

CalSAWS

AMENDED, RESTATED, AND REVISED LEADER REPLACEMENT SYSTEM AGREEMENT

Exhibit A (Statement of Work)

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

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1. INTRODUCTION AND OVERVIEW:

This Section 1 describes the general scope of Work that CONTRACTOR shall perform for the LRS Project. CONTRACTOR shall be responsible for the design, development, implementation, management, and operation of the LRS, which shall utilize a service-oriented architecture (SOA) solution that meets the requirements described in the Agreement. CONTRACTOR shall perform, complete, and deliver all Work, however denoted, as set forth in this SOW, or in any attached or referenced document, in full compliance with the Agreement.

1.1 PROJECT background:

In May 1994, County released an RFP to solicit proposals from qualified proposers to design, develop, pilot, implement, manage, operate, and maintain the existing LEADER System as specified in the original RFP. Unisys Corporation (Unisys) was selected as the Contractor for the LEADER System.

The LEADER Contract with Unisys began in November 1995 and continues through April 30, 2011, and may be extended at County's option through April 30, 2015. In January 1996, Unisys entered into a subcontract with Deloitte Consulting (DC) to provide the existing LEADER System application software design, development, training and data conversion resources, and ongoing application software modifications and enhancements. In September 1998, Unisys entered into a subcontract with Xerox to provide document production and distribution services for the ongoing printing, mailing, and distribution of documents generated by the existing LEADER System. In November 2003, Unisys ended its subcontract with DC and assumed responsibility for the ongoing existing LEADER System application software modifications and enhancements.

1.2 PROJECT OBJECTIVES:

The general objectives of this project are twofold. The first objective is to replace DPSS Systems and DCFS Systems with an LRS that meets the requirements of a Web-services, SOA design, using the CONSORTIUM-specified standards in the Agreement, and all functions and requirements of the Agreement. The second objective is to manage, operate, and support, including maintain, modify, and enhance, the LRS for the term of the Agreement, including ensuring that LRS functionality continues to meet the requirements of CONSORTIUM and that LRS performance continues to meet the requirements established by CONSORTIUM.

1.3 PROJECT SCOPE:

The general scope of Work to be performed during the Initial Term is covered in three (3) phases. Unless expressly stated otherwise, CONTRACTOR shall provide all goods and services to successfully perform and complete all of the Work set forth in the Agreement. The project scope includes:

1. **Phase 1 (Design/Development/Implementation Phase):** Phase 1 (Design/Development/Implementation Phase) includes all planning, design,

development, testing, training, conversion, archiving, implementation, and acceptance work that are required to replace DPSS Systems and DCFS Systems with a standards-based, Web-services, SOA design, conforming to the federal Technical Reference Model (see www.whitehouse.gov/omb/egov/a-6-trm.html) and meeting the requirements set forth in Exhibit B (Statement of Requirements). Phase 1 (Design/Development/Implementation Phase) also includes Management and Operations Services (M&O Services).

2. **Phase 2 (Performance Verification Phase):** Phase 2 (Performance Verification Phase) follows the successful completion of Phase 1 (Design/Development/Implementation Phase), as determined by LRS Project Director. During Phase 2 (Performance Verification Phase), CONTRACTOR and CONSORTIUM will verify that LRS performance meets all the requirements specified in the Agreement under full production load. All Deficiencies identified by either CONTRACTOR or CONSORTIUM during Phase 1 (Design/Development/Implementation Phase) and Phase 2 (Performance Verification Phase) must be corrected in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement prior to Final Acceptance of the LRS by CONSORTIUM. Phase 2 (Performance Verification Phase) also includes M&O Services and Application Software Modifications and/or Enhancements Services (M&E Services).
3. **Phase 3 (Operational Phase):** Phase 3 (Operational Phase) includes the following Work:
 - A. **Continued M&O Services** that include continued project management and Project Office operations, hosting of the LRS, operation of the Central Print Facility, and all support services.
 - B. **Continued M&E Services** that include continued provision of CONSORTIUM-requested modifications of the LRS Application Software (e.g., work associated with developing functional improvements of the LRS) and enhancements of the LRS

Application Software (e.g., work associated with development of new application functionality and major enhancements of the LRS as a result of changes in CONSORTIUM/program requirements).

- C. **Outgoing Transition Support** that provides for a smooth transition or transfer of the LRS, LRS Data, and LRS Repository from CONTRACTOR's environment to the new environment of CONSORTIUM or CONSORTIUM-selected vendor.

4. **Extended Term: The Extended Term includes the following Work:**

- A. **Continued M&O Services** that include continued project management and Project Office operations, hosting of the LRS, operation of the Central Print Facility, and all support services.
- B. **Continued M&E Services** that include continued provision of CONSORTIUM-requested modifications of the LRS Application Software (e.g., work associated with developing functional improvements of the LRS) and enhancements of the LRS Application Software (e.g., work associated with development of new application functionality and major enhancements of the LRS as a result of changes in CONSORTIUM/program requirements).
- C. **Outgoing Transition Support** that provides for a smooth transition or transfer of the LRS, LRS Data, and LRS Repository from CONTRACTOR's environment to the new environment of CONSORTIUM or CONSORTIUM-selected vendor.

CONSORTIUM, in its sole discretion, may terminate Work, at any time, pursuant to Paragraph 73 (Removal and Redirection of Work) of the Base Agreement.

1.4 PROJECT TIMEFRAME:

The timeframes established by CONSORTIUM are as follows:

- 1. Forty-eight (48) months inclusive of all Phase 1 (Design/Development/Implementation Phase) Work to include all planning, design, development, testing, training, conversion, archiving, and implementation of the LRS that meets CONSORTIUM Specifications. The

duration of Phase 1 (Design/Development/Implementation Phase) and the Initial Term of the Agreement shall automatically be extended at no additional cost to CONSORTIUM until CONTRACTOR has provided and CONSORTIUM has approved Deliverable 13.5.2 (Certification of Countywide Implementation).

2. Six (6) months inclusive of all Phase 2 (Performance Verification Phase) Work prior to the commencement of Phase 3 (Operational Phase).
3. Seventy-eight (78) months inclusive of all Phase 3 (Operational Phase) Work to include continued M&O Services and M&E Services. In no event shall the duration of Phase 3 (Operational Phase) be less than seventy-eight (78) months, and the Initial Term of the Agreement shall automatically be extended at no additional cost to CONSORTIUM in order for CONTRACTOR to provide such seventy-eight (78) of Phase 3.
4. A maximum three (3) year Extended Term, as determined by DPSS Director.

1.5 ORGANIZATION OF STATEMENT OF WORK:

The document is organized as follows:

1. **Introduction and Overview** that includes the project background, objectives, and scope as well as an overview of CONSORTIUM desired timeframe for LRS design, development, implementation, management, and operational support.
2. **General Requirements** that includes necessary background on the LRS 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** that includes the Work, and related requirements that CONTRACTOR must perform for Phase 1 (Design/Development/Implementation Phase), Phase 2 (Performance Verification Phase), and Phase 3 (Operational Phase).

4. **Deliverables Summary** that includes an overview of the Deliverables for Phase 1 (Design/Development/Implementation Phase), Phase 2 (Performance Verification Phase), and Phase 3 (Operational Phase).

1.6 CONSTRUCTION OF TERMS:

In construing the terms of this SOW, the following rules shall apply:

- (A) Singular nouns, and phrases incorporating them (e.g., referring to objects, persons, events, or otherwise), shall be construed to also include the plural except where reference to a single item is implied or necessary pursuant to the context of the word or phrase in question and except as otherwise expressly stated for particular defined terms set forth in Subparagraph 1.4 (Definitions) of the Base Agreement. Plural nouns, and phrases incorporating them, shall be construed to also include the singular except where reference to multiple items is implied or necessary pursuant to the context of the word or phrase in question and except as otherwise expressly stated for particular defined terms set forth in Subparagraph 1.4 (Definitions) of the Base Agreement.
- (B) Any use of the masculine gender shall be construed to include the feminine, and vice versa.
- (C) Examples provided by using words and phrases, such as “including,” “include,” “includes,” or “e.g.,” shall not be construed as limiting the term clarified thereby. For example, “including” shall be construed as “including, but not limited to”, as determined by LRS Project Director.
- (D) References in this SOW to federal, State, County, CONSORTIUM and/or other governmental laws, rules, regulations, ordinances, guidelines, directives, policies, and/or procedures shall mean such laws, rules, regulations, ordinances, guidelines, directives, policies, and/or procedures as amended from time-to-time.
- (E) Unless expressly stated otherwise, all approvals, consents, or determinations by or on behalf of CONSORTIUM under the Agreement,

will be in writing, and may be given or withheld in the sole discretion or judgment of the person or entity authorized to provide or make such approval, consent, or determination, provided that the approval, consent or determination is reasonable and consistent with the Agreement.

2. GENERAL REQUIREMENTS:

This Section 2 provides certain background on the LRS project organization, CONTRACTOR and CONSORTIUM furnished items, place of performance, and the specified methods for managing and delivering the goods and services described in the SOW.

2.1 PROJECT ORGANIZATION AND GOVERNANCE:

A high-level LRS project organization and roles structure is depicted in Figure 1. CONTRACTOR staff, including Subcontractor staff, assigned to the Project Office (CONTRACTOR Project Team) and CONSORTIUM staff assigned to the Project Office (CONSORTIUM Project Team) are collectively referred to in the SOW as “Project Team”. The Project Team will be responsible for the overall management, planning, integration, implementation, operational oversight, support, and performance monitoring of the LRS for the duration of the LRS Project. CONSORTIUM’s Internal Services Department (ISD) will be responsible for all network and security management and monitoring activities involving the use of the Consortium Enterprise Network (LANet/EN) for LRS development and operations.

LRS Project Governance

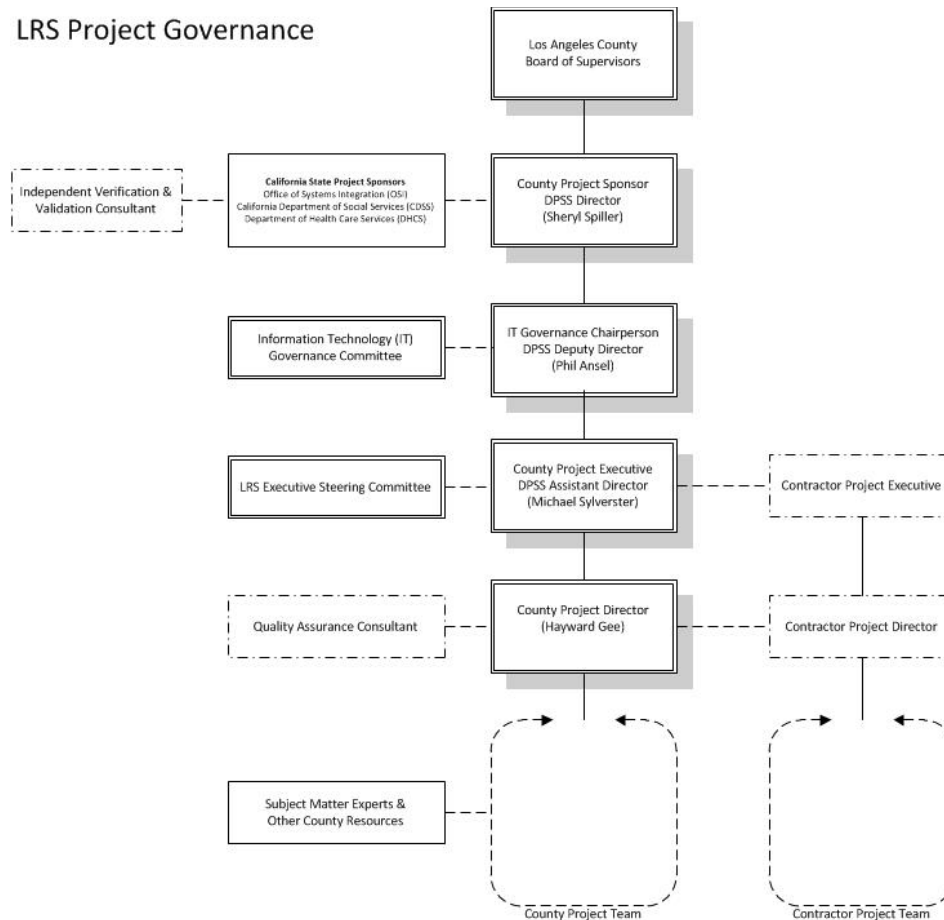


Figure 1: CONSORTIUM Governance Structure

CONSORTIUM intends to utilize the services of various CONSORTIUM departments and contractors in the overall implementation and ongoing support of the LRS. CONSORTIUM will be responsible for the design, integration, deployment, and support of the local office network infrastructure. CONSORTIUM may utilize the services of a Quality Assurance (QA) and Independent Verification and Validation (IV&V) contractor to support the LRS development and acceptance processes.

CONTRACTOR shall cooperate with CONSORTIUM and any CONSORTIUM designated contractors or associates participating in the design, development, implementation, management, and operation of LRS and any related CONSORTIUM information systems or networks, and in the provision of CONSORTIUM-requested Application Software Modifications and/or Enhancements. At the direction of CONSORTIUM, CONTRACTOR shall provide CONSORTIUM and any designated QA and IV&V contractors with all applicable information needed to verify and validate that CONSORTIUM is receiving all contracted services. Failure or refusal to coordinate and cooperate with CONSORTIUM-specified entities precludes effective performance of the LRS Project and may lead to a default determination by CONSORTIUM.

CONTRACTOR shall be responsible for establishing an organization to manage and deliver the goods and services defined in this SOW. CONTRACTOR shall interact with the LRS CONSORTIUM project governance structure at all levels as shown in Figure 1. This organization must remain in effect for the term of the Agreement.

2.1.1 CONSORTIUM Resources.

CONSORTIUM will provide the following:

1. CONSORTIUM LRS Oversight and Executive Steering Committee will provide leadership and support for the LRS Project to include monitor project progress against the CONSORTIUM-approved Project Work Plan timelines and milestones, project costs, and project risk assessment. CONSORTIUM LRS Oversight and Executive 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, and serve as the final escalation point for project issues.
2. CONSORTIUM Project Executive has overall responsibility for CONSORTIUM for the LRS Project, including the authority to commit CONSORTIUM resources in addressing LRS Project needs and requirements. CONSORTIUM Executive Director will communicate with CONSORTIUM and executive leadership and stakeholders regarding program strategy, direction, and changes. CONSORTIUM Executive Director will provide direction to LRS Project Director.
3. LRS Project Director has responsibility for CONSORTIUM for overseeing the project's day-to-day activities. LRS Project Director has the final approval authority for all Deliverables and other Work. Specifically, LRS Project Director will:
 - A. Monitor CONTRACTOR performance of the Agreement;

- B. Coordinate activities between CONSORTIUM staff on the CONSORTIUM Project Team and CONTRACTOR staff on the CONTRACTOR Project Team on a regular basis;
 - C. Review all Deliverables and other Work; and
 - D. Provide direction and serve as liaison to CONTRACTOR in areas relating to policy, information, and procedural requirements.
4. CONSORTIUM staff on the CONSORTIUM Project Team, as depicted in Figure 1, is responsible for certain project activities, as determined by LRS Project Director or as described elsewhere in this 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.

CONTRACTOR shall provide the following CONTRACTOR Key Staff, which shall be part of CONTRACTOR's project management team:

- 1. CONTRACTOR Project Executive shall be a full-time employee of CONTRACTOR responsible for CONTRACTOR's overall performance of the Agreement and shall have the authority to commit resources of CONTRACTOR to address all LRS Project needs and requirements.
- 2. CONTRACTOR Project Director shall be a full-time employee of CONTRACTOR and shall be assigned full-time to the LRS Project on-site at the Project Office or other location(s) approved by LRS Project Director. CONTRACTOR Project Director shall report directly to CONTRACTOR Project Executive. CONTRACTOR Project Director shall serve as the primary point-of-contact between LRS Project Director and CONTRACTOR. CONTRACTOR Project Director is responsible for the overall day-to-day management and coordination of the project to ensure that all

Deliverables and other requirements are completed successfully and that all contract dates are met.

3. The System Architect shall be a full-time employee of CONTRACTOR and shall be available at any time, as requested by LRS Project Director, including on-site at the Project Office or other location(s) approved by LRS Project Director. The System Architect shall lead the LRS design effort, reporting to CONTRACTOR Project Director and working with CONTRACTOR team leads and CONSORTIUM to analyze and resolve issues related to LRS design. The System Architect shall have primary responsibility for optimizing the design of the LRS, proactively addressing potential design challenges, and utilizing proven application development tools.
4. The Technical Manager shall be a full-time employee of CONTRACTOR and shall be assigned full-time to the LRS Project on-site at the Project Office or other location(s) approved by LRS Project Director. The Technical Manager shall lead the management of all technical design, development, and implementation activities related to the LRS functional design, monitor the development of the LRS based on the design documentation, and serve as the technical liaison to CONSORTIUM for managing, analyzing and resolving operational issues and technical concerns related to the LRS (e.g., system performance) during the term of the Agreement. The Technical Manager shall oversee the procurement and integration of all hardware and software components of the LRS.
5. The Functional Manager shall be a full-time employee of CONTRACTOR and shall be assigned full-time to the LRS Project on-site at the Project Office or other location(s) approved by LRS Project Director. The Functional Manager shall oversee the process of LRS functional requirements analysis, verification, and validation as it relates to LRS rules and workflows. The Functional

Manager shall work with the Technical Manager to ensure that the technical design and implementation of the LRS meets all functional requirements.

6. The Implementation Manager shall be a full-time employee of CONTRACTOR and shall be assigned full-time to the LRS Project on-site at the Project Office or other location(s) approved by LRS Project Director, during Phase 1 (Design/Development/Implementation Phase). The Implementation Manager shall manage LRS implementation preparation, planning, and execution, including delivery of required training. The chief responsibility of the Implementation Manager is to ensure that all implementation Tasks of the LRS Project proceed smoothly, creating minimal disruption to DPSS Systems and DCFS Systems activities.
7. The Conversion and Archive Manager shall be a full-time employee of the CONTRACTOR and shall be assigned full-time to the LRS Project on-site at the Project Office or other location(s) approved by LRS Project Director, during Phase 1 (Design/Development/Implementation Phase). The Conversion and Archive Manager shall manage the automated conversion of DPSS Systems data, DCFS Systems data, and other legacy data to the LRS and the LRS Data archiving methodology.
8. The Project Controller shall be a full-time employee of CONTRACTOR and shall be assigned full-time to the LRS Project on-site at the Project Office or other location(s) approved by LRS Project Director. The Project Controller shall provide fiscal management and contract administration for the Agreement, supervise, control, and coordinate the contractual obligations of the Contractor, plan the project schedule, perform project planning, and track task progress, resource assignments, and actual work (hours and cost) performed by individual resources.

2.2 PLACE OF PERFORMANCE:

All Work shall be performed at CONTRACTOR supplied locations (i.e., Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office), except that the Gateway shall be located at two (2) CONSORTIUM sites approved by LRS Project Director. Except as otherwise provided in the Agreement, Work performed at CONSORTIUM or non-CONSORTIUM sites must be approved in advance by LRS Project Director.

CONTRACTOR may request LRS Project Director approval to perform Work at CONSORTIUM-specified facilities during the term of the Agreement on such terms and conditions as determined by LRS Project Director. Additionally, CONTRACTOR may be requested by LRS Project Director to perform certain Work at CONSORTIUM-specified facilities from time-to-time during the term of the Agreement, and CONTRACTOR shall perform such Work at the CONSORTIUM-specified facilities in accordance with LRS Project Director's request. In all cases, CONTRACTOR shall comply with all CONSORTIUM requirements, including physical security requirements, for each CONSORTIUM-specified facility that is used during the Agreement.

2.3 CONSORTIUM furnished items:

All CONSORTIUM furnished items are provided by CONSORTIUM only for the term of the Agreement and solely for the performance of the Work required by the Agreement.

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

1. Technical support and maintenance for the LANet/EN, including related network hardware;
2. Technical support and operations for the Local Office Sites infrastructure at various CONSORTIUM locations, including the physical workstations, management of the desktop environment, the Local Office Site servers, and the Local Office Site network;
3. Any information technology (IT) resources as determined necessary by LRS Project Director, and
4. Staffing for work to be performed by CONSORTIUM as provided elsewhere in this Agreement.

2.4 CONTRACTOR FURNISHED ITEMS:

Unless expressly stated otherwise, CONTRACTOR shall provide all goods and services to perform and complete all Work set forth in the Agreement.

2.5 DELIVERABLE ACCEPTANCE CRITERIA (GENERAL):

In Subtask 1.1 (Project Initiation), CONTRACTOR shall develop the Project Work Plan as part of Deliverable 1.1.1 (Project Control Document (PCD)) that defines the schedule of Deliverables, identifying any dependencies between Deliverables that require CONSORTIUM approval of one (1) or more prior Deliverables. Once this schedule is approved by LRS Project Director, Deliverables must be approved by LRS Project Director according to this schedule. While CONTRACTOR may begin Work on a subsequent dependent Deliverable prior to LRS Project Director's approval of a prior Deliverable, such Work shall be subject to Subparagraph 4.3 (Unapproved Work) of the Base Agreement and CONTRACTOR does so at CONTRACTOR's sole risk.

In general, CONSORTIUM requires a minimum of ten (10) working days to review each Deliverable, with a corresponding ten (10) working day resolution period for CONTRACTOR to correct any deficiencies regarding the Deliverable. However, CONSORTIUM realizes that some Deliverables may require a more extensive review and resolution. CONTRACTOR shall identify such Deliverables and schedule Deliverable review/resolution periods accordingly in its proposed Project Work Plan. CONSORTIUM reserves the right to increase the review period prior to its final approval of the proposed Project Work Plan.

Prior to the initiation of any work on any 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, no later than thirty (30) days prior to the Deliverable submission, with the exception of Deliverables due within the first ninety (90) days after the Effective Date. Each DED submitted to CONSORTIUM for its approval shall describe the contents of the Deliverable, including a table of contents, overview, objectives, scope, methodology, applicable standards, Deliverable requirements, format, proposed acceptance criteria, key dates, and staff resources required. The DED shall indicate whether a presentation will be part of the Deliverable review process. Prior to any Deliverable development, CONTRACTOR shall obtain CONSORTIUM approval of the applicable DED. No Deliverable shall be accepted by CONSORTIUM for review without an approved DED.

CONTRACTOR shall submit each Deliverable to CONSORTIUM in one (1) or more hard cover 8 ½ by 11 inch three-ring binders, single sided sheets, CONSORTIUM standard font, with separated and partitioned sections as required. CONTRACTOR shall submit one (1) original and one (1) copy of each Deliverable and provide an electronic copy in the Microsoft Office Suite version specified by CONSORTIUM.

CONSORTIUM's right to approve all Deliverables and other Work, as set forth in Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement, shall not be limited in any way by the contents of any DED approved by CONSORTIUM.

3. SCOPE OF WORK:

This Section 3 describes the primary Work that the CONTRACTOR shall perform, which includes:

1. **Task 1 - Project Administration**
2. **Task 2 - Development Methodology and Technical Practices**
3. **Task 3 - Requirements Verification and Analysis**
4. **Task 4 - General Design**
5. **Task 5 - Technical Infrastructure Planning and Design.**
6. **Task 6 - Functional Design**
7. **Task 7 - Technical Infrastructure Deployment**
8. **Task 8 – Baseline Application Software and Conversion and Archiving Tools**
9. **Task 9 - Testing**
10. **Task 10 - Implementation Planning**
11. **Task 11 - Implementation Preparation**
12. **Task 12 - Pilot**
13. **Task 13 - Consortium-wide Implementation**
14. **Task 14 - Phase 2 (Performance Verification Phase)**
15. **Task 15 - Phase 3 (Operational Phase)**

To accomplish the Work, CONTRACTOR shall work collaboratively with key stakeholders, including Users, and State and federal governments and other external agencies whose systems will interface with the LRS.

3.1 TASK 1: PROJECT ADMINISTRATION:

CONTRACTOR shall provide full project management, planning, monitoring, supervision, tracking, and control for all project activities during the term of the Agreement. CONTRACTOR shall employ project management standards and

practices (e.g., Project Management Institute's (PMI) Project Management Body of Knowledge), including Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resource Management, Communications Management, Risk Management and Procurement Management, in the performance of all Work.

3.1.1 Subtask 1.1: Project Initiation.

CONTRACTOR shall perform the following Work in this Subtask 1.1:

1. Deliver and obtain CONSORTIUM approval for the Project Control Document (PCD), including the initial Project Work Plan and Risk Management Plan, which shall include the initial identification of risks that may adversely impact or delay the delivery of the LRS.
2. Prepare the Project Office Physical Site Plan, secure the Project Office site, and provide a certification of readiness for occupancy of the Project Office, certifying that all planned construction for the Project Office has been completed in accordance with the Project Office Physical Site Plan and that the Project Office is ready for occupancy by the Project Team.
3. Prepare Incoming Orientation Plans to allow appropriate knowledge transfer between DPSS Systems contractors and subject matter experts and DCFS Systems subject matter experts, and CONTRACTOR.
4. Conduct a Project Initiation Completion Review with CONSORTIUM.

CONTRACTOR shall deliver and present Deliverable 1.1.1 (Project Control Document (PCD)) to CONSORTIUM at a meeting within thirty (30) days of the Effective Date. Approval by LRS Project Director of Deliverable 1.1.1 (Project Control Document (PCD)) should occur before any further work under the Agreement may continue. If CONTRACTOR performs any such work prior to the approval of Deliverable 1.1.1 (Project Control Document (PCD)), such work shall be subject to Subparagraph 4.3 (Unapproved Work) of the Base Agreement. At LRS Project Director's request, from time-to-time during the term of the Agreement, CONTRACTOR shall provide an updated PCD.

All Work under the Agreement shall be described specifically by CONTRACTOR in the PCD. CONTRACTOR may automate the production of PCD components (e.g., Risk Management Plan) using

software package(s) approved by CONSORTIUM. CONTRACTOR shall provide these tools to CONSORTIUM at no additional charge, regardless of the number of Users.

As part of Deliverable 1.1.1 (Project Control Document (PCD)), CONTRACTOR shall include the initial version of the Project Work Plan, developed in CONSORTIUM-specified version of Microsoft Project, and the initial version of Risk Management Plan. In the Project Work Plan, CONTRACTOR shall identify the time required to complete all Tasks and Subtasks and document the project's critical path. In the Risk Management Plan, CONTRACTOR shall document its approach to risk assessment, risk mitigation, and risk management for all Work under the Agreement, including the overall methodology, the tools to be used, and the escalation process. The Project Work Plan and Risk Management Plan shall be periodically updated by CONTRACTOR as specified in Subtask 1.2 (Project Planning).

CONTRACTOR shall provide the Project Office that supports all activities, including project administration, development, testing, LRS performance monitoring, ad-hoc training, and demonstration activities. CONTRACTOR shall be fully responsible for maintaining the Project Office throughout the term of the Agreement. CONSORTIUM requires the Project Office be located within Los Angeles County and within ten (10) miles of DPSS Administrative Headquarters, 12860 Crossroads Parkway South, City of Industry, CA 91746, unless otherwise approved by LRS Project Director.

CONTRACTOR shall describe the overall physical facility considerations for the Project Office in Deliverable 1.1.2 (Project Office Physical Site Plan), including the Project Office requirements in Exhibit B (Statement of Requirements).

CONTRACTOR shall identify one or more potential sites for the Project Office within thirty (30) days after CONSORTIUM notification of CONTRACTOR selection under the RFP. CONSORTIUM will make site visits and select the site which shall be the designated Project Office site in Deliverable 1.1.2 (Project Office Physical Site Plan). CONTRACTOR shall ensure that the Project Office, at the site approved by CONSORTIUM in Deliverable 1.1.2 (Project Office Physical Site Plan), is ready for occupancy by CONTRACTOR and CONSORTIUM staff within ninety (90) days of CONSORTIUM approval of Deliverable 1.1.2 (Project Office Physical Site Plan). CONTRACTOR shall provide Deliverable 1.1.3 (Project Office Certification of Readiness), certifying in writing to CONSORTIUM that the Project Office site is ready for occupancy.

CONTRACTOR shall ensure that the Project Office will continue to comply with the specifications indicated in Deliverable 1.1.2 (Project Office Physical Site Plan) through the term of the Agreement. Any change in Project Office site location shall require approval of CONSORTIUM in the same manner as the initial approval.

Within ninety (90) days after the Effective Date, CONTRACTOR shall prepare Deliverable 1.1.4 (Incoming Orientation Plans) to provide appropriate knowledge transfer from DPSS Systems contractors and subject matter experts and DCFS Systems subject matter experts to CONTRACTOR regarding existing functionality and business processes.

CONSORTIUM will review Deliverable 1.1.4 (Incoming Orientation Plans) with CONTRACTOR to verify its completeness. CONTRACTOR shall revise Deliverable 1.1.4 (Incoming Orientation Plans), as appropriate, following the joint review with CONSORTIUM. CONTRACTOR shall incorporate all orientation activities into the Project Work Plan.

Prior to the completion of this Subtask 1.1, CONTRACTOR shall conduct a Project Initiation Completion Review with CONSORTIUM, presenting to CONSORTIUM evidence that all project initiation-related work has been completed. CONTRACTOR shall then prepare Deliverable 1.1.5 (Project Initiation Completion Report), including the agenda, minutes, and supporting documentation from the Project Initiation Completion Review.

3.1.1.1 Deliverable 1.1.1: Project Control Document (PCD).

CONTRACTOR shall provide the Project Control Document (PCD) which shall include:

1. All Work described in Exhibit A (Statement of Work) and elsewhere in the Agreement;
2. An approach to completing all Work, including a work breakdown structure (WBS) with Task and Subtask descriptions, associated Deliverables, and resource requirements;
3. A Project Work Plan, developed in CONSORTIUM-specified version of Microsoft Project, which shall include:
 - A. All Deliverables, including those referenced in Exhibit C (Schedule of Payments) of the Base Agreement;
 - B. All Tasks, Subtasks, and other Work;
 - C. Associated dependencies among Tasks, Subtasks, and other Work;
 - D. Resources assigned to each Task, Subtask, and other Work;

- E. Start date and date of completion for each Deliverable, Task, Subtask, and other Work;
 - F. Proposed CONSORTIUM review period for each Deliverable; and
 - G. Proposed milestones.
4. Identification of all CONTRACTOR Key Staff, including those described in Section 2.1.2 (CONTRACTOR Resources);
 5. Quality assurance (QA) methodology and practices;
 6. A comprehensive Deficiency Management Plan, documenting the approach to Deficiency management, including methodology, recommended tool(s), and escalation process;
 7. Approach to project communications;
 8. A comprehensive Risk Management Plan, documenting the approach to risk analysis (e.g., the evaluation of risks and risk interactions to assess the range of possible project outcomes), risk mitigation (e.g., the identification of ways to minimize or eliminate project risks), and risk tracking/control (e.g., a method to ensure that all steps of the risk management process are being followed and, risks are being mitigated effectively). The plan shall have a clearly established process for problem escalation and shall be updated, as needed, through the term of the Agreement;
 9. Initial identification of risks that may impact the timely delivery of the LRS, probability and potential impact, recommended mitigation strategy, and impact of implementing any risk mitigation strategies;
 10. Project staffing and resource management plan; and

- 11.** An approach to configuration management and change management. Changes, in this context, refer to changing the functionality of a component/module or adding additional functionality (e.g., changes to the project scope). The approach shall ensure that the impacts and rationale for each change are analyzed and coordinated prior to being approved. The change management process may vary from item to item, as determined by LRS Project Director.

3.1.1.2 Deliverable 1.1.2: Project Office Physical Site Plan.

In this Deliverable 1.1.2, CONTRACTOR shall provide the Project Office Physical Site Plan which shall include:

1. Floor plans for the Project Office in accordance with Exhibit B (Statement of Requirements);
2. Physical security requirements, including access control plans and procedures, security plans and procedures, and physical considerations for business continuity and disaster recovery at the Project Office; and
3. Plan for protected access to the Integrated Development Environment (IDE) for the LRS for all authorized CONTRACTOR and CONSORTIUM staff at the Project Office to review pertinent data and documentation related to the LRS design, development, implementation, and acceptance.

3.1.1.3 Deliverable 1.1.3: Project Office Certification of Readiness.

CONTRACTOR shall provide the Project Office Certification of Readiness certifying that all planned construction for the Project Office has been completed in accordance with Subtask 1.1 (Project Initiation) and Deliverable 1.1.2 (Project Office Physical Site Plan) and that the Project Office is ready for occupancy by the Project Team. CONTRACTOR shall provide CONSORTIUM a

copy of the executed lease or ownership documents, as applicable, for the Project Office as part of this Deliverable 1.1.3. Approval of this Deliverable 1.1.3 by CONSORTIUM shall allow CONTRACTOR to start invoicing CONSORTIUM for the Fixed Monthly Rate Price for M&O Services.

3.1.1.4 Deliverable 1.1.4: Incoming Orientation Plans.

CONTRACTOR shall provide an Incoming Orientation Plan for DPSS Systems and an Incoming Orientation Plan for DCFS Systems.

The Incoming Orientation Plan for DPSS Systems shall include:

1. Any information, data, and documentation required from DPSS Systems contractors and subject matter experts ;
2. Activities needed to ensure appropriate knowledge transfer from DPSS Systems contractors and subject matter experts to CONTRACTOR, regarding existing functionality and business processes; and
3. CONTRACTOR roles and responsibilities for all activities.

The Incoming Orientation Plan for DCFS Systems shall include:

1. Any information, data, and documentation required from DCFS Systems subject matter experts;
2. Activities needed to ensure appropriate knowledge transfer from DCFS Systems subject matter experts to CONTRACTOR, regarding existing functionality and business processes; and
3. CONTRACTOR roles and responsibilities for all activities.

3.1.1.5 Deliverable 1.1.5: Project Initiation Completion Report.

CONTRACTOR shall provide the Project Initiation Completion Report that documents all Work and its

satisfactory completion during Subtask 1.1 (Project Initiation) to include:

1. Summary of Subtask 1.1 (Project Initiation) Work, results, and satisfactory completion;
2. Lessons learned during Subtask 1.1 (Project Initiation); and
3. Agenda, minutes, and supporting documentation from the Project Initiation Completion Review.

3.1.2 Subtask 1.2: Project Planning.

CONTRACTOR shall prepare: (I) M&O Services Plan, (II) M&E Services Plan, and (III) Conversion and Archiving Plans, as follows:

I. M&O Services Plan:

CONTRACTOR shall provide M&O Services which shall include all goods and services necessary to manage, operate, and support the LRS to comply with the Specifications and shall be provided on a 24x7x365 basis during the term of the Agreement. CONTRACTOR shall provide to CONSORTIUM Deliverable 1.2.1 (M&O Services Plan), which shall include documentation of the activities and processes for M&O Services. M&O Services shall include the following:

- **Central Sites Services:** CONTRACTOR shall provide Central Sites Services, including management, operations, and support for LRS. Management, operations, and support shall include monitoring of system and application activity, performing backups and restoration as needed, business continuity/disaster recovery, security and network monitoring, management, and alerting. Central Sites Services shall include LRS Hardware, LRS Software, and maintenance services. CONTRACTOR shall manage the electronic transfer of data (e.g., interfaces, downloads, reports, extracts, etc.) between CONTRACTOR, and CONSORTIUM and other agencies. CONTRACTOR shall coordinate with ISD regarding network and security

management, including monitoring LRS access to and from the Internet and to and from the LANet/EN.

- **Print Facility Sites Services:** CONTRACTOR shall provide Print Facility Sites Services, including management, operations, and support for Print Facility Sites. Management, operations, and support shall include printing operations, monitoring of facility activity, performing backups and restoration as needed, business continuity/disaster recovery, security and network monitoring, management, and alerting. Print Facility Sites Services shall include LRS Hardware, LRS Software, and maintenance services. CONTRACTOR shall process and manage mailing and distribution of all LRS generated material (e.g., reports, Notices of Action, etc.) from the Print Facility Sites. CONTRACTOR shall manage all CONSORTIUM negotiable materials (e.g., warrants and vouchers), providing secure storage and documented reconciliation services.
- **Project Office Services:** CONTRACTOR shall provide Project Office Services, including analysis, monitoring and reporting services, and asset management to demonstrate to CONSORTIUM that all warranties, licenses, and maintenance contracts with third party vendors are kept current. CONTRACTOR shall coordinate with CONSORTIUM system, network, and Security Management and administration staff as described in Deliverable 1.2.1 (M&O Services Plan).
- **Enterprise Connecting Hardware goods and services:** CONTRACTOR shall provide Enterprise Connecting Hardware goods and services, including management, operations, and support of the Enterprise Connecting

Hardware, which includes the Gateway. Management, operations, and support shall include the monitoring of security and network activity, and maintenance of Enterprise Connecting Hardware, including the Gateway.

- **Project management goods and services:** CONTRACTOR shall provide project management goods and services, including project management, operations management, network management, configuration management, integration management, Security Management, quality assurance management, change management, risk management, Deficiency management, business continuity/disaster recovery management, procurement and asset management, communications management, capacity management, and performance management.

CONTRACTOR shall provide a 24-month staffing plan that includes the organizational chart, the roster, the roles, the responsibilities, and the qualifications of CONTRACTOR staff involved in the ongoing management, operations, and support of the LRS. The staffing plan shall demonstrate and ensure that the LRS shall comply with the Specifications, including meeting and maintaining the performance requirements, and that CONTRACTOR shall comply with the Agreement. CONTRACTOR shall provide an updated 24-month staffing plan at the beginning of each quarter.

CONTRACTOR shall provide help desk services, problem fixes, change/enhancement implementation, backups, and business continuity/disaster recovery, and lifecycle phases required for each new LRS Application Software release. CONTRACTOR shall provide configuration management, change management, and change notification processes to

ensure that a complete and accurate version of the LRS is maintained at all times.

- **Operational Support Communications Plan goods and services:** CONTRACTOR shall provide the Operational Support Communications Plan and related goods and services. The Operational Support Communications Plan shall include the procedures for the coordination and communication between CONTRACTOR, CONSORTIUM, and external interface entities shown in Section 4 (Interfaces) of Exhibit B (Statement of Requirements). CONTRACTOR shall inform CONSORTIUM of any issues that may affect the LRS in complying with the Specifications, including meeting the performance requirements. The priority and severity of each issue shall determine what communication procedures shall be followed. CONTRACTOR shall include the various communication trees. CONTRACTOR shall maintain these communication trees and shall receive input from CONSORTIUM regarding the CONSORTIUM staff on the communication trees. The Operational Support Communications Plan shall include:
 1. Procedures for coordination and communication between CONTRACTOR staff, CONSORTIUM staff, and external interface entities; and
 2. Communication tree documentation for CONTRACTOR staff, CONSORTIUM staff, and external interface entities.
- **M&O Request goods and services:** CONTRACTOR shall provide M&O Request goods and services, including the implementation and support of all changes to M&O

Services, as requested by CONSORTIUM in M&O Requests.

- **M&E Proposal goods and services:** CONTRACTOR shall provide M&E Proposals and related goods and services, including the preparation, provision, and presentation of M&E Proposals in response to M&E Requests.
- **Change Management Plan goods and services:** CONTRACTOR shall provide a Change Management Plan and related goods and services. The Change Management Plan shall include change management procedures for tracking M&O Requests, M&E Requests, and M&E Proposals, describing the use of tools for tracking, monitoring progress, and reporting on activities and outcomes resulting from the completion of an M&O Request and an M&E Proposal. CONTRACTOR shall make these procedures available to CONSORTIUM-specified staff, including an online handbook. CONTRACTOR shall provide timely and accurate updates to the Change Management Plan during the term of the Agreement and as required by LRS Project Director.

The Change Management Plan shall document the strategy and procedures for change management of the LRS, including:

1. Change management process flow and strategy;
2. Description of Automated Change Tracking System (ACTS);
3. Management of the impact and rationale for each change;
4. Process for M&O Request submission by CONSORTIUM, implementation by

CONTRACTOR, and approval by CONSORTIUM of all Work;

5. Process for M&E Request submission by CONSORTIUM;
6. Process for M&E Proposal submission by CONTRACTOR, approval by CONSORTIUM, implementation by CONTRACTOR, and approval by CONSORTIUM of all Work.
7. Process for the management of LRS Application Software releases to each test environment and production environment, including rollback to the CONSORTIUM-specified previous version;
8. Process for updates to LRS Hardware;
9. Process for updates to LRS Software;
10. Process for version control of LRS Hardware; and
11. Process for version control of LRS Software.

CONTRACTOR shall develop and utilize the ACTS, as specified in Exhibit B (Statement of Requirements), to track and report on all programming and operational support hours, projected and actual, used to complete each M&O Request and M&E Proposal. CONTRACTOR shall provide training in the use of ACTS prior to any CONTRACTOR and/or CONSORTIUM staff being authorized access to ACTS.

- **Performance Management Plan goods and services:** CONTRACTOR shall provide a Performance Management Plan and related goods and services. The Performance Management Plan shall include a description of CONTRACTOR's approach for meeting the performance requirements, including availability and response times, set

forth in the Agreement. CONTRACTOR shall update this Plan with CONSORTIUM on an annual basis or as otherwise requested by LRS Project Director. CONTRACTOR shall document how CONTRACTOR shall conduct LRS performance verification, the procedures for capturing, analyzing, and reporting results, and the acceptance criteria for ensuring that LRS meets the performance criteria. CONTRACTOR shall document how and when results will be reported, how any Deficiencies will be identified, and the plan and procedures for corrective actions. The Performance Management Plan shall document how CONTRACTOR shall monitor, analyze, and manage the performance of the LRS to meet the performance requirements. The Plan shall include:

1. Process and procedures used to monitor each performance requirement specified in the Agreement, including performance objectives, metrics, and indicators;
2. Tools and procedures for monitoring, analyzing, and reporting results;
3. Acceptance criteria for each performance requirement;
4. Retention periods for system activity logs and test results;
5. Reporting of results including format and frequency;
6. Procedures to correct each Deficiency using a corrective action plan. Each corrective action plan shall include:
 - A. Description of each Deficiency and its root cause;

- B. Business processes, LRS functions, and/or interfaces impacted;
 - C. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
 - D. Corrective action plan, test scenarios, and implementation approach;
 - E. Schedule for completion of each corrective action and resources required/assigned;
 - F. Status of each corrective action; and
 - G. Approval procedures that require LRS Project Director's approval of each correction.
- **Business Continuity/Disaster Recovery Plan goods and services:** CONTRACTOR shall provide a Business Continuity/Disaster Recovery Plan and related goods and services, including LRS Application Software backups, LRS Data backups, and LRS Repository backups. The Business Continuity/Disaster Recovery Plan shall be consistent with CONSORTIUM business continuity/disaster recovery plans. CONTRACTOR shall provide all goods and services, excluding responsibilities for LANet/EN, related to any and all issues pertaining to LRS business continuity and disaster recovery. The range of goods and services covers the spectrum from partial loss of function or data for a brief amount of time to a "worst-case" scenario in which a man-made or natural disaster or IT failure may result in the loss of the entire LRS. CONTRACTOR shall categorize system disruptions by the severity of the event. The parameters of

these events, identified in advance by CONTRACTOR, shall require approval of LRS Project Director, and may be changed from time-to-time as required by LRS Project Director. The categories of system disruptions include:

1. **Minor Event** that includes a minor or partial loss of LRS functionality.
2. **Significant Event** that includes a significant loss of LRS functionality.
3. **Serious Event** that includes an extended disruption of LRS functionality due to a major disaster (e.g., earthquakes, fires, floods, hurricanes, and terrorist attacks).

The Business Continuity/Disaster Recovery Plan shall include a business impact analysis to determine the areas in the technical infrastructure that are required to ensure that all requirements in the Agreement shall be met. The Plan shall describe each of the above system disruption events in accordance with the proposed LRS technical infrastructure, document the results of the business impact analysis for each severity level, and determine the appropriate actions to be taken to ensure restoration and/or continuity of services in accordance with the Agreement. This Plan shall define and describe the procedures required to ensure that the LRS, including Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, Project Office, and the Enterprise Connecting Hardware, which includes the Gateway, shall be able to recover from any disruption in service regardless of the level of severity.

The Business Continuity/Disaster Recovery Plan shall describe the monitoring, testing, and plan revision processes used to verify that the LRS, including Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, Project Office, and Enterprise Connecting Hardware, which includes the Gateway, continue to comply with the Specifications, including meeting the requirements in the Agreement for business continuity operations and disaster recovery.

The Business Continuity/Disaster Recovery Plan shall serve as a master plan for responding to system outages, ensuring continuity of business operations, and recovery from a disaster. In this Plan, CONTRACTOR shall include:

1. Overview of the technical infrastructure and how it relates to CONSORTIUM business continuity/disaster recovery plans and operations.
2. Business impact analysis of the LRS functionality and the LRS Data that identifies and prioritizes the critical LRS systems and components.
3. Data backup/recovery procedures for backing up, retrieving, and restoring exact copies of most current LRS Data and LRS Repository. CONTRACTOR shall document the procedures for ensuring physical safety of media upon which the LRS, LRS Data, and LRS Repository are backed up. CONTRACTOR shall document its approach for the secure storage of all backup media, both on-site and off-site, including the proposed response time for recovery of the media from off-site storage.
4. LRS Application Software backup/recovery procedures for backing up, retrieving, and restoring LRS Application Software. CONTRACTOR shall document its approach for the backup and recovery of the LRS Application Software, both on-site and off-site, including the proposed response time for recovery.
5. Emergency mode of operations that provides the procedures to enable business continuity, protect the security of electronic IT information during and immediately after an emergency, and recover from

the emergency mode of operation with minimal impact on Users.

6. Command and control processes and procedures that delineate specific roles and responsibilities, communication and actions that CONTRACTOR system administration staff must follow in an emergency.
7. Procedures for performing business continuity/disaster recovery testing during Subtask 9.2 (Integration and System Testing), during Subtask 9.3 (User Acceptance Testing), during Task 12 (Pilot), during Task 14 (Phase 2 (Performance Verification Phase)), and semi-annually throughout Task 15 (Phase 3 (Operational Phase)). Each test shall continue until all test results have been approved by LRS Project Director. Each test shall include:
 - A. Coordination from the Project Office;
 - B. Automated switchover to the Backup Central Site and/or Backup Print Facility to meet performance requirements under full load in the production environment;
 - C. Connectivity between LAnet/EN and the Primary Central Site or Backup Central Site, Central Print Facility or Backup Print Facility, and Enterprise Connecting Hardware, which includes the Gateway;
 - D. Interfaces to all external systems;
 - E. Test results reports; and

- F. Updates to the Business Continuity/Disaster Recovery Plan.
8. Workforce contingency training plan that describes the training and preparation of designated workforce members regarding the enactment of the Business Continuity/Disaster Recovery Plan.
 9. Procedures to replace office space or data center facilities if required by the nature of the disaster or emergency.
 10. Exercise log that documents the calendar day(s) when the Business Continuity/Disaster Recovery Plan is tested, what the nature of the test(s) are, any problems identified during each test, and corrective actions to be taken. The results of each test shall require approval by LRS Project Director.
 11. Revision history that documents any changes made to the Plan, the date and details of the changes, and the parties responsible for initiating and approving the changes.

CONTRACTOR shall maintain a backup of the LRS Application Software, LRS Data, and LRS Repository as set forth in the Agreement. CONTRACTOR shall complete a full backup of the LRS Application Software, LRS Data, and LRS Repository that reflects the LRS configuration and data at the completion of the week's processing cycle (e.g., Sunday). CONTRACTOR shall provide a daily backup of the LRS Data and LRS Repository at the end of day processing Monday through Saturday. CONTRACTOR shall provide a copy of the daily backup of the LRS Application Software, as requested by LRS Project Director. CONTRACTOR shall verify that all backups are complete,

accurate, and functional. CONTRACTOR shall make available to CONSORTIUM a daily report, preferably online, delineating the completion of each backup, its status, and a catalog of the items backed up.

- **Project Reporting Plan goods and services:**

CONTRACTOR shall provide a Project Reporting Plan and related goods and services. The Project Reporting Plan shall include a description of CONTRACTOR's approach to all project reporting, including meetings, presentations, and reports provided to CONSORTIUM on a periodic basis. CONTRACTOR shall describe the structure and/or format of any periodic meetings, presentations, and reports provided to CONSORTIUM. The format of these meetings, presentations, and reports shall require approval by LRS Project Director, and shall change from time-to-time during the term of the Agreement as determined by LRS Project Director. The Project Reporting Plan shall include:

1. Bi-weekly and monthly reporting for ongoing project administration, including:
 - A. Central Sites Services status summary;
 - B. Print Facility Sites Services status summary;
 - C. Project Office Site Services status summary;
 - D. Security Management services summary that includes a description of each security incident, including any breach, any attack, or the introduction of any Disabling Device, that occurred during the reporting period;
 - E. LRS Hardware management summary, including an overview of each update to LRS Hardware;

- F. LRS Application Software management summary, including an overview of each Update to LRS Application Software;
- G. Commercially Available Software management summary, including an overview of each Update to Commercially Available Software;
- H. LRS Helpdesk activity summary, including an overview of CONTRACTOR responses to all requests by CONSORTIUM-specified Users during the previous reporting period, disposition of each request, and any open issues;
- I. Summary of Deficiencies identified by CONTRACTOR or CONSORTIUM; and
- J. Summary of performance verification and the Specifications compliance status to include:
 - i. LRS performance target and actual performance;
 - ii. Performance of the LRS during the previous reporting period;
 - iii. LRS performance compliance status; and
 - iv. For each Deficiency, include:
 - a. Description of each Deficiency and its root cause;
 - b. Business processes, LRS functions, and/or interfaces impacted;
 - c. Description of all potential risks to the LRS, including to

- Consortium-wide
Implementation, and mitigation
strategy for the LRS;
 - d. Corrective action plan, test
scenarios, and implementation
approach;
 - e. Schedule for completion of each
corrective action and resources
required/assigned;
 - f. Status of each corrective action;
 - g. Date of completion of each
correction; and
 - h. Date of LRS Project Director's
approval of each correction, as
applicable.
2. Monthly reporting for M&O Requests, including:
- A. Number of M&O Requests by type as
specified by LRS Project Director;
 - B. Number of active M&O Requests (by
current month, year);
 - C. Number of completed M&O Requests (by
current month, year);
 - D. Describe deviations, including schedule
deviations, related to each M&O Request;
and
 - E. Identified issues, proposed solutions, and
status.
3. Monthly reporting for M&E Requests and M&E
Proposals, including:
- A. Number of M&E Requests by type as
specified by LRS Project Director;

- B. Number of M&E Proposals by type as specified by LRS Project Director;
 - C. Number of active M&E Requests (by current month and year);
 - D. Number of active M&E Proposals (by current month and year);
 - E. Number of completed M&E Proposals (by current month, year);
 - F. Describe deviations, including schedule deviations, related to each M&E Proposal; and
 - G. Identified issues, proposed solutions, and status.
4. Semi-annual reporting for asset management of the LRS, including:
- A. Inventory of all LRS Hardware, including hardware manufacturers, types, product names, model numbers, quantities by model number, and configuration specifications; and
 - B. Inventory of all LRS Software, including software manufacturers, types, product names, version numbers, and quantities of license by version number.
5. Semi-annual reporting of all telecommunication circuits for the LRS, including, circuit providers, circuit types, termination points, and bandwidth usage statistics.
6. Semi-annual reporting for business continuity/disaster recovery testing, including test results.

7. Annual reporting for the Statement of Auditing Standards No. 70 (SAS 70). The SAS 70 audit report shall comply with the standards set forth by the Auditing Standards Board of the American Institute of Certified Public Accountants (AICPA). Any SAS 70 audit that addresses the LRS shall cover all aspects, including controls and operations, of the LRS. CONTRACTOR shall address and remedy, as determined by LRS Project Director, any issues and/or risks identified in the SAS 70 audit report and provide any necessary follow-up SAS 70 audit reports, as determined by LRS Project Director.
8. Monthly reporting of end dates of Original Equipment Manufacturer (OEM) full service life of LRS Hardware, OEM service warranty of LRS Hardware, and OEM full support of Commercially Available Software as described in Exhibit B (Statement of Requirements).
9. Daily reporting of daily performance requirements measurements and monthly reporting of monthly performance requirements measurements as described in Subsection 3.6 (LRS Performance Requirements) of Exhibit B (Statement of Requirements).
10. Monthly reporting of requirements metrics, including the number of requirements added, deleted, modified and outstanding during the particular month and the total number of all requirements in existence at the end of the reporting month.

11. Monthly reporting of product quality metrics, including Pareto analysis, error density, and average age of outstanding errors.
12. Quarterly reporting of system size, and performance and usage instrumentation, including database size and System Data analysis, as determined by LRS Project Director.

II. M&E Services Plan:

CONTRACTOR shall provide to CONSORTIUM Deliverable 1.2.2 (M&E Services Plan), which shall include a description of the activities and processes for M&E Services. CONTRACTOR shall provide M&E Services which shall include all goods and services to complete Application Software Modifications and/or Enhancements as may be requested by LRS Project Director and set forth in CONSORTIUM-approved and CONSORTIUM-prioritized M&E Proposals during Phase 2 (Performance Verification Phase) and Phase 3 (Operational Phase).

M&E shall include the following:

1. Enhancements to, additions to, deletions from, and/or other modifications of LRS Application Software components, such as changes to the current LRS outputs or processes, new or modified reports, new or modified screens;
2. Modifications and/or enhancements to LRS Application Software workflows, attribute tables, workflow/process flows, logical data model, physical data model, and data dictionary; and
3. Development of additional system interfaces with LRS.

CONTRACTOR shall provide a 24-month staffing plan that includes the organizational chart, the roster, the roles, the responsibilities, and the qualifications of CONTRACTOR staff involved in providing M&E Services. CONTRACTOR shall provide an updated 24-month staffing plan at the beginning of each quarter. CONTRACTOR shall provide all software, including automated regression test tools, and any other goods and services to perform M&E Services and complete M&E. CONTRACTOR shall

train the CONSORTIUM Project Team on the use of CONTRACTOR-supplied automated regression test tools.

CONTRACTOR shall evaluate each M&E Request from CONSORTIUM and timely submit to CONSORTIUM an M&E Proposal. CONTRACTOR shall confirm each functional and technical requirement in each M&E Request, including an impact analysis of the proposed change on the current LRS.

CONTRACTOR may propose to bundle one or more M&E Requests into a single M&E Proposal with the prior approval of LRS Project Director. CONTRACTOR shall prepare and timely submit M&E Proposals to CONSORTIUM. Each M&E Proposal shall include:

1. Description of each M&E and objectives and outcomes;
2. Impact analysis of each M&E on the LRS and LANet/EN, including assessment of the complexity, estimated lines of Source Code, and impact on operations, security, programs, screens, edits, error messages, online/batch processing, interfaces, performance, and User training;
3. Maximum, not-to-exceed price for the M&E Proposal; and
4. Work plan for the M&E Proposal, including:
 - A. Schedule;
 - B. Tasks and deliverables, including:
 - i. Requirements verification document;
 - ii. Design document;
 - iii. Development activities;
 - iv. Test plan and reports; and
 - v. Production certification;
 - C. Staff resources by name for each task/deliverable; and
 - D. Estimated hours by staff resource for each task/deliverable.

All M&E Proposals require LRS Project Director's approval and shall be prioritized by LRS Project Director. LRS Project Director

must approve each M&E Proposal prior to CONTRACTOR commencing any work to provide the specified M&E. All M&E Proposals shall be prioritized by LRS Project Director, and CONTRACTOR shall participate in M&E Proposal prioritization meetings with CONSORTIUM. CONTRACTOR shall complete each M&E within the original schedule contained in the M&E Proposal. LRS Project Director may reasonably require an expedited completion time depending on the urgency of a specified M&E.

CONTRACTOR shall develop and implement each M&E in an M&E Proposal in accordance with the LRS System Development Lifecycle (SDLC) used in Phase 1 (Design/Development/Implementation Phase), including:

1. Configuration change package that documents the changes to LRS Application Software, including requirements, design specifications, technical infrastructure, and application, which shall result from the specified M&E; and
2. Test plan.

CONTRACTOR shall develop functional/technical design specifications for each M&E in an M&E Proposal based on the verified requirements and shall develop, code, test, and validate each M&E. CONTRACTOR shall also maintain existing, and incorporate new, CONSORTIUM-developed test scenarios into the IDE.

CONTRACTOR shall provide the following after completing all activities involved in modifying and/or enhancing the LRS Application Software in accordance with each M&E Proposal:

1. A written summary of the M&E Proposal and related activities;
2. A description of any modifications and/or enhancements to the LRS Application Software, including requirements,

design specifications, technical infrastructure, and application;

3. Any related test plans, test execution, including automated regression testing procedures, and a final report on test results;
4. LRS Documentation affected by the M&E, using a method that clearly identifies the M&E to the Documentation and the date of the change;
5. Updated LRS Application Software Source Code, Object Code, and Documentation, which shall be placed in the LRS Repository; and

CONTRACTOR shall maintain documentation of the test results to verify the adequacy and completeness of the LRS Application Software change. CONTRACTOR shall update all documentation that pertains to the implementation of the M&E Proposal. CONTRACTOR shall place into the LRS Repository all test results and all documentation, including LRS Application Software Source Code, Object Code and Documentation, and updated training materials.

CONTRACTOR shall apply its SDLC processes, followed during Phase 1 (Design/Development/Implementation Phase), to implement CONSORTIUM-approved M&E Proposals during Phase 2 (Performance Verification Phase) and Phase 3 (Operational Phase). For each CONSORTIUM-approved M&E Proposal, CONTRACTOR shall:

1. Participate in M&E Proposal prioritization meetings with CONSORTIUM.
2. Verify CONSORTIUM functional and technical requirements for each M&E in such M&E Proposal, including an impact analysis of the proposed change on the current LRS Application Software implemented design and use.

3. Develop functional/technical design specifications for each M&E in such M&E Proposal based on the verified requirements;
4. Develop, code, test, and validate each M&E in such M&E Proposal;
5. Maintain existing, and incorporate new, CONSORTIUM-developed test scenarios into the IDE;
6. Support automated regression testing of all CONSORTIUM-developed test scenarios, including the integration of CONSORTIUM-developed test scenarios into the automated regression test tool;
7. Update all affected LRS Application Software Source Code, Object Code, and Documentation;
8. Upon CONSORTIUM approval of each successfully tested M&E in such M&E Proposal, provide updated LRS Application Software Source Code, Object Code, and Documentation, no later fifteen (15) working days prior to implementation of such M&E, which shall be placed by CONTRACTOR in the LRS Repository; and
9. Implement each successfully tested and CONSORTIUM-approved M&E in such M&E Proposal into Production Use, as determined by LRS Project Director.

III. Conversion and Archiving Plans:

CONTRACTOR shall provide Deliverable 1.2.3 (Conversion and Archiving Plans) that includes a Conversion and Archiving Plan for DPSS Systems and a Conversion and Archiving Plan for DCFS Systems. Each Conversion and Archiving Plan shall include a description of the strategy for automated conversion and archiving of DPSS Systems data, DCFS Systems data, and other legacy data into the LRS in accordance with Exhibit B (Statement of Requirements), which shall include the development, testing and validation of conversion and archiving software programs/tools in Task 8 (Baseline Application Software and Conversion and Archiving Tools) and Task 9 (Testing). The conversion and

archiving strategy shall facilitate the full transition of all DPSS Systems data, DCFS Systems data, and other legacy data into the LRS and shall optimize the performance of the LRS, while minimizing disruption of services to the applicant/participant population in Los Angeles County.

3.1.2.1 Deliverable 1.2.1: M&O Services Plan

CONTRACTOR shall provide an M&O Services Plan that shall include:

1. Description of M&O Services activities and processes;
2. Yearly staffing plan, including the roles and responsibilities of CONTRACTOR staff;
3. Operational Support Communications Plan, including communication trees;
4. Change Management Plan;
5. Performance Management Plan;
6. Business Continuity/Disaster Recovery Plan; and
7. Project Reporting Plan, including schedule and structure of bi-weekly and monthly status meetings and reports.

3.1.2.2 Deliverable 1.2.2: M&E Services Plan

CONTRACTOR shall provide an M&E Services Plan that shall include:

1. Description of M&E Services activities and processes; and
2. Yearly staffing plan, including the roles and responsibilities of CONTRACTOR staff.

3.1.2.3 Deliverable 1.2.3: Conversion and Archiving Plans

CONTRACTOR shall provide a Conversion and Archiving Plan for DPSS Systems and a Conversion and Archiving Plan for DCFS Systems in accordance with Subtask 1.2 (Project Planning) and Exhibit B (Statement of Requirements).

The Conversion and Archiving Plan for DPSS Systems shall include:

1. Conversion and archiving strategy that provides full accessibility of LRS Data and DPSS Systems data and other legacy data to Users while meeting the LRS performance requirements;
2. Development and testing of conversion and archiving software programs/tools;
3. Transition of all DPSS Systems data and other legacy data to the LRS in a manner that minimizes disruption of services; and
4. Recommendation for Local Office Site groupings for Consortium-wide implementation.

The Conversion and Archiving Plan for DCFS Systems shall include:

1. Conversion and archiving strategy that provides full accessibility of LRS Data, DCFS Systems data, and other legacy data to Users while meeting the LRS performance requirements;
2. Development and testing of conversion and archiving software programs/tools;
3. Transition of all DCFS Systems data and other legacy data to the LRS in a manner that minimizes disruption of services; and
4. Recommendation for Local Office Site groupings for Consortium-wide implementation.

3.1.3 Subtask 1.3: Ongoing Project Administration

CONTRACTOR shall perform ongoing project administration during the term of the Agreement, which shall include:

1. Manage all CONTRACTOR staff, including Subcontractor staff, assigned to the project;

2. Coordinate with other CONSORTIUM departments, or external agencies, as appropriate;
3. Manage issues raised by CONSORTIUM and documented in bi-weekly status reports;
4. Manage risks as described by the Risk Management Plan;
5. Provide planning and direction in accordance with the CONSORTIUM approved PCD, ensuring that proper project management controls exist and are in use;
6. Provide change management, following the methodology documented in the Change Management Plan;
7. Provide routine and realistic assessments of progress as targeted in the Project Work Plan;
8. Implement quality assurance measures that allow the delivery of high quality, effective Deliverables to CONSORTIUM;
9. Manage all CONTRACTOR-supplied facilities directly related to the project which include the Central Sites, the Print Facility Sites, and Project Office;
10. Participate in the Deliverable review/resolution process for all Deliverables;
11. Provide updated copies of the PCD on a quarterly basis, which incorporates only CONSORTIUM-approved variances from the current CONSORTIUM-approved PCD; and
12. Provide ongoing risk management that includes input from all CONTRACTOR Key Staff.

CONTRACTOR Project Director shall submit bi-weekly status reports in a CONSORTIUM-specified format to LRS Project Director throughout the term of the Agreement. The first bi-weekly status report shall be due to LRS Project Director fourteen (14) days after the Effective Date, with subsequent reports due every other

Tuesday thereafter for the term of the Agreement. CONTRACTOR shall compare actual progress for the preceding bi-weekly period with current CONSORTIUM-approved Project Work Plan and discuss any variances and work scheduled for the following period. In each bi-weekly status report, CONTRACTOR shall include:

1. CONTRACTOR Project Director Name;
2. CONTRACTOR Name;
3. Reporting period start and stop dates;
4. Date of report;
5. Highlights of the reporting period;
6. Tasks, Subtasks and other Work completed during the reporting period which were not scheduled;
7. Tasks, Subtasks, and other Work completed during the reporting period which were scheduled;
8. Tasks, Subtasks, and other Work started during the reporting period;
9. Tasks, Subtasks, and other Work in progress during the reporting period;
10. Tasks, Subtasks, and other Work scheduled for completion during the reporting period which were not completed;
11. Activities for the next reporting period;
12. Issues identified during that reporting period;
13. Issues resolved during that reporting period;
14. Corrections to the prior bi-weekly status report;
15. Meetings scheduled for the next reporting period;
16. Updated risk summary report based on the Risk Management Plan; and
17. Any other items requested by LRS Project Director.

CONTRACTOR Project Director shall attend bi-weekly status meetings with LRS Project Director to review any issues, the status of the Project Work Plan, and the status of the Risk Management Plan and any LRS-

related risks. CONTRACTOR shall deliver an updated PCD in CONSORTIUM-specified version of Microsoft Project format and include an indication of any variance from the current CONSORTIUM-approved Project Work Plan affecting the project's schedule, resources, or impacting the project's critical path. All variances shall be presented to LRS Project Director for approval at the bi-weekly status meeting. CONTRACTOR shall send an updated copy of the PCD incorporating only CONSORTIUM-approved variances to LRS Project Director for approval no later than twenty-four (24) hours prior to any subsequent bi-weekly status meeting. CONTRACTOR shall provide an electronic version of the updated PCD in the LRS Repository.

During Phase 3 (Operational Phase), LRS Project Director may from time-to-time reasonably change the frequency of such status meetings and status reports.

Starting ninety (90) days after the Effective Date and continuing throughout the term of the Agreement, CONTRACTOR Project Director shall prepare monthly status reports, summarizing all project activities for the preceding month, project progress against all Deliverable due dates, issues and risks to the DPSS Assistant Director for BCTS and other key stakeholders. CONTRACTOR Project Director, or his designee as approved by LRS Project Director, shall present a monthly project status report at a designated meeting of the CONSORTIUM LRS Oversight and Executive Steering Committee. The first monthly status report shall be due to LRS Project Director ninety (90) days after the Effective Date and thereafter by the fifth (5th) working day of each month, in a format approved by LRS Project Director.

3.1.3.1 Deliverable 1.3: Ongoing Project Administration.

CONTRACTOR shall provide ongoing project administration to include:

1. LRS bi-weekly and monthly status reports; and
2. Updates to the PCD on a quarterly basis.

3.2 TASK 2: DEVELOPMENT METHODOLOGY AND TECHNICAL PRACTICES:

CONTRACTOR shall describe the development methodology and technical practices to be utilized in the design, development, implementation, and operation of the LRS. CONTRACTOR shall provide its methodology and tools for both design time and run time governance and management of any resulting LRS processes, policies, procedures, and services. CONTRACTOR shall perform the following Work in this Task 2:

1. Establish the IDE according to the requirements in Exhibit B (Statement of Requirements); and
2. Orient CONTRACTOR and CONSORTIUM staff to the SDLC methodology to be used, the specific tools to be used, and the IDE which provides the environment for team collaboration, interoperability across all LRS project tools, and management of all project artifacts.

3.2.1 Subtask 2.1: Establish Integrated Development Environment (IDE).

CONTRACTOR shall establish the IDE, in accordance with the technical requirements in Exhibit B (Statement of Requirements). The IDE shall support the following:

1. Requirements traceability, tracking, and verification;
2. Tracking of CONSORTIUM-developed and CONTRACTOR-developed test scenarios, together with the related procedures, including traceability to the requirements;
3. Language development environments;
4. User interface tools that promote reuse of user interface (UI) components;
5. Software configuration management (SCM) tools;
6. Tools to manage business logic;
7. Testing, including automated regression testing;
8. Version control on all electronic work products, including both software, system documentation, and project correspondence and documentation;
9. Tools to establish and track the contents of the LRS Repository, in a CONSORTIUM-approved readily retrievable form;
10. Defect tracking;
11. Configuration management; and

12. Version release.

CONTRACTOR shall maintain the LRS Repository, whose contents shall include:

1. LRS functional, technical, and training requirements, including all validation and traceability results;
2. Physical and logical data and process models;
3. All metadata;
4. Data dictionary;
5. Project Deliverables;
6. All LRS-related documentation, including a tracking mechanism for any documentation that must be retained in hardcopy;
7. LRS Application Software Source Code;
8. Detailed design specifications for all screens contained within the LRS;
9. Audit trails and version control documentation for changes made to the LRS;
10. Data conversion strategies and processes; and
11. System Data.

CONTRACTOR shall be responsible for establishing and maintaining this environment throughout the term of the Agreement. The IDE shall be accessible at all times by CONTRACTOR and CONSORTIUM staff, at the Project Office upon occupancy. Access to the tools within the IDE will be based on CONTRACTOR and CONSORTIUM staff roles and responsibilities as established by CONTRACTOR and CONSORTIUM. The IDE shall be available to CONSORTIUM-specified stakeholders and the IV&V contractor. At LRS Project Director's request, from time-to-time during the Agreement, the contents of the LRS Repository shall be fully transferred to CONSORTIUM in a CONSORTIUM-approved readily retrievable form.

CONTRACTOR shall document the IDE in Deliverable 2.1 (Integrated Development Environment Configuration Control Document), including a detailed description of the actual IDE

configuration. Deliverable 2.1 (Integrated Development Environment Configuration Control Document) shall be provided to CONSORTIUM no later than thirty (30) days after the Effective Date. The IDE shall be fully operational within ninety (90) days of the Effective Date.

CONTRACTOR shall provide updates to Deliverable 2.1 (Integrated Development Environment Configuration Control Document) when configuration of the IDE is modified or updated, additional tools are incorporated, procedures are updated, or significant changes occur to the contents of the IDE as related to the LRS design, development, or implementation. CONTRACTOR shall transition the LRS Repository to CONSORTIUM and/or any CONSORTIUM-specified parties at the expiration or termination of the Agreement.

3.2.1.1 Deliverable 2.1: Integrated Development Environment Configuration Control Document.

CONTRACTOR shall provide the Integrated Development Environment Configuration Control Document to include the following information, indexed and organized for easy reference:

1. A high-level description of the IDE configuration;
and
2. A complete description of the IDE to include:
 - A. All hardware, software, and utilities used in the IDE, including any custom tools supplied by CONTRACTOR;
 - B. Reference list of all supporting IDE technical documentation;
 - C. Structure and organization of LRS Repository;
 - D. IDE operational procedures and security procedures; and
 - E. IDE training materials.

3.2.2 Subtask 2.2: Orientation to Project System Development Methodology, Tools, and Technical Practices.

CONTRACTOR shall orient the Project Team on its SDLC methodology and how it will be applied to the project. CONTRACTOR shall fully describe the use of the IDE and any tools to be used as part of the design and development process. During this orientation, CONTRACTOR will work with CONSORTIUM to establish the roles, responsibilities, and expectations for the Project Team.

CONTRACTOR shall describe the basic technical practices that will be used throughout the project, provide familiarization to the specific tools to be used to support these practices, and orient the Project Team on the procedures based on these tools. CONTRACTOR shall specifically describe its approach to asset management, LRS Repository management, and configuration management.

3.2.2.1 Deliverable 2.2: System Development Lifecycle Orientation and Materials.

CONTRACTOR shall conduct orientation for the Project Team. CONTRACTOR shall provide documentation of the orientation sessions (e.g., attendance sheet).

CONTRACTOR shall provide CONSORTIUM with all orientation materials that include:

1. All orientation material for the SDLC methodology, description of the IDE, and supporting tools, including presentation materials, descriptive information on the IDE and tools, and vendor literature for any commercial products used;
2. All user documentation for the SDLC methodology, IDE, and supporting tools including User manuals, help files, checklist, tutorials, and vendor literature for any commercial products used; and
3. Documentation on technical management practices (to include asset management, document management, and configuration/change management), encompassing procedural materials (i.e., books, checklists) to ensure compliance by the

Project Team in following these practices, and detailed documentation on how the IDE and tools are to be used in accomplishing these procedures.

3.3 TASK 3: REQUIREMENTS VERIFICATION AND ANALYSIS:

CONTRACTOR shall perform the following Work during this Task 3:

1. Plan Task 3 with CONSORTIUM and other stakeholders; and
2. Analyze and verify all LRS functional, technical, and training requirements.

3.3.1 Subtask 3.1: Planning for Requirements Verification.

CONTRACTOR, working in conjunction with CONSORTIUM designated stakeholders, shall plan the schedule for the activities in Task 3 (Requirements Verification and Analysis). The planning shall include the development of schedules and locations for the appropriate analysis and meetings with CONSORTIUM and others approved by CONSORTIUM, as well as identification of the key participants for each meeting.

3.3.1.1 Deliverable 3.1: Requirements Verification Schedule.

CONTRACTOR shall provide the Requirements Verification Schedule that describes the proposed number of meetings, names of anticipated participants, proposed agenda(s), and updates to the Project Work Plan. The updates to the Project Work Plan will include the detailed activities, schedule, and resources required for completing Task 3 (Requirements Verification and Analysis).

3.3.2 Subtask 3.2: Analyze and Verify the LRS Requirements.

CONTRACTOR shall conduct a thorough verification of all functional, technical, and training requirements. CONTRACTOR shall validate all functional, technical, and training requirements and verify that all requirements have been identified. As a result of this Subtask, CONTRACTOR shall establish a complete set of LRS baseline functional, technical, and training requirements that will serve as the basis for LRS design and development. CONTRACTOR shall accomplish this by completing the following steps:

1. Reviewing Exhibit B (Statement of Requirements) ;
2. Reviewing pertinent material contained in the Diligence Library;
3. Conducting any indicated clarification sessions with CONSORTIUM staff and CONSORTIUM-specified key Users of the LRS to ensure a common understanding of the requirements; and

4. Requesting additional information, as appropriate, to ensure a thorough understanding of the requirements.

CONTRACTOR shall record all functional, technical, and training requirements in the requirements traceability and verification tool that is part of the IDE. CONTRACTOR shall ensure that:

1. All functional, technical, and training requirements will be uniquely identified in the IDE.
2. Additional documentation, such as clarifications, details, and/or examples that help more thoroughly define a requirement, shall be attached to the appropriate requirement(s); and
3. All Requirements Traceability Matrix links between each unique functional, technical, and training requirement and other related functional, technical, and training requirements, including Exhibit B (Statement of Requirements), documents (e.g., clarifications or examples), or other Deliverables, are established and maintained in the IDE.

CONTRACTOR shall prepare Deliverable 3.2.1 (System Requirements Document (SRD)), summarizing CONTRACTOR analysis and verification of the functional, technical, and training requirements, including any impacts to the proposed LRS design concept and its related components prior to initiating design. This document shall serve as the foundation for future design and development.

CONTRACTOR shall prepare Deliverable 3.2.2 (Requirements Traceability Matrix and Report) that includes any unresolved traceability issues. Deliverable 3.2.2 (Requirements Traceability Matrix and Report) shall be used to ensure that all technical requirements can be clearly traced to the business or functional requirements that they must support. CONTRACTOR shall use CONSORTIUM business processes, workflows, terminology and nomenclature wherever possible. The Requirements Traceability Matrix can also be used to ensure that all proposed LRS business logic can be traced to the supporting business need or CONSORTIUM objective. This matrix will be used as a quality assurance tool throughout the LRS design and development process and shall be updated by CONTRACTOR as needed for subsequent activities.

3.3.2.1 Deliverable 3.2.1: System Requirements Document (SRD).

CONTRACTOR shall provide a System Requirements Document (SRD) that shall document the complete set of verified functional,

technical, and training requirements for the LRS, describing in detail what the LRS must do and other attributes the LRS must have in order to provide and support all services.

3.3.2.2 Deliverable 3.2.2: Requirements Traceability Matrix and Report.

CONTRACTOR shall provide a Requirements Traceability Matrix and corresponding report to establish that all links for each functional, technical, and training requirement, as set forth in Exhibit B (Statement of Requirements), to other supporting requirements, including Exhibit B (Statement of Requirements), documents (e.g., clarifications or examples), or other Deliverables, have been successfully established in the IDE. CONTRACTOR shall also indicate any unresolved traceability issues.

CONTRACTOR shall provide an updated Conversion and Archiving Plan.

3.4 TASK 4: GENERAL DESIGN:

The General Design shall describe the features and functions of the LRS, outlining LRS behavior as seen by an external observer, and containing the technical information and data needed for the design. CONTRACTOR shall describe the following LRS architectures based on Deliverable 3.2.1 (System Requirements Document (SRD)): hardware and network, software, functional, application, and data. CONTRACTOR shall document these architectures in Deliverable 4 (General Design Document) that:

1. Ensures that all LRS features and functions are correctly understood before moving into the LRS detailed design tasks;
2. State any assumptions, limitations, and constraints used in formulating the LRS architectures;
3. Clearly establishes traceability for each architectural component to requirements as documented in Deliverable 3.2.1 (System Requirements Document (SRD)); and
4. Clearly and unambiguously provides all the information necessary for the detailed design of the Baseline Application Software, interfaces, and technical infrastructure.

The General Design Document shall include specific information about each LRS architectural component to include:

1. Hardware and network architecture: a high-level description of the computing and network resources across all LRS processing environments and physical sites, including connectivity to LAnet/EN;
2. Software architecture: a high-level description of software layers and components (e.g., operating systems, protocols, database management, languages, utilities, middleware) and how they interact to implement the functional architecture;
3. Functional architecture: a high-level description of the functionality and capabilities of the LRS;
4. Application architecture: a high-level description of the organization of the application into service components, interface management, and security processing; and
5. Data architecture: a high-level description of the logical design, structure, and implementation of the data needed for the LRS functionality and operations.

CONTRACTOR will participate with CONSORTIUM at a meeting in a review of the General Design Document to obtain concurrence between CONTRACTOR and CONSORTIUM on the contents of the final General Design Document before proceeding to Task 5 (Technical Infrastructure Planning and Design) and Task 6 (Functional Design).

3.4.1.1 Deliverable 4: General Design Document:

CONTRACTOR shall provide a General Design Document to include:

1. **Overview:** An overview of the proposed LRS general design;
2. **Architectural Component Descriptions:** A description of the LRS in terms of its architectural components, highlighting the most important features and capabilities of each, to include: hardware and network architecture, software architecture, functional architecture, application architecture, and data architecture;
3. **General Constraints, Limitations, and Assumptions:** Any constraints or limitations discovered or assumptions made in

specifying the LRS general design. In its design of the LRS, CONTRACTOR shall utilize existing business processes and workflows, terminology and nomenclature, and datasets, in order to mitigate the impact on Users;

4. **Security Design:** A discussion of the overall LRS security design in terms of how it is implemented within each architectural component;
5. **Communication Interfaces:** A description of how the LRS Application Software will communicate within itself as a multi-platform application (e.g., use of messaging and Web services) among and between the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility and Project Office and with other applications, including CONSORTIUM desktop and User environments, email, Internet, and LANet/EN;
6. **External Interfaces:** A description of CONTRACTOR interface design strategy for the required interfaces to external systems;
7. **User Interface(s):** A description of CONTRACTOR user interface design strategy, describing compliance with related LRS functional, technical, and training requirements and usability features;
8. **Performance:** A discussion of design considerations that may impact LRS performance, to include availability, response time, throughput, data volume, problem complexity, maximum number of concurrent Users, and peak load; and
9. **Additional Design Considerations:** A description of any other characteristics of the LRS design that were not covered in the prior sections.

CONTRACTOR shall provide an updated Conversion and Archiving Plan.

3.5 TASK 5: TECHNICAL INFRASTRUCTURE PLANNING AND DESIGN:

The technical infrastructure shall be designed and sized to support an n-tier application that shall deliver LRS services to support the applicant and participant populations in Los Angeles County. The LRS shall be hosted at the Primary Central Site and Backup Central Site, accessed via a secure browser-based interface, and shall meet the performance requirements as set forth in the Agreement.

CONTRACTOR shall perform the following Work in this Task 5:

1. Develop an overall design for the technical infrastructure that details the specific hardware and software components for each processing environment, interface, and the locations of the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office;
2. Develop the Facility Management Plan for the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office;
3. Develop the Information Systems Security Plan that describes how security will be implemented and administered in accordance with the specifications in the SRD and the General Design Document;
4. Develop the Network Design Plan that describes how the LRS network design will interface and interact with CONSORTIUM assets, performance issues, and how the design will support the LRS requirements for business continuity and disaster recovery; and
5. Update the Business Continuity/Disaster Recovery Plan that is consistent with CONSORTIUM business continuity plans.

3.5.1 Subtask 5.1: Design Technical Infrastructure.

CONTRACTOR shall describe all the physical locations of the Central Sites, Print Facility Sites, Project Office, and the Enterprise Connecting Hardware, which includes the Gateway, and how each is incorporated into the overall LRS topology.

CONTRACTOR shall describe the six (6) main processing environments that shall be used throughout the term of the Agreement. CONTRACTOR shall demonstrate how the proposed LRS technical infrastructure design will meet all the performance requirements. CONTRACTOR shall document its technical design of the six (6) main LRS processing

environments to be used for the LRS, including a description of the changes from one environment to another. The six (6) main LRS processing environments shall include:

1. **Development** – an environment for the programming of the application, used primarily by application programmers.
2. **Test** – an environment robust enough to support multiple tests simultaneously. The test environment shall be comprised of multiple sub-environments, including the ability to change the system date by sub-environment and parallel test environments for the sole use of CONSORTIUM for the testing of all modifications and enhancements. Additionally, the Central Print Facility shall have a test environment uniquely suited to the testing of printing materials.
3. **Staging** – an intermediate platform used to move LRS Application Software and services from the test environment to the production environment.
4. **Production** – the fully tested and integrated LRS accessible by Users.
5. **Reporting** – a copy of the production database to be used for standard and ad hoc reporting.
6. **Training** – a separate environment to be used to train Users.

CONTRACTOR shall design the test and training processing environments, so that they are easily configurable for any special processing needs such as simulation of conditions in the production environment, inclusion of special tools for testing or training, or the integration of new technologies for planning and analysis purposes.

CONTRACTOR shall document how its design for the LRS technical infrastructure: (i) shall meet the Specifications, including all performance requirements, at the commencement of LRS implementation during Phase 1 (Design/Development/Implementation Phase); (ii) shall be verified during Phase 2 (Performance Verification Phase); and (iii) shall be maintained throughout Phase 3 (Operational Phase), including any modifications or enhancements made to the LRS.

CONTRACTOR shall advise CONSORTIUM as to the configuration of any hardware and software required at the Local Office Sites to support the LRS.

3.5.1.1 Deliverable 5.1: Technical Infrastructure Design Document.

CONTRACTOR shall provide a Technical Infrastructure Design Document to include:

1. An overall description of the LRS topology;
2. Specific topology for each LRS processing environment, interface, and physical location;
3. LRS hardware and software products used;
4. LRS maintenance strategy;
5. Strategy for ensuring that the LRS shall continue to meet scalability and growth demands throughout the term of the Agreement;
6. LRS technical refresh strategy that ensures hardware and software in the various processing environments do not reach end of life during the term of the Agreement;
7. Storage management standards;
8. System administration and management strategy; and
9. Any special utilities or tools needed to meet the requirements of the Agreement.

3.5.2 Subtask 5.2: Facility Management Plan.

CONTRACTOR shall establish and manage the following facilities:

1. Primary Central Site and Backup Central Site that host the LRS technical infrastructure, LRS Application Software, and LRS Data, and support LRS system administration and management operations;
2. Central Print Facility and Backup Print Facility that host the production print and distribution services required by the LRS; and
3. Project Office.

CONTRACTOR shall prepare Deliverable 5.2 (Facility Management Plan) that describes the overall physical facility requirements for the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office. Deliverable 5.2 (Facility Management Plan) shall include:

1. Space planning requirements;
2. Physical security requirements;
3. Access control plans and procedures;
4. Data security plans and procedures; and
5. Physical requirements for business continuity and disaster recovery.

CONSORTIUM reserves the right to visit any CONTRACTOR-operated site with twenty-four (24) hour notice to CONTRACTOR at any time during the term of the Agreement. All sites shall continue to comply with the specifications documented in Deliverable 5.2 (Facility Management Plan) throughout the term of the Agreement. Any change in site location shall require prior approval of LRS Project Director.

The Central Print Facility shall provide a cost effective means for all labor and automation involved in the printing, processing and mailing of bulk output from the LRS, including the automated or manual compilation, insertion, and mailing of re-determination packets. CONTRACTOR shall ensure that the Central Print Facility and the Backup Print Facility are scalable facilities with adequate technology, staff, and physical space to meet production schedule requirements, as described in Attachment H (Technical Exhibits) of Exhibit R (COUNTY's Request for Proposals for a LEADER Replacement System, dated November 30, 2007, including Addendum) and Exhibit B (Statement of Requirements). The Central Print Facility shall provide:

1. Sufficient warehouse space to stock all consumable items necessary to ensure normal operation for at least one (1) month. Additionally, sufficient space to store at least four (4) months of redetermination and recertification packets.
2. Pre-delivery staging area with space for regulation United States Postal Service (USPS) postal carts adequate to hold a month-end volume of posted mail in intermediate storage prior to delivery to the United States Post Office.

3. Hardened and secured storage area for any stock involved in the production of negotiable instruments (e.g., negotiable warrant stock).

CONTRACTOR shall document how it will meet all Central Print Facility and Backup Print Facility physical requirements in Deliverable 5.2 (Facility Management Plan), including a description of all services provided at the Central Print Facility and the equipment, staff, and supplies used by CONTRACTOR to provide these services. CONTRACTOR shall provide twenty-four (24) hour physical security for the Central Print Facility and the Backup Print Facility, including video surveillance, restrictions on visitor access and control, secure loading dock, and document shredding.

3.5.2.1 Deliverable 5.2: Facility Management Plan.

CONTRACTOR shall provide the Facility Management Plan that describes both general and site-specific requirements to include:

1. Location and general description of the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office:
 - A. Key contacts for facility management;
 - B. Procedures for access control;
 - C. Requirements for physical security; and
 - D. Physical data security.
2. Business continuity and disaster recovery plans for the physical locations of the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office.

CONTRACTOR shall include a separate appendix for each physical location of the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office. Each appendix shall be structured as a stand-alone document, delineating the above information in a form that can be used in the management of that specific physical location.

3.5.3 Subtask 5.3: Develop Information Systems Security Plan.

CONTRACTOR shall provide a security architecture that provides for the careful and full protection of all clients' and others' rights to privacy and confidentiality through the effective internal and external security controls,

in accordance with the Agreement. CONTRACTOR shall develop a security plan concurrent with the development of defining the LRS processing environments. Varying levels of security shall be documented in Deliverable 5.3 (Information Systems Security Plan) in accordance with CONSORTIUM security requirements implemented and administered in accordance with the specifications in the SRD and the General Design Document. This Work shall include:

1. Establish security standards for the LRS that are consistent with CONSORTIUM security requirements (e.g., those documented in the Los Angeles County Board of Supervisors Policy Manual, such as Policy Number 6.100 et seq.).
2. Develop and implement a process to monitor LRS security and report security incidents, including breaches, attacks, and introduction of any Disabling Devices, on an ongoing basis.
3. Develop an audit process that shall be implemented to provide LRS security measures that address all CONSORTIUM policies, procedures, and instructions.
4. Review the network topology, with CONSORTIUM, for end-to-end security of the LRS.
5. Review the security design with CONSORTIUM and with the development project staff.
6. Identify network security architecture and/or approach, which provides single sign-on, minimizes password administration, and optimizes security of the LRS Data integrity and access.
7. Develop and implement a process for the prevention of any Disabling Device from being incorporated or introduced into the LRS.
8. Develop and implement a process for the correction of any security breaches, unplanned interruptions, and data corruption in LRS caused by any Disabling Device, including escalation and remediation procedures.

9. Develop and implement processes for a Computer Emergency Response Team (CERT), including CONTRACTOR's roles and responsibilities.
10. Perform routine security vulnerability, threat and risk assessments of the LRS including the technical infrastructure, the LRS Application Software code, and interfaces.

3.5.3.1 Deliverable 5.3: Information Systems Security Plan.

CONTRACTOR shall provide the Information Systems Security Plan which shall describe in detail the security strategy. CONTRACTOR shall include a description of the different levels of security, the processes that shall ensure LRS security meets CONSORTIUM requirements and the roles and responsibilities for managing LRS security. In addition to all other requirements, CONTRACTOR shall specifically comply with CONSORTIUM's information security policies, standards, guidelines, and procedures.

In this Plan, CONTRACTOR shall include:

1. Roles and responsibilities of CONTRACTOR;
2. Strategies for complying with all legal requirements in accordance with the Agreement;
3. Baseline security measures, risk assessments, and continual monitoring of LRS security;
4. Incident response activities;
5. Security awareness training;
6. Physical security;
7. Hardware security;
8. Software security;
9. Access to all processing environments;
10. User security profiles, audit trails, and transaction sampling;
11. Physical and logical network management and security, access controls, event management, and reporting;

12. Data security administration, file server security, data structure integrity, Disabling Device protection, patch management, backup and recovery, and data encryption; and
13. Internet security, including information movement.

3.5.4 Subtask 5.4: Network Design Plan.

CONTRACTOR shall provide to CONSORTIUM a network design for the LRS, including the Enterprise Connecting Hardware which includes the Gateway, taking into account the current infrastructure of LANet/EN, CONSORTIUM networking and security standards, and any proposed initiatives that CONSORTIUM has to upgrade its network and services. CONTRACTOR shall perform detailed modeling to verify network capacity requirements and ensure that the proposed network design contains adequate bandwidth and can meet response time performance based on known parameters such as known or assumed network latency. CONTRACTOR shall ensure that any backup system and network configuration are sized to accommodate the production environment in the event of LRS failure at the Primary Central Site or Central Print Facility. CONTRACTOR shall document the results of this analysis and its supporting recommendations.

CONTRACTOR shall provide a network design that shall meet redundancy and failover such that if the Gateway, the Primary Central Site and/or Central Print Facility become unavailable, the LRS shall immediately re-route all communications to the Backup Central Site and/or Backup Print Facility as appropriate. CONTRACTOR shall work with CONSORTIUM to develop procedures for failover if the failure occurs on CONSORTIUM side of the Gateway.

CONTRACTOR shall document all related design, analysis, plans, and recommendations as required below in Deliverable 5.4 (Network Design Plan).

CONTRACTOR shall document its proposed solution(s) for secure LRS access from locations and/or through services deemed by CONSORTIUM as appropriate in satisfying the functional requirements, including those specified in Exhibit B (Statement of Requirements). This may include any of the following items, or other items as proposed by CONTRACTOR:

1. Browser-based access from CONSORTIUM workstations, laptops, or other devices;
2. Browser-based access from CONSORTIUM maintained public kiosks;
3. Browser-based access from resources available to private citizens;

4. Access through other communications software, such as email;
5. Access via third party reporting or analysis tools; and
6. Automated interfaces with other electronic systems.

3.5.4.1 Deliverable 5.4: Network Design Plan.

CONTRACTOR shall provide a Network Design Plan that includes a description of the following:

1. The LRS network design, including the Enterprise Connecting Hardware, which includes the Gateway, and interfaces;
2. The LRS network security infrastructure;
3. The network management approach established by CONTRACTOR, which includes participation from the CONSORTIUM;
4. How CONTRACTOR will meet CONSORTIUM network-related performance requirements;
5. How the proposed network design will support the Business Continuity/Disaster Recovery Plan; and
6. Assessment of the impact of the LRS on LANet/EN, including bandwidth and security, and solution for minimizing impact of the LRS on LANet/EN.

CONTRACTOR shall provide an updated Conversion and Archiving Plan.

3.6 TASK 6: FUNCTIONAL DESIGN:

CONTRACTOR shall perform the following Work in this Task 6:

1. Develop and document the functional design of the Baseline Application Software; and
2. Conduct a meeting for presentation to CONSORTIUM of the LRS functional design.

3.6.1 Subtask 6.1: Develop the Functional Design.

CONTRACTOR shall develop the functional design of the Baseline Application Software based on both Deliverable 3.2.1 (System Requirements Document (SRD)) and Deliverable 4 (General Design Document). The functional design will include the requisite data structures, data flows, business logic, user interface design, interfaces, and algorithms needed for the Baseline Application Software.

CONTRACTOR shall document the elements of the functional design using the tools within the IDE, such as process models, data models (with the ability to translate from the logical data model to the appropriate physical model), use case analysis, and pseudo code. CONTRACTOR shall develop models that achieve the functional requirements while describing key constraints, such as performance goals, performance requirements, and infrastructure concerns. CONTRACTOR shall:

1. Describe all functional components/modules of the Baseline Application Software, describing how each component/module will be structured and what functionality will be included in that component/module.
2. Design the user interface to include specific User controls, layout for major screens, navigation flow, and expected content for each screen, input validation, and data protection.
3. Define the LRS business rules, including formulas and algorithms not documented in the SRD.
4. Document the LRS logical data model.
5. Document security design for the LRS Application Software, including role- and assignment-based access control.
6. Define appropriate scenarios (defined through process maps, use cases, or prototyping).
7. Design each interface specified in the SRD, including message structure, protocols, and communication pathways.
8. Provide functional design traceability to verified requirements.

CONTRACTOR shall document the LRS functional design in Deliverable 6.1 (Functional Design Document (FDD)). This document shall serve as the detailed functional specification for the LRS design and shall be updated,

as appropriate, throughout the term of the Agreement, as a part of Management and Operations Services.

3.6.1.1 Deliverable 6.1: Functional Design Document (FDD).

CONTRACTOR shall provide a Functional Design Document (FDD) to include:

1. High-level summary of the LRS design including a module/component decomposition chart and a functional description of each module.
2. Detailed design for each component/module to include:
 - A. Name and description;
 - B. Function;
 - C. Process (algorithm);
 - D. Presentation if component/module requires;
 - E. Interfaces; and
 - F. Data.
3. Description of the user interface to include specific User controls, layout for major screens, navigation flow, and expected content for each screen, input validation, and data protection.
4. Baseline Application Software design to include the business rules and the LRS logical data model.
5. Formulas and algorithms not documented in the SRD.
6. Description of the LRS security design.
7. Documentation of scenarios.
8. Document the design of each interface contained in the SRD.
9. Provide updated Requirements Traceability Matrix.

3.6.2 Subtask 6.2: Functional Design Presentation.

Prior to the completion of Task 6 (Functional Design), CONTRACTOR shall make a presentation to CONSORTIUM, including the CONSORTIUM LRS Oversight and Executive Steering Committee at a meeting, where CONTRACTOR shall summarize the functional design, based on Deliverable 6.1 (Functional Design Document (FDD)).

CONTRACTOR shall prepare all supporting technical materials, documentation, and LRS-generated output and provide any appropriate walkthroughs and/or demonstration of LRS capability. During this presentation, CONTRACTOR shall verify to CONSORTIUM that the LRS functional design demonstrates full traceability to verified requirements.

3.6.2.1 Deliverable 6.2: Functional Design Presentation Report.

CONTRACTOR shall provide a Functional Design Presentation Report that includes all technical materials, documentation, and LRS-generated output. In the report, CONTRACTOR shall include:

1. Summary of Task 6 (Functional Design) Work, results, and outcomes;
2. Verification that the LRS functional design demonstrates full traceability to verified requirements;
3. Updated Requirements Traceability Matrix; and
4. Agenda, minutes, and supporting documentation from LRS Functional Design Presentation.

CONTRACTOR shall provide an updated Conversion and Archiving Plan.

3.7 TASK 7: Technical INFRASTRUCTURE DEPLOYMENT:

CONTRACTOR shall perform the following Work in this Task 7:

1. Identify, acquire, configure, and install all software and hardware assets that are part of the LRS technical infrastructure;
2. Document system administration procedures for the operation of the deployed LRS technical infrastructure; and,
3. Deploy the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office, including the Enterprise Connecting Hardware, according to a CONSORTIUM-approved schedule, establish connectivity among and between all sites, and demonstrate that the technical infrastructure is ready and able to support the LRS Application Software.

3.7.1 Subtask 7.1: Acquire and Configure Technical Infrastructure Assets.

CONTRACTOR shall identify all software and hardware assets, organized by the physical locations of the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office, including the Enterprise Connecting Hardware, needed to support the LRS Application Software and meet performance requirements designated by CONSORTIUM. CONTRACTOR shall fully describe the configuration for each software and hardware asset in Deliverables 7.1A (Technical Infrastructure Asset Configuration Report for the Development and Test Environments) and 7.1B (Technical Infrastructure Asset Configuration Report for the Staging / Performance and Production Environments), identifying the assets used in each such physical location. CONTRACTOR shall install and configure hardware for all environments, including any related software (e.g., operating software, etc.).

3.7.1.1 Deliverable 7.1A: Technical Infrastructure Asset Configuration Report for the Development and Test Environments.

CONTRACTOR shall prepare the Technical Infrastructure Asset Configuration Report for the Development and Test Environments to include the following:

1. **Servers:** Detailed description of all servers, operating systems, middleware, database management, and other utility software required for each processing environment. The specification shall include high availability, redundancy, and disaster recovery capabilities.
2. **Workstations:** Detailed description of all desktops and laptops, including operating systems, application software, and utility software, used in each processing environment. This does not include CONSORTIUM workstations.
3. **Network:** Detailed description of how the LRS shall be integrated with LANet/EN, including domain name service (DNS), messaging and email, and others as indicated by CONSORTIUM.
4. **Storage:** Detailed description of storage configuration, including considerations for high availability, redundancy, and disaster recovery capabilities.

5. **Peripherals:** Detailed description of all CONTRACTOR-maintained output devices, such as printers, and input devices, such as scanners, as well as any other peripherals required by CONSORTIUM. This shall include all specialized production equipment required within the Central Print Facility and Backup Print Facility.

3.7.1.2 Deliverable 7.1B: Technical Infrastructure Asset Configuration Report for the Staging / Performance and Production Environments.

CONTRACTOR shall prepare the Technical Infrastructure Asset Configuration Report for the Staging / Performance and Production Environments to the following:

1. **Servers:** Detailed description of all servers, operating systems, middleware, database management, and other utility software required for each processing environment. The specification shall include high availability, redundancy, and disaster recovery capabilities.
2. **Workstations:** Detailed description of all desktops and laptops, including operating systems, application software, and utility software, used in each processing environment. This does not include CONSORTIUM workstations.
3. **Network:** Detailed description of how the LRS shall be integrated with LANet/EN, including domain name service (DNS), messaging and email, and others as indicated by CONSORTIUM.
4. **Storage:** Detailed description of storage configuration, including considerations for high availability, redundancy, and disaster recovery capabilities.
5. **Peripherals:** Detailed description of all CONTRACTOR-maintained output devices, such as printers, and input devices, such as scanners, as well as any other peripherals required by CONSORTIUM. This shall include all specialized production

equipment required within the Central Print Facility and Backup Print Facility.

3.7.2 Subtask 7.2: Document Technical Infrastructure System Administration Procedures.

CONTRACTOR shall provide Deliverables 7.2A (Technical Infrastructure System Administration Procedures for the Development and Test Environments) and 7.2B (Technical Infrastructure System Administration Procedures for the Staging / Performance and Production Environments) that includes roles and responsibilities, specific procedures, frequency with which activities will be performed, and best practices to be used in the operation of the deployed LRS technical infrastructure. CONTRACTOR shall include, without limitation:

1. Data backup, archiving and file restoration processes.
2. Asset and configuration management within each of the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office sites, including the Enterprise Connecting Hardware.
3. Monitoring of LRS activity (e.g., event logs), identification of abnormal activity, and alerting of appropriate staff for corrective action.
4. Update and patch management procedures.
5. Ability to restore the last known stable configuration/state for the LRS in the least disruptive fashion to its Users.
6. Storage management procedures, such as the monitoring of User storage quotas.
7. Data management and administration procedures, including procedures to ensure data integrity and minimize data corruption from data transferred into the application.
8. Specific procedures for protection of physical assets, including authorized access to backups of LRS Application Software, LRS Data, and LRS Repository in the case of an emergency or disaster.

9. Security procedures that support CONSORTIUM security policies and User authorization practices.

CONTRACTOR shall provide CONSORTIUM all supporting documentation supplied by the hardware and Commercially Available Software vendors.

3.7.2.1 Deliverable 7.2A: Technical Infrastructure System Administration Procedures for the Development and Test Environments.

CONTRACTOR shall provide the Technical Infrastructure System Administration Procedures for the Development and Test Environments that describe the activities required for the operation of the deployed LRS infrastructure, to include:

1. Backup and recovery procedures;
2. LRS configuration management;
3. System monitoring, management, and alerting activities;
4. Update and patch management procedures;
5. System configuration restoration;
6. Storage management;
7. Data management and administration activities;
8. Physical asset protection; and
9. Security procedures.

CONTRACTOR shall provide all vendor-supplied documentation that reflects the hardware and Commercially Available Software products incorporated in the LRS technical infrastructure.

3.7.2.2 Deliverable 7.2B: Technical Infrastructure System Administration Procedures for the Staging / Performance and Production Environments.

CONTRACTOR shall provide the Technical Infrastructure System Administration Procedures for the Staging / Performance and Production Environments that describe the activities required for the operation of the deployed LRS infrastructure, to include:

1. Backup and recovery procedures;
2. LRS configuration management;
3. System monitoring, management, and alerting activities;
4. Update and patch management procedures;

5. System configuration restoration;
6. Storage management;
7. Data management and administration activities;
8. Physical asset protection; and
9. Security procedures.

CONTRACTOR shall provide all vendor-supplied documentation that reflects the hardware and Commercially Available Software products incorporated in the LRS technical infrastructure.

3.7.3 Subtask 7.3: Integrate and Demonstrate LRS Connectivity.

CONTRACTOR shall integrate all LRS technical infrastructure components. As defined in Subtask 5.1 (Design Technical Infrastructure), CONTRACTOR shall establish appropriate connectivity among and between the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office, and the LANet/EN at the Gateway. Appropriate connectivity includes:

1. Protected access to all processing environments by a User, according to his/her authorization;
2. Response times in accordance with all performance requirements included in the Agreement; and
3. Interoperability with CONSORTIUM designated network services (e.g., e-mail, intrusion detection).

CONTRACTOR shall provide, manage, operate, and support network resources and connections, including the Enterprise Connecting Hardware, among and between CONTRACTOR-operated locations to include the Primary Central Site, Backup Central Site, Central Print Facility, Backup Print Facility, and Project Office. CONTRACTOR shall provide, manage, operate, and support a secure Gateway to join these locations to the LANet/EN.

CONTRACTOR shall demonstrate, including the use of tools, and in compliance with the Specifications, the following:

1. **Connectivity** – CONTRACTOR shall demonstrate that a browser-based device (e.g., workstation, laptop, or personal digital assistant) can successfully connect to all processing environments, the hardware within each environment performs as required for LRS operation (e.g., printers, servers), and the software and database

services running on the hardware which the LRS Application Software will require from a CONSORTIUM-specified location. CONTRACTOR shall base its demonstration on procedures that will be used during Task 12 (Pilot), Task 13 (Countywide Implementation), and whenever CONSORTIUM requires CONTRACTOR to test and confirm connectivity from a Local Office Site to the LRS.

2. **Response Times** – CONTRACTOR shall demonstrate that a browser-based device exhibits adequate response times, given any known latencies or delays in the CONTRACTOR or CONSORTIUM infrastructure, to ensure the LRS shall meet all performance requirements in the Agreement. CONTRACTOR shall ensure that each response time measure includes the LRS Application Software, and data layers in the LRS architecture as part of the measure and that, for demonstration purposes, a set of transactions that will be representative of operational LRS transactions (e.g., size, frequency) shall be used. CONTRACTOR shall base its demonstration on tools and procedures that will be used to measure response times when the LRS is fully operational.
3. **Availability** – CONTRACTOR shall demonstrate that the LRS technical infrastructure shall meet all performance requirements in the Agreement. CONTRACTOR shall base its demonstration on tools and procedures that will be used to measure availability when the LRS is fully operational.
4. **Business Continuity/Disaster Recovery** – CONTRACTOR shall demonstrate the backup and restoration of the LRS, LRS Data, and LRS Repository from backup, the ability to the switch from the Primary Central Site to Backup Central Site and the Central Print Facility to the Backup Print Facility. CONTRACTOR shall conduct this demonstration using plans, procedures, and tools that will be used for disaster recovery when the LRS is operational.

5. **Central Print Facility** – CONTRACTOR shall demonstrate, either through CONSORTIUM inspection of the proposed design or actual print volumes generated by the proposed facility, that the Central Print Facility shall meet all output volumes and retention capacity.
6. **Security** – CONTRACTOR shall demonstrate the ability to meet CONSORTIUM network and infrastructure related security requirements, such as Role-Based Access Control, auditing, and LRS monitoring. CONTRACTOR shall demonstrate all plans, procedures, and tools used for Security Management. CONTRACTOR shall provide a self-assessment of the state of the LRS security architecture, including a security risk assessment, vulnerability scan, and penetration test. CONSORTIUM reserves the right to verify CONTRACTOR self-assessment using an independent third party.
7. **Tools, Documentation, and Procedures for Administration and Management** – CONTRACTOR shall demonstrate that the LRS is correctly configured for remote administration and management and that the delivered system administration plans and procedures are in conformance with the actual practices. All remote access to the LRS shall require approval by LRS Project Director. CONTRACTOR shall provide training to CONSORTIUM-specified staff so that CONSORTIUM can verify, during the demonstration of operational capabilities, the completeness of tools, documentation, and procedures that CONSORTIUM will use when the LRS is operational.

CONTRACTOR shall document the results of the demonstration for the LRS technical infrastructure in Deliverables 7.3A (Technical Infrastructure Review and Acceptance Document for the Development and Test Environments) and 7.3B (Technical Infrastructure Review and Acceptance Document for the Staging / Performance and Production Environments).

3.7.3.1 Deliverable 7.3A: Technical Infrastructure Review and Acceptance Document for the Development and Test Environments.

CONTRACTOR shall provide the Technical Infrastructure Review and Acceptance Document which shall document the results of Subtask 7.3 (Integrate and Demonstrate LRS Connectivity), verifying that the LRS technical infrastructure performs according to the Specifications.

CONTRACTOR shall provide an updated Conversion and Archiving Plan, and Technical Infrastructure Design Document.

3.7.3.2 Deliverable 7.3B: Technical Infrastructure Review and Acceptance Document for the Staging / Performance and Production Environments.

CONTRACTOR shall provide the Technical Infrastructure Review and Acceptance Document which shall document the results of Subtask 7.3 (Integrate and Demonstrate LRS Connectivity), verifying that the LRS technical infrastructure performs according to the Specifications.

CONTRACTOR shall provide an updated Conversion and Archiving Plan, and Technical Infrastructure Design Document.

3.8 TASK 8: BASELINE APPLICATION Software AND CONVERSION AND ARCHIVING TOOLS:

CONTRACTOR shall perform all Work to provide, design, develop, test, and validate the Baseline Application Software components/modules in conjunction with conversion and archiving software programs/tools. The Baseline Application Software components shall include the application as well as utilities developed for reporting, interfaces, and conversion and archiving of DPSS Systems data, DCFS Systems data, and other legacy data. All development efforts in this Task shall be based on Deliverable 1.2.3 (Conversion and Archiving Plans) and Deliverable 6.1 (Functional Design Document (FDD)) as approved by CONSORTIUM.

CONTRACTOR shall perform the following Work during this Task 8:

1. Prepare Deliverable 8.1 (Baseline Application Software Development Plan (SDP));
2. Conduct software development reviews;
3. Establish system development standards that will apply to the build, unit test, and validation processes in this Task 8;

4. Build the software components/modules, using secure coding methodologies and techniques, based on the FDD;
5. Develop, test, and execute the conversion and archiving software programs/tools in accordance with Exhibit B (Statement of Requirements);
6. Perform unit test, including the use of converted legacy data, on each software component/module to ensure that the component/module performs to the functional, technical, and training specifications established during design, including the FDD;
7. Validate conversion and archiving, and unit test results; and
8. Document, build, and test all LRS interfaces to external systems.

3.8.1 Subtask 8.1: Prepare Baseline Application Software Development Plan.

CONTRACTOR shall prepare Deliverable 8.1 (Baseline Application Software Development Plan (SDP)) that describes how the Baseline Application Software will be designed, built, documented, tested, and integrated. Based on the SDP, CONTRACTOR shall provide detailed updates to the Project Work Plan reflecting the specific schedule and resource requirements for Task 8 (Baseline Application Software and Conversion and Archiving Tools).

3.8.1.1 Deliverable 8.1: Baseline Application Software Development Plan (SDP).

CONTRACTOR shall provide the Baseline Application Software Development Plan which shall include:

1. **Project Organization:** CONTRACTOR shall identify the roles and responsibilities for the software development portion of the LRS Project. CONTRACTOR shall indicate how this portion of the LRS Project will be managed and controlled and what procedures will be used for tracking and reporting progress.
2. **Project Assumptions and Potential Risks:** CONTRACTOR shall document all key assumptions, risks, and plans for mitigation that exist at the initiation of all Baseline Application Software design, development, and

testing activities. CONTRACTOR shall track these assumptions and potential risks on a bi-weekly basis.

3. **Schedule:** CONTRACTOR shall provide a detailed plan for Task 8 (Baseline Application Software and Conversion and Archiving Tools), integrated and consistent with the Project Work Plan, which describes the activities, schedule, and resources for Baseline Application Software development, including any CONTRACTOR-proposed milestones, status meetings, software development reviews, and documentation preparation. Updates to this schedule shall be reflected in the Project Work Plan.
4. **Baseline Application Software Design and Control Plan:** CONTRACTOR shall describe the following:
 - A. **Configuration management:** CONTRACTOR shall describe how multiple development builds of the Baseline Application Software are tracked to avoid confusion.
 - B. **Release control:** CONTRACTOR shall describe its criteria for releasing Baseline Application Software. CONTRACTOR shall include a description of how the Baseline Application Software meets requirements (validation) and works properly (verification).
 - C. **Test process:** CONTRACTOR shall describe the methodology for testing the Baseline Application Software.
 - D. **Deficiency tracking:** CONTRACTOR shall describe how CONTRACTOR tracks and resolves Baseline Application Software Deficiencies.
5. **Test Strategy:** CONTRACTOR shall document the strategy for system testing, including the following:

- A. **Testing Approach:** CONTRACTOR shall describe its approach for planning and executing testing, both incrementally during development and for the entire product before delivery to CONSORTIUM. CONTRACTOR shall describe test objectives and responsibilities for all testing levels, including testing of modules, unit testing, system testing, integration testing, automated regression testing, and User Acceptance Testing (UAT), and shall describe the scope and guiding principles for the testing effort, and the proposed policy for resolving conflicts that arise during the testing process.
- B. **Testing tasks to be performed:** CONTRACTOR shall describe how each major group of software features will be tested and the major testing activities, techniques, and testing tools to be used. CONTRACTOR shall include: (i) configuration of the LRS test environment; (ii) test equipment procurement and setup; (iii) unit test procedures; (iv) test scenario/ script creation; and (v) integration testing. CONTRACTOR shall propose the responsible individuals or organizations and its responsibilities. CONTRACTOR shall document the general rules for software acceptance.
- C. **Testing schedule:** CONTRACTOR shall include all proposed tasks and major testing milestones, including start and end of testing of modules, unit testing, system testing, integration testing, system builds, test script creation, automated regression testing, and UAT. CONTRACTOR shall also

integrate these dates with the schedule in the Project Work Plan.

3.8.2 Subtask 8.2: Baseline Application Software Development Reviews.

CONTRACTOR shall conduct regularly scheduled Baseline Application Software development reviews at meetings with CONSORTIUM, as described in Deliverable 8.1 (Baseline Application Software Development Plan (SDP)), to ensure that development is proceeding in accordance with the FDD and Project Work Plan and that any issues are identified and resolved in a timely fashion.

CONTRACTOR shall provide an agenda at least one (1) week prior to each review including type of review, goals and objectives, detailed description of the event, and any pass criteria (if applicable). CONTRACTOR shall document the proceedings of each review in Deliverable 8.2 (Baseline Application Software Development Review Report) within one (1) week following a Baseline Application Software development review. CONTRACTOR shall also update the Project Work Plan to reflect any changes to Task 8 (Baseline Application Software and Conversion and Archiving Tools) activities or schedule.

3.8.2.1 Deliverable 8.2: Baseline Application Software Development Review Report.

CONTRACTOR shall provide the Baseline Application Software Development Review Report which shall document the following for each Baseline Application Software review, including:

1. Date/time of the meeting;
2. Attendees;
3. Location;
4. Agenda items;
5. Minutes;
6. Issues;
7. Resolutions;
8. Major outcomes from the review; and
9. Action items and assignments.

3.8.3 Subtask 8.3: Document LRS Application Software SDLC Standards.

CONTRACTOR shall conduct a review of its existing System Development Lifecycle (SDLC) standards for LRS Application Software development specifically as they apply to the build, test, and validation Work of the LRS

Project. CONTRACTOR shall indicate how SDLC standards will result in code that is self-documenting, clearly organized, and easy to maintain. CONTRACTOR shall assess whether any changes are needed to these standards in light of the Baseline Application Software detailed design. CONTRACTOR shall detail the various SDLC standards to be applied to LRS Application Software development, customization, and integration activities, and adhered to throughout the term of the Agreement in Deliverable 8.3 (LRS Application Software SDLC Standards).

3.8.3.1 Deliverable 8.3: LRS Application Software SDLC Standards.

CONTRACTOR shall provide LRS Application Software Development SDLC Standards which shall incorporate CONTRACTOR and CONSORTIUM development standards to include: naming conventions, coding standards, internal documentation standards, user interface standards, and style conventions that shall be used by CONTRACTOR.

3.8.4 Subtask 8.4: Build Baseline Application Software Components/Modules and Conversion and Archiving Software Programs/Tools.

CONTRACTOR shall develop the Source Code and Object Code for Baseline Application Software components/modules and conversion and archiving software programs/tools in accordance with Deliverable 6.1 (Functional Design Document (FDD)). As part of Deliverable 8.4 (Baseline Application Software Components/Modules and Conversion and Archiving Software Programs/Tools), CONTRACTOR shall document each Baseline Application Software component/module and conversion and archiving software programs/tools, any associated documentation, and any additional information used to support unit test, validation, or quality assurance activities. CONTRACTOR shall place the resulting Baseline Application Software component/module and conversion and archiving software programs/tools in the LRS Repository with appropriate access permissions and configuration management rules applied.

CONTRACTOR shall develop preliminary documentation for Baseline Application Software components/modules and conversion and archiving software programs/tools. This documentation shall include 'solved example problems' that will also serve as test cases to help identify and isolate defects. In each 'solved example problem', a set of specified inputs will produce a set of known outputs or responses from the software. CONTRACTOR shall ensure that the set of 'solved example problems' cover the core functions of each Baseline Application Software component/module and conversion and archiving software programs/tools.

3.8.4.1 Deliverable 8.4: Baseline Application Software
Components/Modules and Conversion and Archiving Software
Programs/Tools.

CONTRACTOR shall provide Baseline Application Software components/modules and conversion and archiving software programs/tools, which shall include:

1. Source Code and Object Code;
2. Associated Documentation; and
3. Additional information used to support unit test, validation, or quality assurance activities.

3.8.5 Subtask 8.5: Unit Testing.

CONTRACTOR shall successfully complete unit testing for each Baseline Application Software component/module and each conversion and archiving software program/tool prior to Subtask 8.6 (Validation). User interface standards shall be met, including usability. The components/modules/programs/tools functions shall work as expected, and the presentation, business logic, security, and data layers shall perform the specific function as designed in accordance with the FDD.

For unit testing, CONTRACTOR shall develop Deliverable 8.5.1 (Unit Test Template), a standard template that incorporates and documents all aspects of unit testing for a given Baseline Application Software component/module and given conversion and archiving software program/tool, including planning, procedures, checklists, and 'solved problem examples' as described in Subtask 8.4 (Build Baseline Application Software Components/Modules and Conversion and Archiving Software Programs/Tools), test execution, and capture of test results. This template shall require LRS Project Director approval prior to its subsequent use in unit testing.

CONTRACTOR shall perform unit testing on all Baseline Application Software and conversion and archiving software programs/tools. CONTRACTOR shall use Deliverable 8.5.1 (Unit Test Template) as the basis for documenting the test details for a specific Baseline Application Software component/module and specific conversion and archiving software program/tool, the test procedures, and the test results. The resulting document will be Deliverable 8.5.2 (Unit Test Procedures and Results Report).

CONTRACTOR shall store the resulting document in the LRS Repository, linked with the Baseline Application Software component/module and the conversion and archiving software program/tool it represents, and allow an IDE User to access the tailored document and any test results it contains along with access to the corresponding Baseline Application Software

component/module and the conversion and archiving software program/tool.

3.8.5.1 Deliverable 8.5.1: Unit Test Template.

CONTRACTOR shall provide a Unit Test Template that incorporates all key aspects of Baseline Application Software component/module and conversion and archiving software program/tool unit testing as defined in Subtask 8.5 (Unit Testing) above.

3.8.5.2 Deliverable 8.5.2: Unit Test Procedures and Results Report.

CONTRACTOR shall provide Unit Test Procedures and Results Report, which shall detail the unit test procedures and results, including usability, for each specific Baseline Application Software component/module and each specific conversion and archiving software program/tool.

3.8.6 Subtask 8.6: Validation.

When CONTRACTOR has completed unit testing on a Baseline Application Software component/module and a conversion and archiving software program/tool, CONTRACTOR shall compare the actual results of the unit testing against the expected results that were identified before any testing was performed. CONTRACTOR shall determine what corrections, if any, are required in the Baseline Application Software component/module and the conversion and archiving software program/tool and initiate another set of build, test, and validate activities for that component/module/program/tool as needed.

Upon successful validation, CONTRACTOR Project Director shall certify in writing that the Baseline Application Software component/module and the conversion and archiving software program/tool is ready for release to Task 9 (Testing). CONTRACTOR shall record disposition of the unit test results and validation against LRS requirements for such components/modules/programs/tools in Deliverable 8.6 (Unit Test and Validation Results Report).

3.8.6.1 Deliverable 8.6: Unit Test and Validation Results Report.

CONTRACTOR shall provide Unit Test and Validation Results Report for each Baseline Application Software component/module and each conversion and archiving software program/tool indicating that the unit test results have been successfully validated against LRS requirements for such component/module/program/tool and that such component/module/program/tool has been approved by CONTRACTOR Project Director as tested for release to Task 9 (Testing).

3.8.7 Subtask 8.7: Interface Development.

For each interface, CONTRACTOR shall develop Deliverable 8.7.1 (Interface Control Documents (ICD)) that defines and specifies the interface. CONTRACTOR shall work with CONSORTIUM and external interface entities in the development of the interfaces. CONTRACTOR shall implement each interface between the LRS and each external system in accordance with the ICD for that interface.

CONTRACTOR shall determine the qualification requirements that each interface must meet and incorporate these requirements into an interface test procedure that exercises all aspects of the interface, including any required data processing. CONTRACTOR may propose a testing method that emulates the behavior of the external system if there is difficulty in obtaining permission for a 'live' test in early stages of development. CONTRACTOR proposed approach to testing any interface shall require LRS Project Director approval prior to the conduct of the actual test.

CONTRACTOR shall present the test approach, execute the test, and provide the test results to CONSORTIUM in Deliverable 8.7.2 (Interface Test Procedures and Results Report). The results of the interface test(s) shall require LRS Project Director approval prior to placing the interface in use within the production environment. If available, CONTRACTOR shall provide any additional documentation, such as system administration manuals, related to the external system and its interface to the LRS as Deliverable 8.7.3 (Interface Documentation).

3.8.7.1 Deliverable 8.7.1: Interface Control Documents (ICD).

For each interface, CONTRACTOR shall provide an Interface Control Document (ICD). The ICD will describe the concept of operations for the interface, define the message structure and protocols that govern the exchange of data, and identifies the communication paths along which the data is expected to flow. The ICD will fully identify each external system participating in a given interface, the entities responsible for establishing, maintaining, and managing the systems and the interfaces, and the hardware and software involved in the interface. The ICD will also describe the implementation of security controls, such as access management, encryption, and data integrity. Performance requirements, such as capacity, availability, frequency, and interface processing times, will also be included in the ICD.

3.8.7.2 Deliverable 8.7.2: Interface Test Procedures and Results Report.

For each interface, CONTRACTOR shall provide the interface test procedures and results which shall include:

1. Identification of all requirements to test and accept the interface between the LRS and an external system or Web service;
2. Description of the test procedures, including scenarios;
3. Execution of the test; and
4. Document the execution and results of all tests.

3.8.7.3 Deliverable 8.7.3: Interface Documentation.

For each interface, CONTRACTOR shall provide Interface Documentation, including any additional documentation for the interface, such as system administration manuals provided by the owner or manager of the external system.

CONTRACTOR shall provide an updated Conversion and Archiving Plan, and Technical Infrastructure Design Document.

3.9 TASK 9: TESTING:

This Task 9 includes integration and testing, which shall incorporate the conversion and archiving strategies described in Deliverable 1.2.3 (Conversion and Archiving Plans). A full automated regression test shall be conducted at the conclusion of each major set of testing activities.

CONTRACTOR shall perform the following Work during this Task 9:

1. Develop the Master Test Plan;
2. Develop test plans and procedures for all stages of testing, including integration testing, system testing, and UAT, that ensures all requirements are being tested and verified;
3. Conduct the testing for all stages of testing, including integration testing, system testing, and UAT, evaluate results, correct problems, and re-test; and
4. Develop, maintain, and execute automated regression test scripts in all stages of testing including integration testing, system testing, and UAT.

3.9.1 Subtask 9.1: Develop Master Test Plan.

CONTRACTOR shall prepare Deliverable 9.1 (Master Test Plan) that describes the overall approach to testing the LRS, including conversion and

archiving testing, integration testing, system testing, UAT, and automated regression testing. CONTRACTOR shall include:

1. Scope and guiding principles for LRS testing, both for the overall testing effort as well as specific to each type of testing. CONTRACTOR shall take into account all software lifecycles, including design time, runtime, and change time.
2. Roles and responsibilities for CONTRACTOR's LRS test team members, for functional, technical, and training purposes, and required CONTRACTOR staffing resources.
3. Overall test approach, including a summary of techniques to be used, how CONTRACTOR will group LRS functionality for testing, strategy for testing interfaces to external systems and agencies, and conduct of any end-to-end system tests.
4. Testing schedule, including all proposed activities and major testing milestones, system builds, test script creation, and automated regression testing. CONTRACTOR shall also integrate these dates with the schedule in the Project Work Plan.
5. Approach to validating that all requirements have been tested and verified.
6. Tools to be used, including automated test tools, additional materials needed (e.g., test databases, test transactions, and load simulators), and tools to track testing progress.
7. Approach to automated regression testing, describing when automated regression testing is appropriate, standard procedures to be followed, and tools to be used.
8. Configuration of the LRS processing environments used for each specific level of testing, including: (i) configuration of the test environment; (ii) test equipment procurement and setup; (iii) test scenario/ script creation; and (iv) integration testing.

9. General rules for software acceptance at each level of testing, as approved by CONSORTIUM.
10. Management of all testing products and results using the LRS Repository to ensure that all products are accessible to the Project Team as needed.
11. Approach to specialty testing to include usability, security, and performance.

3.9.1.1 Deliverable 9.1: Master Test Plan.

CONTRACTOR shall provide the Master Test Plan in accordance with Subtask 9.1 (Develop Master Test Plan).

3.9.2 Subtask 9.2: Integration and System Testing.

Integration and system testing ensures that all facets of the LRS work together as a cohesive whole. At the conclusion of this Subtask 9.2, CONTRACTOR shall have verified that the LRS is ready for User Acceptance Testing.

CONTRACTOR shall designate a test group independent from the LRS development staff to perform all testing beyond unit test. This test group shall include functional, technical, and training representatives, as needed, and may include CONSORTIUM staff as approved by LRS Project Director.

CONTRACTOR shall develop Deliverable 9.2.1 (Integration Test Plan) and Deliverable 9.2.5 (System Test Plan) that expands on the Master Test Plan with elements specific to integration and system testing. CONTRACTOR shall develop Deliverable 9.2.2 (Integration Test Procedures) and Deliverable 9.2.6 (System Test Procedures), including:

1. Thoroughly test all LRS Components;
2. Thoroughly test all LRS interfaces both internal and external, including real-time, host-to-host communications;
3. Thoroughly test batch processing;
4. Thoroughly test production print capabilities; and
5. Verify the correct generation of all errors messages, warnings, or other messages as designed.

CONTRACTOR shall conduct integration testing as each Baseline Application Software component/module and each conversion and archiving software program/tool is developed and added to the LRS. In

Deliverable 9.2.3 (Integration Test Results Report), CONTRACTOR shall document the results for each integration test conducted.

CONTRACTOR shall ensure that all processing environments utilized for a given test shall be restored to its original condition prior to the start of the given test, including all system files and data that may be affected or changed during execution of the test. CONTRACTOR shall complete certain integration testing, including:

1. **Performance and Load Testing** – CONTRACTOR shall demonstrate that the LRS can successfully meet the performance requirements specified in the Agreement under full load conditions.
2. **Security Testing** – CONTRACTOR shall demonstrate that the LRS can successfully meet CONSORTIUM security requirements.
3. **Business Continuity/Disaster Recovery Testing** – CONTRACTOR shall demonstrate that the LRS can successfully continue to provide services while executing business continuity/disaster recovery testing, including the effect on LRS performance requirements.
4. **Interface Testing** – CONTRACTOR shall demonstrate that all interfaces are working properly and adhere to the Specifications.
5. **Cycle Testing** – CONTRACTOR shall conduct cycle tests where each cycle test's processing is dependent upon previous processing in the LRS flow. CONTRACTOR shall conduct cycle tests to simulate the LRS operation during conversion and in production, including nightly, weekly, monthly, and other scheduled batch jobs to demonstrate that the cycles complete successfully in accordance with the Specifications.
6. **Client Correspondence and Reports Testing** – CONTRACTOR shall verify the correct layout, format, and distribution of all LRS generated forms, Notices of Action (NOAs), documents, and reports, along with its supporting procedures. CONTRACTOR shall demonstrate that the LRS produces all forms, NOAs, documents,

and reports in all CONSORTIUM-required languages, including all languages for which the State has provided a translation.

7. **Reports Testing** – CONTRACTOR shall verify the correct layout, format, and distribution of all LRS generated reports, both standard and ad hoc, with its supporting procedures.

At the end of integration test, CONTRACTOR shall prepare Deliverable 9.2.4 (Integration Test Summary Report), summarizing the activities, types of tests, and test results. Deliverable 9.2.4 (Integration Test Summary Report) shall include all technical materials, documentation, and LRS-generated output as required by CONSORTIUM. CONTRACTOR shall present to CONSORTIUM evidence that all Subtask 9.2 related requirements have been met. CONTRACTOR shall prepare supporting documentation, conduct a review at a meeting with CONSORTIUM, and provide any appropriate demonstration(s) of LRS capabilities, including CONSORTIUM participation in or observation of tests. Approval of Deliverable 9.2.4 (Integration Test Summary Report) by LRS Project Director will allow CONTRACTOR to proceed to Subtask 9.3 (User Acceptance Testing).

The System Test shall include execution of the Business Continuity/Disaster Recovery Plan.

CONTRACTOR shall correct all high priority Non-Cosmetic Deficiencies and all normal priority Non-Cosmetic Deficiencies that CONSORTIUM determines should be corrected prior to the start of Subtask 9.3 (User Acceptance Testing). Remaining normal priority Non-Cosmetic Deficiencies and Cosmetic Deficiencies identified in the Report Deliverables shall be corrected in accordance with a schedule approved by LRS Project Director.

3.9.2.1 Deliverable 9.2.1: Integration Test Plan.

CONTRACTOR shall provide an Integration Test Plan which shall include:

1. Test approach, identifying the progression of integration testing;
2. Scheduling and resources;
3. Tools, environments, and controls to be used during integration test;
4. Entrance and exit criteria for integration test; and
5. Metrics to be used to evaluate integration test results.

3.9.2.2 Deliverable 9.2.2: Integration Test Procedures.

CONTRACTOR shall provide Integration Test Procedures which shall include:

1. Name, description, objectives, intended audience, and references of each specific test, including automated regression test;
2. Traceability of integration test procedures to requirement(s) being tested;
3. Assumptions, issues, and constraints;
4. Special needs, tools, and programs;
5. Instructions for conducting integration test:
 - A. How to set up the test preconditions (e.g., configure/ initialize the test environment);
 - B. How to perform the test steps;
 - C. How to determine and document the actual test post-conditions;
 - D. How to compare the actual and expected results from the test; and
 - E. How to report the results of the associated test.

3.9.2.3 Deliverable 9.2.3: Integration Test Results Report.

CONTRACTOR shall provide the Integration Test Report which shall include:

1. Name and description of each specific test;
2. Date and time test conducted;
3. Name of each test team member;
4. Test environment name, parameters, and configuration; and
5. Results of test, including automated regression testing.

3.9.2.4 Deliverable 9.2.4: Integration Test Summary Report.

CONTRACTOR shall provide the Integration Test Summary Report, which summarizes all activities, types of tests, and results

of the integration testing to allow CONSORTIUM to assess the integration test outcome. This report shall include:

1. Summary of all tests conducted during integration testing;
2. Summary of results;
3. Summary of each Deficiency identified by CONTRACTOR or CONSORTIUM, its corrective action status, date of completion of each correction, and date of LRS Project Director's approval of each correction, as applicable; and
4. Justification for moving to UAT.

LRS Project Director's approval of this Deliverable 9.2.4 is required prior to CONTRACTOR proceeding to Subtask 9.3 (User Acceptance Testing).

3.9.2.5 Deliverable 9.2.5: System Test Plan.

CONTRACTOR shall provide a System Test Plan which shall include:

1. Test approach, identifying the progression of system testing;
2. Scheduling and resources;
3. Tools, environments, and controls to be used during system testing;
4. Entrance and exit criteria for system testing; and
5. Metrics to be used to evaluate system testing results.

3.9.2.6 Deliverable 9.2.6: System Test Procedures.

CONTRACTOR shall provide System Test Procedures which shall include:

1. Name, description, objectives, intended audience, and references of each specific test, including automated regression test;
2. Traceability of system test procedures to requirement(s) being tested;
3. Assumptions, issues, and constraints;
4. Special needs, tools, and programs;

5. Instructions for conducting system test:
 - A. How to set up the test preconditions (e.g., configure/ initialize the test environment);
 - B. How to perform the test steps;
 - C. How to determine and document the actual test post-conditions;
 - D. How to compare the actual and expected results from the test; and
 - E. How to report the results of the associated test.

3.9.2.7 Deliverable 9.2.7: System Test Results Report.

CONTRACTOR shall provide the System Test Report which shall include:

1. Name and description of each specific test;
2. Date and time test conducted;
3. Name of each test team member;
4. Name of test environment; and
5. Results of test, including automated regression testing.

3.9.2.8 Deliverable 9.2.8: System Test Summary Report.

CONTRACTOR shall provide the System Test Summary Report, which summarizes all activities, types of tests, and results of the system testing to allow CONSORTIUM to assess the system test outcome. This Report shall include:

1. Summary of all tests conducted during system testing;
2. Summary of results;
3. Summary of each Deficiency identified by CONTRACTOR or CONSORTIUM, its corrective action status, date of completion of each correction, and date of LRS Project Director's approval of each correction, as applicable; and
4. Justification for moving to UAT.

LRS Project Director's approval of this Deliverable 9.2.8 is required prior to CONTRACTOR proceeding to Subtask 9.3 (User Acceptance Testing).

3.9.3 Subtask 9.3: User Acceptance Testing.

User Acceptance Testing (UAT) is a major project milestone during which CONSORTIUM, with the assistance of CONTRACTOR, comprehensively tests the LRS against the Specifications to determine if the LRS is ready for Pilot implementation.

CONTRACTOR shall provide a Recommended User Acceptance Test Plan to include:

1. A description of proposed tests to be conducted during UAT;
2. A description of tools, environments, and controls to be used during UAT;
3. A proposed test schedule;
4. A description of CONTRACTOR and CONSORTIUM roles, responsibilities, and resources needed to perform UAT;
5. A proposed training plan and schedule for UAT team;
6. A process for UAT problem reporting, tracking, and resolution process;
7. A proposed approach for the correction of Deficiencies identified by CONTRACTOR or CONSORTIUM during UAT; and
8. Execution of the Business Continuity/Disaster Recovery Plan.

CONTRACTOR shall provide the above to CONSORTIUM in Deliverable 9.3.1 (Recommended User Acceptance Test Plan).

CONTRACTOR shall provide tools, environment, and controls to be used during UAT.

CONSORTIUM will develop all test scenarios. CONTRACTOR shall incorporate and manage all CONSORTIUM-developed scenarios, together with the related procedures, in the IDE and verify traceability between scenario/procedures to the Specifications throughout the term of the Agreement. CONTRACTOR shall update Deliverable 9.3.2 (User Acceptance Test Procedures/Scenarios Inventory Report) and provide update to CONSORTIUM from time-to-time when requested by LRS Project Director. CONTRACTOR shall assist the CONSORTIUM Project Team with the integration of CONSORTIUM-developed scenarios into the automated regression test tool.

CONTRACTOR shall assist CONSORTIUM in developing the User Acceptance Test Plan which shall be prepared by CONSORTIUM.

During UAT, CONTRACTOR shall provide support to CONSORTIUM, including configuration of the test environment, training on testing tools or processes for CONSORTIUM UAT team, management of test results, and performance of any corrective actions in the case of identified Deficiencies by CONTRACTOR or CONSORTIUM. CONTRACTOR shall be responsible for installing any special software and/or making any other needed changes to ensure the LRS is ready for UAT. CONTRACTOR shall provide any necessary tools to simulate LRS performance under operational conditions. CONSORTIUM staff will perform UAT using data sets representative of operational complexity. CONSORTIUM will record all UAT results, and CONTRACTOR shall prepare the reports that include a record of all successes, failures, and corrective actions taken by CONTRACTOR.

CONTRACTOR shall provide Deliverable 9.3.3 (User Acceptance Test Weekly Status Reports) which summarizes all aspects of UAT performed during that week, including any Deficiencies identified by CONTRACTOR or CONSORTIUM, corrected, and still outstanding. Reports shall be due every Tuesday for the entire period of the UAT. CONTRACTOR shall document the review and acceptance of test materials, activities, and results at weekly meetings with CONSORTIUM.

CONSORTIUM will notify CONTRACTOR of any Deficiencies identified by CONSORTIUM during UAT. For each Deficiency identified by CONTRACTOR or CONSORTIUM, CONTRACTOR shall provide a corrective action plan, which shall include:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, and/or interfaces impacted;
3. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Incorporation of test scenario(s) into automated regression testing to detect each Deficiency;
6. Schedule for completion of each corrective action and resources required/assigned;
7. Status of each corrective action; and

8. Approval procedures that require LRS Project Director's approval of each correction, as applicable.

CONTRACTOR shall schedule and participate in a meeting with CONSORTIUM to review the results of UAT and determine whether CONTRACTOR has met all CONSORTIUM requirements for LRS design and development prior to the start of Task 12 (Pilot).

UAT shall include execution of the Business Continuity/Disaster Recovery Plan.

CONTRACTOR shall provide Deliverable 9.3.4 (User Acceptance Test Certification of Successful Completion) to CONSORTIUM certifying that all known Deficiencies identified by CONTRACTOR or CONSORTIUM have been corrected by CONTRACTOR, in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement and that all corrections have been approved by LRS Project Director. LRS Project Director's approval of Deliverable 9.3.4 (User Acceptance Test Certification of Successful Completion) will indicate the completion of Subtask 9.3 (User Acceptance Testing) and CONTRACTOR may commence Task 12 (Pilot).

CONTRACTOR shall correct all Deficiencies in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement prior to the start of Task 12 (Pilot).

3.9.3.1 Deliverable 9.3.1: Recommended User Acceptance Test Plan.

CONTRACTOR shall provide a Recommended User Acceptance Test Plan which shall include:

1. Description of proposed tests to be conducted during UAT;
2. Tools, environments, and controls to be used during UAT;
3. Proposed test schedule;
4. CONTRACTOR roles, responsibilities, and resources in performing UAT;
5. Training plan and schedule for UAT team;
6. Deficiency reporting, tracking, and correction process; and
7. Approach to correcting Deficiencies identified during UAT.

3.9.3.2 Deliverable 9.3.2: User Acceptance Test Procedures/Scenarios Inventory Report.

CONTRACTOR shall provide the User Acceptance Test Procedures/Scenarios Inventory Report which shall include an inventory of all CONSORTIUM-developed scenarios, together with the related procedures, in the IDE and verify traceability between scenario/procedures to the LRS requirements.

3.9.3.3 Deliverable 9.3.3: User Acceptance Test Weekly Status Reports.

CONTRACTOR shall provide User Acceptance Test Weekly Status Reports throughout UAT period. Each Report shall include:

1. Summary of all tests conducted during UAT;
2. Summary of test results;
3. Summary of each Deficiency identified by CONTRACTOR or CONSORTIUM. The summary shall include for each Deficiency:
 - a. Description of each Deficiency and its root cause;
 - b. Business processes, LRS functions, and/or interfaces impacted;
 - c. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
 - d. Corrective action plan, test scenarios, and implementation approach;
 - e. Schedule for completion of each corrective action and resources required/assigned;
 - f. Status of each corrective action;
 - g. Date of completion of each correction; and
 - h. Date of LRS Project Director's approval of each correction, as applicable.
4. Documentation of the review of the previous week's Report with CONSORTIUM, including agenda, attendees, action items, and supporting documentation.

3.9.3.4 Deliverable 9.3.4: User Acceptance Test Certification of Successful Completion.

CONTRACTOR shall provide a User Acceptance Test Certification of Successful Completion to CONSORTIUM within ten (10) days after successful completion of UAT, certifying that: (i) all requirements traceability to all tests and test results have been verified, (ii) Deficiencies identified by CONTRACTOR or CONSORTIUM have been corrected by CONTRACTOR and approved by LRS Project Director in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement, as described in Subtask 9.3 (User Acceptance Testing), (iii) Business Continuity/Disaster Recovery Plan testing has been completed, and (iv) all other UAT-related activities have been completed.

CONTRACTOR shall also summarize all actions taken during UAT to correct each Deficiency identified by CONTRACTOR or CONSORTIUM. The summary shall include for each Deficiency:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, and/or interfaces impacted;
3. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Schedule for completion of each corrective action and resources required/assigned;
6. Status of each corrective action;
7. Date of completion of each correction; and
8. Date of LRS Project Director's approval of each correction, as applicable.

LRS Project Director's approval of this Deliverable 9.3.4 shall indicate the completion of Subtask 9.3 (User Acceptance Testing) and will allow CONTRACTOR to proceed with Task 12 (Pilot).

3.9.3.5 Deliverable 9.3.5: Regression Test Scripts.

CONTRACTOR shall provide the automated regression test scripts, which encompass all test scenarios for the integration test, system test, and UAT.

3.10 TASK 10: IMPLEMENTATION PLANNING:

In this Task 10, CONTRACTOR shall initiate planning for Consortium-wide implementation of the LRS. CONTRACTOR shall perform the following Work in this Task 10:

1. Develop the Implementation Master Plan that includes the strategy, resources, and schedule for Consortium-wide implementation of the LRS;
2. Update the Conversion and Archiving Plan for DPSS Systems that documents all data conversion activities required to transition from DPSS Systems to the LRS;
3. Update the Conversion and Archiving Plan for DCFS Systems that documents all data conversion activities required to transition from DCFS Systems to the LRS; and
4. Develop LRS Training Plans that describe how CONTRACTOR shall provide training for all CONSORTIUM-specified Users, including CONSORTIUM support staff.

3.10.1 Subtask 10.1: Prepare Implementation Master Plan.

CONTRACTOR, in consultation with CONSORTIUM, shall develop Deliverable 10.1 (Implementation Master Plan), including a description of preparation activities to be included in Task 11 (Implementation Preparation), the conduct of Pilot (described in Task 12 (Pilot)), the approach to concurrent operation of DPSS Systems and DCFS Systems with the LRS, and the schedule to ensure that all support services and sites are fully operational by the end Task 13 (Countywide Implementation). CONTRACTOR shall also reference any additional plans, developed during this Task 10 (Implementation Planning), in Deliverable 10.1 (Implementation Master Plan).

CONTRACTOR shall propose an implementation approach that describes the size and complexity of the User population, taking into account any transition and productivity concerns, hardware/technical considerations, and logistical, training, or implementation support issues. CONSORTIUM requires a staggered schedule, grouping multiple Local Office Sites for implementation based on CONSORTIUM monthly business cycles. CONTRACTOR shall document its approach for implementation activities in Deliverable 10.1 (Implementation Master Plan). CONTRACTOR shall provide an implementation work plan in CONSORTIUM-specified version of Microsoft Project that provides a detailed schedule and required resources for both CONTRACTOR and CONSORTIUM. CONTRACTOR

must obtain LRS Project Director's approval of this plan prior to the start of Task 12 (Pilot).

CONTRACTOR shall provide fully-trained support staff at each Local Office Site involved in the Pilot to provide direct User support for the LRS. CONTRACTOR shall provide at least one (1) onsite support staff person for every fifty (50) Users or a portion thereof at each Local Office Site.

CONSORTIUM requires CONTRACTOR to provide qualified support staff for on-site User support during the initial thirty (30) days after each Local Office Site implementation is completed.

CONTRACTOR shall minimize any disruption to the public and to CONSORTIUM staff in the normal operation of business.

CONTRACTOR shall ensure that the LRS shall be able to interface with, share data with, and maintain data concurrency, as needed, with existing legacy systems, including DPSS Systems and DCFS Systems, during implementation activities. CONTRACTOR and CONSORTIUM will jointly determine the data concurrency requirements as part of this Subtask 10.1. CONTRACTOR shall support all interfaces with federal, State, CONSORTIUM, and external agency systems during the period of concurrent operations and thereafter. Deliverable 10.1 (Implementation Master Plan) shall describe how CONTRACTOR will coordinate with DPSS Systems contractors and subject matter experts and DCFS Systems subject matter experts to ensure a smooth transition. CONTRACTOR shall document its proposed plan(s) for contingency operations if, at any point during Consortium-wide implementation, the LRS fails to comply with CONSORTIUM requirements for functionality, availability, response time and other performance.

In Deliverable 10.1 (Implementation Master Plan), CONTRACTOR shall describe its approach to transition operations from the existing LEADER System central print facility and the GEARS mail management facility to the LRS Central Print Facility. CONTRACTOR shall describe the schedule for achieving full operational production at the Central Print Facility in Task 13 (Countywide Implementation).

CONTRACTOR shall describe the process for issue identification, tracking, and resolution that sets forth how CONTRACTOR shall work with CONSORTIUM to track, manage, resolve, and/or mitigate any issues arising throughout the implementation of the LRS.

3.10.1.1 Deliverable 10.1: Implementation Master Plan.

Deliverable 10.1, CONTRACTOR shall provide the Implementation Master Plan which shall document the strategy, plan, and resources needed for the implementation of the LRS, including:

1. Roles and responsibilities of CONTRACTOR staff.

2. Implementation work plan, including Task 11 (Implementation Preparation) and Task 12 (Pilot), that includes schedule and resources required.
3. Reference to supporting plans and schedule for DPSS Systems data conversion, training DPSS support staff (including LRS Helpdesk staff and local site Information Systems Analyst Aids), and training DPSS Users.
4. Reference to supporting plans and schedule for DCFS Systems data conversion, training DCFS support staff (including Computer Application Technicians (CATs)), and training DCFS Users.
5. Installation, configuration, and testing for the LRS processing environments and databases, including Primary Central Site, Backup Central Site, Central Print Facility, and Backup Print Facility.
6. Installation, configuration, and testing for Enterprise Connecting Hardware, including the Gateway.
7. System migration activities describing cutover from DPSS Systems to the LRS.
8. System migration activities describing cutover from DCFS Systems to the LRS.
9. Operational transition for the Central Print Facility from DPSS Systems to the LRS.
10. Operational transition for the Central Print Facility from DCFS Systems to the LRS.
11. Approach for support of Local Office Sites as they begin to use the LRS.
12. Contingency plan(s) if, at any point during implementation, the LRS fails to meet or comply with CONSORTIUM

requirements for functionality, availability, response time, and other performance.

13. Configuration considerations for User workstations and laptops and local printers.

CONTRACTOR shall provide an updated Technical Infrastructure Design Document.

3.10.2 Subtask 10.2: Update Conversion and Archiving Plans.

CONTRACTOR shall update Deliverable 1.2.3 (Conversion and Archiving Plans) incorporating lessons learned during the development, testing and validation of the automated conversion and archiving tools/software programs in Task 8 (Baseline Application Software and Conversion and Archiving Tools) and Task 9 (Testing). CONTRACTOR shall prepare a Deliverable 10.2 (Updated Conversion and Archiving Plans), describing all steps involved in the conversion, loading, and archiving of legacy data, in accordance with Exhibit B (Statement of Requirements).

The updated Conversion and Archiving Plan for DPSS Systems shall include:

1. Approach to analyze DPSS Systems data and other legacy data;
2. Approach used to map the DPSS Systems and other legacy data structures to the LRS Data structures, including data transformation rules and default values;
3. Any automated tools or software programs to be used in the conversion and testing of results;
4. Approach to reconcile converted data and DPSS Systems data, and other legacy data, including recommendations for the handling of any cases that should be considered conversion exceptions;
5. Approach to archiving to optimize LRS performance;
6. Approach to full accessibility of all converted data, including archived data;
7. Data integrity rules, testing and quality assurance measures; and
8. Proposed timelines, schedules, and resources for conversion and archiving activities.

The updated Conversion and Archiving Plan for DCFS Systems shall include:

1. Approach to analyze DCFS Systems data and other legacy data;
2. Approach used to map the DCFS Systems and other legacy data structures to the LRS Data structures, including data transformation rules and default values;
3. Any automated tools or software programs to be used in the conversion and testing of results;
4. Approach to reconcile converted data and DCFS Systems data and other legacy data, including recommendations for the handling of any cases that should be considered conversion exceptions;
5. Approach to archiving to optimize LRS performance;
6. Approach to full accessibility of all converted data, including archived data;
7. Data integrity rules, testing and quality assurance measures; and
8. Proposed timelines, schedules, and resources for conversion and archiving activities.

CONTRACTOR shall prepare updated Conversion and Archiving Test Plans as part of Deliverable 10.2 (Updated Conversion and Archiving Plans) that describes CONTRACTOR approach to testing all data conversion, loading, and archiving processes, the use of data integrity rules, and methods to correct (if needed) any conversion rules (and hence the data) during the conversion and archiving processes.

3.10.2.1 Deliverable 10.2: Updated Conversion and Archiving Plans.

CONTRACTOR shall provide the updated Conversion and Archiving Plans which shall incorporate all the planning components for data conversion and archiving of DPSS Systems data, DCFS Systems data, and other legacy data into the LRS, as described in Subtask 10.2 (Update Conversion and Archiving Plans).

3.10.3 Subtask 10.3: Prepare LRS Training Plans.

CONSORTIUM anticipates that significant training will be needed to provide applicable CONSORTIUM staff with a comprehensive understanding of the LRS. Initial instructor-led training shall be the responsibility of CONTRACTOR and developed based, in part, on

CONSORTIUM input. CONTRACTOR shall evaluate the needs of the various User groups to be trained. The User groups may be changed from time-to-time, as determined by CONSORTIUM. CONTRACTOR shall provide Deliverable 10.3 (LRS Training Plans) that includes an LRS Training Plan for DPSS Systems Users and an LRS Training Plan for DCFS Systems Users.

The LRS Training Plan for DPSS Systems Users shall include:

1. Roles and responsibilities of CONTRACTOR.
2. Training locations, site preparation plans, provision and installation of all necessary equipment for the training sites.
3. Curriculum Plan that describes modules, materials, learning objectives and proficiency standards, and hours of required training for each User group, including procedures for using any CONTRACTOR-provided LRS Helpdesk resources.
4. Preliminary schedule for training, based on LRS implementation schedule and any identified CONSORTIUM constraints for staffing, and resources for training.

The LRS Training Plan for DCFS Systems Users shall include:

1. Roles and responsibilities of CONTRACTOR.
2. Training locations, site preparation plans, provision and installation of all necessary equipment for the training sites.
3. Curriculum Plan that describes modules, materials, learning objectives and proficiency standards, and hours of required training for each User group, including procedures for using any CONTRACTOR-provided LRS Helpdesk resources.
4. Preliminary schedule for training, based on LRS implementation schedule and any identified CONSORTIUM constraints for staffing, and resources for training.

The LRS Training Plans shall include all requirements set forth in Exhibit B (Statement of Requirements).

The LRS Training Plans shall include a description of specialized training for CONSORTIUM-specified Users as set forth in Exhibit B (Statement of Requirements).

During Phase 1 (Design/Development/Implementation Phase), CONTRACTOR shall provide all training, including specialized training and LRS Training Materials to CONSORTIUM-specified Users. During Phase 2 (Performance Verification Phase) and Phase 3 (Operational Phase), CONTRACTOR shall continue to provide specialized training on a quarterly basis for CONSORTIUM-specified Users.

During Phase 1 (Design/Development/Implementation Phase), CONTRACTOR shall provide all training locations, equipment, and connectivity to the LRS training processing environment for the initial training of CONSORTIUM-specified Users. CONTRACTOR shall provide CONSORTIUM-approved geographically dispersed locations throughout Los Angeles County to limit each trainee's travel distance between training location and trainee's work location to no more than twenty (20) miles.

During Phase 2 (Performance Verification Phase) and Phase 3 (Operational Phase), CONTRACTOR shall provide specialized training at the Project Office.

CONTRACTOR must obtain LRS Project Director approval of this Plan prior to the start of Task 12 (Pilot).

3.10.3.1 Deliverable 10.3: LRS Training Plans.

CONTRACTOR shall provide the LRS Training Plans as described in Subtask 10.3 (Prepare LRS Training Plans).

CONTRACTOR shall provide an updated Conversion and Archiving Plan, and Technical Infrastructure Design Document.

3.11 Task 11: IMPLEMENTATION PREPARATION:

In this Task 11, CONTRACTOR shall prepare for Consortium-wide implementation. CONTRACTOR shall perform the following Work:

1. Provide all Baseline Application Software Source Code, Object Code, and Documentation in a hardcopy format, electronic format, and on read-only medium, as specified by CONSORTIUM, prior to the start of Task 12 (Pilot);
2. Prepare the LRS Helpdesk application and CONTRACTOR support staff for the support of the LRS and document all LRS Helpdesk procedures;
3. Review and update the M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, and Technical Infrastructure Design Document;

4. Prepare LRS Training Materials in accordance with Deliverable 10.3 (LRS Training Plans) and design, develop, and implement the LRS Training Records Database used to track User enrollment, attendance, and training results;
5. Establish the procedures for informing CONSORTIUM of any issues that will affect the LRS in complying with the Specifications, and including meeting the performance requirements; and
6. Prepare the LRS for implementation and operations, ensuring that all support and operational procedures, tools, and facilities are in place and operational in accordance with the schedule in Deliverable 10.1 (Implementation Master Plan).

3.11.1 Subtask 11.1: Prepare Documentation.

CONTRACTOR shall provide all Baseline Application Software Source Code, Object Code, and Documentation in hardcopy format, electronic format, and on read-only medium, as specified by CONSORTIUM, prior to the start of Task 12 (Pilot).

CONTRACTOR shall establish Documentation update procedures that allow specified CONSORTIUM representatives to update and add Documentation to the LRS processing environments as needed. Any update to Documentation shall require prior approval of LRS Project Director.

3.11.1.1 Deliverable 11.1: Documentation.

CONTRACTOR shall provide all Baseline Application Software Source Code, Object Code, and Documentation, including:

1. User manuals;
2. Online help, both general and context sensitive;
3. Learning aids, such as online tutorials;
4. Orientation and training materials and manuals;
5. LRS Application Software and data administration manuals;
6. LRS technical infrastructure system administration manuals;
7. LRS practices and procedures; and
8. Commercial product manuals and documentation.

3.11.2 Subtask 11.2: Prepare LRS Helpdesk Support and Application.

CONTRACTOR shall provide LRS Helpdesk support staff and the LRS Helpdesk application. The LRS Helpdesk shall be accessible by CONSORTIUM-specified persons for the reporting, tracking, and correction of Deficiencies in all LRS processing environments.

LRS Helpdesk shall support the LRS with contact by CONSORTIUM-specified persons. Both the LRS Helpdesk application and CONTRACTOR support staff shall be available at all times. The LRS Helpdesk application will be browser-based and conform to the requirements in Exhibit B (Statement of Requirements) for the LRS Helpdesk application, or as otherwise approved by LRS Project Director.

CONTRACTOR shall provide access for CONSORTIUM-specified Users to knowledgeable CONTRACTOR support staff who can answer questions on the use of the LRS or on solutions to Deficiencies that CONSORTIUM may encounter. CONTRACTOR shall provide toll-free telephone access for CONSORTIUM-specified Users.

CONTRACTOR shall conduct conferences, weekly and as requested by LRS Project Director, for CONSORTIUM-specified technical and helpdesk support staff using a real-time Web-enabled conference collaboration tool (e.g., WebEx) and, if proposed by CONTRACTOR and approved by CONSORTIUM, real-time videoconferencing, for strategic support and corrective action planning.

Prior to the start of Task 12 (Pilot), CONTRACTOR shall document the structure and functions of the LRS Helpdesk support organization, which will provide ongoing assistance to CONSORTIUM in Deficiency correction. CONTRACTOR shall design and document LRS Helpdesk procedures that meet the CONSORTIUM requirements as set forth in the Agreement. For each Deficiency, CONSORTIUM will determine the severity of the Deficiency, in accordance with Subparagraph 11.4 (Warranty Work Response). CONSORTIUM will also determine the procedures for the escalation of a Deficiency to increasingly responsible levels within CONTRACTOR for correction of Deficiencies reported to the LRS Helpdesk. CONTRACTOR shall ensure that the LRS Helpdesk application supports these escalation procedures, including automated notification to the appropriate parties.

CONTRACTOR shall ensure that the LRS Helpdesk application and procedures shall be fully tested prior to use by CONSORTIUM staff.

CONTRACTOR shall document all related functional, technical, and training issues in Deliverable 11.2 (LRS Helpdesk Procedures).

3.11.2.1 Deliverable 11.2: LRS Helpdesk Procedures.

CONTRACTOR shall provide LRS Helpdesk Procedures which shall include:

1. An overview of the LRS Helpdesk application, including a description of the software and hardware used to support the LRS Helpdesk, the plan for its implementation, the approach to its management and maintenance that will ensure that both the application and its knowledge base are kept current during the term of the Agreement, and the standard reports available to CONSORTIUM for oversight and understanding of the LRS Helpdesk activities.
2. An overview of the functions performed by the LRS Helpdesk and how they interface with other support activities for which CONTRACTOR is responsible (e.g., problem reporting, tracking, and resolution).
3. The staffing requirements and organizational structure of the LRS Helpdesk, including roles and responsibilities of CONTRACTOR staff and points of contact with CONSORTIUM helpdesks and support infrastructure.
4. LRS Helpdesk standard operating procedures, including those performed by CONTRACTOR and those requiring coordination with CONSORTIUM.
5. LRS Helpdesk review process to provide both CONTRACTOR Project Director and LRS Project Director regular updates on the status and activities of the LRS Helpdesk operations.

3.11.3 Subtask 11.3: Prepare LRS Training Materials.

CONTRACTOR shall provide Deliverable 11.3 (LRS Training Materials), including procedures for accessing CONTRACTOR-provided LRS support resources. The LRS Training Materials shall be provided at least thirty (30) days prior to the start of Task 12 (Pilot). The LRS Training Materials shall include all training requirements in Exhibit B (Statement of Requirements).

During Phase 1 (Design/Development/Implementation Phase), CONTRACTOR shall provide all training, including specialized training, and LRS Training Materials to CONSORTIUM-specified Users. During Phase 2 (Performance Verification Phase) and Phase 3 (Operational Phase),

CONTRACTOR shall continue to provide specialized training, on a quarterly basis, for CONSORTIUM-specified Users. During Phase 2 (Performance Verification Phase) and Phase 3 (Operational Phase), CONTRACTOR shall provide updated LRS Training Materials.

CONTRACTOR shall provide and maintain all LRS Training Materials (e.g., hardcopy and softcopy) for each training session, consistent with the Curriculum Plan described in Deliverable 10.3 (LRS Training Plans). CONTRACTOR shall work with CONSORTIUM to develop materials that reflect realistic scenarios based on CONSORTIUM standard business processes and procedures, tailored to User groups as required. The training materials and tutorials shall accurately reflect the online version of LRS functionality.

CONTRACTOR shall provide hard copy documentation to each User by the first day of any classroom training (or videoconference training, if proposed by CONTRACTOR and approved by CONSORTIUM) and online documentation and/or help functions by the first day of function and/or feature implementation in the LRS.

CONTRACTOR shall provide CONSORTIUM with master copies of all training materials. The LRS Training Materials shall be clear and understandable to both Users and technical staff.

3.11.3.1 Deliverable 11.3: LRS Training Materials.

CONTRACTOR shall provide CONSORTIUM with LRS Training Materials for DPSS Systems Users and DCFS Systems Users in accordance with Subtask 11.3 (Prepare LRS Training Materials) and Exhibit B (Statement of Requirements).

LRS Training Materials for DPSS Systems Users shall include:

1. Master copies, both hardcopy and electronic, of all training materials and manuals provided by CONTRACTOR and third parties (e.g., product vendors);
2. Hardcopy training materials for each trainee;
3. Online LRS tutorials and documentation;
4. User proficiency tests; and
5. All e-Learning modules.

LRS Training Materials for DCFS Systems Users shall include:

1. Master copies, both hardcopy and electronic, of all training materials and manuals provided by CONTRACTOR and third parties (e.g., product vendors);

2. Hardcopy training materials for each trainee;
3. Online LRS tutorials and documentation;
4. User proficiency tests; and
5. All e-Learning modules.

3.11.4 Subtask 11.4: Implement LRS Training Records Database.

CONTRACTOR shall design, develop, implement, host, and manage the LRS Training Records Database, available in all Local Office Sites for enrolling and reviewing training records, and to track pertinent training information. CONTRACTOR shall develop the LRS Training Records Database to allow secure, distributed access using a Web browser. CONTRACTOR shall provide Deliverable 11.4 (LRS Training Records Database) prior to the start of Task 12 (Pilot).

3.11.4.1 Deliverable 11.4: LRS Training Records Database.

CONTRACTOR shall provide a LRS Training Records Database that includes:

1. Training sessions in accordance with the curriculum plan in Deliverable 10.3 (LRS Training Plans);
2. Schedules for each training session including dates, locations, hours in training, and number of trainees in each session;
3. Trainee name(s) and demographic information; and
4. Results for each training session including attendance, proficiency test results, and recommendations for additional training.

3.11.5 Subtask 11.5: Prepare for Implementation and Operations.

CONTRACTOR shall provide all support and operational procedures, tools, and facilities in accordance with Subtask 11.5 (Prepare for Implementation and Operations) and the schedule provided in Deliverable 10.1 (Implementation Master Plan), including:

1. Primary Central Site and Backup Central Site;
2. Central Print Facility and Backup Print Facility;
3. Enterprise Connecting Hardware, including the Gateway;
4. All management and operations procedures; and

5. All tools for performance management.

CONTRACTOR shall certify LRS operational readiness in Deliverable 11.5 (Certification of Operational Readiness) prior to the start of Task 12 (Pilot).

3.11.5.1 Deliverable 11.5: Certification of Operational Readiness.

CONTRACTOR shall provide the Certification of Operational Readiness which shall certify that the LRS is operational and ready for Task 12 (Pilot).

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, and Technical Infrastructure Design Document.

3.12 TASK 12: PILOT:

The purpose of Pilot is to serve as the primary validation of the production LRS prior to the commencement of Consortium-wide implementation. CONTRACTOR shall work with CONSORTIUM to define the representative User population most appropriate for Pilot. The Pilot shall emphasize validation of the LRS, including external interfaces, connectivity between the LRS and LANet/EN, LRS functional and technical performance under operational loads, and M&O Services. The Pilot duration shall be a minimum of four (4) months and a maximum of seven (7) months unless extended as requested by LRS Project Director in his sole discretion.

CONTRACTOR shall perform the following Work during this Task 12:

1. Prepare the Pilot Plan that provides the detailed set of activities, resources, and schedules needed for this Task 12;
2. Conduct the Pilot commensurate with the proposed implementation approach, including any required data conversion and training activities;
3. Execute the Business Continuity/Disaster Recovery Plan;
4. Review with CONSORTIUM the outcomes from Pilot, a summary of all corrective actions taken during Pilot, and activities needed to ensure that the LRS is ready for Consortium-wide implementation;
5. Perform all corrective actions and update implementation plans; and
6. Certify that the LRS is ready for Consortium-wide implementation.

3.12.1 Subtask 12.1 Prepare Pilot Plan.

CONTRACTOR shall develop the detailed set of activities, resources, and schedules needed for Task 12 (Pilot), including support of each Local Office Site involved in the Pilot. CONTRACTOR shall provide a work plan for Task 12 (Pilot) in CONSORTIUM-specified version of Microsoft Project that includes a detailed schedule and required resources for both CONTRACTOR and CONSORTIUM.

CONTRACTOR shall describe the process for issue identification, tracking, and resolution that includes how CONTRACTOR shall work with CONSORTIUM to track, manage, resolve, and/or mitigate any issues arising during the Pilot.

CONTRACTOR shall document its approach to Pilot in Deliverable 12.1 (Pilot Plan).

3.12.1.1 Deliverable 12.1: Pilot Plan.

CONTRACTOR shall work with CONSORTIUM to determine the specific objectives and results that CONSORTIUM would like to achieve during Pilot. CONTRACTOR shall provide a Pilot Plan which shall describe the appropriate set of activities, resources, and schedules related to the conduct of the Pilot, including:

1. Roles and responsibilities for CONTRACTOR.
2. Project work plan for the Pilot that includes schedule and resources required of CONTRACTOR and each Local Office Site involved in the Pilot.
3. Description of data conversion activities related to Pilot, including:
 - A. Any Pilot pre-conversion requirements.
 - B. A list of cases and/or files being converted.
 - C. Conversion sequence and dependencies critical to LRS data integrity during conversion.
 - D. A description of the methods to be used for calculating default values, as appropriate.
 - E. Exception reporting processes.
4. Description of training activities related to the Pilot, including the preparation of the LRS Training Records

Database, delivery of all training and materials, and evaluation of the training.

5. Usability testing, including Section 508 (Rehabilitation Act of 1973, as amended) compliance evaluation.
6. Metrics to be used to evaluate LRS performance during Pilot.
7. Contingency strategy and plans to fall back to DPSS Systems operations following CONSORTIUM's decision to restore the use of the existing system(s).
8. Contingency strategy and plans to fall back to DCFS Systems operations following CONSORTIUM's decision to restore the use of the existing system(s).

3.12.2 Subtask 12.2: Conduct and Evaluate Pilot.

CONTRACTOR shall conduct the Pilot commensurate with its proposed implementation approach as described in Deliverable 10.1 (Implementation Master Plan) and Deliverable 12.1 (Pilot Plan).

CONTRACTOR shall perform all required data conversion activities as documented in Deliverable 10.2 (Updated Conversion and Archiving Plans) and Deliverable 12.1 (Pilot Plan). CONTRACTOR shall report on the results of Pilot data conversion activities, detailing the progress and accuracy of all data conversion activities.

CONTRACTOR shall load and update LRS Training Records Database in preparation for Pilot. CONTRACTOR shall conduct training for all Pilot Users. CONTRACTOR shall update the LRS Training Records Database to report on all Pilot training activities and User proficiency test results, aggregated by User group. CONTRACTOR shall provide fully-trained support staff at each Local Office Site involved in the Pilot to provide direct User support for the LRS. CONTRACTOR shall provide at one (1) onsite support staff person for every fifty (50) Users or a portion thereof at each Local Office Site.

If Deficiencies are identified by CONTRACTOR or CONSORTIUM through Pilot, CONTRACTOR shall develop and execute, with the prior approval of LRS Project Director, a corrective action plan for the correction of each Deficiency identified by CONTRACTOR or CONSORTIUM. Each corrective action plan shall include:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, and/or interfaces impacted;
3. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Incorporation of test scenario(s) into automated regression testing to detect each Deficiency;
6. Schedule for completion of each corrective action and resources required/assigned;
7. Status of each corrective action; and
8. Approval procedures that require LRS Project Director's approval of each correction, as applicable.

During Pilot, CONTRACTOR and CONSORTIUM shall perform continuous evaluation of the LRS, including the following:

1. LRS functionality as defined by Deliverable 6.1 (Functional Design Document (FDD));
2. LRS performance as set forth in the Agreement;
3. User feedback as to ease of use and support of the business processes;
4. Adequacy of LRS support tools, procedures, and documentation;
5. Adequacy of User training, ensuring that a satisfactory level of User proficiency is attained as a result of the training;
6. Effectiveness of data conversion process and accuracy of the results;
7. Performance of the Central Print Facility, including the printing and delivery of client correspondence;
8. Ability to produce standard and ad hoc reports; and
9. Effectiveness of M&O Services.

CONTRACTOR shall document the outcomes of the Pilot in Deliverable 12.2.1 (Pilot Evaluation Report). CONTRACTOR shall conduct a meeting with CONSORTIUM to review Deliverable 12.2.1 (Pilot Evaluation Report), discuss CONTRACTOR's approach to mitigating any potential risk(s) and/or correcting outstanding Deficiencies prior to the start of Task 13 (Countywide Implementation), and assess readiness of LRS for Consortium-wide implementation. CONTRACTOR shall correct all Deficiencies in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement prior to the start of Task 13 (Countywide Implementation).

3.12.2.1 Deliverable 12.2.1: Pilot Evaluation Report.

CONTRACTOR shall provide the Pilot Evaluation Report which shall document the outcomes of Pilot and include:

1. LRS functionality, including all interfaces;
2. LRS performance;
3. Ease of use and support of the business process;
4. Overall adequacy of LRS support tools, procedures, and documentation;
5. Adequacy of training;
6. Effectiveness of data conversion process and accuracy of the results, including percentage of cases converted;
7. Performance of the Central Print Facility;
8. Test results of the Business Continuity/Disaster Recovery Plan, including the effects on LRS performance requirements;
9. Ability to produce standard and ad hoc reports;
10. Effectiveness of M&O Services;
11. Updated Risk Management Plan, including a corrective action plan for each Deficiency identified by CONTRACTOR or CONSORTIUM;
12. Summary of lessons learned;
13. Recommendations for any improvements to the LRS; and

14. Certification that Deficiencies have been corrected as described in Subtask 12.2 (Conduct and Evaluate Pilot).

CONTRACTOR shall also summarize all actions taken to correct each Deficiency identified by CONTRACTOR or CONSORTIUM. The summary shall include for each Deficiency:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, or interfaces impacted;
3. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Schedule for completion of each corrective action and resources required/assigned;
6. Status of each corrective action;
7. Date of completion of each correction; and
8. Date of LRS Project Director's approval of each correction, as applicable.

CONTRACTOR shall provide an updated Requirements Traceability Matrix which shall include the status of each functional, technical, and training requirement.

3.12.2.2 Deliverable 12.2.2: Pilot Post-Evaluation Report.

CONTRACTOR shall document the review with CONSORTIUM of Deliverable 12.2.1 (Pilot Evaluation Report), including agenda, attendees, action items, and supporting documentation.

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, and Technical Infrastructure Design Document.

3.12.3 Subtask 12.3: Prepare for Consortium-wide Implementation.

Based on the review of Deliverable 12.2.1 (Pilot Evaluation Report), as described in Subtask 12.2 (Conduct and Evaluate Pilot), CONTRACTOR shall undertake all corrective actions, as required by LRS Project Director,

to correct Deficiencies identified by CONTRACTOR or CONSORTIUM in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement prior to the commencement of Task 13 (Countywide Implementation). CONTRACTOR shall prepare Deliverable 12.3 (Certification of Countywide Implementation Readiness Report and Plans Update). CONSORTIUM will review Deliverable 12.3 (Certification of Countywide Implementation Readiness Report and Plans Update) and determine whether CONTRACTOR has corrected all Deficiencies and/or undertaken all corrective actions required by LRS Project Director, in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement, and has adequately addressed all potential risks that have been identified by CONTRACTOR or CONSORTIUM.

CONTRACTOR shall update Deliverable 10.1 (Implementation Master Plan) and any contingency plans referenced by Deliverable 10.1 (Implementation Master Plan). As part of Deliverable 12.3 (Certification of Countywide Implementation Readiness Report and Plans Update), CONTRACTOR shall deliver all updated plans to CONSORTIUM for approval.

Approval of Deliverable 12.3 (Certification of Countywide Implementation Readiness Report and Plans Update) by LRS Project Director will allow CONTRACTOR to proceed to Task 13 (Countywide Implementation).

3.12.3.1 Deliverable 12.3: Certification of Consortium-wide Implementation Readiness Report and Plans Update.

CONTRACTOR shall provide the Certification of Consortium-wide Implementation Readiness Report, which shall summarize all actions taken during Subtask 12.3 (Prepare for Countywide Implementation) to correct Deficiencies identified by CONTRACTOR or CONSORTIUM during Pilot. The summary shall include for each Deficiency:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, and/or interfaces impacted;
3. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Schedule for completion of each corrective action and resources required/assigned;
6. Status of each corrective action;
7. Date of completion of each correction; and
8. Date of LRS Project Director's approval of each correction, as applicable.

In this Deliverable 12.3, CONTRACTOR shall certify in writing that all corrective actions required by LRS Project Director for Consortium-wide implementation have been successfully completed and that each correction has been approved by LRS Project Director, in accordance with Subparagraph 4.2(CONSORTIUM Approval of Work) of the Base Agreement.

CONTRACTOR shall provide CONSORTIUM an updated Deliverable 10.1 (Implementation Master Plan) including any contingency plans included in Deliverable 10.1 (Implementation Master Plan).

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, and Technical Infrastructure Design Document.

3.13 TASK 13: CONSORTIUM-WIDE IMPLEMENTATION:

After successful completion of Task 12 (Pilot), CONTRACTOR shall implement the LRS Consortium-wide in accordance with the CONSORTIUM-approved updated Deliverable 10.1 (Implementation Master Plan) provided in Deliverable 12.3 (Certification of Consortium-wide Implementation Readiness Report and

Plans Update). CONTRACTOR shall perform the following Work during this Task 13:

1. Complete all data conversion and archiving activities and report on results;
2. Train CONSORTIUM-specified support staff and CONSORTIUM-specified Users;
3. Verify that all Local Office Sites are ready for cutover to the LRS;
4. Implement all Local Office Sites in accordance with a schedule based on CONSORTIUM monthly business cycles;
5. Prepare interim and final reports documenting the results of Consortium-wide implementation; and
6. Achieve LRS Project Director approval of the successful completion of Consortium-wide implementation, which allows the move from Phase 1 (Design/Development/Implementation Phase) to Phase 2 (Performance Verification Phase).

3.13.1 Subtask 13.1: Execute Conversion and Archiving Plans.

CONTRACTOR shall execute the Conversion and Archiving Plans, provided in Deliverable 10.2 (Updated Conversion and Archiving Plans), including data preparation and quality assurance testing. CONTRACTOR shall report on the results of each data conversion/archiving effort in Deliverable 13.1.1 (Conversion and Archiving Results Report). These reports detail the progress and accuracy of all data conversion and archiving activities until DPSS Systems and DCFS Systems are completely migrated to the LRS.

At the conclusion of this Subtask 13.1, CONTRACTOR shall prepare Deliverable 13.1.2 (Conversion and Archiving Final Report). As part of Deliverable 13.1.2 (Conversion and Archiving Final Report), CONTRACTOR shall describe recommended methods for any ongoing data verification and/or reconciliation needs.

3.13.1.1 Deliverable 13.1.1: Conversion and Archiving Results Reports.

For each group of Local Office Sites that is converted, CONTRACTOR shall prepare a Conversion and Archiving Results Report which shall include:

1. Data conversion and archiving results and performance analysis;

2. Data conversion and archiving problems identified by CONTRACTOR or CONSORTIUM, including discrepant conversions, and failed conversions; and
3. For each data conversion and archiving problem identified by CONTRACTOR or CONSORTIUM, include:
 - A. Description of each problem and its root cause;
 - B. Business processes, LRS functions, and/or interfaces impacted;
 - C. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
 - D. Corrective action plan, test scenarios, and implementation approach;
 - E. Schedule for completion of each corrective action and resources required/assigned;
 - F. Status of each corrective action;
 - G. Date of completion of each correction; and
 - H. Date of LRS Project Director's approval of each correction, as applicable.

3.13.1.2 Deliverable 13.1.2: Conversion and Archiving Final Report.

After the successful completion of all data conversion and archiving activities, CONTRACTOR shall prepare a Conversion and Archiving Final Report which shall summarize all data conversion and archiving activities and recommendations for ongoing data verification and/or reconciliation needs.

3.13.2 Subtask 13.2: Conduct LRS Training.

CONTRACTOR shall conduct LRS training in accordance with Deliverable 10.3 (LRS Training Plans). CONTRACTOR shall provide all trainers, training manuals and materials, training locations, network connectivity, and equipment necessary to train CONSORTIUM-specified Users. CONTRACTOR shall be responsible for loading and updating the LRS Training Records Database. Upon completion of Consortium-wide implementation, CONTRACTOR shall prepare Deliverable 13.2 (LRS Training Report) that contains how many Users received training, how

many Users passed the CONSORTIUM-approved User proficiency test, and any retraining that was required.

3.13.2.1 Deliverable 13.2: LRS Training Report.

CONTRACTOR shall provide the LRS Training Report which shall summarize all training delivered to Users, document the effectiveness of this training (including the results from the CONSORTIUM-approved User proficiency test) and provide recommendations for further training activities or processes.

3.13.3 Subtask 13.3: Verification of Local Office Site Readiness.

Prior to each group of Local Office Sites being implemented, CONTRACTOR shall verify implementation readiness, including the following:

1. LRS functionality continues to meet the Specifications, including Deliverable 6.1 (Functional Design Document (FDD)).
2. LRS performance (e.g., availability and response time) is being met as set forth in the Agreement).
3. All cases, related data, and information maintained by each Local Office Site scheduled for conversion have been successfully converted.
4. All Users at each scheduled Local Office Site have received appropriate training according to their roles as described in Subtask 13.2 (Conduct LRS Training).
5. All User documentation has been delivered and is accessible to Users at the scheduled Local Office Sites.
6. CONTRACTOR support staff has been assigned to each Local Office Site in the group to be converted.

3.13.3.1 Deliverable 13.3: Certification of Local Office Site Readiness.

CONTRACTOR shall provide a Certification of Local Office Site Readiness for each group of Local Office Sites certifying that the Local Office Sites meet all implementation readiness requirements and are prepared for Production Use of the LRS, in accordance with Subtask 13.3 (Verification of Local Office Site Readiness).

3.13.4 Subtask 13.4: Execution of Consortium-wide Implementation.

After LRS Project Director approval of Deliverable 13.3 (Certification of Local Office Site Readiness) for a specific group of Local Office Sites, CONTRACTOR shall bring the Local Office Sites online for Production Use in accordance with the accepted schedule.

CONTRACTOR and CONSORTIUM shall assess the following for at least thirty (30) days following the implementation of each group of Local Office Sites:

1. Impact on LRS performance due to the additional load on the LRS;
2. Continued effectiveness of M&O Services;
3. User feedback as to ease of use and support of the business processes;
4. Adequacy of LRS support tools, procedures, and documentation;
5. Impact on performance of the Central Print Facility, including the printing and delivery of client correspondence;
6. Impact on the ability to produce standard and ad hoc reports; and
7. Any other matter requested by LRS Project Director.

If Deficiencies are identified by CONTRACTOR or CONSORTIUM during any implementation, CONTRACTOR shall develop and execute (with prior approval of LRS Project Director) a corrective action plan to describe how each Deficiency will be corrected and a schedule for the corrective actions. Each corrective action plan shall include:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, and/or interfaces impacted;
3. Description of all potential risks to the LRS, including to Consortium-wide Implementation, and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Incorporation of test scenario(s) into automated regression testing to detect each Deficiency;
6. Schedule for completion of each corrective action and resources required/assigned;

7. Status of each corrective action; and
8. Approval procedures that require LRS Project Director's approval of each correction, as applicable.

CONTRACTOR shall document the results of the implementation of each group of Local Office Sites in Deliverable 13.4 (Local Office Site Implementation Interim Reports).

3.13.4.1 Deliverable 13.4: Local Office Site Implementation Interim Reports.

CONTRACTOR shall provide its analysis of LRS performance requirements and functionality after implementation of each group of Local Office Sites and verify that the LRS remains fully operational. For each group of Local Office Sites, CONTRACTOR shall provide a Local Office Site Implementation Interim Report which shall document the results of the implementation, including:

1. Impact on LRS performance due to the additional load on the LRS;
2. Continued effectiveness of M&O Services;
3. User feedback as to ease of use and support of the business processes;
4. Adequacy of LRS support tools, procedures, and documentation;
5. Impact on performance of the Central Print Facility, including the printing and delivery of client correspondence; and
6. Impact on the ability to produce standard and ad hoc reports.

For each group of Local Office Sites, CONTRACTOR shall summarize all actions taken during Local Office Site implementation to correct any Deficiencies identified during Local Office Site implementation, including: (i) description of each Deficiency and its root cause; (ii) business processes, LRS functions, or interfaces impacted; (iii) corrective action(s) taken; and (iv) outcome(s). CONTRACTOR shall also summarize any remaining Deficiencies that need to be corrected prior to continuing Task 13 (Consortium-wide Implementation); provide its assessment of the potential risk(s) to Consortium-wide implementation,

proposed approach to risk mitigation, and plans to implement any corrective actions.

3.13.5 Subtask 13.5: Completion of Consortium-wide Implementation.

Prior to the completion of Task 13 (Consortium-wide Implementation), CONTRACTOR shall provide to CONSORTIUM evidence, including supporting documentation, that all requirements for Consortium-wide Implementation have been successfully met. CONTRACTOR shall conduct a review of Deliverable 13.5.1 (Consortium-wide Implementation Report) with CONSORTIUM at a meeting and provide any CONSORTIUM-requested demonstrations of the deployed LRS.

CONTRACTOR shall evaluate the status of each Deficiency identified by CONTRACTOR or CONSORTIUM, and shall include for each Deficiency:

1. Description of each Deficiency and its root cause;
2. Business processes, LRS functions, and/or interfaces impacted;
3. Description of all potential risks to the LRS and mitigation strategy for the LRS;
4. Corrective action plan, test scenarios, and implementation approach;
5. Incorporation of test scenario(s) into automated regression testing to detect each Deficiency;
6. Schedule for completion of each corrective action and resources required/assigned;
7. Status of each corrective action;
8. Date of completion of each correction; and
9. Date of LRS Project Director's approval of each correction, as applicable.

CONTRACTOR shall provide:

1. Summary of lessons learned; and
2. Recommendations for any improvements to the LRS.

Approval of Deliverable 13.5.1 (Countywide Implementation Report) by LRS Project Director constitutes successful completion of Consortium-wide implementation and allows the move from Phase 1

(Design/Development/Implementation Phase) to Phase 2 (Performance Verification Phase).

3.13.5.1 Deliverable 13.5.1: Consortium-wide Implementation Report.

CONTRACTOR shall provide the Consortium-wide Implementation Report documenting the successful completion of Task 13 (Countywide Implementation), including:

1. Summary of Task 13 (Countywide Implementation) activities, results, and outcomes;
2. Summary of each Deficiency identified by CONTRACTOR or CONSORTIUM. The summary shall include for each Deficiency:
 - A. Description of each Deficiency and its root cause;
 - B. Business processes, LRS functions, and/or interfaces impacted;
 - C. Description of all potential risks to the LRS and mitigation strategy for the LRS;
 - D. Corrective action plan, test scenarios, and implementation approach;
 - E. Schedule for completion of each corrective action and resources required/assigned;
 - F. Status of each corrective action;
 - G. Date of completion of each correction; and
 - H. Date of LRS Project Director's approval of each correction, as applicable.
3. Summary of lessons learned; and
4. Recommendations for any improvements to the LRS.

CONTRACTOR shall provide an updated Requirements Traceability Matrix which shall include the status of each functional, technical, and training requirement.

3.13.5.2 Deliverable 13.5.2: Certification of Consortium-wide Implementation.

CONTRACTOR shall provide the Certification of Consortium-wide Implementation certifying the successful completion of Consortium-wide implementation and that CONTRACTOR has completed all Work necessary for the LRS to be available for Production Use by all Users. The Certification shall also document the review with CONSORTIUM of Deliverable 13.5.1 (Countywide Implementation Report), including agenda, attendees, action items, and supporting documentation.

Approval of Deliverable 13.5.2 (Certification of Countywide Implementation) by LRS Project Director constitutes successful completion of Consortium-wide implementation and allows the move from Phase 1 (Design/Development/Implementation Phase) to Phase 2 (Performance Verification Phase).

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, and Conversion and Archiving Plans.

3.14 task 14: PHASE 2 (Performance Verification PHASE):

Phase 2 (Performance Verification Phase) will commence upon successful completion of Phase 1 (Design/Development/Implementation Phase), as determined by LRS Project Director, and continue through the following six (6) months.

During Phase 2 (Performance Verification Phase), CONTRACTOR shall measure and report on LRS performance using the metrics described in the Performance Management Plan and in Exhibit B (Statement of Requirements) during this period of six (6) months following Consortium-wide Implementation.

Prior to Final Acceptance: (i) all Deficiencies identified by CONTRACTOR or CONSORTIUM during Phase 1 (Design/Development/Implementation Phase) and Phase 2 (Performance Verification Phase) shall be corrected by CONTRACTOR, and all corrections of such Deficiencies must have been approved by LRS Project Director in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement, and (ii) following LRS Project Director's approval of all such corrections, the LRS must have performed for thirty (30) consecutive days in compliance with the Specifications, including all performance requirements, with no Deficiencies, except any new Deficiencies that may be identified by CONTRACTOR or CONSORTIUM during Phase 3 (Operational Phase), which Deficiencies individually and collectively are inconsequential and

do not adversely affect any performance requirement, as determined by LRS Project Director.

CONTRACTOR shall perform Work during Phase 2 (Performance Verification Phase) which shall include:

1. **M&O Services:** CONTRACTOR shall continue to provide M&O Services in accordance with the M&O Services Plan;
2. **M&E Services:** CONTRACTOR shall provide M&E Services in accordance with the M&E Services Plan; and
3. **Specialized Training:** CONTRACTOR shall continue to provide specialized training, on a quarterly basis, for CONSORTIUM-specified Users in accordance with the LRS Training Plans.

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, Requirements Traceability Matrix, Technical Infrastructure Design Document, and any other documents, as requested from time-to-time by LRS Project Director.

3.14.1 Subtask 14.1: Continue Specialized Training.

CONTRACTOR shall continue to provide specialized training, on a quarterly basis, for CONSORTIUM-specified Users in accordance with the LRS Training Plans.

3.14.1.1 Deliverable 14.1: Specialized Training Reports.

CONTRACTOR shall provide Specialized Training Reports, on a quarterly basis, which shall summarize all specialized training delivered during the previous quarter to CONSORTIUM-specified Users.

3.14.2 Subtask 14.2: Develop LRS Transition Plan.

At least thirty (30) days prior to, and upon, expiration or termination of the Agreement, and at any other times as set forth in the Agreement, CONTRACTOR shall provide to CONSORTIUM all Source Code, Object Code, Updates, and Documentation of the LRS Application Software, in a hard copy format, electronically, and on read-only medium, as specified by CONSORTIUM. Further, CONTRACTOR shall have the following transition responsibilities:

1. Preparation of a LRS Transition Plan, which shall provide for a smooth transition or transfer of the LRS, LRS Data, and LRS Repository from CONTRACTOR's environment to the new environment of CONSORTIUM or CONSORTIUM-selected vendor.
2. Identification of resource requirements to needed transition, host, and operate the LRS at CONSORTIUM or CONSORTIUM-selected vendor data center(s).
3. Identification of transition team roles and responsibilities.
4. Proposed timeline for completion of transition activities.
5. Training plan and training of CONSORTIUM-specified persons for the transition of the LRS, LRS Data, and System Data.
6. Submission of the LRS Transition Plan to CONSORTIUM for approval.

CONTRACTOR shall provide an initial draft of Deliverable 14.2 (LRS Transition Plan) within thirty (30) days of completing Deliverable 13.5.1 (Countywide Implementation Report). CONTRACTOR shall maintain and update the LRS Transition Plan annually for LRS Project Director approval and be able to provide an updated copy within thirty (30) days of CONSORTIUM request. CONTRACTOR shall keep the most current version of Deliverable 14.2 (LRS Transition Plan) in the LRS Repository throughout the term of the Agreement.

3.14.2.1 Deliverable 14.2: LRS Transition Plan.

CONTRACTOR shall provide the LRS Transition Plan which shall include:

1. Procedures and processes which shall provide for a smooth transition or transfer of the LRS, LRS Data, and LRS Repository from CONTRACTOR's environment to the new environment of CONSORTIUM or CONSORTIUM-selected vendor.
2. Identification of resource requirements needed to transition, host, and operate the LRS at CONSORTIUM or CONSORTIUM-selected vendor data center(s).

3. Identification of transition team roles and responsibilities.
4. Proposed timeline for completion of transition activities.
5. Training plan and training of CONSORTIUM-specified persons for the transition of the LRS, LRS Data, and System Data.
6. Information and supporting documentation, as required by CONSORTIUM, related to volumes, file sizes, and growth trends.

3.14.3 Subtask 14.3: Prepare Performance Verification Report and Certification.

At the completion of Phase 2 (Performance Verification Phase), CONTRACTOR shall provide to CONSORTIUM evidence, including supporting documentation, that the LRS substantially complies with the Specifications, including all performance requirements, under full production load. CONTRACTOR shall conduct a review of Deliverable 14.3.1 (Performance Verification Report) with CONSORTIUM at a meeting scheduled by CONSORTIUM and provide any CONSORTIUM-requested demonstrations of the LRS.

3.14.3.1 Deliverable 14.3.1: Performance Verification Report

CONTRACTOR shall provide the Performance Verification Report, documenting the completion of Phase 2 (Performance Verification Phase), including:

1. Summary of Task 14 (Phase 2 (Performance Verification Phase)) activities, results, and outcomes;
2. Summary of each Deficiency identified by CONTRACTOR or CONSORTIUM. The summary shall include for each Deficiency:

- A. Description of each Deficiency and its root cause;
 - B. Business processes, LRS functions, and/or interfaces impacted;
 - C. Description of all potential risks to the LRS and mitigation strategy for the LRS;
 - D. Corrective action plan, test scenarios, and implementation approach;
 - E. Schedule for completion of each corrective action and resources required/assigned;
 - F. Status of each corrective action;
 - G. Date of completion of each correction; and
 - H. Date of LRS Project Director's approval of each correction, as applicable.
- 3. Summary of lessons learned; and
 - 4. Recommendations for any improvements to the LRS.

CONTRACTOR shall provide an updated Requirements Traceability Matrix which shall include the status of each functional, technical, and training requirement.

3.14.3.2 Deliverable 14.3.2: Certification of Performance Verification.

CONTRACTOR shall provide the Certification of Performance Verification, certifying that the LRS substantially complies with the Specifications, including all performance requirements, under full production load. The Certification shall also document the review with CONSORTIUM of Deliverable 14.3.1 (Performance Verification Report), including agenda, attendees, action items and supporting documentation.

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, Technical Infrastructure Design Document, Requirements Traceability Matrix, and any other applicable documents.

3.15 task 15: PHASE 3 (operational Phase):

Phase 3 (Operational Phase) will commence upon the completion of Phase 2 (Performance Verification Phase). CONTRACTOR shall provide Work in Phase 3 (Operational Phase) which shall include:

1. **M&O Services:** CONTRACTOR shall continue to provide M&O Services in accordance with the M&O Services Plan;
2. **M&E Services:** CONTRACTOR shall continue to provide M&E Services in accordance with the M&E Services Plan; and
3. **Specialized Training:** CONTRACTOR shall continue to provide specialized training, on a quarterly basis, for CONSORTIUM-specified Users in accordance with the LRS Training Plans.

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, Requirements Traceability Matrix, and any other documents, as requested from time-to-time by LRS Project Director.

3.15.1 Subtask 15.1: Ongoing Specialized Training.

CONTRACTOR shall continue to provide specialized training, on a quarterly basis, for CONSORTIUM-specified Users in accordance with the LRS Training Plans.

3.15.1.1 Deliverable 15.1.: Ongoing Specialized Training Reports.

CONTRACTOR shall provide ongoing Specialized Training Reports, on a quarterly basis, which shall summarize all specialized training delivered during the previous quarter to CONSORTIUM-specified Users.

3.15.2 Subtask 15.2: Final Acceptance Report and Certification.

CONTRACTOR shall provide to CONSORTIUM evidence, including supporting documentation, that: (i) all Deficiencies identified by CONTRACTOR or CONSORTIUM during Phase 1 (Design/Development/Implementation Phase) and Phase 2 (Performance Verification Phase) have been corrected by CONTRACTOR in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement; (ii) all corrections of such Deficiencies have been approved by LRS Project Director; and (iii) following CONSORTIUM Project Director's approval of all such corrections, the LRS has performed for thirty (30) consecutive days in compliance with the Specifications, including all

performance requirements, with no Deficiencies, except any new Deficiencies that may be identified by CONTRACTOR or CONSORTIUM during Phase 3 (Operational Phase), which Deficiencies individually and collectively are inconsequential and do not adversely affect any performance requirement, as determined by LRS Project Director. If a new Deficiency is identified by CONTRACTOR or CONSORTIUM during Phase 3 (Operational Phase) which is consequential or adversely affects any performance requirement, as determined by LRS Project Director, then CONTRACTOR shall correct such Deficiency and all corrections must be approved by LRS Project Director before such thirty (30) consecutive day period shall again commence. CONTRACTOR shall conduct a review of Deliverable 15.2.1 (Final Acceptance Report) with CONSORTIUM at a meeting scheduled by CONSORTIUM and provide any CONSORTIUM-requested demonstrations of the LRS.

3.15.2.1 Deliverable 15.2.1: Final Acceptance Report

CONTRACTOR shall provide the Final Acceptance Report, documenting the achievement of Final Acceptance, including:

1. Summary of the correction of each Deficiency identified by CONTRACTOR or CONSORTIUM during Phase 1 (Design/Development/Implementation Phase) and Phase 2 (Performance Verification Phase). The summary shall include for each Deficiency:

- A. Description of each Deficiency and its root cause;
 - B. Business processes, LRS functions, and/or interfaces impacted;
 - C. Description of all potential risks to the LRS and mitigation strategy for the LRS;
 - D. Corrective action plan, test scenarios, and implementation approach;
 - E. Schedule for completion of each corrective action and resources required/assigned;
 - F. Status of each corrective action;
 - G. Date of completion of each correction; and
 - H. Date of LRS Project Director's approval of each correction, as applicable.
- 2. Summary of lessons learned; and
 - 3. Recommendations for any improvements to the LRS.

CONTRACTOR shall provide an updated Requirements Traceability Matrix which shall include the status of each functional, technical, and training requirement.

3.15.2.2 Deliverable 15.2.2: Final Acceptance Certification.

CONTRACTOR shall provide the Final Acceptance Certification, certifying that: (i) Deficiencies identified by CONTRACTOR or CONSORTIUM during Phase 1 (Design/Development/Implementation Phase) and Phase 2 (Performance Verification Phase) have been corrected by CONTRACTOR in accordance with Subparagraph 4.2 (CONSORTIUM Approval of Work) of the Base Agreement; (ii) corrections of such Deficiencies have been approved by LRS Project Director; and (iii) following LRS Project Director's approval of all such corrections, the LRS has performed for thirty (30) consecutive days in compliance with the Specifications, including all performance requirements, with no Deficiencies, except any new Deficiencies that may be identified by

CONTRACTOR or CONSORTIUM during Phase 3 (Operational Phase), which Deficiencies individually and collectively are inconsequential and do not adversely affect any performance requirement, as determined by LRS Project Director. The Certification shall also document the review with CONSORTIUM of Deliverable 15.2.1 (Final Acceptance Report), including agenda, attendees, action items and supporting documentation.

CONSORTIUM requires thirty (30) days to approve this Deliverable 15.2.2. CONSORTIUM approval of this Deliverable 15.2.2 shall signify Final Acceptance of the LRS by CONSORTIUM.

CONTRACTOR shall provide an updated M&O Services Plan, M&E Services Plan, Conversion and Archiving Plans, Requirements Traceability Matrix, and any other applicable documents.

3.15.3 Subtask 15.3: Outgoing Transition Support.

Prior to the expiration or termination of the Agreement, CONTRACTOR shall provide training and other support to CONSORTIUM and the CONSORTIUM-selected vendor to transition the LRS in accordance with the LRS Transition Plan.

3.15.3.1 Deliverable 15.3: Certification of Completion of Outgoing Transition Support.

CONTRACTOR shall certify to CONSORTIUM that all activities described in Deliverable 14.2 (LRS Transition Plan), as updated and approved by CONSORTIUM through the term of the Agreement, have been successfully completed.

4. DELIVERABLE SUMMARY:

This Section 4 provides a summary of all Deliverables for Phase 1 (Design/Development/Implementation Phase), Phase 2 (Performance Verification Phase), and Phase 3 (Operational Phase) as detailed in the sections above. CONSORTIUM requirements for Due Dates are specified. As part of the Project Work Plan, CONTRACTOR shall provide a proposed schedule for the submission of all Deliverables to CONSORTIUM in accordance with CONSORTIUM requirements.

4.1 PHASE 1 (DESIGN/DEVELOPMENT/IMPLEMENTATION PHASE) DELIVERABLES:

The Deliverables for Phase 1 (Design/Development/Implementation Phase) are shown on the tables below.

Table 1: Deliverables for Task 1 – Project Administration

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|---|--|
| 1.1.1 | 3.1.1.1 | Project Control Document (PCD) | Effective Date + 30 days |
| 1.1.2 | 3.1.1.2 | Project Office Physical Site Plan | Effective Date + 30 days |
| 1.1.3 | 3.1.1.3 | Project Office Certification of Readiness | CONSORTIUM Approval of Deliverable 1.1.2 + 90 Days |
| 1.1.4 | 3.1.1.4 | Incoming Orientation Plans | Effective Date + 90 days |
| 1.1.5 | 3.1.1.5 | Project Initiation Completion Report | Completion of Subtask 1.1 |
| 1.2.1 | 3.1.2.1 | M&O Services Plan | In PCD |
| 1.2.2 | 3.1.2.2 | M&E Services Plan | In PCD |
| 1.2.3 | 3.1.2.3 | Conversion and Archiving Plans | In PCD |
| 1.3 | 3.1.3.1 | Ongoing Project Administration | In PCD |

(a)

Table 2: Deliverables for Task 2 – Development Methodology and Technical Practices

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|---------|---|--------------------------|
| 2.1. | 3.2.1.1 | Integrated Development Environment Configuration Control Document | Effective Date + 30 days |
| 2.2 | 3.2.2.1 | System Development Lifecycle Orientation and Materials | In PCD |

(b)

Table 3: Deliverables for Task 3 – Requirements Verification and Analysis

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|---------|---|----------|
| 3.1 | 3.3.1.1 | Requirements Verification Schedule | In PCD |
| 3.2.1 | 3.3.2.1 | System Requirements Document (SRD) | In PCD |
| 3.2.2 | 3.3.2.2 | Requirements Traceability Matrix and Report | In PCD |

Table 4: Deliverable for Task 4 – General Design

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|---------|-------------------------|----------|
| 4 | 3.4.1.1 | General Design Document | In PCD |

Table 5: Deliverables for Task 5 – Technical Infrastructure Planning and Design

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|---------|--|----------|
| 5.1 | 3.5.1.1 | Technical Infrastructure Design Document | In PCD |
| 5.2 | 3.5.2.1 | Facility Management Plan | In PCD |
| 5.3 | 3.5.3.1 | Information Systems Security Plan | In PCD |
| 5.4 | 3.5.4.1 | Network Design Plan | In PCD |

Table 6: Deliverables for Task 6– Functional Design

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|---------|---------------------------------------|----------------------|
| 6.1 | 3.6.1.1 | Functional Design Document (FDD) | In PCD |
| 6.2 | 3.6.2.1 | Functional Design Presentation Report | Completion of Task 6 |

Table 7: Deliverables for Task 7 – Technical Infrastructure Deployment

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|---------|---|----------|
| 7.1A | 3.7.1.1 | Technical Infrastructure Asset Configuration Report for the Development and Test Environments | In PCD |
| 7.1B | 3.7.1.2 | Technical Infrastructure Asset Configuration Report for the Staging / Performance and Production Environments | In PCD |
| 7.2A | 3.7.2.1 | Technical Infrastructure System Administration Procedures for the Development and Test Environments | In PCD |
| 7.2B | 3.7.2.2 | Technical Infrastructure System Administration Procedures for the Staging / Performance and Production Environments | In PCD |
| 7.3A | 3.7.3.1 | Technical Infrastructure Review and Acceptance Document for the Development and Test Environments | In PCD |
| 7.3B | 3.7.3.2 | Technical Infrastructure Review and Acceptance Document for the Staging / Performance and Production Environments | In PCD |

Table 8: Deliverables for Task 8 – Baseline Application Software and Conversion and Archiving Tools

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|---|-----------------|
| 8.1 | 3.8.1.1 | Baseline Application Software Development Plan (SDP) | In PCD |
| 8.2 | 3.8.2.1 | Baseline Application Software Development Review Report | In PCD |
| 8.3 | 3.8.3.1 | LRS Application Software SDLC Standards | In PCD |
| 8.4 | 3.8.4.1 | Baseline Application Software Components/Modules and Conversion and Archiving Software Programs/Tools | In PCD |
| 8.5.1 | 3.8.5.1 | Unit Test Template | In PCD |
| 8.5.2 | 3.8.5.2 | Unit Test Procedures and Results Report | In PCD |
| 8.6 | 3.8.6.1 | Unit Test and Validation Results Report | In PCD |
| 8.7.1 | 3.8.7.1 | Interface Control Documents (ICD) | In PCD |
| 8.7.2 | 3.8.7.2 | Interface Test Procedures and Results Report | In PCD |
| 8.7.3 | 3.8.7.3 | Interface Documentation | In PCD |

Table 9: Deliverables for Task 9 –Testing

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|---|---------------------------|
| 9.1 | 3.9.1.1 | Master Test Plan | In PCD |
| 9.2.1 | 3.9.2.1 | Integration Test Plan | In PCD |
| 9.2.2 | 3.9.2.2 | Integration Test Procedures | In PCD |
| 9.2.3 | 3.9.2.3 | Integration Test Results Report | In PCD |
| 9.2.4 | 3.9.2.4 | Integration Test Summary Report | Completion of Subtask 9.2 |
| 9.2.5 | 3.9.2.5 | System Test Plan | In PCD |
| 9.2.6 | 3.9.2.6 | System Test Procedures | In PCD |
| 9.2.7 | 3.9.2.7 | System Test Results Report | In PCD |
| 9.2.8 | 3.9.2.8 | System Test Summary Report | In PCD |
| 9.3.1 | 3.9.3.1 | Recommended User Acceptance Test Plan | In PCD |
| 9.3.2 | 3.9.3.2 | User Acceptance Test Procedures/Scenarios Inventory Report | In PCD |
| 9.3.3 | 3.9.3.3 | User Acceptance Test Weekly Status Reports | In PCD |
| 9.3.4 | 3.9.3.4 | User Acceptance Test Certification of Successful Completion | In PCD |
| 9.3.5 | 3.9.3.5 | Regression Test Scripts | In PCD |

Table 10: Deliverables for Task 10– Implementation Planning

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|--|-----------------|
| 10.1 | 3.10.1.1 | Implementation Master Plan | In PCD |
| 10.2 | 3.10.2.1 | Updated Conversion and Archiving Plans | In PCD |
| 10.3 | 3.10.3.1 | LRS Training Plans | In PCD |

Table 11: Deliverables for Task 11 – Implementation Preparation

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|--|-----------------------------------|
| 11.1 | 3.11.1.1 | Documentation | Prior to start of Task 12 |
| 11.2 | 3.11.2.1 | LRS Helpdesk Procedures | Prior to start of Task 12 |
| 11.3 | 3.11.3.1 | LRS Training Materials | 30 days prior to start of Task 12 |
| 11.4 | 3.11.4.1 | LRS Training Records Database | Prior to start of Task 12 |
| 11.5 | 3.11.5.1 | Certification of Operational Readiness | Prior to start of Task 12 |

Table 12: Deliverables for Task 12– Pilot

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|---|-----------------|
| 12.1 | 3.12.1.1 | Pilot Plan | In PCD |
| 12.2.1 | 3.12.2.1 | Pilot Evaluation Report | In PCD |
| 12.2.2 | 3.12.2.2 | Pilot Post-Evaluation Report | In PCD |
| 12.3 | 3.12.3.1 | Certification of Consortium-wide Implementation Readiness Report and Plans Update | In PCD |

Table 13: Deliverables for Task 13 – Consortium-wide Implementation

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|----------|--|--|
| 13.1.1 | 3.13.1.1 | Conversion and Archiving Results Report | In PCD |
| 13.1.2 | 3.13.1.2 | Conversion and Archiving Final Report | In PCD |
| 13.2 | 3.13.2.1 | LRS Training Report | In PCD |
| 13.3 | 3.13.3.1 | Certification of Local Office Site Readiness | For each Local Office Site |
| 13.4 | 3.13.4.1 | Local Office Site Implementation Interim Reports | After the completion of implementation activities at each Local Office Site or group of Local Office Sites |
| 13.5.1 | 3.13.5.1 | Consortium-wide Implementation Report | Completion of Task 13 |
| 13.5.2 | 3.13.5.2 | Certification of Consortium-wide Implementation | Completion of Task 13 |

4.2 PHASE 2 (Performance verification phase) deliverables:

The Deliverables for Phase 2 (Performance Verification Phase) are shown on the tables below.

Table 14: Deliverables for Task 14 – Phase 2 (Performance Verification Phase)

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|--------|----------|---|----------|
| 14.1 | 3.14.1.1 | Specialized Training Reports | In PCD |
| 14.2 | 3.14.2.1 | LRS Transition Plan | In PCD |
| 14.3.1 | 3.14.3.1 | Performance Verification Report | In PCD |
| 14.3.2 | 3.14.3.2 | Certification of Performance Verification | In PCD |

4.3 PHASE 3 (operational phase) deliverables:

The Deliverables for Phase 3 (Operational Phase) are shown on the tables below.

Table 15: Deliverables for Task 15 – Phase 3 (Operational Phase)

| DEL. # | PARA. | DELIVERABLE NAME | DUE DATE |
|---------------|--------------|--|-----------------|
| 15.1.1 | 3.15.1.1 | Ongoing Specialized Training Reports | In PCD |
| 15.2.1 | 3.15.2.1 | Final Acceptance Report | In PCD |
| 15.2.2 | 3.15.2.2 | Final Acceptance Certification | In PCD |
| 15.3.1 | 3.15.3.1 | Certification of Completion of Outgoing Transition Support | In PCD |