.1 Deliverable: Business Architecture Design.**

The CONTRACTOR will provide the Business Architecture Design Deliverable. The Business Architecture Design Deliverable will provide comprehensive architectural overview of the CalSAWS Software, including a depiction of each layer and area of application in terms of software components. The Business Architecture Design Deliverable will describe the significant architectural decisions made on the CalSAWS Software.

### **3.2.3 Subtask 2.3: Development and Conversion Environment Support.**

The CONTRACTOR will perform the following activities:

- Plan and coordinate environment usage – work with development, test, and conversion team leads to coordinate the usage of shared development environments.
- Build and Deploy application – create the CalSAWS Software build and deploy it to the development, test, and conversion environments. This includes customization of deployment scripts based on environment needs.

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- Monitor availability and performance – verify components are working correctly and meeting service levels and performance requirements needed to support development, test, and conversion activities.
  - Test and deploy software upgrades and patches – upgrade and software products for components. These components need to be supported regardless of the cloud solution and include the following:
    - WebLogic Server
    - Apache Web Server
    - Oracle Access Manager
    - Spectrum
    - Adobe Experience Manager
    - Alfresco
    - BI Publisher
    - Oracle Internet Directory / Oracle Virtual Directory
    - BICSuite
    - Splunk
    - Java
    - Jenkins
    - Dynatrace
    - JIRA
    - Bitbucket
  - Deploy Operations and Execution Changes – implement changes to the Execution or Operational Architecture for the CalSAWS Software.
  - Operating System patching, including creation and maintenance of scripts.
  - Provide staffing support for ad-hoc reporting users from the 58 CalSAWS Counties and Enhanced Data Reporting (EDR) counties as they migrate to the CalSAWS Software. The EDR counties are Kern, Humboldt, Monterey, San Bernardino, San Joaquin, Stanislaus, and Riverside counties. There will be data model changes between C-IV, LRS and CalSAWS Software which will impact ad-hoc users and they will require support for data model related inquiries. Additionally, the 58 CalSAWS Counties, and especially the WCDS Counties, will require support for new ad-hoc reporting procedures.

#### **3.2.4 Subtask 2.4: Technical Management.**

The CONTRACTOR will manage the technical resources and planning efforts, and perform the following activities:

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- Communicate status to the CONSORTIUM on the progress of technical team CalSAWS DD&I Deliverables.
  - Project planning of the Tasks and CalSAWS DD&I Deliverables required from the technical team.
  - Preparation and review of the documentation and CalSAWS DD&I Deliverables required by the CONSORTIUM.
  - Management of incidents that may occur during the deployment of migration processes.

### **TASK 3: APPLICATION DEVELOPMENT:**

CalSAWS Software development will occur over a series of eight (8) Application Software Modifications and/or Enhancements Services (M&E) releases to the LRS (the “CalSAWS Releases”).

Delivery of CalSAWS General Designs will be in alignment with the defined CalSAWS Releases. The CalSAWS General Design documents will be in accordance with the current CalACES design template. As each CalSAWS General Design is completed, it will be collected into a package of designs. This package will be assembled every other month as documented in the CalSAWS DD&I Work Plan. There will be a single DED for CalSAWS General Design documents. As CalSAWS General Designs are approved, these documents will be associated as artifacts to CalSAWS DD&I System Change Requests (CalSAWS DD&I SCR) to be created within the CalSAWS change management tool. Upon approval of the CalSAWS General Design Deliverables, development work and subsequent testing and deployment activities will commence. No additional approval for these CalSAWS General Design and associated CalSAWS DD&I SCRs (e.g. committee or CCB) will be required.

The CalSAWS Software requirements will be prioritized based on facilitating the conversion effort as proposed by the CONTRACTOR. For example, changes that add or modify data collection fields will have an inherent impact to conversion and will be prioritized earlier for development. System testing will be performed for each CalSAWS DD&I SCRs. This includes tests for positive and negative verification that the CalSAWS Software is performing in accordance with the CalSAWS DD&I Specifications and the CalSAWS SOR. Any changes to the CalSAWS DD&I Delivery Schedule are subject to CONSORTIUM governance oversight and Acceptance; however, the integrity of the overall CalSAWS DD&I Delivery Schedule will be maintained to complete CalSAWS DD&I Project changes within the CalSAWS DD&I Project timeline.

The CalSAWS Software requirements will be traced via the CalSAWS Requirements Traceability Matrix (“CalSAWS RTM”). The CalSAWS RTM builds from the LRS RTM to form the new CalSAWS DD&I RTM which is maintained as the CalSAWS RTM throughout the scope of the CalSAWS DD&I Project. Existing

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LRS RTM management processes will be used for defining and updating requirements management and linkages to system test repositories. These LRS RTM management processes and toolsets will be known as the CalSAWS RTM processes and toolsets throughout the CalSAWS Project.

CalSAWS Software requirements will be uploaded to the CalSAWS RTM repository within the CalSAWS Change Management Control tool. As CalSAWS DD&I SCR's are created by the CONSORTIUM, the CalSAWS Software requirements will be linked to these CalSAWS DD&I SCR's to facilitate the CalSAWS DD&I RTM.

The CalSAWS Software System Test team will create test conditions and test scenarios to validate the CalSAWS Software requirements in the CalSAWS DD&I SOR. These test artifacts will be defined in the CalSAWS test repository toolset, JIRA Test Management ("CalSAWS JIRA Tool"). This toolset enables the logical organization of test artifacts within CalSAWS Software functional domains. It also facilitates the testing processes from test planning through test execution, including test scope – coverage and progress metrics. As part of the test planning process, the CalSAWS Software test team will map CalSAWS Software requirements, reflected in the CalSAWS JIRA Tool, to the CalSAWS DD&I SCR's. CalSAWS DD&I SCR's will be mapped to the test conditions to demonstrate how the CalSAWS DD&I SCR's and CalSAWS Software requirements are validated through the test process. Test scenarios are defined to provide more insight into how the test conditions are executed in alignment to functional processes and data.

### **3.3.1 Subtask 3.1: Application Team Management.**

The Application Team Management Subtask focuses on the overall management of the CalSAWS Software delivery work across Northern and Southern Locations. The CONTRACTOR anticipates leveraging C-IV Project and LRS Project team member expertise and delivery capacity in support of the CalSAWS design, build and test efforts. This will include a blend of 'satellite' (or multi-location) design, build, and test team functions.

### **3.3.2 Subtask 3.2: Release Management.**

The Release Management Subtask focuses on the overall management of the CalSAWS DD&I scope as the CalSAWS Software is designed, built, tested, and deployed into the appropriate environments.

#### **3.3.2.1 Deliverable: Requirements Traceability Matrix.**

The CONTRACTOR will create and provide the CalSAWS RTM as per DDID #1984. The CalSAWS RTM will conform to the Application Development requirements set forth in the CalSAWS DD&I SOR.

#### **3.3.2.2 Deliverable: Master Test Plan.**

The CONTRACTOR will develop a CalSAWS DD&I Master Test Plan as per DDID #1940.

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#### **3.3.2.3 Deliverable: UAT Support Plan Document.**

The CONTRACTOR will develop a CalSAWS DD&I User Acceptance Test (“CalSAWS DD&I UAT”) Support Plan as per DDID #2186. A large conference room at the Southern Location that supports up to twenty-five (25) users and space at the Northern Location that also supports up to twenty-five (25) users will be reserved to conduct the on-site CalSAWS DD&I UAT for a cumulative maximum of 50 staff temporarily assigned from the 57 C-IV and WCDS Counties for CalSAWS DD&I UAT execution.

#### **3.3.2.4 Deliverable: CalSAWS DD&I UAT Readiness Report/Milestone Document.**

The CONTRACTOR will provide CalSAWS DD&I UAT Readiness Report Milestone summarizing the results of System Test for the CalSAWS Software as per DDID #1985.

### **3.3.3 Subtask 3.3: Research Requirements.**

The CONTRACTOR will perform a detailed code analysis of non-compliance, change reason, Welfare To Work (WTW) 24-month time clock, forms, reports, and business intelligence dashboards. The output of the research will be documented gaps that are presented to the CONSORTIUM to determine which gaps will result in new CalSAWS requirements. As new CalSAWS DD&I requirements are identified through the research requirements they will be estimated by the CONTRACTOR and reviewed and prioritized by the CONSORTIUM.

The CONTRACTOR will perform the following activities:

- **Non-Compliance:** The CalSAWS Software will have one set of non-compliance functionality for all 58 counties. This Task is to perform a detailed code analysis on the LRS non-compliance logic to be migrated into CalSAWS to identify functionality logic gaps that may impact the 57 C-IV and WCDS Counties’ business processes. At the start of the CalSAWS DD&I Project, the WCDS Project will provide detailed documentation on any non-compliance functionality that exists in CalWIN. This will include but not be limited to data collection, eligibility determination, use cases, batch impacts, and training materials. Additionally, CONSORTIUM will provide subject matter experts (C-IV, LRS & CalWIN) to participate in the identification of county specific business process impacts.
- **Change Reason:** The CalSAWS Software will have one set of change reason functionality for all 58 CalSAWS Counties. This Task is to perform a detailed code analysis on the LRS change reason logic to be migrated into CalSAWS to identify functionality logic gaps that may impact the 57 C-IV and WCDS Counties’ business processes. At the

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start of the CalSAWS DD&I Project, the WCDS Project will provide detailed documentation on any change reason functionality that exists in CalWIN. This will include but not be limited to data collection, eligibility determination, use cases, batch impacts, and training materials. Additionally, CONSORTIUM will provide subject matter experts (C-IV, LRS & CalWIN) to participate in the identification of county specific business process impacts.

- **Welfare to Work (WTW) 24 Month Time Clock:** The CalSAWS Software will have one set of WTW 24 Month Time Clock functionality for all 58 CalSAWS Counties. This Task is to perform a detailed code analysis on the LRS WTW 24 Month Time Clock logic to be migrated into CalSAWS to identify functionality logic gaps that may impact the 57 C-IV and WCDS Counties' business processes. At the start of the CalSAWS DD&I Project, the WCDS Project will provide detailed documentation on any WTW 24 Month Time Clock functionality that exists in CalWIN. This will include but not be limited to data collection, eligibility determination, use cases, batch impacts, and training materials. Additionally, CONSORTIUM will provide subject matter experts (C-IV, LRS & CalWIN) to participate in the identification of county specific business process impacts.
- **Forms:** The CalSAWS Software will have one set of State forms for all 58 CalSAWS Counties. This Task is to perform a detailed code analysis to identify form logic gaps between the LRS and C-IV System State forms. The LRS Non-State forms to be triggered or not triggered for the 58 Migration Counties will be defined and estimated as part of the Non-State functional design session.
  - 80 State forms will have the above detailed code analysis comparison performed.
- **Reporting:** The CalSAWS Software will have one set of State reports for all 58 Consortium Counties. This Task is to perform a detailed code analysis on the LRS reporting logic to be migrated into CalSAWS to identify functionality logic gaps, batch scheduling needs and data entry requirements. At the start of the CalSAWS DD&I Project, the WCDS Project will provide detailed documentation on any State reporting functionality that exists in CalWIN. This will include but not be limited to data collection, eligibility determination, use cases, batch impacts, and training materials. Additionally, CONSORTIUM will provide subject matter experts (C-IV, LRS & CalWIN) to participate in the identification of county specific business process impacts.
  - No more than 39 C-IV System State reports will undergo a detailed report code analysis and have logic changes implemented to resolve data discrepancies within the report attributed to differences between the C-IV System and the CalSAWS Software.

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- 100 unmodified LRS Non-State reports will be evaluated to: (a) determine if the 39 C-IV and 18 WCDS Counties' want the report generated and (b) to evaluate the potential for consolidation if a similar report already exists in the LRS system.
  - 100 CalWIN Non-State reports will undergo a functional analysis to identify scheduled or on request reporting gaps.
  - There will be no reconciliation effort between the new LRS reports and the existing C-IV and CalWIN System reports.
  - **Business Intelligence:** The CalSAWS Software will have one set of OBIEE Dashboards for all 58 Consortium Counties. This Task is to perform a detailed code analysis of the LRS OBIEE Dashboard logic to be migrated into CalSAWS to identify functionality logic gaps, batch scheduling needs and data entry requirements that may impact the 18 CalWIN Counties. At the start of the CalSAWS DD&I Project, the WCDS Project will provide detailed documentation on any reporting dashboard functionality that exists in CalWIN. This will include but not be limited to data collection, eligibility determination, use cases, batch impacts, and training materials. Additionally, CONSORTIUM will provide subject matter experts (C-IV, LRS & CalWIN) to participate in the identification of county specific business process impacts.

#### **3.3.4 Subtask 3.4: Functional Design.**

The Functional Design Subtask allows for the CONTRACTOR, CONSORTIUM and representatives from the 58 Consortium Counties to further define the functionality related to Task Management, General Assistance/General Relief, Non-State Forms, Lobby Management APIs, Employment Support Services APIs and Master Data Management APIs. The Functional Design activity will commence at the beginning of the CalSAWS DD&I Project. Below is a description of each functional design activity.

##### **Task Management**

- **Process:** In-person workgroups involving CONTRACTOR, CONSORTIUM and representatives from the 58 counties. 2 weeks of research and Preparation, 4 weeks of in person workgroup sessions and 2 weeks of follow up as defined in the CalSAWS DD&I Work Plan. Consortium will determine the governance process for decision making.
- **Outputs:** Updated CalSAWS requirements to be estimated by CONTRACTOR and reviewed and prioritized by the Consortium including determining the appropriate funding.

##### **General Assistance/General Relief**



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- Process: In-person workgroups involving CONTRACTOR, CONSORTIUM and representatives from the 58 counties. 4 weeks of research and preparation, 4 weeks of in person workgroup sessions and 4 weeks of follow up as defined in the CalSAWS DD&I Work Plan. CONSORTIUM will determine the governance process for decision making.
  - Outputs: A prioritized list of GA/GR forms with language translations, batch triggers and online triggers (if applicable). Updated CalSAWS requirements to be estimated by CONTRACTOR and reviewed and prioritized by the CONSORTIUM including determining the appropriate funding.

#### Non-State Forms Functional Design

- Process: In-person workgroups involving CONTRACTOR, CONSORTIUM and representatives from the 58 counties. 8 weeks of research and preparation, 8 weeks of in person workgroup sessions, and 4 weeks of follow up as defined in the CalSAWS DD&I Work Plan. Consortium will determine the governance process for decision making.
- Outputs: Agreement on the high level solution, common fragments with language translations, field pre-population, batch triggers, and online triggers. Updated CalSAWS requirements to be estimated by the CONTRACTOR and reviewed and prioritized by the CONSORTIUM including determining the appropriate funding.

#### Lobby Management APIs

- Process: In-person workgroups involving CONTRACTOR, CONSORTIUM and representatives from the 58 counties. 2 weeks of research and preparation, 4 weeks of in person workgroup sessions and 2 weeks of follow up as defined in the CalSAWS DD&I Work Plan. CONSORTIUM will determine the governance process for decision making.
- Outputs: Updated CalSAWS requirements to be estimated by CONTRACTOR and reviewed and prioritized by the CONSORTIUM including determining the appropriate funding.

#### Employment Support Services APIs

- Process: In-person workgroups involving CONTRACTOR, CONSORTIUM and representatives from the 58 counties. 1 weeks of research and preparation, 2 weeks of in person workgroup sessions, and 1 weeks of follow up as defined in the CalSAWS DD&I Work Plan. CONSORTIUM will determine the governance process for decision making.

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- Outputs: Updated CalSAWS requirements to be estimated by CONTRACTOR and reviewed and prioritized by the CONSORTIUM including determining the appropriate funding.

#### Master Data Management APIs

- Process: In-person workgroups involving CONTRACTOR, CONSORTIUM and representatives from the 18 WCDS counties. 1 week of research and preparation, 2 weeks of in person workgroup sessions and 1 week of follow up as defined in the CalSAWS DD&I Work Plan. CONSORTIUM will determine the governance process for decision making.
- Outputs: Updated CalSAWS requirements to be estimated by CONTRACTOR and reviewed and prioritized by the CONSORTIUM including determining the appropriate funding.

### **3.3.5 Subtask 3.5: Application Development.**

This Subtask represents the design, build and test efforts associated with the CalSAWS Software.

The CalSAWS Software requirements in the CalSAWS DD&I SOR will be prioritized and grouped based on CONTRACTOR's proposal to facilitate the conversion effort. (e.g. application changes affecting the data model, such as adding or modifying data collection fields, will be done in one of the early releases; changes that add or modify data collection fields will have an inherent impact to conversion and will be prioritized earlier for development.

#### **3.3.5.1 Deliverable: General Design Documents.**

The CONTRACTOR shall create eight (8) CalSAWS DD&I Design Documents for page/report/correspondence changes in accordance with the current approved CalACES design template (DDID #2189). Each CalSAWS DD&I Design Document Deliverable will be submitted for approval in accordance with the CalSAWS DD&I Deliverables Schedule.

### **3.3.6 Oracle Business Intelligence Enterprise Edition (OBIEE).**

See Exhibit AA for Statement of Work for the CalSAWS Analytics Cloud Enablement Project.

### **3.3.7 Subtask 3.7: Modifying Existing Reports and New Reports.**

The CONTRACTOR shall modify existing reports or create new reports for the CalSAWS Software to meet the needs to the 58 CalSAWS Counties. An allowance of nine thousand (9,000) hours is allocated to modify existing reports or create new reports as part of the CalSAWS DD&I Project. As the requirements for the new reports are identified they will be estimated by the CONTRACTOR and reviewed and prioritized by the CONSORTIUM

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for approval through the Change Control Board Process. Estimates will include the necessary Tasks in the software development lifecycle required to implement the CalSAWS DD&I SCR including deployment and change management.

For the revised or new reporting requirements to be included with CalSAWS DD&I UAT preparation activities (targeted to begin April 2021 for C-IV), the requirements for the allowance hours must be finalized, approved by the CONSORTIUM and added to the CalSAWS DD&I SOR by July 1, 2020 for the CONTRACTOR to meet design, build and System Test milestones.

### **3.3.8 Subtask 3.8: Unforeseen Differences.**

This Subtask is to address unforeseen differences in the code base that result in changes or additions to the CalSAWS DD&I SOR. An allowance of twenty-nine thousand, one hundred fifty-five hours (29,155) has been set aside to accommodate unforeseen differences in the code base that result in changes or additions to the CalSAWS DD&I SOR. As new or changed CalSAWS requirements are identified they will be estimated by the CONTRACTOR and reviewed and prioritized by the CONSORTIUM for approval through the Change Control Board Process. Estimates will include the necessary Tasks in the software development lifecycle required to implement the CalSAWS DD&I SCR including deployment and change management.

For the new requirements to be included with CalSAWS DD&I UAT preparation activities (targeted to begin April 2021 for C-IV), the requirements for the unforeseen Differences allowance hours must be finalized. approved by the CONSORTIUM and added to the CalSAWS DD&I SOR by July 1, 2020 for the CONTRACTOR to meet design, build and System Test milestones.

### **3.3.9 Subtask 3.9: Converted Data Test Execution.**

The CONTRACTOR shall conduct System Tests on the Converted Data on the CalSAWS Software and provide validation that the System Tests on the Converted Data were successfully completed by meeting all applicable requirements in the CalSAWS DD&I SOR and CalSAWS DD&I Specifications. There are two Converted Data test phases: (1) for the C-IV Counties and (2) for the WCDS Counties. The Converted Data test efforts for each test phase include page level testing, program eligibility scenarios and forms/reports testing. Converted Data test exit criteria and the resolution of Deficiencies will be mutually agreed upon by the parties. CONSORTIUM and the CONTRACTOR will provide the necessary resources to conduct Converted Data testing.

### **3.3.10 Subtask 3.10: Batch Regression Test.**

The CONTRACTOR shall perform regression tests on all the new batch jobs using Converted Data. Batch regression testing will include executing

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critical monthly and daily batch schedules using a County which represents each of the C-IV and WCDS consortia's converted data. There are two batch regression test phases: (1) for the C-IV Counties and (2) for the WCDS Counties. CONSORTIUM and the CONTRACTOR will provide the necessary resources to conduct Batch Regression testing.

#### **3.3.11 Subtask 3.11: Batch Performance Test Execution.**

The CONTRACTOR will execute performance tests on the CalSAWS batch jobs to evaluate run. Batch performance testing will be conducted five (5) times during the CalSAWS DD&I Project at the following intervals as defined in the CalSAWS DD&I Work Plan:

- Prior to 39 C-IV Counties go-live
- Prior to CalWIN Wave 1 go-live
- Prior to CalWIN Wave 2 go-live
- Prior to CalWIN Wave 3 go-live
- Prior to CalWIN wave 4 go- live. (Note this batch performance test will be conducted for all 58 CalSAWS Counties)

#### **3.3.12 Subtask 3.12: Interface Testing - State Interfaces.**

The CONTRACTOR will conduct State Interface File Exchange Testing for the 39 C-IV and 18 WCDS Counties. As State Interfaces layouts and logic are standard across the 58 CalSAWS Counties, interface file exchange testing with the State will only be conducted once and prior to C-IV County Go-Live. A representative sample of the 39 C-IV and 18 WCDS Counties' data will be used for testing. For the State Interface testing effort, both the CONSORTIUM and the CONTRACTOR will provide resources necessary to conduct State Interface testing.

#### **3.3.13 Subtask 3.13: Interface Testing - County Interfaces.**

The CONTRACTOR will conduct County Interface File Exchange Testing for the 39 C-IV and 18 WCDS Counties. County Interface Testing will be executed prior to each Counties' Go-Live. Both the CONSORTIUM and the CONTRACTOR will provide resources necessary to conduct County Interface testing. Whenever possible interface testing will be done using Converted Data to identify possible issues with data or performance.

#### **3.3.14 Subtask 3.14: User Acceptance Testing (UAT) Support.**

The CONTRACTOR will provide support for the CONSORTIUM to facilitate and manage the User Acceptance Testing efforts. The CONSORTIUM manages the User Acceptance Testing (UAT) processes of training the UAT testers on the application/new functionality and of performing the UAT testing process. The CONTRACTOR will provide technical support for: (a) clarifying business functionality to help answer questions; (b) executing batch jobs and time machine to prepare data and/or to validate testing requirements; (c) troubleshooting Converted Data and functional issues; (d)

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resolving Deficiencies during data prep and/or test execution activities and (e) resolving defects necessary to achieve UAT exit criteria.

There will be two UAT phases. One for the C-IV Counties and another for the WCDS Counties. Each UAT phase will be comprised of two (2) months of preparation and ten (10) weeks of execution time with each UAT session at least two weeks long (before a new group of testers is brought on). Each UAT phase will encompass no more than 50 onsite testers between the Northern Location (25 testers) and Southern Location (25 testers) per session with no more than five (5), two (2) week sessions. UAT will be focused on validating the requirements in the CalSAWS DD&I SOR and confirming that the functionality triggers appropriately where applicable for the 39 C-IV and 18 WCDS Counties as noted in the CalSAWS DD&I SOR. UAT exit criteria and the resolution of Deficiencies will be mutually agreed upon.

### **3.3.15 Subtask 3.15: State Report County Review Support.**

For Counties who elect to participate, the CONTRACTOR will provide support for monthly, quarterly and annual State reports in accordance with the State Report County Review Support Task in the CalSAWS DD&I Work Plan. CONTRACTOR will generate State monthly, quarterly and annual reports using Converted Data and will make them available for the 39 C-IV and 18 WCDS Counties to review prior to relevant County's submission to the State. Due to the timeframe needed for report generation and County review, the reports provided to the 39 C-IV and 18 WCDS Counties may only contain a subset of data from what would be captured in the final report generated for the Counties in production. Items identified requiring changes to the State report logic will be calculated by the CONTRACTOR and reviewed and prioritized by the CONSORTIUM for approval through the Change Control Board Process. The scope of this task does not include making any report changes.

Those Counties electing to participate in the State report review effort are responsible for validating that the data populated on the report aligns to the agreed upon CalSAWS report design in accordance with the State Report County Review Support Task in the CalSAWS DD&I Work Plan. Additionally, these Counties are required to communicate, via the CONSORTIUM to the CONTRACTOR, any issues with the reports and/or data, within the timeframe agreed upon by the Parties during CalSAWS Converted Date Test Activity.

### **3.3.16 Subtask 3.16: Imaging Functional Design.**

The imaging system functional design task consists of CONTRACTOR participating in functional design sessions to determine and document imaging system requirements. CONTRACTOR anticipates this process will take four months: a one month research and planning phase, two months of conducting review sessions with 58 CalSAWS county representation, and one month documenting the results of these sessions in an imaging system functional design work product. CONTRACTOR will spend no

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more than 2,788 hours supporting the imaging system functional design task as documented in the CalSAWS Work Plan.

At the conclusion of the imaging system functional design sessions the CONSORTIUM will use the imaging system functional design work product to provide the CONTRACTOR a final set of imaging system requirements to be incorporated into the CalSAWS SOR. As requirements are updated, the effort will be estimated by the CONTRACTOR and reviewed and prioritized by the CONSORTIUM. The estimates will include the necessary Tasks in the software development lifecycle required to implement the imaging system requirements, including any conversion, implementation and change management services. A future amendment will be executed to incorporate mutually agreed upon requirements, scope, effort and pricing for the imaging system requirements.

**3.3.17 Subtask 3.17: Task Management.**

This Subtask includes the design, build and test efforts to implement Task Management as documented in the Statement of Requirements attached to this Statement of Work.

**3.3.18 Subtask 3.18: Non-State Forms.**

This Subtask includes the design, build and test efforts to implement Non-State as documented in the Statement of Requirements attached to this Statement of Work.

**3.3.19 Subtask 3.19: General Assistance/General Relief (GA/GR).**

This Subtask includes the design, build and test efforts to implement GA/GR as documented in the Statement of Requirements attached to this Statement of Work.

**3.4 TASK 4: CONVERSION:**

To continue to issue benefits to cases currently eligible, the Conversion activities focus on the planning, development and execution of Tasks to transform and load the data residing within the C-IV database and the 18 CalWIN core system databases, into the CalSAWS Software. The last benefit amount issued for an active case in the relevant legacy system (C-IV or CalWIN) will continue to be issued in the CalSAWS until the case is processed through Eligibility Determination Benefit Calculation (EDBC). To minimize disruption during the Conversion Task to the public and CONSORTIUM Counties staff in the normal operation of business, the Conversion Task accounts for communication, collaboration and coordination between the CalSAWS DD&I Project team, the CONSORTIUM, and the CONSORTIUM Counties. Conversion Subtasks for the Converted Data involve defining the conversion approach, strategy, schedule and processes,

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analysis of data structures, developing data transformation, providing data clean-up reports, executing mock conversions, performing data validation and acceptance and executing the conversion of source system data into the CalSAWS Software.

#### **3.4.1 Subtask 4.1: Conversion Team Management.**

The CONTRACTOR will manage and/or perform the data migration strategy, data conversion architecture, conversion design, development, System Testing, client communications and cutover efforts.

#### **3.4.2 Subtask 4.2: Database Management.**

The CONTRACTOR will perform the following activities:

- Provide Database management support for development, conversion, and test environment
- Develop scripts and processes – The creation of automated database refresh and backup scripts
- Capacity planning to support development, conversion, and test activities
- Develop approach for obfuscation of CalSAWS Data
- Database and application performance tuning
- Provide data model support
- Setup logical standby for ad-hoc database and configure fine grain access

#### **3.4.3 Subtask 4.3: Develop Conversion Approach.**

In the Develop Conversion Approach Subtask, the CONTRACTOR will perform the activities associated with creating and submitting the CalACES Master Conversion Plan Deliverable and CalWIN/CalSAWS Master Conversion Plan Deliverable. The content of these plans governs and manages the Conversion team through the Conversion Tasks of the CalSAWS DD&I Project, as well as describe the purpose, scope, and objectives of the conversion of source system data into the CalSAWS Software along with the processes and procedures the Conversion team will execute to meet the requirements of the conversion effort outlined in the CalSAWS SOR.

##### **3.4.3.1 Subtask 4.3.1: Create Conversion Data Dictionary.**

In the Create Conversion Data Dictionary (CDD) Subtask, the CONTRACTOR will develop the structure to; (a) document the source and destination tables and columns of the data to be converted; (b) provide a cross-reference of the C-IV and CalWIN system data elements to the CalSAWS Software data elements and (c) document how the data elements will be converted from the source systems to the CalSAWS Software.

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#### **3.4.3.2 Subtask 4.3.2: Deliverable: CalACES Master Conversion Plan**

The CONTRACTOR will provide the CalACES Master Conversion Plan.

#### **3.4.3.3 Subtask 4.3.3: Deliverable: CalWIN/CalSAWS Master Conversion Plan**

The CONTRACTOR will provide the CalWIN/CalSAWS Master Conversion Plan.

#### **3.4.3.4 Subtask 4.3.4: Deliverable: CalWIN/CalSAWS Master Conversion Plan – Update #1**

The CONTRACTOR will provide an update to the CalWIN/CalSAWS Master Conversion Plan.

### **3.4.4 Subtask 4.4 C-IV 39 County Migration to CalSAWS**

In the C-IV 39 County Migration to CalSAWS Subtask the CONTRACTOR will perform the activities to Design, Build, Test, execute mock Conversion, maintain Conversion Data Dictionary and execute the C-IV Conversion to CalSAWS.

#### **3.4.4.1 Subtask 4.4.1 Develop Conversion Design:**

In the Develop Conversion Design Subtask, the CONTRACTOR will perform the design activities associated with analyzing the source and destination tables and columns of the data to be converted, inclusive of open and closed cases. The CONTRACTOR will document, within the CDD the results of the data model analysis as a list of sources to be converted. From the information documented within the CDD, the CONTRACTOR will generate a conceptual design and a more detailed design including inputs and output. As data inconsistencies impacting Data Conversion are identified by the CONTRACTOR, within source system data, such inconsistencies will be provided, in the form of data clean-up reports, to the CONSORTIUM for resolution.

#### **3.4.4.2 Subtask 4.4.2 Build Conversion Programs:**

In the Build Conversion Programs Task, the CONTRACTOR will develop the conversion software, based on the conversion designs, which will convert the C-IV system data for processing by the CalSAWS Software. As data inconsistencies impacting Data Conversion are identified by the CONTRACTOR, within source system data, such inconsistencies will be provided, in the form of data clean-up reports, to the CONSORTIUM for resolution.

#### **3.4.4.3 Subtask 4.4.3 Test Conversion Programs:**



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In the Test Conversion Programs Subtask, the CONTRACTOR will validate the conversion software developed that converts the C-IV system data for processing by the CalSAWS Software. Conversion program testing will confirm the ability to extract, transform and load source system's data. The CONTRACTOR will document the test results, performance analysis, problems encountered, corrective action taken and retest results within the Project Weekly Status Report.

#### **3.4.4.4 Subtask 4.4.4 Mock Conversion Dry Runs:**

During the Conversion dry runs Subtask, the CONTRACTOR will perform controlled rehearsals of the execution activities required to migrate the C-IV system data for use with the CalSAWS Software and provides the opportunity to identify and resolve issues prior to cutovers. The migration Counties are responsible for pre-cutover data cleanup of the legacy data. There will be two conversion dry runs for C-IV. The dry runs will occur prior to the cutover into the CalSAWS Software. The CONTRACTOR will generate a list of randomly selected cases, based on an agreed upon methodology, for county staff to review within the mock conversion dry run environment or County converted data review environment. Data clean-up activities will be determined during the preparation for dry runs (e.g., confirming all active cases are run up to come up month). The CONSORTIUM Staff and staff from the CalSAWS Counties will support conversion activities in accordance with the Master Conversion Plan Deliverables. CONTRACTOR will receive data extracts from the C-IV system in accordance with the dates outlined in the Master Conversion Plan Deliverables.

#### **3.4.4.5 Subtask 4.4.5 Maintain Conversion Data Dictionary and Programs:**

In the Maintain Conversion Data Dictionary Task, the CONTRACTOR will perform ongoing analysis, design, build and test activities to address updates/refinements to the conversion software. The conversion team will work with the change management team to prepare manual resolution packets in order to help end users in how to resolve discrepant converted cases and other conversion related issues.

#### **3.4.4.6 Subtask 4.4.6 C-IV Conversion:**

CONTRACTOR will perform the preparation, execution and post deployment support of cutover for the 39 C-IV Counties. The CONTRACTOR will create conversion data fallout/clean-up reports post-conversion and provide them to the CONSORTIUM for resolution. The CONSORTIUM Staff and staff from the 39 C-IV Counties will support C-IV Conversion activities in accordance with the CalACES Master Conversion Plan Deliverable.

The 39 C-IV Counties are responsible for pre- and post-Cutover data cleanup of the C-IV legacy data. Data clean-up activities will be determined

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during the preparation for cutover (e.g. confirming all active cases are run up to come up month.

### **3.4.5 Subtask 4.5 CalWIN 18 County Migration to CalSAWS**

In the CalWIN 18 County Migration to CalSAWS Subtask, the CONTRACTOR will perform the activities associated with the CalWIN Core Conversion and CalWIN Ancillary Functional Design Sessions.

#### **3.4.5.1 Subtask 4.5.1 CalWIN Core Conversion**

In the CalWIN Core Conversion Subtask the CONTRACTOR will perform the activities to Design, Build, Test, execute mock Conversion, maintain Conversion Data Dictionary and execute the CalWIN Wave Conversion to CalSAWS.

##### **3.4.5.1.1 Subtask 4.5.1.1 Develop Conversion Design:**

In the Develop Conversion Design Subtask, the CONTRACTOR will perform the design activities associated with analyzing the source and destination tables and columns of the data to be converted, inclusive of open and closed cases. The CONTRACTOR will document, within the CDD the results of the data model analysis as a list of sources to be converted. From the information documented within the CDD, the CONTRACTOR will generate a conceptual design and a more detailed design including inputs and output. As data inconsistencies impacting Data Conversion are identified by the CONTRACTOR, within source system data, such inconsistencies will be provided, in the form of data clean-up reports, to the CONSORTIUM for resolution. CONTRACTOR must have access to CalWIN vendors to complete mapping and file layouts.

##### **3.4.5.1.2 Subtask 4.5.1.2 Build Conversion Programs:**

In the Build Conversion Programs Task, the CONTRACTOR will develop the conversion software, based on the conversion designs, which will convert the CalWIN system data for processing by the CalSAWS Software. As data inconsistencies impacting Data Conversion are identified by the CONTRACTOR, within source system data, such inconsistencies will be provided, in the form of data clean-up reports, to the CONSORTIUM for resolution.

##### **3.4.5.1.3 Subtask 4.5.1.3 Test Conversion Programs:**

In the Test Conversion Programs Subtask, the CONTRACTOR will validate the conversion software developed that converts the CalWIN system data for processing by the CalSAWS Software. Conversion program testing will confirm the ability to extract, transform and load source system's data. The CONTRACTOR will document

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the test results, performance analysis, problems encountered, corrective action taken and retest results within the Project Weekly Status Report.

#### **3.4.5.1.4 Subtask 4.5.1.4 Mock Conversion Dry Runs:**

During the Conversion dry runs Subtask, the CONTRACTOR will perform controlled rehearsals of the execution activities required to migrate the CalWIN system data for use with the CalSAWS Software and provides the opportunity to identify and resolve issues prior to cutovers. The migration Counties are responsible for pre-cutover data cleanup of the legacy data. There will be six conversion dry runs for CalWIN. The dry runs will occur prior to each cutover into the CalSAWS Software. The CONTRACTOR will generate a list of randomly selected cases, based on an agreed upon methodology, for county staff to review within the mock conversion dry run environment or County converted data review environment. Data clean-up activities will be determined during the preparation for dry runs (e.g., confirming all active cases are run up to come up month). The CONSORTIUM Staff and staff from the CalSAWS Counties will support conversion activities in accordance with the Master Conversion Plan Deliverables. CONTRACTOR will receive data extracts from the CalWIN system in accordance with the dates outlined in the Master Conversion Plan Deliverables.

#### **3.4.5.1.5 Subtask 4.5.1.5 Maintain Conversion Data Dictionary and Programs:**

In the Maintain Conversion Data Dictionary Task, the CONTRACTOR will perform ongoing analysis, design, build and test activities to address updates/refinements to the conversion software. The conversion team will work with the change management team to prepare manual resolution packets in order to help end users in how to resolve discrepant converted cases and other conversion related issues.

#### **3.4.5.1.6 Subtask 4.5.1.6 CalWIN Wave Conversion:**

Following Conversion Design, Build, Test, Mock Conversion and Maintain Conversion Data Dictionary activities for the CalWIN Data Conversion, the CONTRACTOR will perform the preparation, execution and post deployment support of the cutovers for all 18 CalWIN Counties. The CONTRACTOR will create conversion data fallout/clean-up reports post-conversion and provide them to the CONSORTIUM for resolution. The CONSORTIUM Staff and staff from the 18 WCDS Counties will support CalWIN cutover activities in accordance with the CalWIN/CalSAWS Master Conversion Plan Deliverable.

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The 18 WCDS Counties are responsible for pre- and post-Cutover data cleanup of the CalWIN legacy data. Data clean-up activities will be determined during the preparation for cutover (e.g. confirming all active cases are run up to come up month). CONSORTIUM is responsible for providing CalWIN data extracts in accordance with the CalWIN/CalSAWS Master Conversion Plan.

Upon completion of each of the six cutovers for CalWIN Counties, CONTRACTOR will develop a CalSAWS Deployment Complete Milestone/Report - CalWIN Deliverable.

#### **3.4.5.2 Subtask 4.5.2 CalWIN Ancillary Functional Design Sessions:**

The CalWIN Ancillary Functional Design Sessions Subtask allows CONTRACTOR, CONSORTIUM, WCDS Counties ancillary system subject matter experts and ancillary system vendors (when needed) to create the data conversion requirements for the Collections and Overpayments, Fraud and Case Review CalWIN ancillary systems.

- Process: In-person workgroups involving CONTRACTOR, CONSORTIUM, WCDS Counties ancillary system subject matter experts and ancillary system vendors (when needed). 6 weeks of research and preparation, 10 weeks of in person workgroup sessions and 4 weeks of follow up as defined in the CalSAWS DD&I Work Plan. CONSORTIUM will determine the governance process for decision making.
- Outputs: Updated CalSAWS requirements to be estimated by CONTRACTOR and reviewed and prioritized by CONSORTIUM including determining the appropriate funding.

#### **3.4.6 Subtask 4.6 CalWIN County Ancillary System Migration to CalSAWS**

In the CalWIN County Ancillary System Migration to CalSAWS Subtask, the CONTRACTOR will perform the activities associated with migrating CalWIN County Ancillary System data to CalSAWS. The CONTRACTOR shall perform a data conversion for:

- Collections and Overpayments of closed cases which reside within the ancillary systems for the eighteen (18) CalWIN Counties;
- Fraud/Special Investigations data which reside within the ancillary systems for sixteen (16) of the eighteen (18) CalWIN Counties;
- Quality Assurance/Quality Review which reside within the ancillary systems for eleven (11) of the eighteen (18) CalWIN Counties; and,
- The CONTRACTOR shall perform a data conversion for Task Management for each of the eighteen (18) CalWIN Counties.

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### **3.4.6.1 Subtask 4.6.1 CalWIN County Ancillary System Conversion**

In the CalWIN County Ancillary System Conversion Subtask the CONTRACTOR will perform the activities to design, build, test, execute Mock Conversion, and execute the CalWIN County Ancillary System Conversion to CalSAWS.

#### **3.4.6.1.1 Subtask 4.6.1.1 Ancillary System Conversion Design:**

In the Ancillary System Conversion Design Subtask, the CONTRACTOR will create data conversion file specification documents which will define the structure and the type of data to be converted from the Ancillary Systems into the CalSAWS. The CalWIN Counties will have the responsibility to analyze and map ancillary system data to the data fields described within the specification documents with support from the CONTRACTOR.

#### **3.4.6.1.2 Subtask 4.6.1.2 Build Ancillary System Conversion Programs:**

In the Build Ancillary System Conversion Programs Subtask, the CONTRACTOR will develop the conversion processes, procedures, and/or programs, based on the conversion designs. This development will result in the conversion of the CalWIN County Ancillary system data into the CalSAWS for downstream system development lifecycle processes.

#### **3.4.6.1.3 Subtask 4.6.1.3 Test Ancillary System Conversion Programs:**

In the Test Ancillary System Conversion Programs Subtask, the CONTRACTOR will validate the conversion processes, procedures, and/or programs developed against Ancillary System Conversion Design. Testing will confirm the ability to extract, transform and load source ancillary system's data into a CalSAWS data structure. The CONTRACTOR will document test results, analyze and address defects, take corrective action, and re-execute tests.

#### **3.4.6.1.4 Subtask 4.6.1.4 Mock Conversion Dry Runs – Ancillary Systems Data:**

During the Mock Conversion Dry Runs – Ancillary Systems Data Subtask, the CONTRACTOR will perform controlled rehearsals (in alignment with Subtask 4.5.1.4 Mock Conversion Dry Runs for the CalWIN Core Conversion) of the execution activities required to migrate the CalWIN County Ancillary System data for use with the CalSAWS Software and provides the opportunity to identify and resolve issues prior to cutovers. The migration Counties are responsible for pre-cutover data cleanup of the legacy ancillary data. There will be six (6) conversion dry runs for CalWIN Counties. The dry runs will occur prior to each cutover into the CalSAWS Software.

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The CONTRACTOR will generate a list of randomly selected cases, based on an agreed upon methodology, for county staff to review within the mock conversion dry run environment or County converted data review environment. Data clean-up activities will be determined during the preparation for dry runs. CalWIN Counties will support conversion activities in accordance with the CalSAWS Migration Work Plan and/or related Deliverables. CONTRACTOR will receive data extracts from the CalWIN County Ancillary systems in accordance with the dates outlined in the CalSAWS Migration Work Plan and/or related Deliverables.

#### **3.4.6.1.5 Subtask 4.6.1.5 CalWIN Wave Conversion:**

Following Ancillary Conversion design, build, test, and Mock Conversion activities for the CalWIN County Ancillary System Conversion and, in alignment with Subtask 4.5.1.6 CalWIN Wave Conversion, the CONTRACTOR will perform the preparation, execution and post deployment support of the cutovers for all eighteen (18) CalWIN Counties. The CONTRACTOR will create conversion data fallout/clean-up reports post-conversion and provide them to the CONSORTIUM for resolution. The CONSORTIUM Staff and staff from the 18 WCDS Counties will support CalWIN cutover activities in accordance with the CalWIN/CalSAWS Master Conversion Plan Deliverable.

The 18 WCDS Counties are responsible for pre- and post-Cutover data cleanup of the CalWIN ancillary legacy data. Data clean-up activities will be determined during the preparation for cutover. CalWIN Counties are responsible for providing CalWIN County Ancillary System data extracts in accordance with the CalWIN/CalSAWS Master Conversion Plan.

Upon completion of each of the six (6) cutovers for CalWIN Counties, CONTRACTOR will develop a CalSAWS Deployment Complete Milestone/Report - CalWIN Deliverable.

### **3.5 TASK 5: TRAINING:**

The CONTRACTOR will perform CalSAWS DD&I training activities, as described below and in the SOR, for use by existing users of the C-IV System. Training activities are only in scope for the 39 C-IV Counties.

Training development includes peer review by CONTRACTOR of job aid content and deploying the job aid to the environments and creating/updating/deploying the on-line help (OLH) pages. Job aid creation and updating are a CONSORTIUM responsibility.

#### **3.5.1 Subtask 5.1: Manage Training Team.**

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The CONTRACTOR will manage Training team staff for training development Tasks.

### **3.5.2 Subtask 5.2: Develop Training Plan.**

The CONTRACTOR Training Team will develop the C-IV Master Training Plan to be used to govern and manage the overall Training activities, effort, and scope of training.

#### **3.5.2.1 Deliverable: C-IV Master Training Plan**

The CONTRACTOR will provide the CalACES Master Training Plan and updates to such plan for the 39 C-IV Counties.

### **3.5.3 Subtask 5.3: Develop Training Materials.**

The CONTRACTOR will update OLH pages. The CONSORTIUM Staff will develop Job Aids, WBTs, and ILTs.

### **3.5.4 Subtask 5.4: Deliver Training.**

The CONTRACTOR will install and configure the Learning Management System (LMS) software, develop three (3) reports, load courses, perform a one-time load of users into the LMS and support the CONSORTIUM training coordinators and County staff in their use of the LMS. The CONTRACTOR will perform a one-time load of C-IV users into LMS, extracted from the C-IV production database. After the initial load, CONSORTIUM and/or County staff will maintain the user adds/changes/deletes for the 39 C-IV Counties. The 39 C-IV Counties are responsible for verifying workers and worker data is correct.

Once the user list is confirmed, the next step is registration. Registration involves the process of enrolling workers for WBTs by CONSORTIUM training coordinators. Once a worker is enrolled in the LMS they will be notified of training via email.

Deliver Training: The 39 C-IV Counties are responsible for their designated staff to complete training prior to C-IV cutover. There are two training phases, early training and general training.

Early training: The CONSORTIUM will host four (4) one-week sessions of up to fifty (50) workers (twenty-five (25) workers at each project site (Northern Location and Southern Location) for a total of fifty (50) workers per week for four (4) weeks). Early training will begin eight (8) weeks prior to C-IV cutover. Existing rooms and equipment will be available for use for early training only. CONTRACTOR support for early training is defined as providing setup of the laptops and room, technical support, access to the LMS and WBTs, any other hardware and/or software necessary to conduct the training sessions by the CONSORTIUM Staff.

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General training: The 39 C-IV Counties are responsible for training preparation and training delivery, which includes early and general training. General training will begin four (4) weeks prior to C-IV Go-Live and will be completed in County by workers. Consortium training coordinators will track training completion progress and escalate internally as appropriate.

### **3.6 TASK 6: DEPLOYMENT**

The purpose of the Deployment Task is to transition the 39 C-IV Counties from the C-IV System to the CalSAWS Software. The CONTRACTOR will plan, coordinate, manage and document the activities across project teams and the 39 C-IV Counties to facilitate a smooth transition. Deployment activities are only for the 39 C-IV Counties.

#### **3.7.1 Subtask 6.1: Manage Deployment.**

Deployment Task efforts begin at CalSAWS DD&I Project initiation and continue until the CalSAWS DD&I Project is complete. The CONTRACTOR will develop the C-IV Deployment Readiness Plan Deliverable and its associated work products.

In this Subtask, CONTRACTOR will:

- Manage and report on the deployment schedule and critical path
- Plan and coordinate the CalSAWS DD&I Deployment activities across the CalSAWS DD&I project teams including conversion, change management, training, development and system test, and technical teams
- Provide deployment support staff to support the deployment of the CalSAWS Software for the 39 C-IV Counties and managing the effort to support the 39 C-IV Counties during the CalSAWS DD&I Deployment Support period
- Manage the readiness of the 39 C-IV Counties as they prepare to migrate to the CalSAWS Software

The CONTRACTOR's CalSAWS DD&I deployment team will track progress and completion of readiness activities at the 39 C-IV Counties and overall CalSAWS DD&I Project level in preparation for C-IV Go-Live using the county readiness checklist and the deployment readiness checklist.

#### **3.7.2 Subtask 6.2.1, 6.3.1: Plan and Prepare for CalSAWS DD&I Deployment.**

The CONTRACTOR will develop the C-IV Deployment Readiness Plan Deliverable, which shall include:

- Deployment approach
- Deployment tools and templates
- Deployment Tasks
- Roles and Responsibilities



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CONTRACTOR deployment leads and CONSORTIUM deployment coordinators work with the Counties in their region to prepare them for CalSAWS DD&I Deployment and monitor the status of CONSORTIUM County readiness activities. Together with the appropriate regional project managers and CONSORTIUM deployment coordinators, the deployment leads will assess deployment readiness for their assigned Counties in their Region using the county readiness checklist. Regular checkpoints of readiness at a County are conducted in the months leading up to C-IV Go-Live. The deployment leads will conduct in-county deployment site visits to build relationships and provide support during the planning and preparation phases of deployment with County staff.

**3.7.2.1 Deliverable: C-IV Deployment Readiness Plan.**

The CONTRACTOR will create a C-IV Deployment Readiness Plan for the 39 C-IV Counties.

**3.7.3 Subtask 6.2.2, 6.3.2: Deployment Support.**

CONTRACTOR shall provide a central command center staffed with 10 individuals to support post-deployment for 30 business days (Monday to Friday) after C-IV cutover to support users during the transition to the CalSAWS Software.

Deployment Support Staff (DSS) Orientation: The goal of the DSS orientation is to help DSS develop an overall understanding of CalSAWS DD&I Deployment philosophy, approach, structure, schedule, role, responsibilities, individual assignments, and the impact of the change on staff. DSS will be trained to understand the impact of the change on the staff they are supporting. CONTRACTOR will be responsible for developing this orientation material and conducting the orientations.

DSS provide additional support to users for the first thirty (30) business days following C-IV Cutover for each County. DSS help answer questions, research solutions for known application problems, work with users to log tickets through a common help desk ticketing tool and process, and ultimately help the users become more familiar with the CalSAWS Software. DSS will also receive training on the issue escalation process. DSS will be for the 39 C-IV Counties and will be centrally located at the Northern Location only.

**3.7.3.2 Deliverable: CalSAWS DD&I Deployment Complete Milestone Report – C-IV.**

After the thirty (30) business days of the C-IV CalSAWS DD&I Deployment support, the CONTRACTOR will prepare a CalSAWS DD&I Deployment Complete Milestone Report – C-IV, which will highlight proven practices and recommendations, as well as problem areas, issues and corresponding solutions associated with the CalSAWS Software, training materials and Conversion.

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### **3.7.4 Subtask 6.4: CalSAWS DD&I Final Acceptance Certification**

CONTRACTOR will provide to CONSORTIUM a certificate to document that CalSAWS DD&I Final Acceptance has occurred in accordance with CalSAWS DD&I SOR Requirements 572 and 773.

#### **3.7.4.1 Deliverable: CalACES DD&I Final Acceptance Certification.**

CONTRACTOR will provide to CONSORTIUM a certificate to document that CalSAWS DD&I Final Acceptance for the 39 C-IV Counties has occurred in accordance with CalSAWS DD&I SOR Requirement 572.

#### **3.7.4.2 Deliverable: CalSAWS DD&I Final Acceptance Certification.**

CONTRACTOR shall provide to CONSORTIUM a certificate to document that CalSAWS Migration Final Acceptance for the 18 WCDS Counties has occurred in accordance with SOR Requirement 773.

### **3.7.5 Subtask 6.5: C-IV Change Management**

CONTRACTOR will provide a change management advisor to support communications efforts for the 39 C-IV Counties.

The CONTRACTOR will develop the following templates to be included in the C-IV Change Management Plan developed by CONSORTIUM staff. These templates will include:

- County Decision Point Template
- Change Readiness Assessment Template
- Change Assessment Tracking Template
- Communication Roadmap Template
- Targeted Topic Template

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**4. ATTACHMENT 1 CONTRACTOR ASSUMPTIONS**

Attachment 1 includes CONTRACTOR assumptions associated with completing the Work for the CalSAWS DD&I Project. CONTRACTOR's performance of the Work, at the pricing and within the CalSAWS DD&I Project Schedule provided is dependent on the assumptions in Attachment 1, this SOW and the CalSAWS M&O Extension. In the event the assumptions are incomplete or inaccurate, the Parties will enter into an appropriate Amendment to the CalSAWS M&O Extension for such Work to address any incremental costs or timeline changes incurred by CONTRACTOR or in connection with such Work.

**5. ATTACHMENT 2 CALSAWS DD&I PRICING SCHEDULES**

Attachment 2, CalSAWS DD&I Pricing Schedules, includes the total price for the CalSAWS DD&I Project including the Deliverables and Facilities.

**6. ATTACHMENT 3 CALSAWS DD&I Statement of Requirements**

Attachment 3 contains the CalSAWS DD&I Statement of Requirements (SOR).