AMENDMENT NO. 37

This Amendment No. 37 ("Amendment") is entered into as of January 1, 2023 (the "Effective Date"), by and between the CalSAWS Consortium, a joint powers authority (herein referred to as "CalSAWS" or "Consortium"), and Regional Government Services Authority ("RGS"), a joint powers authority. This Amendment No. 37 shall amend the Amended and Restated Agreement for Management and Administrative Services between the parties, dated September 1, 2022, as amended (the "Agreement").

IT IS HEREBY AGREED AS FOLLOWS:

1. Attached to this Amendment is Exhibit A: Scope of Services, dated January 1, 2023, which replaces all previous Exhibit A: Scope of Services attached to the Agreement, in their entirety.

2. This Amendment No. 37 modifies Section 7.3 of Legal Requirements to clarify that RGS is bound to rules and regulations established by terms of an agreement between CalSAWS and other governmental agencies in performance of the work as described in the Agreement for Management and Administrative Services.

3. This Amendment No. 37 adjusts Rate Table Exhibit A: Table 1, Range of Bill Rates for Personnel and Travel Reimbursement Policies to include benefit and cost changes effective January 1, 2023.

4. This Amendment No. 37 adds the Service description for Technical Security Consultant in Exhibit B: Job and Services, Part 1, Job Descriptions

5. This Amendment No. 37 revises the job description for Information Security Consultant to separate the overall assignment into two primary areas of responsibility including Information Security Consultant and Information Privacy Consultant in Exhibit B: Job and Services, Part 1, Job Descriptions.

6. Except as specifically provided in this Amendment No. 37 all other terms and conditions of the Agreement are unchanged and remain in full force and effect.

    IN WITNESS WHEREOF, the parties have duly executed and delivered this Amendment No. 37 on the Effective Date.

Dated: _____   Dated: _____

_____   _____
Richard H. Averett, Executive Director   Michael Sylvester, CalSAWS Chair

Dated: _____   Dated: _____

_____   _____
Sky Woodruff, RGS Counsel   Kronick Moskovitz Tiedemann & Girard, CalSAWS Legal Counsel

          Dated: _____

          _____
          John Boule, Secretary to the Board, CalSAWS

Amendment No. 37

LEGAL REQUIREMENTS

Note: The following amends Section 7.3 of the Legal Requirements of the Agreement for Management and Administrative Services between CalSAWS (C-IV) and Regional Government Services Authority (RGS).

Other Government Regulations.

7.3.   Other Governmental Regulations. To the extent that this Agreement may be funded by fiscal assistance or subject to terms between CalSAWS (C-IV) and another governmental entity, or both, RGS and any RGS subcontractors shall comply with all applicable rules and regulations to which CalSAWS (C-IV) is bound by the terms of such fiscal assistance program or governing agreement, or both. To comply with Section 7.3, CalSAWS (C-IV) shall notify RGS of the relevant rules and regulations of any fiscal assistance program or governing agreement in a timely manner.

EXHIBIT A: Scope of Services

RGS shall assign staff and other appropriate resources to provide the services identified in Exhibit A. To provide those services, RGS shall meet the functional requirements set forth in Exhibit B. In addition to the required services in Exhibit A and functional requirements specified in Exhibit B, RGS also shall provide the following human resource management services: benefit administration and payroll management; monitoring and complying with changes in employment laws, including leave management; payroll taxes; workers' compensation; online timekeeping; project billing services; employee relations and performance management; and other ongoing administrative services for assigned RGS staff (included in a monthly per employee administrative fee). Exhibit C provides for additional services not included in Exhibit A to be provided upon request and billed hourly as needed, including recruitment/selection/onboarding services and request for proposal (RFP) services. Services may be performed at the CalSAWS offices available in Rancho Cordova or at other locations.

COMPENSATION

Note: This section applies to all RGS employees with CalSAWS assignments.

Salary and Step Increases (See Exhibit A: Table 1 and Table 2).

A. Except as otherwise provided in this Agreement, a new employee shall be appointed at the first step of the salary grade.

B. Step Levels and Reviews for New Employees: RGS in consultation with the CalSAWS Executive Director and/or CalSAWS Chairperson may appoint a new employee in a specified assignment to any step within the range shown. Employees who start employment prior to August 1st (for example, in 2022) will have annual reviews beginning in January (for example, in 2023) of the following year. Employees who start employment on or after August 1st (for example, in 2022) will have annual reviews beginning in January of the subsequent year (for example, in 2024).

Exhibit A of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

1

C. Applicability of Step Increases: Each employee whose pay is below the highest step shall be considered for increase as part of a yearly review by RGS in January, as provided in paragraph B above, except as otherwise provided. Employees promoted or reclassified from from one position to another at a higher salary level shall have their hourly compensation adjusted to no less than the next higher point on the new salary range. Employees who promote or reclassified on or after August 1 will not be eligible for a step increase the following year.

D. Increases by Salary Steps: Effective March 1, 2016, and each year thereafter as part of the yearly review in January, as provided in paragraph B above, a salary increase may be to the next higher step, except when exceptional and documented circumstances may require additional step increases. One-step salary increases may be given unless there is an affirmative agreement with the CalSAWS Executive Director to deny the increase.

Temporary Assignment Pay.

A. A temporary increase in pay shall be given to an employee during periods when they temporarily assume the duties of a higher position assignment. The new salary rate shall be onto a step within the assumed position assignment which provides a minimum of at least a 5% increase.

Sick Leave Accruals.

B. Employees shall accrue sick leave at the rate of .0231 hours per regular standard hour in paid status, excluding overtime, for a maximum of 48 hours per year. Employee will not be compensated for unused sick leave upon separation from employment.

Vacation Accruals.

A. In accordance with the current RGS policy, vacation accruals begin with the first pay period.
B. The typical vacation accrual rate is:
   - 0 to <60 months of continuous RGS employment = 96 hours per year
   - >60 to 120 months of continuous RGS employment = 148 hours per year
   - 120+ months of continuous RGS employment = 160 hours per year
C. Each employee's accrual balance is reviewed in December of each year. If an employee has exceeded the maximum accrual within the tenure range applicable to them, then vacation accrued in excess of the maximum allowed will be paid off with the December 15th pay period. Employees who advance to a higher tenure range during the year (i.e., tenure that receives a greater number of vacation hours) will be evaluated for excess leave cashout based on the cap applicable to their accrual rate in effect in December.

Holidays.

Paid Holidays are provided as follows:
- January 1, New Year's Day
- Third Monday in January, Martin Luther King, Jr.
- Third Monday in February, Washington's Birthday

- Last Monday in May, Memorial Day
- July 4, Independence Day
- First Monday in September, Labor Day
- Second Monday in October, Columbus Day
- November 11, Veterans' Day
- Fourth Thursday in November, Thanksgiving Day
- Friday following Thanksgiving
- December 24, Christmas Eve
- December 25, Christmas Day
- December 31, New Year's Eve

Fees. CalSAWS agrees to pay to RGS the monthly or other rate within the range shown in this Exhibit A, for the assigned RGS employees. RGS agrees to provide actual rates for personnel based on staff-selected benefits on or before the 5th of January each year and notify CalSAWS of any changes to these rates throughout the year as soon as staff requests the change. In the event that staff is provided for a portion of a month, the rate shall be pro-rated.

The Parties further agree that compensation hereunder is intended to include the costs of contributions to any retirement benefits, such as pensions and/or annuities, including "Other Post-Employment Benefits ("OPEB"), for which RGS may be obligated to its employees or may otherwise be contractually obligated. The parties agree that contract costs directly related to RGS services provided for CalSAWS exclusive benefit continue beyond the term of services. Contract costs, such as accrued but unused vacation and medical premiums, which are required by law or by contractual agreement with the benefit providers, will be reimbursed to RGS by CalSAWS. RGS agrees to provide an itemized invoice of such contract costs within ninety (90) days of incurrence, contract ending or separation of employment.

Reimbursement of RGS's Administrative Cost. Support overhead costs are those expenses necessary to administering this Agreement and are included in the monthly rate.

Terms of Payment. RGS will send CalSAWS a projection of expenditures by the 4th day of the month prior to the month payment is due. Invoices shall be sent by the 5th day of the month following the month of service.   Payments are due and shall be delinquent if not paid within thirty (30) days of receipt. Delinquent payments will be subject to a late payment carrying charge computed at a periodic rate of one-half of one percent per month, which is an annual percentage rate of six percent, which will be applied to any unpaid balance owed commencing seven (7) days after the payment due date. RGS may also assess the carrying charge as described in the following paragraphs.

Any year that the State Budget is not approved by July 1, CalSAWS will be unable to process payments until the budget is passed and signed by the Governor.   In that event, RGS will add a carrying fee of up to 1% of the unpaid balance monthly. This is specifically for deferred payments that cause delays beyond the normal CalSAWS payment cycle.

Exhibit A of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

3

External costs for such items as advertisements, panel expenses, or similar expenses, shall be billed to CalSAWS at RGS's costs. Overtime for eligible employees will be billed to CalSAWS at the cost incurred.

Additionally, in the event that CalSAWS fails to pay any undisputed amounts due to RGS within one hundred fifty (150) days after payment due date, then CalSAWS agrees that RGS shall have the right to consider the non-payment to constitute a material breach of this Agreement and the duties of RGS under this Agreement may, at RGS's sole option, be terminated by RGS upon ten (10) working days advance written notice to CalSAWS.

<u>Payment Address</u>
All payments due RGS shall be paid to:
Regional Government Services
PO Box 1350
Carmel Valley, CA 93924

EXHIBIT A: Table 1
Range of Bill Rates for Personnel and Travel Reimbursement Policies
The following table provides the range of bill rates by position and current step. Bill rates include salary, benefits and fees and may vary depending on the benefits selected by the staff.

Title	Steps	# of Positions [1]	Effective Date(s)	Rate Frequency	Min Rate [2]	Max Rate [3]	Travel
C-IV Project Director	1-14	1	3/1/2019	Month	$14,234.73	$23,075.83	Actual[4]
Section Director	1-14	2	3/1/2022	Month	$13,843.80	$22,463.88	Actual[4]
Regional Manager	1-14	1	3/1/2019	Month	$9,044.07	$14,365.37	Actual[4]
Technical Manager	1-14	1	3/1/2019	Month	$11,423.82	$17,653.05	Actual[4]
Cloud Manager	1-14	1	9/1/2019	Month	$13,069.18	$21,295.25	Actual[4]
Project IT Manager	1-14	4	9/1/2019	Month	$13,069.18	$21,295.25	Actual[4]
BenefitsCal Manager, Application Development Manager	1-14	2	3/1/2022	Month	$13,069.18	$21,295.25	Actual[4]
Technical Operations Manager	1-14	1	9/1/2019	Month	$13,843.80	$22,464.03	Actual[4]
Customer Engagement Manager	1-14	1	9/1/2019	Month	$13,069.18	$21,295.25	Actual[4]
PMO Manager; Fiscal & Contract Manager; Procurement Manager	1-14	2	9/1/2019	Month	$13,069.18	$21,295.25	Actual[4]
PMO-Fiscal & Contract Analyst II; Procurement Analyst II	1-14	1-6	9/1/2019	Month	$10,348.27	$15,666.84	Actual[4]
PMO-Fiscal & Contract Analyst III; Procurement Analyst III	1-14	1-6	9/1/2019	Month	$12,053.24	$17,901.56	Actual[4]
Principal Information Systems Analyst	1-14	1-8	9/1/2019	Month	$12,095.09	$17,901.56	Actual[4]
Business Analyst II	1-14	1-9	3/1/2019	Month	$8,746.86	$13,951.78	Actual[4]
Business Analyst I	1-14	1-2	3/1/2019	Month	$7,674.42	$12,475.31	Actual[4]
Technical Analyst	1-14	2	3/1/2019	Month	$9,528.49	$14,609.92	Actual[4]
Conversion Analyst	1-14	1-2	9/1/2019	Month	$11,033.95	$16,565.42	Actual[4]
Technical / Security Analyst I	1-14	1-7	9/1/2019	Month	$11,033.95	$16,565.42	Actual[4]
Technical / Security Analyst II	1-14	1-7	9/1/2019	Month	$12,053.24	$17,901.56	Actual[4]
Cloud Analyst	1-14	1-2	9/1/2019	Month	$12,053.24	$17,901.56	Actual[4]
Regional Manager II	1-14	1-9	9/1/2019	Month	$12,053.24	$17,901.56	Actual[4]
Change Management Lead/Implementation Manager	1-14	2	9/1/2019	Month	$12,053.24	$17,901.56	Actual[4]
Trainer/Implementation Coordinator	1-14	1-18	9/1/2019	Month	$9,549.62	$14,619.28	Actual[4]
Executive Secretary	1-14	1	1/1/2019	Month	$6,378.05	$10,811.58	Actual[4]
Office Assistant II	1-14	1	1/1/2019	Month	$6,027.09	$10,219.85	Actual[4]
RGS Chief Operating Officer	N/A	N/A	2/21/2019	Hour	$125.00	$215.00	None
RGS Deputy Chief Operating Officer	N/A	N/A	2/21/2019	Hour	$120.00	$195.00	None
RGS Advisor	N/A	N/A	2/21/2019	Hour	$105.00	$160.00	None
RGS Project Advisor	N/A	N/A	2/21/2019	Hour	$95.00	$125.00	None
RGS Project Coordinator	N/A	N/A	2/21/2019	Hour	$75.00	$120.00	None
RGS Senior/Lead Advisor	N/A	N/A	2/21/2019	Hour	$115.00	$190.00	None
RGS Technical Specialist	N/A	N/A	2/21/2019	Hour	$65.00	$115.00	None
Procurement Consultant	N/A	N/A	2/28/2019	Hour	$120.00	$185.00	Actual[4]
Governance Consultant	N/A	N/A	3/1/2017	Hour	$185.00	$185.00	Actual[4]
Cloud Architect Consultant	N/A	N/A	11/13/2018	Hour	$135.00	$185.00	Actual[4]
Information Security Consultant	N/A	N/A	7/22/2019	Hour	$120.00	$150.00	Actual[4]
Technical Security Consultant	N/A	N/A	9/1/2019	Hour	$95.00	$95.00	Actual[4]
Conversion Consultant	N/A	N/A	8/1/2019	Hour	$85.00	$135.00	Actual[4]
Business Consultant	N/A	N/A	9/1/2019	Hour	$95.00	$126.00	Actual[4]

[1] Position allocations are indicated for staff positions. Consultant services do not represent a position and show as N/A in this column.
[2] Minimum Rate reflects the lowest monthly rate for salary and benefits based on position and step
[3] Maximum Rate reflects the highest monthly rate for salary and benefits based on position and step
[4] Travel will be invoiced to CalSAWS for actual expenditures in accordance with the procedures describe in Exhibit A, "Terms of Payment" section.
[5] Travel of the Technical Manager is included in the Monthly rate. Both parties agree that should a change in CalACES North strategy or organization result in significant change in Travel Expense for this position either party may request a modification in writing.
Rates effective 1/1/2023.

CalSAWS Position	Item	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
C-IV Project Director	Hourly Rate	$59.18	$61.35	$63.86	$66.20	$68.53	$70.87	$73.21	$75.55	$77.89	$80.22	$82.56	$84.90	$87.24	$89.58
	Monthly Pay	$10,258.10	$10,633.36	$11,068.61	$11,473.87	$11,879.13	$12,284.38	$12,689.64	$13,094.90	$13,500.16	$13,905.41	$14,310.67	$14,715.93	$15,121.18	$15,526.44
	Min. Benefits/Mth	$2,121.63	$2,166.20	$2,217.81	$2,265.97	$2,313.93	$2,362.08	$2,410.24	$2,458.40	$2,506.56	$2,554.38	$2,602.54	$2,650.70	$2,698.86	$2,747.02
	Max. Benefits/Mth	$5,069.00	$5,113.58	$5,165.18	$5,213.34	$5,261.30	$5,309.46	$5,357.61	$5,405.77	$5,453.93	$5,501.76	$5,549.91	$5,598.07	$5,646.23	$5,694.39
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$14,234.73	$14,654.56	$15,141.42	$15,594.84	$16,048.06	$16,501.46	$16,954.88	$17,408.30	$17,861.72	$18,314.79	$18,768.21	$19,221.63	$19,675.04	$20,128.46
	Max Monthly Budget	$17,182.10	$17,601.94	$18,088.79	$18,542.21	$18,995.43	$19,448.84	$19,902.25	$20,355.67	$20,809.09	$21,262.17	$21,715.58	$22,169.00	$22,622.41	$23,075.83
Section Director	Hourly Rate	$57.17	$59.01	$60.92	$62.89	$64.92	$67.01	$69.18	$71.41	$73.72	$76.10	$78.56	$81.10	$83.72	$86.42
	Monthly Pay	$9,908.82	$10,228.87	$10,559.27	$10,900.33	$11,252.41	$11,615.87	$11,991.06	$12,378.37	$12,778.19	$13,190.93	$13,616.99	$14,056.82	$14,510.86	$14,979.56
	Min. Benefits/Mth	$2,079.98	$2,118.04	$2,157.34	$2,197.86	$2,239.72	$2,282.68	$2,327.25	$2,373.18	$2,420.73	$2,469.70	$2,520.29	$2,572.51	$2,626.48	$2,681.95
	Max. Benefits/Mth	$5,027.35	$5,065.42	$5,104.72	$5,145.23	$5,187.10	$5,230.05	$5,274.63	$5,320.55	$5,368.10	$5,417.07	$5,467.66	$5,519.88	$5,573.86	$5,629.32
	RGS Fees/Mth	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$13,843.80	$14,201.91	$14,571.61	$14,953.19	$15,347.13	$15,753.55	$16,173.31	$16,606.55	$17,053.92	$17,515.63	$17,992.28	$18,484.33	$18,992.34	$19,516.51
	Max Monthly Budget	$16,791.17	$17,149.29	$17,518.99	$17,900.56	$18,294.51	$18,700.92	$19,120.69	$19,553.92	$20,001.29	$20,463.00	$20,939.65	$21,431.70	$21,939.72	$22,463.88
Regional Manager	Hourly Rate	$32.46	$33.27	$34.10	$34.97	$35.82	$36.74	$37.61	$38.58	$39.50	$40.46	$41.50	$42.54	$43.59	$44.68
	Monthly Pay	$5,626.40	$5,766.80	$5,910.67	$6,061.47	$6,208.80	$6,368.27	$6,519.07	$6,687.20	$6,846.67	$7,013.07	$7,193.33	$7,373.60	$7,555.60	$7,744.53
	Min. Benefits/Mth	$1,562.67	$1,579.67	$1,596.96	$1,615.20	$1,633.02	$1,652.30	$1,670.54	$1,690.84	$1,710.12	$1,730.22	$1,751.97	$1,773.72	$1,795.68	$1,818.47
	Max. Benefits/Mth	$4,510.05	$4,527.05	$4,544.33	$4,562.57	$4,580.40	$4,599.67	$4,617.91	$4,638.22	$4,657.49	$4,677.59	$4,699.34	$4,721.10	$4,743.06	$4,765.84
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$9,044.07	$9,201.47	$9,362.63	$9,531.67	$9,696.82	$9,875.57	$10,044.61	$10,233.04	$10,411.79	$10,598.29	$10,800.30	$11,002.32	$11,206.28	$11,418.00
	Max Monthly Budget	$11,991.45	$12,148.85	$12,310.00	$12,479.04	$12,644.20	$12,822.94	$12,991.98	$13,180.42	$13,359.16	$13,545.66	$13,747.67	$13,949.70	$14,153.66	$14,365.37
Technical Manager	Hourly Rate	$44.71	$45.83	$46.98	$48.13	$49.33	$50.55	$51.80	$53.10	$54.10	$55.82	$57.19	$58.64	$60.11	$61.61
	Monthly Pay	$7,749.73	$7,943.87	$8,143.20	$8,342.53	$8,550.53	$8,762.00	$8,978.67	$9,204.00	$9,377.33	$9,675.47	$9,912.93	$10,164.27	$10,419.07	$10,679.07
	Min. Benefits/Mth	$1,819.09	$1,842.63	$1,866.65	$1,890.81	$1,915.87	$1,941.47	$1,967.57	$1,994.82	$2,015.75	$2,051.82	$2,080.39	$2,110.40	$2,140.77	$2,171.61
	Max. Benefits/Mth	$4,766.46	$4,790.00	$4,814.03	$4,838.18	$4,863.24	$4,888.85	$4,914.94	$4,942.20	$4,963.12	$4,999.19	$5,027.76	$5,057.78	$5,088.14	$5,118.98
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$11,423.82	$11,641.50	$11,864.85	$12,088.34	$12,321.40	$12,558.47	$12,801.24	$13,053.82	$13,248.08	$13,582.29	$13,848.32	$14,129.67	$14,414.84	$14,705.68
	Max Monthly Budget	$14,371.19	$14,588.87	$14,812.23	$15,035.71	$15,268.77	$15,505.85	$15,748.61	$16,001.20	$16,195.45	$16,529.66	$16,795.69	$17,077.05	$17,362.21	$17,653.05
Cloud Manager	Hourly Rate	$53.18	$54.90	$56.67	$58.50	$60.39	$62.34	$64.35	$66.43	$68.58	$70.79	$73.08	$75.44	$77.88	$80.39
	Monthly Pay	$9,217.70	$9,515.43	$9,822.78	$10,140.06	$10,467.58	$10,805.68	$11,154.71	$11,515.00	$11,886.94	$12,270.89	$12,667.24	$13,076.39	$13,498.75	$13,934.76
	Min. Benefits/Mth	$1,996.48	$2,032.54	$2,069.51	$2,107.56	$2,146.45	$2,186.56	$2,227.89	$2,270.77	$2,314.94	$2,360.46	$2,407.60	$2,456.04	$2,506.23	$2,557.96
	Max. Benefits/Mth	$4,944.00	$4,980.07	$5,017.04	$5,055.08	$5,093.97	$5,134.08	$5,175.41	$5,218.29	$5,262.46	$5,307.98	$5,355.13	$5,403.56	$5,453.75	$5,505.49
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$13,069.18	$13,402.97	$13,747.29	$14,102.62	$14,469.03	$14,847.24	$15,237.60	$15,640.77	$16,056.88	$16,486.35	$16,929.84	$17,387.43	$17,859.98	$18,347.72
	Max Monthly Budget	$16,016.70	$16,350.50	$16,694.82	$17,050.14	$17,416.55	$17,794.76	$18,185.12	$18,588.29	$19,004.40	$19,433.87	$19,877.37	$20,334.95	$20,807.50	$21,295.25

Exhibit A of Amendment & Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority
January 1, 2023

6

Position	Item	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
Project IT Manager	**Hourly Rate**	$53.18	$54.90	$56.67	$58.50	$60.39	$62.34	$64.35	$66.43	$68.58	$70.79	$73.08	$75.44	$77.88	$80.39
	Monthly Pay	$9,217.70	$9,515.43	$9,822.78	$10,140.06	$10,467.58	$10,805.68	$11,154.71	$11,515.00	$11,886.94	$12,270.89	$12,667.24	$13,076.39	$13,498.75	$13,934.76
	Min. Benefits/Mth	$1,996.48	$2,032.54	$2,069.51	$2,107.56	$2,146.45	$2,186.56	$2,227.89	$2,270.77	$2,314.94	$2,360.46	$2,407.60	$2,456.04	$2,506.23	$2,557.96
	Max. Benefits/Mth	$4,944.00	$4,980.07	$5,017.04	$5,055.08	$5,093.97	$5,134.08	$5,175.41	$5,218.29	$5,262.46	$5,307.98	$5,355.13	$5,403.56	$5,453.75	$5,505.49
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$13,069.18	$13,402.97	$13,747.29	$14,102.62	$14,469.03	$14,847.24	$15,237.60	$15,640.77	$16,056.88	$16,486.35	$16,929.84	$17,387.43	$17,859.98	$18,347.72
	Max Monthly Budget	$16,016.70	$16,350.50	$16,694.82	$17,050.14	$17,416.55	$17,794.76	$18,185.12	$18,588.29	$19,004.40	$19,433.87	$19,877.37	$20,334.95	$20,807.50	$21,295.25
BenefitsCal Manager; Application Development Manager	**Hourly Rate**	$53.18	$54.90	$56.67	$58.50	$60.39	$62.34	$64.35	$66.43	$68.58	$70.79	$73.08	$75.44	$77.88	$80.39
	Monthly Pay	$9,217.70	$9,515.43	$9,822.78	$10,140.06	$10,467.58	$10,805.68	$11,154.71	$11,515.00	$11,886.94	$12,270.89	$12,667.24	$13,076.39	$13,498.75	$13,934.76
	Min. Benefits/Mth	$1,996.48	$2,032.54	$2,069.51	$2,107.56	$2,146.45	$2,186.56	$2,227.89	$2,270.77	$2,314.94	$2,360.46	$2,407.60	$2,456.04	$2,506.23	$2,557.96
	Max. Benefits/Mth	$4,944.00	$4,980.07	$5,017.04	$5,055.08	$5,093.97	$5,134.08	$5,175.41	$5,218.29	$5,262.46	$5,307.98	$5,355.13	$5,403.56	$5,453.75	$5,505.49
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$13,069.18	$13,402.97	$13,747.29	$14,102.62	$14,469.03	$14,847.24	$15,237.60	$15,640.77	$16,056.88	$16,486.35	$16,929.84	$17,387.43	$17,859.98	$18,347.72
	Max Monthly Budget	$16,016.70	$16,350.50	$16,694.82	$17,050.14	$17,416.55	$17,794.76	$18,185.12	$18,588.29	$19,004.40	$19,433.87	$19,877.37	$20,334.95	$20,807.50	$21,295.25
Technical Operations Manager	**Hourly Rate**	$57.17	$59.01	$60.92	$62.89	$64.92	$67.01	$69.18	$71.41	$73.72	$76.10	$78.56	$81.10	$83.72	$86.42
	Monthly Pay	$9,908.82	$10,228.87	$10,559.27	$10,900.33	$11,252.41	$11,615.87	$11,991.06	$12,378.37	$12,778.19	$13,190.93	$13,616.99	$14,056.82	$14,510.86	$14,979.56
	Min. Benefits/Mth	$2,079.98	$2,118.04	$2,157.34	$2,197.86	$2,239.72	$2,282.68	$2,327.25	$2,373.18	$2,420.73	$2,469.70	$2,520.29	$2,572.51	$2,832.11	$2,681.95
	Max. Benefits/Mth	$5,027.50	$5,065.57	$5,104.87	$5,145.38	$5,187.25	$5,230.20	$5,274.78	$5,320.70	$5,368.25	$5,417.22	$5,467.81	$5,520.03	$5,779.63	$5,629.47
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$13,843.80	$14,201.91	$14,571.61	$14,953.19	$15,347.13	$15,753.55	$16,173.31	$16,606.55	$17,053.92	$17,515.63	$17,992.28	$18,484.33	$19,197.97	$19,516.51
	Max Monthly Budget	$16,791.32	$17,149.44	$17,519.14	$17,900.71	$18,294.66	$18,701.07	$19,120.84	$19,554.07	$20,001.44	$20,463.15	$20,939.80	$21,431.85	$22,145.49	$22,464.03
Customer Engagement Manager	**Hourly Rate**	$53.18	$54.90	$56.67	$58.50	$60.39	$62.34	$64.35	$66.43	$68.58	$70.79	$73.08	$75.44	$77.88	$80.39
	Monthly Pay	$9,217.70	$9,515.43	$9,822.78	$10,140.06	$10,467.58	$10,805.68	$11,154.71	$11,515.00	$11,886.94	$12,270.89	$12,667.24	$13,076.39	$13,498.75	$13,934.76
	Min. Benefits/Mth	$1,996.48	$2,032.54	$2,069.51	$2,107.56	$2,146.45	$2,186.56	$2,227.89	$2,270.77	$2,314.94	$2,360.46	$2,407.60	$2,456.04	$2,506.23	$2,557.96
	Max. Benefits/Mth	$4,944.00	$4,980.07	$5,017.04	$5,055.08	$5,093.97	$5,134.08	$5,175.41	$5,218.29	$5,262.46	$5,307.98	$5,355.13	$5,403.56	$5,453.75	$5,505.49
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$13,069.18	$13,402.97	$13,747.29	$14,102.62	$14,469.03	$14,847.24	$15,237.60	$15,640.77	$16,056.88	$16,486.35	$16,929.84	$17,387.43	$17,859.98	$18,347.72
	Max Monthly Budget	$16,016.70	$16,350.50	$16,694.82	$17,050.14	$17,416.55	$17,794.76	$18,185.12	$18,588.29	$19,004.40	$19,433.87	$19,877.37	$20,334.95	$20,807.50	$21,295.25
PMO Manager; Fiscal & Contract Manager; Procurement Manager	**Hourly Rate**	$53.18	$54.90	$56.67	$58.50	$60.39	$62.34	$64.35	$66.43	$68.58	$70.79	$73.08	$75.44	$77.88	$80.39
	Monthly Pay	$9,217.70	$9,515.43	$9,822.78	$10,140.06	$10,467.58	$10,805.68	$11,154.71	$11,515.00	$11,886.94	$12,270.89	$12,667.24	$13,076.39	$13,498.75	$13,934.76
	Min. Benefits/Mth	$1,996.48	$2,032.54	$2,069.51	$2,107.56	$2,146.45	$2,186.56	$2,227.89	$2,270.77	$2,314.94	$2,360.46	$2,407.60	$2,456.04	$2,506.23	$2,557.96
	Max. Benefits/Mth	$4,944.00	$4,980.07	$5,017.04	$5,055.08	$5,093.97	$5,134.08	$5,175.41	$5,218.29	$5,262.46	$5,307.98	$5,355.13	$5,403.56	$5,453.75	$5,505.49
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$13,069.18	$13,402.97	$13,747.29	$14,102.62	$14,469.03	$14,847.24	$15,237.60	$15,640.77	$16,056.88	$16,486.35	$16,929.84	$17,387.43	$17,859.98	$18,347.72
	Max Monthly Budget	$16,016.70	$16,350.50	$16,694.82	$17,050.14	$17,416.55	$17,794.76	$18,185.12	$18,588.29	$19,004.40	$19,433.87	$19,877.37	$20,334.95	$20,807.50	$21,295.25

Position	Item	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
PMO-Fiscal & Contract Analyst II; Procurement Analyst II	Hourly Rate	$39.17	$39.99	$40.83	$41.68	$42.55	$43.44	$44.35	$45.28	$46.22	$47.19	$48.18	$49.18	$50.21	$51.38
	Monthly Pay	$6,790.10	$6,932.01	$7,076.89	$7,224.80	$7,375.80	$7,529.95	$7,687.33	$7,847.99	$8,012.02	$8,179.47	$8,350.42	$8,524.94	$8,703.11	$8,905.56
	Min. Benefits/Mth	$1,703.17	$1,720.37	$1,737.86	$1,755.69	$1,773.93	$1,792.58	$1,811.65	$1,831.13	$1,850.82	$1,871.12	$1,891.84	$1,912.77	$1,934.32	$1,958.76
	Max. Benefits/Mth	$4,650.69	$4,667.90	$4,685.39	$4,703.21	$4,721.45	$4,740.11	$4,759.17	$4,778.65	$4,798.34	$4,818.65	$4,839.37	$4,860.29	$4,881.84	$4,906.28
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$10,348.27	$10,507.38	$10,669.75	$10,835.49	$11,004.73	$11,177.53	$11,353.98	$11,534.12	$11,717.84	$11,905.59	$12,097.26	$12,292.71	$12,492.43	$12,719.32
	Max Monthly Budget	$13,295.79	$13,454.91	$13,617.28	$13,783.01	$13,952.25	$14,125.06	$14,301.50	$14,481.64	$14,665.36	$14,853.12	$15,044.79	$15,240.23	$15,439.95	$15,666.84
PMO-Fiscal & Contract Analyst III; Procurement Analyst III	Hourly Rate	$47.95	$48.96	$49.98	$51.03	$52.11	$53.20	$54.32	$55.46	$56.62	$57.81	$59.03	$60.27	$61.53	$62.89
	Monthly Pay	$8,311.28	$8,485.82	$8,664.02	$8,845.96	$9,031.73	$9,221.39	$9,415.04	$9,612.76	$9,814.63	$10,020.74	$10,231.17	$10,446.03	$10,665.39	$10,901.18
	Min. Benefits/Mth	$1,886.96	$1,908.09	$1,929.43	$1,951.52	$1,974.10	$1,996.89	$2,020.30	$2,044.25	$2,068.48	$2,093.42	$2,118.45	$2,144.02	$2,169.86	$2,197.86
	Max. Benefits/Mth	$4,834.48	$4,855.62	$4,876.96	$4,899.05	$4,921.63	$4,944.41	$4,967.82	$4,991.77	$5,016.00	$5,040.94	$5,065.97	$5,091.54	$5,117.38	$5,145.38
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$12,053.24	$12,248.91	$12,448.45	$12,652.48	$12,860.83	$13,073.28	$13,290.34	$13,512.01	$13,738.11	$13,969.16	$14,204.62	$14,445.05	$14,690.25	$14,954.04
	Max Monthly Budget	$15,000.76	$15,196.44	$15,395.98	$15,600.01	$15,808.36	$16,020.80	$16,237.86	$16,459.53	$16,685.63	$16,916.68	$17,152.14	$17,392.57	$17,637.77	$17,901.56
Principal Information Systems Analyst	Hourly Rate	$47.95	$48.96	$49.98	$51.03	$52.11	$53.20	$54.32	$55.46	$56.62	$57.81	$59.03	$60.27	$61.53	$62.89
	Monthly Pay	$8,311.28	$8,485.82	$8,664.02	$8,845.96	$9,031.73	$9,221.39	$9,415.04	$9,612.76	$9,814.63	$10,020.74	$10,231.17	$10,446.03	$10,665.39	$10,901.18
	Min. Benefits/Mth	$1,928.81	$1,908.09	$1,929.43	$1,951.52	$1,974.10	$1,996.80	$2,020.30	$2,044.25	$2,068.48	$2,093.42	$2,118.45	$2,144.02	$2,169.86	$2,197.86
	Max. Benefits/Mth	$4,876.34	$4,855.62	$4,876.96	$4,899.05	$4,921.63	$4,944.41	$4,967.82	$4,991.77	$5,016.00	$5,040.94	$5,065.97	$5,091.54	$5,117.38	$5,145.38
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$12,095.09	$12,248.91	$12,448.45	$12,652.48	$12,860.83	$13,073.19	$13,290.34	$13,512.01	$13,738.11	$13,969.16	$14,204.62	$14,445.05	$14,690.25	$14,954.04
	Max Monthly Budget	$15,042.62	$15,196.44	$15,395.98	$15,600.01	$15,808.36	$16,020.80	$16,237.86	$16,459.53	$16,685.63	$16,916.68	$17,152.14	$17,392.57	$17,637.77	$17,901.56
Business Analyst II (Journey level)	Hourly Rate	$30.93	$31.71	$32.50	$33.31	$34.12	$34.97	$35.84	$36.75	$37.65	$38.61	$39.53	$40.55	$41.51	$42.55
	Monthly Pay	$5,361.20	$5,496.40	$5,633.33	$5,773.73	$5,914.13	$6,061.47	$6,212.27	$6,370.00	$6,526.00	$6,692.40	$6,851.87	$7,028.67	$7,195.07	$7,375.33
	Min. Benefits/Mth	$1,530.66	$1,546.91	$1,563.50	$1,580.50	$1,597.37	$1,615.20	$1,633.44	$1,652.50	$1,671.36	$1,691.46	$1,710.74	$1,732.08	$1,752.18	$1,773.93
	Max. Benefits/Mth	$4,478.19	$4,494.44	$4,511.02	$4,528.02	$4,544.89	$4,562.72	$4,580.96	$4,600.03	$4,618.89	$4,638.99	$4,658.26	$4,679.60	$4,699.70	$4,721.45
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$8,746.86	$8,898.31	$9,051.83	$9,209.23	$9,366.50	$9,531.67	$9,700.71	$9,877.50	$10,052.36	$10,238.86	$10,417.61	$10,615.75	$10,802.25	$11,004.26
	Max Monthly Budget	$11,694.39	$11,845.84	$11,999.35	$12,156.75	$12,314.02	$12,479.19	$12,648.23	$12,825.03	$12,999.89	$13,186.39	$13,365.13	$13,563.27	$13,749.77	$13,951.78
Business Analyst I (Entry level)	Hourly Rate	$25.41	$26.05	$26.70	$27.39	$28.04	$28.73	$29.43	$30.17	$30.92	$31.69	$32.48	$33.28	$34.10	$34.95
	Monthly Pay	$4,404.40	$4,515.33	$4,628.00	$4,747.60	$4,860.27	$4,979.87	$5,101.20	$5,229.47	$5,359.47	$5,492.93	$5,629.87	$5,768.53	$5,910.67	$6,058.00
	Min. Benefits/Mth	$1,415.02	$1,428.51	$1,442.07	$1,456.46	$1,470.16	$1,484.55	$1,499.27	$1,514.70	$1,530.46	$1,546.50	$1,563.09	$1,579.88	$1,596.96	$1,614.78
	Max. Benefits/Mth	$4,362.55	$4,376.02	$4,389.60	$4,403.99	$4,417.68	$4,432.07	$4,446.80	$4,462.22	$4,477.98	$4,494.02	$4,510.61	$4,527.40	$4,544.48	$4,562.31
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$7,674.42	$7,798.84	$7,925.07	$8,059.06	$8,185.43	$8,319.42	$8,455.47	$8,599.17	$8,744.93	$8,894.43	$9,047.96	$9,203.41	$9,362.63	$9,527.78
	Max Monthly Budget	$10,621.95	$10,746.35	$10,872.60	$11,006.59	$11,132.95	$11,266.94	$11,403.00	$11,546.69	$11,692.45	$11,841.95	$11,995.48	$12,150.93	$12,310.15	$12,475.31

Exhibit A of Amendment & Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

8

Position	Item	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
Technical Analyst	**Hourly Rate**	$35.06	$35.80	$36.55	$37.32	$38.10	$38.90	$39.72	$40.55	$41.40	$42.27	$43.16	$44.07	$44.99	$45.94
	Monthly Pay	$6,077.36	$6,204.98	$6,335.29	$6,468.33	$6,604.17	$6,742.85	$6,884.45	$7,029.03	$7,176.64	$7,327.35	$7,481.22	$7,638.32	$7,798.73	$7,962.50
	Min. Benefits/Mth	$1,596.13	$1,632.61	$1,648.37	$1,664.41	$1,680.79	$1,697.46	$1,714.66	$1,732.08	$1,749.90	$1,768.01	$1,786.67	$1,805.73	$1,825.01	$1,844.90
	Max. Benefits/Mth	$4,543.65	$4,580.13	$4,595.89	$4,611.94	$4,628.32	$4,644.98	$4,662.19	$4,679.60	$4,697.43	$4,715.54	$4,734.19	$4,753.26	$4,772.53	$4,792.42
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$9,528.49	$9,692.59	$9,838.66	$9,987.74	$10,139.96	$10,295.31	$10,454.11	$10,616.11	$10,781.54	$10,950.36	$11,122.89	$11,299.05	$11,478.74	$11,662.40
	Max Monthly Budget	$12,476.01	$12,640.11	$12,786.18	$12,935.27	$13,087.49	$13,242.83	$13,401.64	$13,563.63	$13,729.07	$13,897.89	$14,070.41	$14,246.58	$14,426.26	$14,609.92
Conversion Analyst	**Hourly Rate**	$42.70	$43.73	$44.75	$45.77	$46.80	$47.82	$48.84	$49.87	$50.89	$51.91	$52.93	$53.96	$54.98	$56.00
	Monthly Pay	$7,401.92	$7,579.26	$7,756.60	$7,933.94	$8,111.29	$8,288.63	$8,465.97	$8,643.31	$8,820.65	$8,997.99	$9,175.34	$9,352.68	$9,530.02	$9,707.36
	Min. Benefits/Mth	$1,777.03	$1,798.58	$1,820.05	$1,841.39	$1,862.93	$1,884.27	$1,905.61	$1,927.16	$1,948.50	$1,969.84	$1,991.31	$2,012.86	$2,034.20	$2,055.54
	Max. Benefits/Mth	$4,724.55	$4,746.10	$4,767.57	$4,788.91	$4,810.46	$4,831.80	$4,853.14	$4,874.68	$4,896.02	$4,917.36	$4,938.83	$4,960.38	$4,981.72	$5,003.06
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$11,033.95	$11,232.84	$11,431.65	$11,630.33	$11,829.22	$12,027.90	$12,226.58	$12,425.47	$12,624.15	$12,822.83	$13,021.65	$13,220.54	$13,419.22	$13,617.90
	Max Monthly Budget	$13,981.47	$14,180.36	$14,379.17	$14,577.85	$14,776.75	$14,975.43	$15,174.11	$15,372.99	$15,571.67	$15,770.35	$15,969.17	$16,168.06	$16,366.74	$16,565.42
Technical / Security Analyst I	**Hourly Rate**	$42.70	$43.73	$44.75	$45.77	$46.80	$47.82	$48.84	$49.87	$50.89	$51.91	$52.93	$53.96	$54.98	$56.00
	Monthly Pay	$7,401.92	$7,579.26	$7,756.60	$7,933.94	$8,111.29	$8,288.63	$8,465.97	$8,643.31	$8,820.65	$8,997.99	$9,175.34	$9,352.68	$9,530.02	$9,707.36
	Min. Benefits/Mth	$1,777.03	$1,798.37	$1,820.05	$1,841.39	$1,862.93	$1,884.27	$1,905.61	$1,927.16	$1,948.50	$1,969.84	$1,991.31	$2,012.86	$2,034.20	$2,055.54
	Max. Benefits/Mth	$4,724.55	$4,745.89	$4,767.57	$4,788.91	$4,810.46	$4,831.80	$4,853.14	$4,874.68	$4,896.02	$4,917.36	$4,938.83	$4,960.38	$4,981.72	$5,003.06
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$11,033.95	$11,232.63	$11,431.65	$11,630.33	$11,829.22	$12,027.90	$12,226.58	$12,425.47	$12,624.15	$12,822.83	$13,021.65	$13,220.54	$13,419.22	$13,617.90
	Max Monthly Budget	$13,981.47	$14,180.15	$14,379.17	$14,577.85	$14,776.75	$14,975.43	$15,174.11	$15,372.99	$15,571.67	$15,770.35	$15,969.17	$16,168.06	$16,366.74	$16,565.42
Technical / Security Analyst II	**Hourly Rate**	$47.95	$48.96	$49.98	$51.03	$52.11	$53.20	$54.32	$55.46	$56.62	$57.81	$59.03	$60.27	$61.53	$62.89
	Monthly Pay	$8,311.28	$8,485.82	$8,664.02	$8,845.96	$9,031.73	$9,221.39	$9,415.04	$9,612.76	$9,814.63	$10,020.74	$10,231.17	$10,446.03	$10,665.39	$10,901.18
	Min. Benefits/Mth	$1,886.96	$1,908.09	$1,929.43	$1,951.52	$1,974.10	$1,996.89	$2,020.30	$2,044.25	$2,068.48	$2,093.42	$2,118.45	$2,144.02	$2,169.86	$2,197.86
	Max. Benefits/Mth	$4,834.48	$4,855.62	$4,876.96	$4,899.05	$4,921.63	$4,944.41	$4,967.82	$4,991.77	$5,016.00	$5,040.94	$5,065.97	$5,091.54	$5,117.38	$5,145.38
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$12,053.24	$12,248.91	$12,448.45	$12,652.48	$12,860.83	$13,073.28	$13,290.34	$13,512.01	$13,738.11	$13,969.16	$14,204.62	$14,445.05	$14,690.25	$14,954.04
	Max Monthly Budget	$15,000.76	$15,196.44	$15,395.98	$15,600.01	$15,808.36	$16,020.80	$16,237.86	$16,459.53	$16,685.63	$16,916.68	$17,152.14	$17,392.57	$17,637.77	$17,901.56
Cloud Analyst	**Hourly Rate**	$47.95	$48.96	$49.98	$51.03	$52.11	$53.20	$54.32	$55.46	$56.62	$57.81	$59.03	$60.27	$61.53	$62.89
	Monthly Pay	$8,311.28	$8,485.82	$8,664.02	$8,845.96	$9,031.73	$9,221.39	$9,415.04	$9,612.76	$9,814.63	$10,020.74	$10,231.17	$10,446.03	$10,665.39	$10,901.18
	Min. Benefits/Mth	$1,886.96	$1,908.09	$1,929.43	$1,951.52	$1,974.10	$1,996.89	$2,020.30	$2,044.25	$2,068.48	$2,093.42	$2,118.45	$2,144.02	$2,169.86	$2,197.86
	Max. Benefits/Mth	$4,834.48	$4,855.62	$4,876.96	$4,899.05	$4,921.63	$4,944.41	$4,967.82	$4,991.77	$5,016.00	$5,040.94	$5,065.97	$5,091.54	$5,117.38	$5,145.38
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$12,053.24	$12,248.91	$12,448.45	$12,652.48	$12,860.83	$13,073.28	$13,290.34	$13,512.01	$13,738.11	$13,969.16	$14,204.62	$14,445.05	$14,690.25	$14,954.04
	Max Monthly Budget	$15,000.76	$15,196.44	$15,395.98	$15,600.01	$15,808.36	$16,020.80	$16,237.86	$16,459.53	$16,685.63	$16,916.68	$17,152.14	$17,392.57	$17,637.77	$17,901.56

Exhibit A of Amendment & Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

9

Position	Item	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
Regional Manager II	Hourly Rate	$47.95	$48.96	$49.98	$51.03	$52.11	$53.20	$54.32	$55.46	$56.62	$57.81	$59.03	$60.27	$61.53	$62.89
	Monthly Pay	$8,311.28	$8,485.82	$8,664.02	$8,845.96	$9,031.73	$9,221.39	$9,415.04	$9,612.76	$9,814.63	$10,020.74	$10,231.17	$10,446.03	$10,665.39	$10,901.18
	Min. Benefits/Mth	$1,886.96	$1,908.09	$1,929.43	$1,951.52	$1,974.10	$1,996.89	$2,020.30	$2,044.25	$2,068.48	$2,093.42	$2,118.45	$2,144.02	$2,169.86	$2,197.86
	Max. Benefits/Mth	$4,834.48	$4,855.62	$4,876.96	$4,899.05	$4,921.63	$4,944.41	$4,967.82	$4,991.77	$5,016.00	$5,040.94	$5,065.97	$5,091.54	$5,117.38	$5,145.38
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$12,053.24	$12,248.91	$12,448.45	$12,652.48	$12,860.83	$13,073.28	$13,290.34	$13,512.01	$13,738.11	$13,969.16	$14,204.62	$14,445.05	$14,690.25	$14,954.04
	Max Monthly Budget	$15,000.76	$15,196.44	$15,395.98	$15,600.01	$15,808.36	$16,020.80	$16,237.86	$16,459.53	$16,685.63	$16,916.68	$17,152.14	$17,392.57	$17,637.77	$17,901.56
Change Management Lead/Implementation Manager	Hourly Rate	$47.95	$48.96	$49.98	$51.03	$52.11	$53.20	$54.32	$55.46	$56.62	$57.81	$59.03	$60.27	$61.53	$62.89
	Monthly Pay	$8,311.28	$8,485.82	$8,664.02	$8,845.96	$9,031.73	$9,221.39	$9,415.04	$9,612.76	$9,814.63	$10,020.74	$10,231.17	$10,446.03	$10,665.39	$10,901.18
	Min. Benefits/Mth	$1,886.96	$1,908.09	$1,929.43	$1,951.52	$1,974.10	$1,996.89	$2,020.30	$2,044.04	$2,068.48	$2,093.42	$2,118.45	$2,144.02	$2,169.86	$2,197.86
	Max. Benefits/Mth	$4,834.48	$4,855.62	$4,876.96	$4,899.05	$4,921.63	$4,944.41	$4,967.82	$4,991.56	$5,016.00	$5,040.94	$5,065.97	$5,091.54	$5,117.38	$5,145.38
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$12,053.24	$12,248.91	$12,448.45	$12,652.48	$12,860.83	$13,073.28	$13,290.34	$13,511.80	$13,738.11	$13,969.16	$14,204.62	$14,445.05	$14,690.25	$14,954.04
	Max Monthly Budget	$15,000.76	$15,196.44	$15,395.98	$15,600.01	$15,808.36	$16,020.80	$16,237.86	$16,459.32	$16,685.63	$16,916.68	$17,152.14	$17,392.57	$17,637.77	$17,901.56
Trainer/Implementation Coordinator	Hourly Rate	$35.07	$35.91	$36.75	$37.59	$38.43	$39.27	$40.11	$40.95	$41.79	$42.63	$43.47	$44.31	$45.15	$45.99
	Monthly Pay	$6,077.36	$6,223.01	$6,368.66	$6,514.31	$6,659.96	$6,805.61	$6,951.26	$7,096.91	$7,242.56	$7,388.21	$7,533.86	$7,679.51	$7,825.16	$7,970.82
	Min. Benefits/Mth	$1,617.26	$1,634.88	$1,652.50	$1,670.12	$1,687.61	$1,705.23	$1,722.85	$1,740.47	$1,757.96	$1,775.58	$1,793.20	$1,810.82	$1,828.31	$1,845.93
	Max. Benefits/Mth	$4,564.79	$4,582.41	$4,600.03	$4,617.65	$4,635.14	$4,652.76	$4,670.38	$4,688.00	$4,705.49	$4,723.11	$4,740.73	$4,758.35	$4,775.84	$4,793.46
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min Monthly Budget	$9,549.62	$9,712.89	$9,876.16	$10,039.43	$10,202.57	$10,365.84	$10,529.11	$10,692.38	$10,855.52	$11,018.79	$11,182.06	$11,345.33	$11,508.47	$11,671.75
	Max Monthly Budget	$12,497.15	$12,660.42	$12,823.69	$12,986.96	$13,150.10	$13,313.37	$13,476.64	$13,639.91	$13,803.05	$13,966.32	$14,129.59	$14,292.86	$14,456.00	$14,619.28
Executive Secretary	Hourly Rate	$18.74	$19.23	$19.74	$20.26	$20.80	$21.35	$21.92	$22.50	$23.10	$23.71	$24.35	$25.01	$25.69	$26.39
	Monthly Pay	$3,247.69	$3,333.51	$3,421.67	$3,512.24	$3,605.09	$3,700.81	$3,798.93	$3,899.72	$4,003.29	$4,109.44	$4,220.98	$4,335.36	$4,452.85	$4,573.52
	Min. Benefits/Mth	$1,275.36	$1,285.61	$1,296.41	$1,307.29	$1,318.58	$1,330.08	$1,341.99	$1,354.10	$1,366.76	$1,379.50	$1,392.86	$1,406.76	$1,420.94	$1,435.54
	Max. Benefits/Mth	$4,222.88	$4,233.14	$4,243.94	$4,254.81	$4,266.10	$4,277.60	$4,289.51	$4,301.63	$4,314.29	$4,327.02	$4,340.38	$4,354.28	$4,368.46	$4,383.06
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$6,378.05	$6,474.12	$6,573.08	$6,674.53	$6,778.67	$6,885.89	$6,995.92	$7,108.82	$7,225.05	$7,343.94	$7,468.84	$7,597.12	$7,728.79	$7,864.06
	Max Monthly Budget	$9,325.57	$9,421.65	$9,520.61	$9,622.05	$9,726.19	$9,833.41	$9,943.44	$10,056.35	$10,172.58	$10,291.46	$10,416.36	$10,544.64	$10,676.31	$10,811.58
Office Assistant II	Hourly Rate	$16.93	$17.35	$17.79	$18.23	$18.69	$19.16	$19.64	$20.13	$20.63	$21.15	$21.67	$22.22	$22.77	$23.34
	Monthly Pay	$2,934.53	$3,007.33	$3,083.60	$3,159.87	$3,239.60	$3,321.07	$3,404.27	$3,489.20	$3,575.87	$3,666.00	$3,756.13	$3,851.47	$3,946.80	$4,045.60
	Min. Benefits/Mth	$1,237.56	$1,246.37	$1,255.59	$1,264.69	$1,274.32	$1,284.17	$1,294.22	$1,304.47	$1,314.94	$1,325.81	$1,336.82	$1,348.32	$1,359.81	$1,371.72
	Max. Benefits/Mth	$4,185.08	$4,193.89	$4,203.12	$4,212.21	$4,221.85	$4,231.69	$4,241.74	$4,252.00	$4,262.46	$4,273.34	$4,284.34	$4,295.84	$4,307.34	$4,319.25
	RGS Fees	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00	$1,855.00
	Min. Monthly Budget	$6,027.09	$6,108.70	$6,194.19	$6,279.56	$6,368.92	$6,460.24	$6,553.49	$6,648.67	$6,745.81	$6,846.81	$6,947.95	$7,054.79	$7,161.61	$7,272.32
	Max Monthly Budget	$8,974.61	$9,056.22	$9,141.72	$9,227.08	$9,316.45	$9,407.76	$9,501.01	$9,596.20	$9,693.33	$9,794.34	$9,895.47	$10,002.31	$10,109.14	$10,219.85

EXHIBIT B: Job and Service Descriptions
Part 1: Job Descriptions

The job descriptions of the positions utilized by CalSAWS as needed are as follows:

BUSINESS ANALYST SERIES

About the Assignment
The Business Analyst series consists of an entry level Business Analyst I, journey-level Business Analyst II.

Under supervision, the Business Analyst I position works with both the counties and the CalSAWS vendor to work changes through the Software Development Lifecycle, from creation to testing of System Change Requests (SCRs). Occasional travel may be required to attend meetings or visit counties throughout the state.

Reports To
Principle Information Systems Analyst

Responsibilities
Depending on specific assignment, the Business Analyst I may:

- Work cooperatively with other Analysts, counties and CalSAWS contractors to provide policy guidance on the design of functional system changes or imaging updates;
- Identify, document and review proposed System Change Requests (SCRs) and assist in assessing the impact on the existing design;
- Manage regional committee(s) with identifying content, agenda development and meeting facilitation;
- Interface with other Business Analysts and teams to identify and resolve issues related to changes that may affect other areas of the CalSAWS System;
- Develop and update scenarios, scripts, conditions and test data to test approved SCRs;
- Conduct system testing activities and document the results with appropriate detail;
- Provide guidance and support to the Counties/Contractor regarding priorities and project development activities;
- Develop, review and provide feedback on CalSAWS Information Transmittals (CITs) and CalSAWS Request for Information (CRFIs);
- Assist with the ongoing gap analysis effort for the CalSAWS migration planning as needed, including demonstrating existing and upcoming functionality;
- Provide support to the county contact centers;
- Represent the Consortium in state sponsored work groups and committees;
- Work cooperatively with the Contractor application maintenance team and Quality Assurance (QA) Contractor team during testing to identify and resolve system problems; and

The Business Analyst II:

- In addition to the above activities, the BA II works with minimal supervision;
- Assists with the training of new Business Analysts;
- May independently lead a work group effort or represent CalSAWS in a state workgroup;
- Provide support in the absence of the Principle Information Systems Analyst

Qualifications

Typical qualifications for Business Analyst I include:

- Have a very strong welfare eligibility program knowledge in areas such as Medi-Cal, CalWORKs, CalFresh or other state eligibility programs and/or experience with contact center operations and reporting;
- Be able to work as part of a team, in addition to working independently;
- Exhibit strong analytical skills;
- Have an understanding of state policy as it relates to the Statewide Automated Welfare Systems (SAWS)
- Exhibit effective interpersonal skills which assist in communicating the Consortium's opinions during the design of SCRs;
- Exhibit sound judgment, flexibility, and responsiveness;
- Effectively managing competing priorities;
- Have excellent oral and written communication skills;
- Exhibit detailed analysis and prioritization capabilities.

In addition to the above criteria, typical qualifications for Business Analyst II include:

- Have two years' experience equivalent to working as a Business Analyst I on a SAWS or other similar eligibility case management system.

SECTION DIRECTOR

About the Assignment
The CalSAWS Section Director is a member of the CalSAWS management team. This position is responsible for managing the day-to-day maintenance of the CalSAWS System. In addition, the CalSAWS Policy, Section Director is responsible for working with their counterparts to develop a single set of processes and procedures for implementing program releases and monitoring the Maintenance Contractor's ongoing performance as well as the work assignments of the Consortium staff. Works with the C-IV Director, the vendor's Application Maintenance Manager and the QA Manager on an on-going basis to ensure that the maintenance effort is completed according to the Consortium requirements and priorities; reviews and evaluates work plans, staffing plans, and schedules; acts on behalf of the C-IV Director as needed.

Reports To
CalSAWS Executive Director

Classifications Directly Supervised
Principle Information Systems Analyst
Regional Manager/Regional Manager II
Business Analyst I/II

Responsibilities
The CalSAWS Policy, Design and Governance Director's responsibilities include, but are not limited to directing, planning, organizing and overseeing the design, development and/or review of work products and deliverables such as:

- Policy Tracking, Input, Translation and Clarification;
- Policy Update Report for Project Steering Committee & Board of Directors;
- Regional Committee Meeting Process, Agendas, Action Items & Minutes;
- Design Review & Feedback;
- System Change Request Requirements & Design Documents;
- System Change Request Approval;
- Requirements Traceability Matrix Review & Validation;
- Regional Status Reports;
- System Change Request Feedback;
- Change Control Board Decisions;
- Release Packages Input;
- System Release Go/No Go Decisions;
- Deliverable Reviews;
- Organizational Change Management Plan;

- Change Management Guides & materials;

- Training & Implementation Communications;

- Review and input on Master Training Plan;

- Review and input on Training Materials, Web-Based Training modules, & Job Aids;

- Target Topic Webinars;

- Analyzing and assessing current and proposed plans; overseeing and managing the development, design, implementation, and maintenance of a large-scale project integrating overall strategic goals for a statewide automated welfare system;

- Conferring with senior project management communicating policy, design and governance concerns;

- Coordinating risk and issue identification, assessment, mitigation, resolution, escalation and tracking;

- Contributing to the development and preparation of budget projections for inclusion into the overall project budget;

- Acting as a liaison between various stakeholders as related to policy, legal proceedings and advocacy issues;

- Work with business partners in determining business impacts of policy changes or new policy.

- Providing oversight for interpretation of legislation and policy to ensure system functionality is consistent with mandate;

- Developing and sustaining relationships with stakeholders and partners;

- Actively participating in Project meetings;

- Communicating policy concerns of the stakeholders;

- Representing the CalSAWS Project on regional committees and in meetings with Federal, State, and consortium member County officials and with other governmental agencies as required;

- Ensuring that stakeholder escalations are resolved promptly, timely and effectively; and

- Identifying roadblocks, objections and adoption failure points and building project governance strategies to overcome them.

Qualifications
Typical qualifications include:

- Have seven (7) years' experience in working with welfare programs and client referral, multiple program experience preferred;
- Have progressively responsible, full-time, paid experience in a centralized Information Technology organization, performing information systems analysis and design, application development, network administration or operating systems analysis (five years desired), with at least two (2) years in a managerial assignment;
- Have experience coordinating, collaborating, and/or negotiating with a wide variety of staff;
- Exhibit management and leadership skills;

- Exhibit detailed analysis and prioritization capabilities;
- Exhibit sound judgment, flexibility, and responsiveness;
- Have a basic knowledge of Microsoft Project;
- Have a working knowledge of Microsoft Office software;
- Have excellent oral and written communication skills; and
- Be willing to learn application development and testing tools/software.

Desired qualification: A Bachelor's degree from an accredited college or university.

Exhibit B of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

15

C-IV PROJECT DIRECTOR

About the Assignment
The C-IV Project Director is a member of the CalSAWS leadership team and is primarily responsible for overseeing the activities of the Consortium operations through subordinate staff, to include staffing, budget, compliance with State and Federal guidelines.

Reports To
CalSAWS Executive Director

Classifications Supervised
CalSAWS Technical Manager

Responsibilities
The C-IV Project Director's responsibilities include:

- Working collaboratively with the CalSAWS Executive Director and staff to ensure the development and implementation of a single set of processes and procedures between the three project locations.
- Contract administration duties related to C-IV System including budget management and control, maintaining records of contract activities including work authorization and contractor billing and payments.
- Evaluating and proposing opportunities for cost savings and/or system improvements for review by the CalSAWS and the Project Steering Committee.
- Day-to-day evaluation of automation contractor (quality, cost, trends and progress).
- Monitoring the project schedule and the quality assurance contractor performance (risk mitigation, independent testing, problem identification and resolution).
- Establishing and maintaining ongoing working relationships with the California Department of Social Services (CDSS), Office of Systems Integration (OSI), Department of Technology Services (OTech), and Department of Health Care Services (DHCS).
- Providing staff support to facilitate the operation of various CalSAWS meetings and facilitate communication between the CalSAWS County Directors, the maintenance team leaders and working committees.
- Maintaining the Consortium's continued development strategic plan to be updated annually to reflect accomplishments and changes in needs and priorities.

Qualifications
Typical qualifications include:

A Bachelor's degree from an accredited college or university in a related field and at least five (5) years of experience in information systems, project management or related experience including management or supervisory duties. In addition, welfare business experience and knowledge of cost-benefit and operations analysis is highly desirable.

EXECUTIVE SECRETARY

The Executive Secretary supports the daily activities and duties of the CalSAWS leadership, including correspondence, meeting preparation, and file maintenance. This position will maintain documentation and support for all contracts and funds received/expended related to CalSAWS.

Reports To
CalSAWS Executive Director

Classifications Directly Supervised
Office Assistant II

Responsibilities
The Executive Secretary will be responsible for:
- Developing, maintaining, and responding to correspondence on own initiative in accordance with general direction from the CalSAWS Executive Director, to whom the Executive Secretary reports to per above.
- Organizing and scheduling meetings and appointments; coordinating executive calendars.
- Attending formal CalSAWS JPA Board of Directors meetings and taking dictation; performing transcription from the dictation and preparing and distributing minutes for the CalSAWS Board of Directors meetings, CalSAWS Project Steering Committee meetings, and other meetings as required.
- Preparing agendas and supporting meeting materials; proofreading and correcting materials for grammar, punctuation, spelling, accuracy, and format. Representing the CalSAWS leadership in meetings dealing with administrative matters.
- Making travel arrangements; and preparing travel expense reimbursement claims as required.
- Providing a wide range of clerical support to the CalSAWS leadership, including word processing, templates, spreadsheets, facsimiles, mailings, copying, and filing.
- Independently handling sensitive and confidential vendor, Consortium and county documents and serving as a liaison for the CalSAWS leadership using tact and judgment and answering or referring questions based on Consortium knowledge and policies.
- Traveling throughout the state as required.
- Perform other duties as assigned.

Qualifications
Typical qualifications include:
- Have three (3) years of highly responsible secretarial experience in support of specified professional, management or administrative positions, which included experience in calendaring, scheduling meetings, composing correspondence, maintaining files and records, preparing agendas, and taking and transcribing minutes.
- Experience with contract management or fiscal management is desired. If such experience does not already exist, the successful candidate must exhibit the ability to learn from training provided.

OFFICE ASSISTANT II

As directed, the Office Assistant II carries out routine clerical tasks and project activities to support the duties of the CalSAWS leadership.

Reports To
Executive Secretary

Classifications Directly Supervised
None

Responsibilities
The Office Assistant II will be responsible for:

- Preparing routine correspondence with general direction from the CalSAWS Executive Assistant and maintaining relevant correspondence files.
- Organizing and scheduling meetings and appointments; coordinating executive calendars.
- Answering questions from internal and external customers, explaining general policies and procedures, providing routine information.
- Production of agendas and supporting meeting materials; checking materials for completeness, grammar, punctuation, spelling, accuracy, and format.
- Implementing approved office workflows and resolving routine administrative issues.
- Making travel arrangements; and preparing travel expense reimbursement claims as required.
- Providing a wide range of clerical support to the CalSAWS leadership, including word processing, templates, spreadsheets, facsimiles, mailings, copying, and filing.
- Traveling throughout the state as required.
- Performing other duties as assigned.

Qualifications
Typical qualifications include:

- Have six (6) months of secretarial experience in support of management or administrative positions, including experience in calendaring, scheduling meetings, composing correspondence, maintaining files and records, preparing agendas, and taking and transcribing minutes.
- Experience with contract administration or fiscal recordkeeping is desirable.

Exhibit B of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

18

REGIONAL PROJECT MANAGER

About the Assignment
The CalSAWS Counties are organized into eight regions with each region represented by one or more Regional Project Managers. The Regional Project Managers are responsible for managing and communicating the status of County activities and coordinating between Counties and the Consortium. Regional Project Managers serve as the key management points of contact between the Consortium and the Counties, providing county-specific information to the project and communicating project information to the Counties. When issues arise that impact the Counties, these managers will assist in the issue management and resolution process. The Regional Project Managers also report to and brief County Directors regarding project status, issues and JPA Board of Directors agenda and action items.

Reports To
CalSAWS Customer Engagement Manager for assignments

Responsibilities
The Regional Project Manager is responsible for:

- Coordinating with Project Steering Committee members to ensure adequate County and/or regional representation of subject matter experts on CalSAWS committees and workgroups;
- Acting as a part of the escalation process to help evaluate/resolve issues which arise from the county representatives;
- Serving as a member of the Change Control Board (CCB), which is responsible for approving or rejecting SCRs;
- Reviewing and providing feedback on work products, CalSAWS Information Transmittals and CalSAWS Requests for Information; and
- Participating and facilitating various project and County meetings and conference calls.
- Monitoring the process for CalSAWS decisions and policy changes to be made in each County and providing recommendations as needed;
- Collecting and communicating county-specific issues relayed from the Primary Points of Contact back to CalSAWS;
- Coordinating responses to County concerns/questions/requests for more information and mediating when conflicts arise;
- Initiating System Change Requests (SCRs) on behalf of the Counties or project staff;
- Monitoring the Counties' level of understanding of newly implemented SCRs;

Qualifications
Typical qualifications include:

- Have five (5) years of progressively responsible experience in working with welfare or employment programs with preferred experience in the Medi-Cal, CMSP (County Medical Service Program), Cash Aid, Food Stamps, training for social service programs or automation systems;

- Partner with the various entities and stakeholders involved in the project to ensure that the project's goals are achieved and have experience coordinating and collaborating with a wide variety of staff;
- Communicate and confer with executive management on supervisory, administrative, policy, procedure, personnel, fiscal and schedule matters related to project management;
- Exhibit detailed analysis and prioritization capabilities;
- Exhibit flexibility and creativity;
- Exhibit sound judgment and responsiveness;
- Have excellent oral and written communication skills; and
- Have a working knowledge of Microsoft Office software.

Exhibit B of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

20

TECHNICAL ANALYST

About the Assignment
The Technical Analyst works as a member of the CalSAWS Technical and Operations team to provide a range of information systems analysis.

Reports To
Technical Manager, Cloud Manager, or Project IT Manager

Classifications Directly Supervised
N/A

Responsibilities
The Technical Analyst is responsible for:

- Coordinating with the Quality Assurance (QA) Contractor to verify information, resolve issues, etc.;
- Evaluation and monitoring for compliance with the Service or Operational Level Agreements:
  - Workstation performance reports
  - Help desk and service desk operations;
  - Batch operations (daily and monthly)
  - Sub-contractors and third-party software
- Being the technical liaison to the State, County, and QA entities;
- Review and evaluation of technical work products and deliverables as appropriate;
- Monitoring and evaluation the network, software, and hardware needs of the overall system design as a result of changes in demand for the system;
- Evaluation of network, software, and hardware needs for increases or decreases in the number of local county offices;
- Assisting in the analysis and evaluation of high-level security requirements;
- Assisting in the analysis and evaluation of cloud resources;
- Assisting in the analysis and evaluation of the Technical Refresh Plans;
- Evaluating all LAN and WAN structures, and overall data communication methods and designs;
- Verifying network testing, and evaluation of the results of such testing to ensure proper performance of the system and applications;
- Ensuring adherence to the process and procedures within the CalSAWS Maintenance & Operations Plan and Security Plans;
- Review and analyze Technical System Change Requests (SCRs) and Technical Budget Change Requests (TBCRs);
- Coordinating with the CalSAWS leadership to ensure appropriate county and technical representation and input is secured for all technical activities;
- Attending project and status meetings as required;
- Identifying, documenting, resolving, and/or escalating issues to the appropriate level; and
- Maintaining confidential information in accordance with legal standards and regulations.

Qualifications

The qualified candidate must:

- Have a bachelor's degree in Computer Science, Information Systems, or a closely related field from an accredited college or university and (1) year of recent, full-time, paid experience in information systems analysis and design in a centralized information technology organization.
- Have a broad base of technical experience in at least four (4) of the following areas:
  - Network Design / Management
  - Application Design
  - Configuration Management
  - Database Design
  - Maintenance and Operations of a large-scale system
  - Client Server systems
  - Familiarity with several legacy systems to be converted
  - Help desk management
- Have experience coordinating, collaborating, and/or negotiating with a wide variety of staff;
- Exhibit detailed analysis and prioritization capabilities;
- Exhibit sound judgment, flexibility, and responsiveness;
- Have a working knowledge of Microsoft Office software;
- Have excellent oral and written communication skills; and
- Be willing to learn application development and testing tools/software.

Exhibit B of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

22

TECHNICAL MANAGER

About the Assignment
The Technical Manager works as a member of the CalSAWS management team. The Technical Manager works with the CalSAWS Executive Director and the contractor's Technical, Implementation and Application Development Managers on an on-going basis to ensure that the technical aspects of the maintenance and operations effort are being completed according to the project plan. The Technical Manager will manage the technical team which is responsible for examining and tracking problems to resolution, monitoring ongoing maintenance and operation of the network infrastructure, imaging system, Interactive Voice Response ("IVR") system, batch operations and service desk as well as the acquisition, configuration and testing of any new/additional central and local equipment and software derived from county purchases or the technical refresh plan.

Reports To
CalSAWS Technical and Operations Director for assignments

Classifications Directly Supervised
Technical Analyst
Technical Analyst I/II

Responsibilities
The Technical Manager is responsible for:

- Providing guidance, direction and work assignments to the Consortium technical team members;
- Serving as the technical point of contact and liaison to the State, counties, QA, and IV&V entities;
- Coordinating with the CalSAWS Executive Director and the Regional Project Managers to ensure appropriate county technical representation and input is secured for all technical activities;
- Coordinating with the Maintenance and Operations Contractor and Quality Assurance Contractor Project Managers to verify information, resolve issues, etc.;
- Reviewing and evaluating the M&O Contractor technical team operational responsibilities, including Capacity Planning, Platform Management, Configuration Management, Security Management, Reporting Management, and Asset Tracking Management;
- Evaluation and monitoring of help desk/service desk operations to ensure compliance with Service Level Agreements;
- Oversee the evaluation and monitoring of technical trouble tickets and Help/Service desk performance and response metrics including trend analysis and recommendations for process and other improvements;
- Ensuring that changes to the application integrate with existing operations for each county.
- Evaluating work plans, staffing plans, and schedules;
- Providing input for the Project Control Document and Project Status Reports relative to technical areas;

- Ensuring communication between functional areas and vendor staff;
- Providing qualified resources in a timely manner;
- Monitoring and evaluating contractor compliance with Service Level Agreements in the areas of system performance, service desk operations and batch operations.
- Maintaining confidential information in accordance with legal standards and regulations;
- Attending project and status meetings as required; and
- Identifying, documenting, resolving, and/or escalating issues to the appropriate level.

Qualifications

Typical qualifications include:

- Have experience with large-scale, information system design and development experience (welfare information systems preferred) including experience in a managerial assignment;
- Have a broad base of technical experience in at least four (4) of the following areas:
  o Network Design / Management
  o Application Design
  o Configuration Management
  o Database Design
  o Maintenance and Operations of a large-scale system
  o Client Server systems
  o Familiarity with several legacy systems to be converted
  o Help desk management
- Have experience coordinating, collaborating, and/or negotiating with a wide variety of staff;
- Exhibit management and leadership skills;
- Exhibit detailed analysis and prioritization capabilities;
- Exhibit sound judgment, flexibility, and responsiveness;
- Have a working knowledge of Microsoft Office software;
- Have excellent oral and written communication skills; and
- Be willing to learn application development and testing tools/software.

CLOUD MANAGER

Primary Contact
CalSAWS Technical and Operations Director

About the Assignment
The Cloud Manager plans, organizes and directs the activities of cloud analysts, providing effective technology programs and services to support achievement of project and Consortium objectives. The Cloud Manager will be responsible for overall leadership and engineering expertise related to development, implementation and management of the cloud infrastructure to support 24/7 operations. The Cloud Manager is responsible for managing staff and resources that provide comprehensive information technology programs and services for business users requiring a high degree of professional information technology knowledge as well as a broad range of management skills including organizational design, strategic planning, budgeting and personnel management. Work focus is on effective management and integration of customer, staff and project relationships and results.

The Technical and Operations team provides administration of the consortium systems, including centrally managed ancillaries and internal tools, monitors system performance, Service Level Agreements (SLAs) and security as well as ad hoc reporting and data request. This team also includes conversion activities through Design, Development and Implementation (DD&I).

Responsibilities
- Contributing to design, development and/or review of work products and deliverables including:
  - Service Level Agreement (SLA) Assessments;
  - Performance Issue Resolution Input;
  - Technical Architecture Design Input;
  - Status Reports;
- Directs the implementation of operational plans to support the Consortium's business goals;
- Working with Technology & Operations Director to evaluate current and anticipated cloud requirements;
- Developing and negotiating service level agreements and manages to ensure their attainment;
- Oversees the support and maintenance of application development, test, disaster recovery, and production environments;
- Participates in the development of business and/or IT vision, critical success factors and operating plans; develops and communicates unit vision, strategies, critical success factors and plans; develops high-level migration plans;
- Works with customers and technical staff to resolve problems and respond to suggestions for improvements or enhancements;

- Initiates and fosters business partnerships with clients, vendors, IT and Business Managers; develops relationships that support increasing efficiency and effectiveness; balances individual client needs with business priorities;

- Provision, operate and migrate workloads to and in the cloud;
- Operate and administration of the production cloud platforms to ensure reliability, recoverability and
- optimum performance regardless of platform or geographical location;
- Ensure the highest level of uptime and quality of service for our customers through operational excellence;
- Streamlining standard operating procedures through automation. Work with Vendor Management Organization to build a transparent framework to allocate usage costs and proper metering of cloud consumption services;
- Consistently improve performance and reliability as the platform scales, driving continuous improvement through operational metrics;
- Engage in and improve the whole lifecycle of services—from inception and design, through deployment, operation and refinement following mature service management practices and policies;
- Maintain services once they are live by measuring and monitoring availability, latency and overall system health; and
- Work with internal and external partners and vendors to maintain 24x7 operations support.

PROJECT IT MANAGER

Primary Contact
CalSAWS Technical and Operations Director

About the Assignment
The Project Information Technology Manager will manage project email, intranet and extranet, set up and maintain project SharePoint, manage staff roll-on and roll-off system access, procure project equipment. This role will be responsible for managing staff and resources that provide comprehensive information technology programs and services for business users. The Project IT Manager acts as a consultant to project management, or act as an information technology project manager or act as a specialist in applications development, database administration, operating systems, information system analysis, or network systems. Incumbents possess extensive knowledge in a specialized field of information technology (IT) and apply advanced methodologies, principles, and concepts to coordinate major projects, analyze new or existing system issues, evaluate and recommend new products and technologies, and identify and resolve complex problems

The Project IT Manager acts as a consultant, technical expert, systems architect, or a project manager for a large complex information technology project. The Technical and Operations team provides administration of the consortium systems, including centrally managed ancillaries and internal tools, monitors system performance, Service Level Agreements (SLAs) and security as well as ad hoc reporting and data request. This team also includes conversion activities through Design, Development and Implementation (DD&I).

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Onboarding /Off-boarding Checklists;
  - Application Development Facility Network Performance Metrics;
  - SharePoint Usage Metrics;
  - Status Reports;
- Setting up and maintaining the project SharePoint;
- Providing supervision to on-site System Admin and Tech Support analysts including performance evaluations, training, feedback for promotions and disciplinary actions;
- Managing project email;
- Setting up and managing project intranet and extranet;
- Creating and managing Staff roll on and roll off procedures;
- Procuring project equipment;
- Providing strong, proactive and assertive leadership for assigned projects;
- Actively contributing to establishing and improving project management practices and delivery frameworks;

- Facilitating the identification, scheduling and assignment of project activities, tasks and milestones;
- Collaborating with IT leadership to assemble and manage project resources;
- Actively monitoring, tracking and managing project tasks, timelines, attainment of established milestones and overall quality of project activities and deliverables; and
- Establishing and providing high-quality, informative written and verbal project communications, including weekly status, dashboards and project updates.

Exhibit B of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

28

TECHNICAL OPERATIONS MANAGER

Primary Contact
CalSAWS Technical and Operations Director

About the Assignment
The Technical & Operations Manager will be responsible for overall leadership related to development, implementation and management of application changes with existing operations for each county. This role will ensure that the technical aspects of the development effort are being completed according to the project plan and will evaluate work plans, staffing plans, schedules and review and approve Development/Implementation Vendor deliverables. The Technical & Operations Manager plans, organizes and directs the activities of Technical Business Analysts, providing effective technology programs and services to support achievement of project and Consortium objectives including review and evaluate technical work products and deliverables, ensure adherence to the processes and procedures within the CalSAWS System Operations and Support Plan (SOSP), review and analyze technical System change Requests, review & evaluate the Operations Contractor Technical Team operational responsibilities, include Capacity Planning, Platform Management, Configuration Management, Security Management, Reporting Management, and Asset Tracking Management.

The Technical and Operations team provides administration of the consortium systems, including centrally managed ancillaries and internal tools, monitors system performance, Service Level Agreements (SLAs) and security as well as ad hoc reporting and data request. This team also includes conversion activities through Design, Development and Implementation (DD&I).

Responsibilities

- Directing, planning, organizing and contributing to project deliverables through design, development and/or review of work products and deliverables including:
  - Service Level Agreement (SLA) Assessments;
  - Deliverable Tracking Logs;
  - CalSAWS System Operations and Support Plan (SOSP) Review Results;
  - System Change Request (SCR) Feedback;
  - Status Reports;
  - Technical Architecture Designs Input;
- Coordinate information systems activities with the Technical Team to confirm the integration of the technical infrastructure that will support the stakeholders of a statewide system;
- Oversees review of proposed systems designs to ensure that design criteria are compatible with long-range development plans and methodology and provide the flexibility required by foreseeable future change in systems requirements;

- Providing expert advice, best practices and support to the stakeholder technical contacts in defining the technical requirements, design, development, test, conversion, implementation and maintenance and operations phases;

- Manages, supervises, and participates in the assessment and analysis of planning and procurement documents on an ongoing basis, to ensure that all technical requirements are accurately reflected;
- Coordinates the Identification, documentation, resolution, and/or escalation of issues to the appropriate level;
- Directs the Implementation and maintenance of complex databases which may include multiple platforms, technologies and computing environments. Providing consultation on database design;
- Directs the review and analysis of system performance data and projects computer workloads for purposes of capacity planning, platform management, reporting management and asset tracking management; and
- Directs the evaluation of server and peripheral hardware for adequacy in meeting projected utilization requirements.

CUSTOMER ENGAGEMENT MANAGER

Primary Contact
CalSAWS Customer Engagement Director

About the Assignment
The Customer Engagement Manager will manage a team of Regional Managers and the relationship between the 58 California Counties and the regional stakeholders, defines and cultivates a strategic customer experience, brings forth innovation initiatives, and supports the 58 Counties in the attainment of strategic priorities as established by the Consortium.

The Customer Engagement Manager develops and sustains cross-functional relationships with project, regional and county leadership. This role manages, organizes and mobilizes the Regional Managers, each representing the business needs and interests of a large county or multiple counties, in understanding, addressing and communicating the issues and opportunities related to the counties' activities in the attainment of strategic priorities as established by the Consortium. This role also supports the monitoring of county satisfaction with Consortium staff, processes, and technology, including the usage and marketing of consortium system functions/products (e.g. reports) to develop growth strategies.

This position plans and directs complex and sensitive research assignments requiring locating and gathering of data from multiple sources and interpretation of often conflicting and ambiguous data to reach sound conclusions; identifies research problems and challenges, determines analytical techniques appropriate to an assignment's purpose; develops statistical and information-gathering processes to ensure quality, integrity, validity, and relevance of data obtained for analysis and decision making purposes. Assignments require the use of discretion and care in the handling of confidential and sensitive information used to support management decisions, as well as professionalism and tact in dealing with individuals such as higher-level staff members, managers, and professionals from other organizations on sensitive or controversial issues of considerable consequence or importance. Recommendations have significant impact on higher-level staff and management decisions.

Responsibilities
- Managing a team of Regional Managers, including time and performance management tasks;
- Managing project tasks and contributing to design, development and/or review of work products and deliverables including:
  o Regional Status Reports;
  o System change Request Feedback;
  o Change Control Board Decisions;
  o Release Packages Input;
  o Release Go/No Go Decisions;
  o Deliverable Review Comments;
  o CalSAWS: Information Transmittals and Requests for Information
- Planning, organizing, managing, integrating and evaluating the work of a division/section with subordinate supervisors and/or staff;

- Developing and directing the implementation of operational plans to support the Consortium's business goals;
- Supporting Regional Managers and counties in attainment of strategic priorities, both county and Consortium specific as established by the Board of Directors;
- Providing coaching and guidance to Regional Managers on opportunities for improving customer service;
- Building relationships with senior level project and county executives to gain information and transfer knowledge to counties;
- Resolving all customer escalations promptly, timely and effectively;
- Fostering effective two-way communication among vendor, counties and external stakeholders;
- Monitoring county satisfaction metrics related to the current Consortium products, product usage and product marketing to recommend specific customer communications and/or technical solutions for improvement;
- Ensuring appropriate county representatives and regional stakeholders participate in planned activities and key decisions;
- Actively participating in and/or facilitating county, regional project meetings and assisting in identifying the changing needs of the counties;
- Visiting multiple regions and counties on a regular basis and additionally at the request of a Regional Manager;
- Facilitating communication between the Counties and Project regarding customer experience & innovation initiatives;
- Coordinating at project site to understand new policy and communicate county impact;
- Coordinating responses to county concerns/questions/requests; and,
- Coordinating with System Integration vendor project management to provide direction, decisions and approaches.

PMO MANAGER

Primary Contact
CalSAWS PMO Director

About the Assignment
The Project Management Office (PMO) Manager plans, organizes and manages highly specialized and complex analysis and provides project management leadership. This role is responsible for the planning and delivery of project management activities, including scope management, risk and issue management, schedule management, communication management, facility operations, physical security, and the project library as well as processes, procedures, templates, standards tools. This position requires the application of technical knowledge and analytical skills necessary to conduct project management solutions for information technology. Incumbents understand and apply advanced principles, concepts, and methods of project management knowledge areas, including integration, scope, schedule, cost, quality, and communications management, in managing multiple projects. The PMO Manager is responsible for managing the staff and resources that provide a full-range of technical analysis, design, development, and implementation of complex systems. PMO Managers require a high degree of professional information systems knowledge, including all phases of the system development lifecycle (SDLC), problem identification and resolution, state and federal policies and regulations as they relate to human services programs, as well as a broad range of management skills including organizational design, strategic planning, and personnel management.

The PMO is the information hub for projects within the Consortium's portfolio and involves tracking/reporting, information management, financial tracking, contract and vendor management, project controls, risk/issue management, facility and procurement activities. This position requires a high degree of professional information technology knowledge as well as a broad range of management skills including organizational design, strategic planning, budgeting and personnel management.

Responsibilities

- Managing a team of PMO Analysts;
- Managing project tasks and contributing to project deliverables through design, development and/or review of work products and deliverables including:
  - Issue & Risk Registers at the project and enterprise levels;
  - Project Work Plan and Schedule Management for multiple projects;
  - CalSAWS Information Transmittals;
  - CalSAWS Request for Information;
  - Vendor and Consortium estimates for System Change Requests;
  - Deliverable Tracking Logs for multiple vendors;
  - Document Library;
  - M&O Processes & Procedures;

  - Project Control Document adherence and maintenance; and

- o Staff Acquisition planning, recruiting and onboarding of resources to support the enterprise and specific projects.
- Managing staff to ensure coordination of methodology, practices, and artifacts throughout deliverable development and application development life cycle;
- Planning and managing project communications and education of project partners regarding cross-functional use of SharePoint and other PMO tools and templates;
- Works with department/ business managers to evaluate current and anticipated Information Technology requirements.
- Directs and/or participates in managing development, infrastructure and/or hardware/software migration projects.
- Coordinates problem solving, conflict resolution, escalations, restart and recovery.
- Promotes efficient, cost effective uses of advanced technologies and manages the migration to next-generation technologies.
- Develops and directs the implementation of operational plans to support the project business goals.
- Assess skill gaps and provides recommendation on training to ensure skills stay current with the project requirements for current and future work assignments.
- Promotes efficient, cost effective uses of advanced technologies and manages the migration to design and implementation of the project.
- Communicating and conferring with the PMO Director, project partners, and stakeholders on matters related to project management and deliverables of multiple vendors;
- Managing resources in workplan development and analysis, and monitors vendor performance to ensure contract deliverables meet requirements, resolves problems, prepares reports, and notifies Fiscal and Contract Manager related to review/approval of vendor payments;
- Managing the successful portfolio outcomes through effective project planning, scope management, resource allocation, budget management, and stakeholder communication;
- Managing the development, design, implementation, and maintenance of PMO processes, methodologies, templates, standards and tools to ensure achievement of strategic long-range information requirements, and integrates plans into overall strategic project plans;
- Establishing, monitoring and reporting key performance metrics across the CalSAWS enterprise for schedule, budget, progress, communication, risks, issues and adherence to Service Level Agreements;
- Managing the enterprise and project level Issue and Risk Management processes;
- Managing the monitoring of resource demands for projects, future resource gaps, identification of critical resource risks, and the overall resource utilization across the entire organization;
- Ensuring deployment, maintenance, and continuous improvement of project performance monitoring and control capabilities;
- Keeping abreast of emerging project management office trends including new PMO technology with the PMO Director;
- Maintaining confidential information in accordance with legal standards and regulations; and
- Managing facility operations, including staff roll-on and roll-off, and site security.

PROCUREMENT MANAGER

Primary Contact
CalSAWS PMO Director

About the Assignment
The Procurement Manager is responsible for planning and directing procurement activities and subsequent development and implementation (D&I) activities for large, complex applications and Information Technology (IT) services, in support of the larger statewide CalSAWS enterprise project. The Procurement Manager manages a team of analysts in procuring IT goods and services that support the delivery of services to over 15 million customers and support the business operations for all 58 counties of California.

The Procurement Manager plans and directs a full range of difficult to complex analytical administrative and technical assignments and makes recommendations on complex issues which directly impact project programs and administrative operations, and which may be of a confidential or sensitive nature. This role plans, organizes, assigns, and evaluates the work of Procurement Analyst(s) in the performance of the project management activities related to Procurement Management for the CalSAWS Consortium. Assignments require the use of discretion and care in the handling of confidential and sensitive information used to support management decisions, as well as professionalism and tact in dealing with individuals such as higher-level staff members, managers, and professionals from other organizations on sensitive or controversial issues of considerable consequence or importance. Recommendations have significant impact on higher-level staff and management decisions.

Responsibilities
- Directing, planning, organizing and contributing to the design, development and/or review of work products and deliverables for this specific IT procurement including:
    o IT Procurement and RFP strategy, standards, templates;
    o IT Procurement Work Plan, resource plan and budget;
    o Requests for Proposal (RFP) for in support of the statewide CalSAWS effort including development of requirements, scope of work, deliverables, evaluation methodology and criteria, proposal structure and price schedules;
    o Training and directing the proposal evaluation team;
    o Business and Cost Proposal Evaluation Guides, tools and workbooks;
    o Business and Cost Proposal Training materials development and delivery;
    o Proposal Evaluation Results; and
    o Vendor Selection Reports and Recommendations.
- Directing and overseeing RFP requirements definition and confirmation tasks to ensure the business, technical and operational needs of all 58 counties are met through this procurement and that the requirements are consistent with the overall CalSAWS strategy and objectives;
- Advising the Common Services Director and Consortium legal counsel with Contract Negotiations resulting from this procurement;

- Directing the preparation and presentation of the RFP, Vendor Selection Report and Recommendation for Contract Award to the 58-county CalSAWS Executive Director and JPA Board of Directors;
- Collaborating with the Common Services Director, PMO Manager, Application Development Manager and Implementation Manager to review and assess vendor Deliverable Expectation Documents (DEDs) and deliverables for adherence to requirements, specifications and standards;
- Collaborating with the Common Services Director, PMO Manager, Application Development Manager and Implementation Manager to review and assess vendor progress on tasks as documented in the approved baseline work plan for this IT project;
- Collaborating with the advocate community to meet legislative requirements for including advocates in the requirements definition, design and testing phases for this public facing IT procurement and subsequent development and implementation effort;
- Driving communication and education of counties, project partners and stakeholders regarding this IT procurement and subsequent D&I effort;
- Managing the issue and risk management processes for this IT procurement and subsequent D&I effort;
- Collaborating with the PMO Contracts and Fiscal Manager to prepare IAPDU budget and schedule updates associated with this IT procurement and subsequent D&I activities; and
- Establishing performance requirements and personal development goals for assigned analysts with the use of assessments and coaching to achieve performance improvement and development.

FISCAL AND CONTRACT MANAGER

Primary Contact
CalSAWS PMO Director

About the Assignment
The Fiscal & Contract Manager is responsible for the financial management of over a billion in funds for the CalSAWS portfolio and the contract management of multiple vendors in the planning and delivery of the statewide automated welfare system, which will support over 50,000 users, serve over 15 million customers, and distribute over $12 billion per annum in benefits across multiple public assistance programs. The Fiscal & Contract Manager oversees complex and sensitive research assignments requiring locating and gathering of data from multiple sources and interpretation of often conflicting and ambiguous data to reach sound conclusions; identifies research problems and challenges, determines analytical techniques appropriate to an assignment's purpose; develops statistical and information-gathering processes to ensure quality, integrity, validity, and relevance of data obtained for analysis and decision making purposes. Assignments require the use of discretion and care in the handling of confidential and sensitive information used to support management decisions, as well as professionalism and tact in dealing with individuals such as higher-level staff members, managers, and professionals from other organizations on sensitive or controversial issues of considerable consequence or importance. Recommendations have significant impact on higher-level staff and management decisions.

The Fiscal & Contract Manager directs and oversees a full range of difficult to complex analytical assignments and makes recommendations on complex issues which directly impact departmental programs and administrative operations, and which may be of a confidential or sensitive nature. This role plans, organizes, assigns, manages, integrates and evaluates the work of Fiscal Analysts and Contract Analysts in the performance of the project management activities related to Financial Management (budgets, funding, payments, claims, financial assets, financial audits) and contracts for the CalSAWS, including Information Technology (IT) services, hardware maintenance, and software licensing agreements. The Project Management Office (PMO) is the information hub for projects within the Consortium's portfolio and involves tracking/reporting, information management, financial tracking, contract and vendor management, Project Control, Risk / Issue management, knowledge/information, facility and procurement activities. Information Technology Managers are classifications requiring a high degree of professional information technology knowledge as well as a broad range of management skills including organizational design, strategic planning, budgeting and personnel management.

Responsibilities
- Managing and administering multiple, large-scale IT contracts for System Integrators, Quality Assurance vendors, Planning/Procurement vendors and the California Department of Technology (CDT) and working with the CalSAWS Executive Director to negotiate and develop large, complex contract amendments including Service Level Agreements, and secure state and federal approvals;

- Planning, managing and controlling the development and maintenance of the $1B+ CalSAWS D&I and M&O Implementation Advance Planning Document (IAPD) and working collaboratively with state and federal stakeholders to secure ongoing approvals;
- Manages and participates in the assessment and analysis of business requirements and development and maintenance of applications.
- Managing and contributing to project deliverables through design, development and/or review of work products and deliverables including:
  - IAPDs & Updates;
  - Premise Funding Advanced Planning Documents (APDs);
  - County Allocations & County Share of Costs;
  - Monthly & As-Needed Financial Reports;
  - County Share of Cost Reports;
  - Invoice Tracking, Review Results and Approvals;
  - Payment Documents;
  - Annual Financial Audit Artifacts;
  - Claim Tracking Reports;
  - GASB 51 Forms;
  - IT Contract Administration, Compliance & Communications for multiple IT contracts;
  - IT Contract Provisions and Amendments;
  - IT Contract wind-down and termination;
  - Contract Tracking Log; and
  - Contract Review Coordination & Results.
- Communicating and conferring with project leadership, sponsors, and stakeholders on financial and contract matters related to project management;
- Formulating, implementing, managing, and maintaining processes, procedures, policies, forms and tools for financial management and contract development/management;
- Working with the PMO Manager on any issues that need to be escalated within the project;
  - Monitoring emerging issues and concerns to develop timely, proactive responses that address problems or improve operations;
  - Using qualitative and/or quantitative analytical methods for complex financial and contract issues and makes recommendations on options that meet objectives and best balance the interests of various stakeholders;
- Preparing a variety of documents (e.g., reports, business correspondence, memoranda) often of a highly sensitive nature requiring the exercise of organizational acumen;
- Using appropriate software programs (e.g., word processing, desktop publishing, presentation) to create materials in a variety of formats and approaches to effectively communicate information to various audiences (e.g., departmental personnel, members of the public, governing boards);
- Compiling information by grouping and/or categorizing the information (e.g., in tables, spreadsheets, data files) in meaningful ways to facilitate meeting specific analytical requirements;
- Developing strategies to manage key stakeholders' expectations during initiatives that facilitate the decision-making processes which lead to the most impactful outcome;

- Managing various administrative duties (e.g., creating and maintaining files; formatting standard documents; receiving, processing, and routing documents) by appropriately applying Federal and State laws;
- Maintaining confidential information in accordance with legal standards and regulations;
- Serving as key liaison for communication, coordination and problem solving with program subcontractors in all matters pertaining to fiscal administration of contracts;
- Managing and conducting complex contracting feasibility and cost analysis studies of various project operations and project budgets; prepares reports detailing findings and makes recommendations to project leadership, and the respective project teams;
- Manages, directs and evaluates the work of staff providing technology support functions.
- Managing and coordinating development of documents including contracts, amendments and change order agreements for newly awarded and on-going projects;
- Conferring with Consortium attorneys to formulate appropriate terms and conditions to be included in contracts and change orders
- Managing and performing technical review of contracts, amendments and change orders related to scope, cost and schedule and coordinates with the Consortium attorneys, other consortium teams and the Quality Assurance vendor to consolidate questions/comments and communicate to vendor for resolution;
- Preparing communication to the consortium management recommending contract approval;
- Advising line operations and PMO Manager in identifying contractual and funding problems, and in resolving differences with contractors;
- Managing reviews of contractor compliance with such requirements as licensures, insurance, Living Wage Ordinance and Jury Duty Ordinance;
- Ensuring clear and direct communication when corresponding (verbally or written) on the status of the contract, amendment and/or change order(s);
- Collaborating on the preparation of regular financial reports for submission to the Executive Director, the JPA Board of Directors; and
- Overall responsibility for annual audit and support of Consortium Treasurer's preparation of annual financial statements and annual report detail.

PMO - FISCAL AND CONTRACTS ANALYST II

Primary Contact
CalSAWS Fiscal and Contract Manager

About the Assignment
This position reports to the Fiscal & Contract Manager. The Fiscal Analyst works within the PMO team to complement and support the Joint Powers Authority's Fiscal Agent in the financial activities for the CalSAWS consortium. This role performs evaluation and analysis related to the CalSAWS financial management framework, including: facilitating funding requests, developing and tracking budgets, processing payments, tracking reimbursement of project costs and assisting in preparation for the annual financial audit.

Responsibilities

- Contributing to the design, development and/or review of work products and deliverables including:
  - Implementation Advance Planning Documents (IAPDs) & Updates;
  - Premise Advance Planning Documents (APDs);
  - County Allocations;
  - Monthly & As Needed Financial reports;
  - County Share of Cost Reports;
  - Invoice Review Results and Approvals;
  - Invoice Tracking Log;
  - Payment Documents;
  - Claim Tracking Reports;
  - GASB 51 and GASB 42 Reporting;
  - Annual Financial Audit Artifacts;
- Assisting with the development and maintenance of funding requests and budgets;
- Assisting with the annual audit and preparation of annual financial statements and annual report detail;
- Facilitating the invoice payment process;
- Coordinating and tracking the county claim process;
- Managing travel expense process for the project and counties;
- Supporting the capital assets inventory;
- Preparing cash accrual reports;
- Maintaining confidential information in accordance with legal standards and regulations; and
- Communicating and conferring with executive management on fiscal matters.

PMO - FISCAL AND CONTRACTS ANALYST III

Primary Contact
CalSAWS Fiscal and Contract Manager

About the Assignment
Under direction of the Fiscal & Contract Manager, the Fiscal Analyst of the PMO team complements and supports the Joint Powers Authority's Fiscal Agent in the financial activities for the CalSAWS consortium. This role supervises analysts responsible for performing a full range of difficult to complex evaluations and analytical assignments related to the CalSAWS financial management framework, including: facilitating funding requests, developing and tracking budgets, processing payments, tracking reimbursement of project costs and assisting in preparation for the annual financial audit.

Responsibilities

- Planning, organizing, assigning, and evaluating work related to the design, development and/or review of work products and deliverables including:
  - Implementation Advance Planning Documents (IAPDs) & Updates;
  - Premise Advance Planning Documents (APDs);
  - County Allocations;
  - Monthly & As Needed Financial reports;
  - County Share of Cost Reports;
  - Invoice Review Results and Approvals;
  - Invoice Tracking Log;
  - Payment Documents;
  - Claim Tracking Reports;
  - GASB 51 and GASB 42 Reporting;
  - Annual Financial Audit Artifacts;
- Supervising a unit of journey- and lower-level analysts engaged in analyzing and recommending solutions for budgetary and fiscal problems by assigning, participating in, evaluating and providing guidance on work, ensuring objectives and goals are achieved with allocated resources within established deadlines, and taking disciplinary action as necessary;
- Interacting with a variety of individuals, such as the Joint Powers Authority's Fiscal Agent, to provide consultation services and advice, make presentations, and resolve highly sensitive and contentious issues.
- Planning and conducting highly complex and sensitive research assignments requiring the development of study criteria, locating and gathering of data from multiple sources and interpretation of conflicting and ambiguous data to reach sound conclusions; identifying research problems and challenges, and devising analytical methods and techniques required to accomplish assignment objectives; developing statistical and information-gathering processes to ensure quality, integrity, validity and relevance of data obtained for analysis and decision making purposes;
- Developing and maintaining funding requests and budgets;

- Conducting annual audits and preparing annual financial statements and annual report detail;
- Facilitating the invoice payment process;
- Coordinating and tracking the county claim process;
- Monitoring processes by gathering and analyzing relevant information in order to ensure that processes are capable and stable, and proactively responding to emerging issues and concerns;
- Managing travel expense process for the project and counties;
- Supporting the capital assets inventory;
- Preparing cash accrual reports;
- Maintaining confidential information in accordance with legal standards and regulations; and
- Communicating and conferring with executive management on fiscal matters.

PMO - PROCUREMENT ANALYST II

Primary Contact
CalSAWS Procurement Manager

About the Assignment
Procurement Support staff support the Common Services team through making recommendations on highly complex and sensitive issues with impact on CalSAWS procurement efforts and success, as well as supervising analysts responsible for performing a full range of difficult to complex analytical assignments entailing a wide-ranging level of assistance in planning for and managing IT procurements. This position will work across multiple simultaneous IT procurement efforts, each in different phases of the procurement process, and spanning 12-28 months depending on scope and complexity. The Procurement Support position must demonstrate a high degree of flexibility and adaptability in changing and uncertain conditions as these procurement efforts evolve. The Procurement Support position must also demonstrate the ability to prioritize and manage tasks across multiple competing procurement projects.

The Procurement Support position will assist with procurement activities for the following IT projects, core and ancillary systems within the CalSAWS portfolio:
   o   Training, Change Management and Implementation Support for the 18 WCDS/CalWIN counties
   o   Statewide Online CalWORKs Appraisal Tool (OCAT) D&I and M&O for all 58 counties
   o   Statewide CalSAWS Portal and Mobile Application
   o   CalSAWS Contact Center(s) for all 58 counties or the 18 WCDS/CalWIN counties
   o   Statewide Families & Children for Empowerment and Development (FCED) system
   o   CalSAWS Statewide M&O for all 58 Counties

Responsibilities

- Contributing to the design, development and/or review of work products and deliverables, in whole or in part, for multiple IT procurements including:
   o   IT Procurement and RFP strategies, standards, templates;
   o   IT Procurement Work Plans, resource plans and budgets;
   o   Requests for Proposals (RFPs) for in support of the statewide CalSAWS effort including development of requirements, scope of work, deliverables, evaluation methodology and criteria, proposal structure and price schedules;
   o   Business and Cost Proposal Evaluation Guides, tools and workbooks;
   o   Business and Cost Proposal Training materials development and delivery;
   o   Proposal Evaluation Results; and
   o   Vendor Selection Reports and Recommendations.
- Defining RFP requirements and performing confirmation tasks to ensure the business, technical and operational needs of all 58 counties are met through these multiple procurements and that the requirements are consistent with the overall CalSAWS strategy and objectives;

- Executing procurement support tasks including establishing and administering SharePoint sites for CalSAWS procurements, answering vendor questions, posting vendor Q&A and RFP amendments, preparing for and supporting Vendor Conferences, and preparing for and supporting Evaluation Team Meetings;
- Preparing and assisting with making presentations of the RFP, Vendor Selection Report and Recommendation for Contract Award to the 58-county CalSAWS Executive Director and JPA Board of Directors;
- Reviewing and assessing, along with the Procurement Managers, PMO Manager, Application Development Manager and Implementation Manager, vendor Deliverable Expectation Documents (DEDs) and deliverables for adherence to requirements, specifications and standards;
- Reviewing and assessing, along with the Procurement Managers, PMO Manager, Application Development Manager and Implementation Manager, vendor progress on tasks as documented in the approved baseline work plan for the multiple resulting IT projects;
- Collaborating, alongside the Procurement Managers, with the advocate community to meet legislative requirements for including advocates in the requirements definition and testing phases for these public facing IT procurements and subsequent D&I and M&O efforts;
- Assisting the Procurement Managers with communication and education of counties, project partners and stakeholders regarding these IT procurements and subsequent D&I and M&O efforts;
- Documenting and administering the issue and risk management processes for these multiple IT procurements and subsequent D&I and M&O efforts; and
- Assisting the Procurement Managers in working with the PMO Contracts and Fiscal Manager to prepare IAPDU budget and schedule updates associated with these multiple IT procurements and subsequent D&I and M&O activities.
- Supervises a team or project team of analysts by evaluating work, monitoring performance, coaching and mentoring, taking disciplinary action, developing, implementing and evaluating plans to achieve established goals and objectives.

PMO - PROCUREMENT ANALYST III

Primary Contact
CalSAWS Procurement Manager

About the Assignment
Procurement Support staff support the Common Services team through making recommendations on highly complex and sensitive issues with impact on CalSAWS procurement efforts and success, as well as supervising analysts responsible for performing a full range of difficult to complex analytical assignments entailing a wide-ranging level of assistance in planning for and managing IT procurements. This position will work across multiple simultaneous IT procurement efforts, each in different phases of the procurement process, and spanning 12-28 months depending on scope and complexity. The Procurement Support position must demonstrate a high degree of flexibility and adaptability in changing and uncertain conditions as these procurement efforts evolve. The Procurement Support position must also demonstrate the ability to prioritize and manage tasks across multiple competing procurement projects.

The Procurement Support position will assist with procurement activities for the following IT projects, core and ancillary systems within the CalSAWS portfolio:
- o Training, Change Management and Implementation Support for the 18 WCDS/CalWIN counties
- o Statewide Online CalWORKs Appraisal Tool (OCAT) D&I and M&O for all 58 counties
- o Statewide CalSAWS Portal and Mobile Application
- o CalSAWS Contact Center(s) for all 58 counties or the 18 WCDS/CalWIN counties
- o Statewide Families & Children for Empowerment and Development (FCED) system
- o CalSAWS Statewide M&O for all 58 Counties

Responsibilities

- Contributing in a lead capacity to the design, development and/or review of work products and deliverables, in whole or in part, for multiple IT procurements including:
  - o IT Procurement and RFP strategies, standards, templates;
  - o IT Procurement Work Plans, resource plans and budgets;
  - o Requests for Proposals (RFPs) for in support of the statewide CalSAWS effort including development of requirements, scope of work, deliverables, evaluation methodology and criteria, proposal structure and price schedules;
  - o Business and Cost Proposal Evaluation Guides, tools and workbooks;
  - o Business and Cost Proposal Training materials development and delivery;
  - o Proposal Evaluation Results; and
  - o Vendor Selection Reports and Recommendations.
- Defining RFP requirements and performing confirmation tasks to ensure the business, technical and operational needs of all 58 counties are met through these multiple procurements and that the requirements are consistent with the overall CalSAWS strategy and objectives;

- Executing procurement support tasks including establishing and administering SharePoint sites for CalSAWS procurements, answering vendor questions, posting vendor Q&A and RFP amendments, preparing for and supporting Vendor Conferences, and preparing for and supporting Evaluation Team Meetings;
- Preparing and assisting with making presentations of the RFP, Vendor Selection Report and Recommendation for Contract Award to the 58-county CalSAWS Executive Director and JPA Board of Directors;
- Reviewing and assessing, along with the Procurement Managers, PMO Manager, Application Development Manager and Implementation Manager, vendor Deliverable Expectation Documents (DEDs) and deliverables for adherence to requirements, specifications and standards;
- Reviewing and assessing, along with the Procurement Managers, PMO Manager, Application Development Manager and Implementation Manager, vendor progress on tasks as documented in the approved baseline work plan for the multiple resulting IT projects;
- Collaborating, alongside the Procurement Managers, with the advocate community to meet legislative requirements for including advocates in the requirements definition and testing phases for these public facing IT procurements and subsequent D&I and M&O efforts;
- Assisting the Procurement Managers with communication and education of counties, project partners and stakeholders regarding these IT procurements and subsequent D&I and M&O efforts;
- Establishing, alongside the Procurement Managers, issue and risk management processes for these multiple IT procurements and subsequent D&I and M&O efforts; and
- Assisting the Procurement Managers in working with the PMO Contracts and Fiscal Manager to prepare IAPDU budget and schedule updates associated with these multiple IT procurements and subsequent D&I and M&O activities.
- May oversee the development and maintenance of technical documentation for CalSAWS.
- May supervise lower level technical staff.
- May develop, implement and support project management, systems analysis, software development and systems implementation tools, techniques and methodologies for CalSAWS.

PRINCIPAL INFORMATION SYSTEMS ANALYST

Primary Contact
CalSAWS Policy, Design, and Governance Manager

About the Assignment
The Principal Information Systems Analyst works within the Policy, Design, and Governance and Application Development teams and with the counties and the CalSAWS vendors to work changes through the Software Development Lifecycle, from creation to testing of System Change Requests (SCRs).

Responsibilities

- Overseeing project tasks and contributing to project deliverables through design, development and/or review of work products and deliverables including:
  - Application Development Status;
  - Detail Design Analysis;
  - Release Notes;
  - Deployment Readiness Feedback;
  - Deployment Complete Input;
  - Final Acceptance Input;
- Supervising a team of analysts;
- Reviewing technical specifications and system documentation;
- Working with the Application Development and Test teams in support of the development, implementation and maintenance of the system;
- Collaborating with information technology staff to ensure requirements are met throughout the systems development life cycle; and,
- Eliciting and documenting user requirements for new systems and system enhancements; documents functional and technical requirements;
- Completing change management documentation and coordinating approvals according to project procedures;
- Developing and maintaining implementation and conversion plans;
- Developing and implementing training and test plans;
- Assisting in development and maintenance of project plans; assisting in coordinating project reporting;
- Assisting in the development of test scenarios; user acceptance testing documentation; collaborating with system users to conduct user acceptance testing
- Performing analysis to help resolve application problems.

TECHNICAL/SECURITY ANALYST I

Primary Contact
CalSAWS Technical and Operations Manager

About the Assignment
The Technical/Security Analyst works within the Technical and Operations team to ensure that the changes to the CalSAWS application integrate with existing operations for each county.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Technical Architecture Designs input;
  - Service Level Agreement Assessments;
  - Performance Issue Resolution Input;
  - Deliverable Tracking Logs,
  - CalSAWS System Operations and Support Plan (SOSP) Review Results,
  - System Change Request (SCR) Feedback, and
  - Status Reports;
- Reviewing and evaluating the Operations Contractor Technical Team operations responsibilities, including Capacity Planning, Platform Management, Configuration Management, Security Management, Reporting Management and Asset Tracking Management;
- Assisting in the analysis and evaluation of the Technical Refresh Plans;
- Coordinating with the Operations Contractor and Quality Assurance (QA) contractor Project Managers to verify information and resolve issues;
- Reviewing and evaluating technical work products and deliverables for network infrastructure, county site preparation and equipment installation;
- Performing the annual inventory of Project capital assets;
- Assisting County Help Desk and Technical Staff with Unicenter and System Operation and Support Plan (SOSP) procedures;
- Verifying network changes, and evaluating effects on performance of the software;
- Provide Project management for Counties when major site moves, site expansions, upgrades and tech refresh projects are required;
- Facilitating Technical meetings with stakeholders. Assisting the stakeholders in understanding the technical and procedural aspects of the automation project;
- Developing knowledge of data sufficient to tackle projects with increasing complexity in developing and/or testing new reporting and analysis as needed to support the team;
- Confirming testing integration with IVR, imaging and contact center. Confirm integration of the central solutions;
- Documenting technical process and procedures;
- Assisting in the risk and issue identification, resolution, escalation and tracking; and
- Maintaining confidential information in accordance with legal standards and regulations.

TECHNICAL/SECURITY ANALYST II

Primary Contact
CalSAWS Technical and Operations Manager

About the Assignment
The Technical/Security Analyst works within the Technical and Operations team to ensure that the changes to the CalSAWS application integrate with existing operations for each county.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  o Technical Architecture Designs input;
  o Service Level Agreement Assessments;
  o Performance Issue Resolution Input;
  o Deliverable Tracking Logs,
  o CalSAWS System Operations and Support Plan (SOSP) Review Results,
  o System Change Request (SCR) Feedback, and
  o Status Reports;
- Reviewing and evaluating the Operations Contractor Technical Team operations responsibilities, including Capacity Planning, Platform Management, Configuration Management, Security Management, Reporting Management and Asset Tracking Management;
- Assisting in the analysis and evaluation of the Technical Refresh Plans;
- Coordinating with the Operations Contractor and Quality Assurance (QA) contractor Project Managers to verify information and resolve issues;
- Reviewing and evaluating technical work products and deliverables for network infrastructure, county site preparation and equipment installation;
- Performing the annual inventory of Project capital assets;
- Assisting County Help Desk and Technical Staff with Unicenter and System Operation and Support Plan (SOSP) procedures;
- Verifying network changes, and evaluating effects on performance of the software;
- Provide Project management for Counties when major site moves, site expansions, upgrades and tech refresh projects are required;
- Facilitating Technical meetings with stakeholders. Assisting the stakeholders in understanding the technical and procedural aspects of the automation project;
- Developing knowledge of data sufficient to tackle projects with increasing complexity in developing and/or testing new reporting and analysis as needed to support the team;
- Confirming testing integration with IVR, imaging and contact center. Confirm integration of the central solutions;
- Documenting technical process and procedures;
- Assisting in the risk and issue identification, resolution, escalation and tracking; and
- Maintaining confidential information in accordance with legal standards and regulations.

CONVERSION ANALYST

Primary Contact
CalSAWS Conversion Lead

About the Assignment
The Conversion Analyst works within the Technical and Operations team to support successful conversion of C-IV/CalWIN source system data into the CalSAWS data schema, including conversion preparation activities. Successful conversion will result in the issuance of all authorized benefits for converted cases in a timely manner for both continuing cases and newly determined eligible cases within the new CalSAWS. This role performs review of source system data elements, conversion of exiting data to the CalSAWS and conversion testing in each county.

Responsibilities
- Contributing to design, development and/or review of work products and deliverables including:
  - Conversion Results Report,
  - CalACES Master Conversion Plan, and
  - CalWIN/CalSAWS Master Conversion Plan;
- Assisting the Contractor Conversion Team in analysis of source files, extraction, and identification of data exceptions with the mapping of legacy data to the CalSAWS database structure, examining processes, forms, reports and operations needs of the project, and completing the transaction workflow documents;
- Participating in converted data testing, validating converted data and transactions;
- Identifying data elements, their functions, formats and medium needed for conversion;
- Assisting the Contractor Conversion Team in mapping the legacy data to the new database structure;
- Assisting with the conversion readiness review including execution of test scripts to verify accuracy of data, system set-up and reports; and
- Documenting all process and procedures. Assists in the risk and issue identification, resolution, escalation and tracking.

CLOUD ANALYST

Primary Contact
CalSAWS Cloud Manager

About the Assignment
Cloud Analyst positions require the application of significant technical knowledge and analytical skills necessary to design or develop information systems solutions in complex problem areas. Incumbents understand and able to apply advanced principles, concepts, and methods of analysis and design. Cloud Analysts work on one or more major systems, which are characterized by their critical nature, size, application, or technical complexity. Cloud Analysts perform highly specialized and complex information systems analysis and design tasks, and provide technical leadership in IT strategic planning, business automation planning, business process improvement and application development. Acts as a lead or technical consultant for complex systems development projects and may supervise lower level Information Systems Analysts and other technical staff.

The Technical and Operations team provides administration of the consortium systems, including centrally managed ancillaries and internal tools, monitors system performance, Service Level Agreements (SLAs) and security as well as ad hoc reporting and data request. This team also includes conversion activities through Design, Development and Implementation (DD&I).

Responsibilities

- Contribute to design, development and/or review of work products and deliverables including:
  - Service Level Agreement Assessments;
  - Performance Issue Resolution Input;
  - Technical Architecture Design Input;
  - Status Reports;
- Overseeing in the development and maintenance of technical & architectural documentation for the cloud;
- Maintaining strong partnerships with system vendors to ensure best value for the organization; Manage the system integrator & cloud vendor's ongoing development & operations;
- Communicating all changes, outages and any other cloud system impacts to Cloud Manager and end users;
- Ensuring the architectural principles are aligned with CalSAWS business objectives;
- Ensuring that all documents are stored in a highly secure environment;
- Provides input on the management of the cloud infrastructure to support 24/7 operations;
- Performing UAT testing as necessary; and
- Providing web-based, in-person and classroom training to disseminate features and best practices of cloud systems to end users as needed.

REGIONAL MANAGER II

Primary Contact
CalSAWS Customer Engagement Manager

About the Assignment
This position acts as a liaison between the CalSAWS project and the counties. Regional Managers are a key management point of contact between the Consortium and the counties, providing county-specific information to the project and communicating project information to the Counties. Regional Managers track and communicate status of counties' activities, communicate issues that impact the counties and assist in the resolution process, assist the counties to improve program performance through implementation of system best practices supporting organizational change management activities and training needed for the CalSAWS implementation and overseeing the implementation of the CalSAWS governance process within the region.

Incumbents in this position provide a full-range of administrative functions. Incumbents must possess good oral and written communication skills to communicate information and opportunities related to counties' activities.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Regional Status Reports;
  - System Change Request Feedback;
  - Change Control Board Decisions;
  - Release Packages Input;
  - Go/No Go Decisions;
  - Deliverable Review Comments;
  - Information Transmittals; and
  - Requests for Information.
- Supporting counties in attainment of strategic priorities, both county-specific and Consortium as established by the Consortium;
- Briefing County Directors regarding project status, issues, agenda and action items, understanding new policy and communicating county impact ensuring that County contacts have the resources to understand project plans, implications of proposals or system changes and expectations;
- Facilitating communication between the counties and Project about upcoming activities, functionality, issues which need resolution, reviewing Information Transmittals, and Request for Information prior to distribution to counties;
- Reviewing all work products and deliverables prepared by the DD&I Vendor, assist the counties to improve program performance through implementation of system best practices;

- Supporting organization change management activities and training needed for implementation;
- Overseeing the implementation of the governance process within the region;
- Attending Change Control Board (CCB) meeting as a decision-maker;
- Facilitating county adaptation to new features, releases, programs, and projects, providing orientation to new county Primary Point of Contacts (PPOCs) including process to communicate Project information across the represented counties;
- Actively engaging in the Project Steering Committee (PSC), ensuring the PSC members are briefed and prepared to make informed decisions, coordinating with the PSC member to staff CalACES Committees and Workgroups or replacements with personnel from the respective Region to serve as needed;
- Acting as the first escalation point for Regional Committee/Workgroup Members (RCM/WM) and county PPOCs to resolve issues;
- Facilitating county enhancement request process by identifying, documenting, resolving, and/or escalating risks/issues to the appropriate level; and
- Visiting counties on a regular basis and at the request of the county, and actively participating in Project meetings, as well as facilitating and arranging regional and County Meetings.

Exhibit B of Amended and Restated Agreement for Management and Administrative Services
CalSAWS and Regional Government Services Authority   January 1, 2023

53

IMPLEMENTATION MANAGER

Primary Contact
CalSAWS Customer Engagement Director

About the Assignment

Incumbents will have significant knowledge and experience in the best practices of organizational transformation of counties to information systems and governance structures. Incumbents play a lead role in understanding and addressing the human factors affecting the consortium's ability to reach is strategic goals and by gathering input from the counties and being a conduit for communication. The Implementation Lead may direct and oversee highly complex and sensitive assignments.

The Implementation Lead provides coaching and direction to the Implementation Coordinators in guiding counties through the organizational transformation to a statewide system and consortium. This role addresses the human factors affecting the Consortium's ability to reach its strategic objectives by providing ongoing communication channels, gathering input from counties and providing ongoing implementation support for counties both before and after go-live. The Implementation Lead may lead a team of Implementation Coordinators that provide on-going support for counties before and after go-live.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Implementation Communications;
  - CalSAWS Information Transmittals;
  - CalSAWS Requests for Information;
- Directing efforts to enable the workforce to make a successful transition to the CalSAWS automated environment and business model;
- Collaborating with appropriate project team leads to integrate implementation management activities into the overall project plan;
- Collaborating with external and internal stakeholders in the development, implementation of the overall implementation strategy;
- Identifying performance or resistance gaps and developing corrective action plans;
- Directing and coordinating ongoing implementation support for counties pre-go live and post-go live;
- Creating and managing the communication strategy for promoting and highlighting key implementation processes and activities;
- Fostering effective two-way communication among vendor, counties and external stakeholders;
- Evaluating implementation related CalSAWS Information Transmittals, and CalSAWS Request for Information;

- Analyzing, communicating, and mitigating implementation risks; and
- Identifying, documenting, resolving, and/or escalating issues to the appropriate level.
- Applying knowledge and experience in the best practices of organizational transformation of information systems and governance structures;
- Understanding and addressing the human factors affecting the consortium's ability to reach is strategic goals;
- Gathering input from multiple shareholders and being a conduit for communication;
- Leading an implementation effort and providing on-going support for counties before and after go-live;
- Providing strong analytical and problem-solving skills;
- Providing organizational, management and leadership abilities;
- Leading a team through various project stages; and Working knowledge of public assistance programs and state policy as it relates to SAWS.

CHANGE MANAGEMENT LEAD

Primary Contact
CalSAWS Customer Engagement Director

About the Assignment
Change Management Leads provide a full-range of information systems analysis and design and are assigned to moderately complex systems. They assess and determine appropriate change management activities, supporting the implementation of CalSAWS in the counties. This position acts as a liaison between the CalSAWS project and the counties. Change Management Leads have a key role ensuring the project and change initiatives meet objectives on time and assisting the counties in adopting and using CalSAWS. Change Management Leads support organizational change management activities, assess and develop change management strategies, identify issues that impact the counties adoption and usage of CalSAWS, and assess the need for additional support/training needed for the CalSAWS implementation. Incumbents apply a thorough knowledge of all phases of systems analysis and development for problem identification and resolution, supporting organization change management activities and training needs with in the county. Incumbents must possess good oral and written communication skills for developing technical and user documentation.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Change Management Plan Input;
  - Change Control Guides;
- Assessing and developing change management strategies;
- Facilitating communication between the counties and Project about upcoming change management activities;
- Supporting organization change management activities and training needed for implementation;
- Facilitating county adaptation to new features, releases, programs, and projects;
- Engaging in the Project Steering Committees, ensuring the members are briefed and prepared to make informed decisions regarding change management needs.

TRAINER

Primary Contact
CalSAWS Training Manager

About the Assignment
This position reports to the Training Lead. As part of the Customer Engagement team, the Trainer supports the design, development and delivery of CalSAWS training. This role supports assessment of needs, development of curriculum, conducting training via appropriate medium, coordinating county training schedules and resources, providing coaching and/or job aids on select skills/behaviors and assessing and measuring overall training program effectiveness.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  o Needs assessment;
  o Curriculum development;
  o Schedule coordination;
  o Conducting training;
  o Providing coaching; and
  o Measuring the effectiveness of the training program.
- Working with the Application Development and Test teams in support of the development, implementation and delivery of training;
- Performing analysis to help resolve application problems.

IMPLEMENTATION COORDINATOR

Primary Contact
CalSAWS Implementation Manager

About the Assignment
This position reports to the Implementation Manager. As part of the Customer Engagement team, the Implementation Coordinators guide counties through the organizational transformation to a statewide system and consortium. This role addresses the human factors affecting the Consortium's ability to reach its strategic objectives by providing ongoing communication channels, gathering input from counties and providing ongoing implementation support for counties both before and after go-live.

Responsibilities
- Contributing to design, development and/or review of work products and deliverables including:
  - Implementation Communications;
  - CalSAWS: Information Transmittals and Requests for Information;
- Documenting new local county business processes, roles and responsibilities to perform tasks utilizing the new system;
- Supporting the Counties' efforts to enable the workforce to make a successful transition to the CalSAWS automated environment and business model;
- Operationalizing the communication strategy for promoting and highlighting key organizational change management and implementation processes and activities;
- Fostering effective two-way communication among vendor, counties and external stakeholders;
- Identifying performance or resistance gaps and developing corrective action plans;
- Providing direct support and coaching to frontline county managers and supervisors as they help stakeholders through transitions both pre-go-live and post-go live;
- Understanding, communicating, and mitigating implementation risks; and
- Identifying, documenting, resolving, and/or escalating issues to the appropriate level.

BENEFITSCAL MANAGER

Primary Contact
CalSAWS Common Services Director

About the assignment

This position is responsible for managing staff and resources that provide comprehensive information technology programs and services for business users. This position requires a high degree of professional information technology knowledge as well as a broad range of management skills including organizational design, strategic planning, budgeting, and personnel management.

Establishes performance requirements and personal development targets for assigned staff and monitors and evaluates performance. Provides coaching for performance improvement and development. Assesses skill gaps and provides training to ensure skills stay current with the technology requirements for current and future work assignments.

Under direction of the Common Services Director, the BenefitsCal Manager plans, organizes and directs the activities of Business Analysts, providing effective technology programs and services to support achievement of project and Consortium objectives. The BenefitsCal Manager assists with analysis, recommendations for corrective actions, and resolutions of problems within the software application. Also, the BenefitsCal Manager will review and validate requirements and design, provide guidance and clarification to the vendor and BenefitsCal team, identify issues that may impact the design or other functional areas.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Application development status;
  - Detail design feedback;
  - Deployment readiness feedback and complete Input;
  - Final acceptance input;
- Planning, organizing, managing, integrating and evaluating the work of a division/section with subordinate supervisors and/or staff;
- Managing and/or supervising and participates in the design and development of business requirements for specific functionality in requirements validation and design sessions;
- Working with the Vendor Project Team to determine the appropriate level of automation necessary to support the required application changes;
- Working with the teams to coordinate staff input into the design of the key system changes;
- Facilitating strong cross-team coordination, communication, and collaboration, and
- Representing the programmatic needs of the entire user community and providing guidance and input from a user perspective.

APPLICATION DEVELOPMENT MANAGER

Primary Contact
CalSAWS Application Development & Test Director

About the assignment

This position is responsible for managing staff and resources that provide comprehensive information technology programs and services for business users. This position requires a high degree of professional information technology knowledge as well as a broad range of management skills including organizational design, strategic planning, budgeting, and personnel management.

Establishes performance requirements and personal development targets for assigned staff and monitors and evaluates performance. Provides coaching for performance improvement and development. Assesses skill gaps and provides training to ensure skills stay current with the technology requirements for current and future work assignments.

Under direction of the Application Development & Test Director, the Application Development Manager plans, organizes and directs the activities of Development Business Analysts, providing effective technology programs and services to support achievement of project and Consortium objectives. The Application Development Manager assists with analysis, recommendations for corrective actions, and resolutions of problems within the software application. Also, the Application Development Manager will review and validate requirements and design, provide guidance and clarification to the vendor and Application Development team, identify issues that may impact the design or other functional areas.

Responsibilities

- Contributing to design, development and/or review of work products and deliverables including:
  - Application development status;
  - Detail design feedback;
  - Deployment readiness feedback and complete Input;
  - Final acceptance input;
- Planning, organizing, managing, integrating and evaluating the work of a division/section with subordinate supervisors and/or staff;
- Managing and/or supervising and participates in the design and development of business requirements for specific functionality in requirements validation and design sessions;
- Working with the Vendor Project Team to determine the appropriate level of automation necessary to support the required application changes;
- Working with the teams to coordinate staff input into the design of the key system changes;
- Facilitating strong cross-team coordination, communication, and collaboration, and
- Representing the programmatic needs of the entire user community and providing guidance and input from a user perspective.

Exhibit B: Job and Service Descriptions
Part 2: Other Services Descriptions

CLOUD ARCHITECT CONSULTANT

Primary Contact
CalSAWS Executive Director

Responsibilities

In support of the State's long-term strategy to implement a single state-wide solution, planning efforts will begin for the CalWIN migration to CalSAWS. As part of the CalSAWS Migration Planning effort, a Proof of Concept (PoC) of the Amazon Web Services (AWS) cloud solution will be conducted to host a copy of the LEADER Replacement System (LRS).

The Cloud Architect Consultant's key activities will include:

- Providing the consortia with cloud engineering expertise in reviewing the technical and architectural designs of the Systems Integrator
- Managing the system integrator and cloud vendor's day-to-day activities associated with implementation of the cloud strategy, and ensuring the architectural principles are aligned with CalSAWS business objectives
- Overseeing the technical team for participation in problem-solving and root cause analysis efforts
- Providing status updates to county and State stakeholders, and managing issues and risks
- Providing input on the design of cloud infrastructure to support 24x7 operations
- Ensuring SLAs (ex: Response Times, Availability, etc.) are being met
- Providing status report(s) and presentation materials as needed
- Providing review and comments on deliverables (e.g. development, design, security, test, disaster recovery, and implementation plans)

GOVERNANCE CONSULTANT

Primary Contact
CalSAWS Executive Director

Responsibilities

In support of the State's long-term strategy to implement a single state-wide solution, planning efforts will begin for the CalWIN migration to CalSAWS. Support will include initial data analysis, mapping and conversion, and governance planning. As requested, the Governance Consultant will attend CalSAWS Board meetings, CalSAWS Planning and other meetings, either in person or via conference call.

The Governance Consultant will lead the following tasks:

- Analyze Data Center Consolidation and Cloud options
- Analyze Application Maintenance Options (for 2 Consortia - CalACES and CalWIN, and then for 1 Consortium - CalSAWS)
- Analyze M&O Organization and Staffing Options (for CalACES and CalSAWS) - should include an Enterprise PMO for CalACES and CalSAWS
- Assess impacts of early termination of existing agreements
- Determine Procurement approach
- Determine key contract terms and SLAs
- Analyze Business Intelligence Options - to support all 58 counties
- Analyze Data Analytics Options - to support all 58 counties

PROCUREMENT CONSULTANT

Primary Contact
CalSAWS Executive Director

Responsibilities

In support of CalSAWS procurement efforts, the Procurement will provide the following procurement related activities. Activities will be performed both remotely and onsite:

- Prepare detailed schedules associated with procurements and document tasks, start and finish dates and task dependencies in procurement work plans
- Document business and price proposal structures, technical and other content requirements with input from appropriate Consortium management staff and subject matter experts
- Document proposal evaluation methodology, evaluation criteria and weighting scenarios
- Prepare RFPs to include requirements, proposal structure requirements, statements of work, evaluation methodology and weighting and scoring criteria
- Coordinate document preparation with Consortium legal counsel as appropriate to include draft contracts and meet other legal guidelines
- Develop Proposal Evaluation Guides for each RFP, including detailed schedules and time commitments for the Evaluation Teams, and all supporting evaluation materials, forms and scoring worksheets
- Prepare for and conduct training for evaluators
- Plan for and conduct procurement tasks, including bidder conferences, answering questions, preparing amendments
- Prepare and present formal Vendor Selection Reports which compile and consolidate evaluator scoring results
- Prepare a range of reports, documentation and updates to support procurement and/or related project efforts
- Document and communicate issues and risks and corresponding solutions and mitigation approaches associated with project activities
- As needed, prepare for and/or participate in CalSAWS meetings, either in person or via webcast or conference call

INFORMATION SECURITY CONSULTANT

Primary Contact
CalSAWS Technical and Operations Director

About the Assignment

Provide a range of consulting activities and expertise regarding information technology security standards and best practices to ensure information assets and technologies are adequately protected for all 58 counties in the state of California. The consultant will assist in developing and implementing processes across the enterprise to reduce information and information technology risks, including sub-systems such as the statewide public facing portal, mobile applications, contact centers, and rules engines supported by multiple vendors exchanging information with the enterprise solution and the general public.

Responsibilities

The assignment has two primary areas of responsibility:

Information Security Consultant

The Consultant will respond to security incidents, establish appropriate security standards and controls, implement security technologies, and advise on the establishment, implementation, enforcement and monitoring of security related policies and procedures.

Information Privacy Consultant

The Consultant in general performs a similar role as the Information Security Consultant but with an emphasis on the protection of Identifying Personal Information (PII). Specific responsibilities of this assignment include but are not limited to:

- Design and coordinate CalSAWS's privacy strategy and programs
- Establish and promulgate privacy policies and procedures
- Coordinate with the Chief Information Security Officer and other stakeholders to ensure alignment between security and privacy practices
- Conduct risk analyses and develop metrics to assess performance of privacy programs in support of maintaining best practices.
- Facilitate training and communication of privacy matters across the Consortium
- Ensures that appropriate documents are maintained in support of the privacy policy.
- Ensure that technologies sustain and do not erode privacy protections relating to the use, collection, storage, and disclosure of personal information (PII)

TECHNICAL SECURITY CONSULTANT

Primary Contact
CalSAWS Technical and Operations Director

About the Assignment

Provide a range of consulting activities and expertise regarding the design, development and/or review of work products and deliverables relating to the technical and secured deployment of the CalSAWS system. These consulting activities include but are not limited to the following:

- Technical Architecture Design input including review and evaluation of Technical Operations and Refresh plans;
- Documentation of technical process and procedures;
- Evaluation of technical products and deliverables related to network infrastructure, county site preparation, and equipment installation;
- Verifying network changes, and evaluating effects on performance of the software;
- Performance Issue Resolution Input;
- Deliverable Tracking Logs;
- CalSAWS System Operations and Support Plan (SOSP) Review Results;
- System Change Request (SCR) Feedback, and Status Reports.

CONVERSION CONSULTANT

Primary Contact
CalSAWS Technical and Operations Director

About the Assignment

Provide a range of consulting activities and expertise for the design, development and review of conversion readiness work products and deliverables including but not limited to:

- Conversion Results Report;
- CalACES Master Conversion Plan; and
- CalWIN/CalSAWS Master Conversion Plan.

BUSINESS CONSULTANT

Primary Contact

CalSAWS-CalWIN Executive Director

About the Assignment

Provide a range of consulting activities and expertise regarding information systems analysis and design standards and best practices to support the activities of the System Development Lifecycle, including requirements analysis, design specifications, test and implement programs for a complete system or a component or module of a large complex system information assets and technologies. The consultant will support the development, implementation and maintenance of CalSAWS, define and analyzes requirements and business functions, design functional systems specifications and test and coordinates the implementation of new application systems and/or revisions to existing systems.

EXHIBIT C: RGS Consulting and HR Services

Upon request from CalSAWS, RGS may assign an RGS employee or employees to provide services on an as needed basis, with hourly billing for services provided. Services may be within any of the RGS service areas, including but not limited to Training, Organizational Development, and Recruitment and Selection services as described below. Advisors providing such services shall:

- Be reasonably available to perform the services during the normal work week.
- Meet regularly and as often as necessary for the purpose of consulting about the scope of work performed with the appropriate Agency project manager and with the RGS lead.

The RGS Recruitment Team currently provides partner agencies with comprehensive recruitment, selection, and pre-employment processing services for all types of agency jobs. Services are billed to the partner agency on an actual hours basis, and include:

Process Management

A single team member is assigned as the partner agency's point of contact, and works collaboratively with the partner agency to:

- Establish hiring process timeline, and qualitative/quantitative hiring goals.
- Develop an application screening plan, including development of focused questions to ensure applicants all respond to identified initial screening criteria.
- Identify effective advertising placement and outreach activity.
- Develop a job bulletin for online posting and/or hard copy distribution.
- Coordinate with partner agency website administrator to ensure effective placement of recruitment and employment-related information on partner agency website.
- Provide comprehensive records documenting the selection process.
- Prepare and deliver all communications to all candidates.

Recruitment Activity

- Post materials in online application system (either RGS' CalOpps account, or partner agency's system).
- Post recruitment materials on partner agency's website.
- Place advertising using a variety of media and deliver email or other social media outreach.

Selection Process

- Conduct initial application/resume screens for required qualifications, and other identified criteria.
- Create a "Qualified and/or Most Qualified" group(s) for partner agency review.
- Prepare all selection interview materials, including schedules, interview questions, rating forms, rater and candidate guides.

- Arrange interview logistics and proctor interviews, including sourcing and scheduling qualified interview panelists (raters), providing all rater paperwork and supplies, arranging hospitality as agreed for interview panel and candidates.

As agreed with partner agency, may develop and administer skills testing selection processes such as written exams, role plays, performance exercises, software skills application, etc.

Other Pre-Employment Screening Processes As Needed

- Conduct reference checks.
- Arrange for medical and/or psychological exams.
- Arrange for background and court records check services.
- Arrange for fingerprinting
- Manage onboarding process, including employment terms and conditions documentation, benefit enrollments, new hire orientation, payroll setup, and compliance with all legally-required hiring processes.

Guiding Principles

The RGS Recruitment Team operates according to the principles and best practices of merit selection based on objective assessment of job-related qualifications; and complies with all local, state, and federal anti-discrimination and equal opportunity guidelines. We collaborate with our partner agencies to achieve selection of high-quality employees in a timely and cost-effective manner. The team is committed to inclusive processes, and to developing workforce diversity through consideration of the widest possible range of qualified candidates. RGS exercises creativity and skill in our approach to identifying and assessing critical job-related skills.

The RGS Recruitment Team

Led by Kay Randolph-Pollard, Senior HR Advisor, the RGS recruitment team is is designed for a mix of recruitment and selection experience, as well as project management, interpersonal, technology, and communication skills. RGS' goal is to assign work to an appropriate level of qualified staff to provide effective pricing to partner agencies, and the team accordingly contains a balanced mix of analyst-level problem solvers, and technically-focused production personnel.

Onboarding Services

These services may be provided by either Recruitment Team members, or members of RGS' HR Management Team, depending on partner agency needs and staff availability.

Hourly rates for assigned RGS Advisor/Consultants can be found in Exhibit A, Table 1.