

CalSAWS Consortium

BenefitsCal

Exhibit A - Statement of Work

DOCUMENT HISTORY

This document is controlled through the Project Control Process.

DATE	REVISION DESCRIPTION

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1.1 BENEFITS CAL STATEMENT OF WORK

The Statement of Work (SOW) defines the BenefitsCal Services required to maintain and operate the application and associated BenefitsCal. The BenefitsCal Contractor will provide Services as contained in this SOW for the duration of the Agreement.

1.1.1 Consortium Responsibilities

The Consortium will provide Contract management and oversight for this Agreement. It will perform the following responsibilities.

Table 1 - Consortium BenefitsCal Responsibilities

M&O SERVICES ROLES AND RESPONSIBILITIES	
CALSAWS CONSORTIUM	
TASK 1 - TRANSITION-IN	▪ Provide a Transition-In Manager ▪ Participate in and support Transition-In meetings ▪ Provide Consortium Staff to participate in knowledge transfer and internal training activities ▪ Participate in Readiness Reviews ▪ Participate in Testing and Validation activities and walkthroughs ▪ Provide timely review and approval of Contractor Work products and Deliverables

M&O SERVICES ROLES AND RESPONSIBILITIES	
CALSAWS CONSORTIUM	
TASK 2 - PROJECT MANAGEMENT	▪ Maintain M&O Project standards, policies and procedures ▪ Maintain the BenefitsCal PCD ▪ Develop and maintain the CalSAWS Master Work Plan ▪ Oversee Contractor Agreements and performance requirement commitments ▪ Provide facilities for Contractor personnel ▪ Provide timely review and approval of Contractor Work products and Deliverables ▪ Maintain and enhance BenefitsCal Project Sponsor and Stakeholder relationships ▪ Maintain and evolve the Collaboration Model and Charter ▪ Provide Consortium Staff to work with the Contractor ▪ Provide access to Project information including technical, program and policy documentation ▪ Work with Contractors to research and resolve deviations and perform issue escalation and resolution ▪ Participate and support corrective action planning and execution activities ▪ Oversee CalSAWS and Consortium business coordination ▪ Manage expectations and communications for the JPA Board of Directors, Project Steering Committee, and other stakeholders for the CalSAWS Project ▪ Manage planning of Project funding
TASK 3 – SYSTEM CHANGE REQUEST	▪ Participate in and support System Change Request (SCR) and BenefitsCal enhancement meetings ▪ Provide Consortium Executive Director approval for SCR and enhancement application changes ▪ Support the User Centered Design, customer experience and public marketing and outreach processes and activities. ▪ Participate in the Change Control Board (CCB) process
TASK 4 - MARKETING AND PUBLIC COMMUNICATIONS	▪ Provide Consortium Executive Director oversight of the approach to public outreach and marketing ▪ Participate and support Marketing and Public Communications planning and implementation of outreach activities ▪ Participate in and support BenefitsCal Marketing and Public Communications meetings

M&O SERVICES ROLES AND RESPONSIBILITIES	
CALSAWS CONSORTIUM	
TASK 5- SUPPORT SERVICES	▪ Provide a Technical/Operations Manager ▪ Participate in and support Technical BenefitsCal meetings ▪ Provide Consortium Executive Director approval for new/change/removal of software purchases ▪ Participate in the Change Advisory Board (CAB) process
TASK 6 – ENHANCEMENT AND INNOVATION	▪ Participate in and support Innovation-related planning implementation meetings ▪ Provide Consortium Staff to participate in Proofs of Concepts environment support assessments ▪ Provide timely review and approval of Contractor Work products and Deliverables ▪ Drive Consortium and Contractor improvements to the Collaboration Model, User Centered Design, and Public outreach
TASK 7 - PRODUCTION OPERATIONS	▪ Provide a Technical/Operations Manager ▪ Participate in and support Technical BenefitsCal meetings ▪ Provide Consortium Executive Director approval for new/change/removal of software purchases ▪ Participate in the Change Advisory Board (CAB) process ▪ Participate in and support Production Operations meetings ▪ Assist in the management of escalated defects and the notification of the necessary parties ▪ Monitor escalated issues to confirm timely resolution ▪ Review service level reports ▪ Manage communication and coordination of any impacts on the Consortium and stakeholders
TASK 8 – TECHNOLOGY RECOVERY	▪ Participate in and support Technical Recovery meetings ▪ Participate in Contractor's retrospective of Technical Recovery execution and results
TASK 9 – SECURITY	▪ Establish security policies and standards for the Contractor ▪ Assist with the research, resolution, and escalation of security breaches as necessary ▪ Report security incidents to external entities as necessary

M&O SERVICES ROLES AND RESPONSIBILITIES	
CALSAWS CONSORTIUM	
TASK 10 – TRANSITION OUT	▪ Provide a Transition-Out Manager ▪ Participate in and support Transition-Out meetings ▪ Provide Consortium Staff to participate in knowledge transfer and internal training activities ▪ Participate in Readiness Reviews ▪ Participate in Testing and Validation activities and walkthroughs ▪ Review and approve Deliverables

1.1.2 Contractor Responsibilities

The Contractor responsibilities include the following general items:

- Perform the Services required under this Agreement in a manner that will not disrupt the CalSAWS operations.
- Deliver the Services specified in this SOW and included in **Exhibit B to Agreement, Statement of Requirements**
- Produce and deliver the Contract Deliverables specified in **Attachment 1 to this Exhibit A, Deliverable Inventory**.
- Apply CalSAWS standardized business processes and leverage mandatory tools as contained in Software Inventory to manage Project activities and satisfy BenefitsCal reporting requirements.
- Comply with all applicable Consortium policies and procedures.
- Supply Contractor personnel with all hardware and CalSAWS Software needed to perform their duties in accordance with the Agreement.
- Supply secure internet and network access to the CalSAWS project tools and environments.
- Coordinate and collaborate with the Consortium and other CalSAWS contractors in application and BenefitsCal activities and associated issue and risk management activities.

1.1.3 BenefitsCal Contractor Staffing

1.1.3.1 Project Location and Core Hours

The Contractor's Staff will be dedicated to the Project unless otherwise described within the Contractor's approach and approved by the CalSAWS Executive Director. The Consortium requires that Contractor Key Staff are dedicated on a full-time basis during the base contract term. Project work hours are Monday, 12:00 P.M. Pacific Time Zone

through Friday, 12:00 P.M. (Pacific Time Zone). Project meetings should be limited to this period.

During the BenefitsCal Transition-In period 75% of Work performed by Key Staff must be conducted at an approved Project site as defined in this Agreement unless alternate arrangements are approved in writing by the Executive Director. Consortium Key Staff counterparts will also conform to this model.

In all cases, during the BenefitsCal Transition-In period and afterwards, the Contractor must provide at least one Key Staff person on-site on Monday mornings, 8:00 A.M. through 12:00 P.M. and Friday afternoons, 12:00 P.M. through 5:00 P.M.

After the successful completion of the Transition-In period, Key Staff and other Staff may be required to work on-site per Consortium direction. The Consortium assumes up to eight (8) Key Staff and other Staff will work full-time on-site with an additional 10% of Staff working on-site periodically. The Consortium's long-term expectation is to support a remote Staff model.

In the event of one or more Project site relocations, the Contractor will support the transition(s) without interruption of services.

1.1.3.2 Staff Responsibilities

The Contractor is responsible for providing all Staff necessary to fulfill the Services and requirements defined in this RFP and SOW. Any increase to the Agreement price for additional staff will only be allowed pursuant to the Consortium Change Order process.

The Contractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Consortium Staff, County Staff, other Consortium contractor Staff, and State Staff/Project Sponsors. The Contractor's Staff will proactively coordinate and work collaboratively with the Consortium.

The Contractor is responsible for ensuring all Contractor Staff clearly understand both initial and ongoing roles and responsibilities, how the team and assignments relate to the Project and the overall CalSAWS status and plans. The Consortium operates in a multi-contractor environment. Different Contractors have responsibilities for different aspects of CalSAWS. It is the Consortium's expectation that all Contractor Staff work together cooperatively and collaboratively to achieve the best interests of the Consortium.

All proposed Contractor Staff must have good oral and written communication skills. One aspect of good oral communication skills includes the ability to communicate with diverse groups of users and to convey information technology terms and concepts to non-technical audiences.

All Contractor Staff must prepare for and actively participate in designated Project meetings and represent the best interests of the Consortium, identify and escalate issues as appropriate, and contribute to required status reports.

To facilitate Project progress, it is important to the Consortium that the BenefitsCal Contractor minimizes Staff turnover to the extent possible, particularly for Key Staff as detailed below.

1.1.3.3 Contractor Staff Changes

For any expected BenefitsCal Key Staff changes, the Contractor will provide a 30-calendar Day notice to the Executive Director regarding the change and plans for transition. The BenefitsCal Contractor will provide the Consortium at least two resumes with proof of experience that meets or exceeds the mandatory qualifications and two references for any recommended replacement Key Staff. The Consortium reserves the right to require face-to-face or phone interviews of all proposed replacement Key Staff. The Consortium reserves the right to accept or reject any proposed Key Staff.

For any unexpected Key Staff changes, the Contractor will provide the Consortium Executive Director a written notification within three business days of knowledge and required Key Staff action. Within seven (7) calendar days of providing such written notice, the Contractor will provide the Consortium Executive Director with plans for transition. All provisions in the preceding paragraph apply to unexpected Key Staff changes.

1.1.3.4 Staff Performance

The Contractor Staff will possess the skills and experience necessary to fulfil the Contractor's responsibilities as set forth in the Agreement. The Contractor will be responsible for identifying and correcting performance issues for its entire Staff (i.e., employees and Subcontractors). Should the Consortium discover performance problems with any Contractor Staff, the Executive Director will notify the appropriate Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any Staff person, the Contractor will immediately remove such Staff from the Project.

1.1.3.5 Approval of Staff

During the Agreement term, the Consortium reserves the right to approve or disapprove the Contractor's Staff, including, but not limited to, any Subcontractor Staff assigned to this Agreement, or to approve or disapprove any proposed changes in Staff or Staffing levels. The Consortium may request the Contractor to remove Contractor employees or Subcontractors from work on the Project for the following circumstances: not possessing the appropriate skill sets for the position, being incompetent, careless, insubordinate, unsuitable, or otherwise unacceptable, or whose continued engagement on the Project is deemed not in the best interest of the Consortium. Such request will be based solely on nondiscriminatory reasons and the Contractor will have the right to request the withdrawal of any such request upon the Contractor demonstrating that the Consortium concern is unfounded. Upon request of the Executive Director or designee, the Contractor will provide the Consortium with the required documentation (e.g., resume with proof of experience that meets or exceeds the mandatory qualifications)

of any member of its Staff or a Subcontractor's Staff assigned to or proposed to be assigned to any aspect of the performance of this Agreement.

1.1.3.6 BenefitsCal Key Staff

Bidders submitting a Proposal will include the following Key Staff. This Section defines the Key Staff Mandatory Qualification (MQ) requirements for the Contractor's leadership team that will work alongside the Consortium's leadership team for the duration of the Agreement, except for the Transition Manager. The Transition Manager Position will be time-limited for the duration of the Transition-In period.

BenefitsCal Key Staff include the following:

1. Project Manager
2. Project Management Office Lead
3. Transition Lead
4. Application Manager
5. Product Manager
6. User Centered Design Lead
7. Testing Manager
8. Public Communications Lead
9. Security Manager

Key Staff roles descriptions and mandatory qualifications follow.

1.1.3.6.1 Project Manager

The Project Manager is responsible for providing day-to-day management of Contractor resources and activities, including overall performance and Agreement compliance. The Project Manager will act as the primary interface with the Executive Director and Consortium Management Team. The Project Manager is responsible for managing the BenefitsCal scope of Services, their team and administering the Contractor Agreement. The Project Manager is responsible for ensuring the Agreement receives company support, commitment, and oversight to meet or exceed all its contractual requirements. The Project Manager must have the decision-making authority to bind the Contractor contractually to all terms and conditions in the Agreement. The Project Manager is accountable for Contractor Staff performance.

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

- Overseeing the development and delivery of all Contractor tasks, Services and Deliverables and ensuring they are of the highest quality and are delivered in accordance with the approved BenefitsCal work schedule.
- Ensuring the Contractor team understands the scope of the Agreement and the BenefitsCal role in the "big picture" of how to work in concert with the

Consortium and its Delivery Integration Team, Counties, state, stakeholders, clients and other Contractors.

- Participate as part of the DI Team in the revisions and execution of plans and processes to govern multiple contractors working collectively in the CalSAWS environment.
- Provide executive level reporting and communications to Consortium Management, the Executive Director, Joint Powers Authority (JPA) Board of Directors, Project Steering Committee, State program sponsors and other stakeholders.
- Prepare special reports and presentations related to the Project.
- Work cooperatively with the Consortium PMO to resolve escalated issues including, but not limited to, contractual requirements, risk mitigation, BenefitsCal enhancements, and any other issue that requires executive management attention.
- Identify and bring forward technology options and innovation recommendations that will provide the highest value to the Consortium and County business operations.

Table 2 –Project Manager Mandatory Qualifications

PROJECT MANAGER MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S3	A minimum of five (5) years of experience managing an IT Project using a defined system development life cycle (SDLC), including business and system requirement specifications, design, development, testing, and implementation.
S4	A minimum of five (5) years of experience leading the development of Deliverables on IT Projects within the past ten (10) years with direct responsibility for activities in the following Project Management knowledge areas: scope, time, cost, human resources, risk, quality, integration and communication.
S5	A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 25 people or greater on IT systems Projects.
S6	A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.
S7	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.

1.1.3.6.2 Project Management Office Lead

The Project Management Office (PMO) Lead is responsible for the administration of the Project Management Office support and overall reporting efforts for the BenefitsCal Contractor. The BenefitsCal PMO Lead responsibilities will include the following:

- Work closely with the BenefitsCal Project Manager and provide PMO support in the execution of the BenefitsCal Contractor's Agreement responsibilities.
- Adhere to the Consortium's PCD and other Consortium required processes and procedures.
- Manage and monitor the BenefitsCal Work Schedule that will be incorporated into the Consortium's Master Work Schedule.
- Ensure the BenefitsCal Contractor's Team's understanding of and adherence to Work Schedule activities, Deliverable responsibilities and Project processes and procedures.
- Lead and support the development and delivery of all BenefitsCal Deliverables and Work products, ensuring they are of the highest quality and are delivered in accordance with the approved BenefitsCal Work Schedule.
- Provide financial reporting regarding planned and actual expenditures monthly using agreed upon formats.
- Establish and manage BenefitsCal related issue resolution and risk mitigation strategies.

Table 3 –PMO Lead Mandatory Qualifications

PMO LEAD MANDATORY QUALIFICATIONS	
Req #	Mandatory Qualifications
S8	A minimum of three (3) years of experience within the past five (5) years leading a PMO in a corporate systems integration organization, Federal, State, County, or Consortium organization.
S9	A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.
S10	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.

1.1.3.6.3 Transition Lead

The Transition Lead's role will span the six (6) month Transition-In period. This position is responsible to plan, coordinate and successfully complete the transition of all responsibilities and functions from the existing contractor to the new BenefitsCal Contractor. Duties and responsibilities of the Transition Lead include:

- Manage all Transition-In activities and deliver a successful transition.
- Develop, maintain, and deliver a Transition-In Plan (TIP).

- Work collaboratively with the incumbent contractor to accomplish a smooth transition of all BenefitsCal components.
- Minimize impact to end users and County business operations during transition.
- Assist Consortium, Counties, Project Sponsors, and Program Partners in understanding transition-in activities, timelines and impacts to other Consortium initiatives, BenefitsCal releases and Tasks.
- Identify and communicate with internal and external stakeholders/advocates on transition activities as needed.
- Work with the Project Manager in closing out Transition activities.

Table 4 –Transition Lead Mandatory Qualifications

TRANSITION LEAD MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualification
S11	A minimum of 18 months of experience within the past ten (10) years, performing operational transition activities on Projects involving complex IT systems.
S12	Experience within the past ten (10) years, managing the successful transition of IT systems from one (1) company or contract to another on at least two (2) separate Projects. The Transition Manager's experience will have been for a minimum duration of three (3) months for each Project.

1.1.3.6.4 Application Manager

The Application Manager will be responsible for planning, managing, implementing, and monitoring BenefitsCal application changes. Central to this role is the overall management of the UCD, User Experience and the SCR process. The manager will work with Consortium to globally strategize upcoming release planning to fully utilize the Consortium's BenefitsCal budget to meet identified policy and priorities. The manager will confirm the Contractor's application team contains the necessary skill set and experience to carry out application functions required by the SDLC.

This position is responsible for working closely with the design, development and test teams in support of Consortium, County, State, advocate and client activities. The manager will coordinate with these groups to identify, research and resolve questions, and communicate insights to shape the user experiences.

The duties and responsibilities of the Application Manager include:

- Manage the day-to-day activities and all aspects of the Contractor's Application Staff.
- Plan, prepare for and manage application maintenance tasks and resources in accordance with the approved work schedule.
- Oversee the SCR requirements management processes, including monitoring and assessing issues that relate to requirement changes and potential impacts to associated systems.

- Confirm UCD processes and User Experience (UX) methodologies have been applied, where applicable to improve the User experience for stakeholders, including the public.
- Ensure the Consortium, counties, state, advocate and client input are included in UCD activities throughout the design and development processes and will oversee the design and usability of the BenefitsCal application.
- Identify and proactively bring forward options that will provide the most efficient and effective engagement of users, and the best value to the Consortium, Counties, and stakeholders.
- Confirm that documentation of defect fixes and SCRs are accurately reflected in the appropriate Deliverable.
- Lead application scope management and the evaluation of potential application scope changes.
- Work with the Consortium to prioritize and coordinate release content and effort based on the BenefitsCal SCR queue, service requests, third-party applications and/or other CalSAWS components.
- Work as part of the Consortium continuous improvement efforts for the BenefitsCal SCR process to enable rapid releases into Production.
- Communicate plans for key application changes.
- Deliver timely changes, enhancements, associated deliverables, and defect fixes.
- Assess proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability.
- Lead the development of all application related Deliverables and work products.
- Document and maintain all required detailed design documentation.
- Perform risk analysis to identify security issues and remediating plans. Identify and/or mitigate operational risks where appropriate.
- Work with the CalSAWS Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments and questions received through the AskCalSAWS mailbox.

Table 5 –Application Manager Mandatory Qualifications

APPLICATION MANAGER MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S13	A minimum of five (5) years of experience within the past ten (10) years of experience in the development, implementation and management of information technology - and IT systems, including cloud architectures, portal applications, business systems, server technologies, and communication technologies.
S14	A minimum of five (5) years of experience within the past ten (10) years, managing a SDLC, including business and system requirement specification, design, development, testing, and implementation, on Projects involving complex IT systems.
S15	A minimum of three (3) years of experience applying UCD processes and User Experience (UX) activities (such as usability reviews, studies, and testing) on IT Projects.

1.1.3.6.5 Product Manager

The Product Manager is a key team member contributing to and managing the shared vision and desired outcomes of BenefitsCal by working with the Consortium, the counties, the state, and other stakeholders, including the public. The Product Manager identifies users' unmet and underserved needs, systemically designs solutions to meet those needs, and validates the usefulness and value of these solutions. The Product Manager maintains and iterates the key objectives of BenefitsCal and considers how proposed changes and enhancements can be modified, designed, or sequenced to support the BenefitsCal vision and desired outcomes. The Product Manager works closely with the Application Manager, the Regional Managers and other Consortium and Contractor staff to ensure the user voice remains centered and incorporated into BenefitsCal design processes and the impacts of change are fully understood and communicated adequately and timely to counties and affected Stakeholders.

The duties and responsibilities of the Product Manager include:

- Lead cross-functional teams of researchers, designers, engineers, and other Subject Matter Experts in the development of product scope, goals, and strategy, including aligning teams and stakeholders around a shared vision and desired outcomes.
- Develop and maintain list of the core outcomes and metrics for BenefitsCal based on user needs and the agency and product's objectives; obtaining approval from the Consortium and the state and input from other stakeholders, including the public; make evidence-based product decisions.
- Oversee efforts to discover new user needs and incorporate ongoing feedback to iteratively improve BenefitsCal over time.
- Ensure UCD processes and User Experience (UX) methodologies have been applied, where applicable, to understand the problems to be solved and how proposed changes and enhancements to BenefitsCal may best address those problems.
- Ensure input from users, the Consortium, counties, state, and other stakeholders is included in UCD activities throughout the design and development processes and oversee the design and usability of the BenefitsCal application.
- Identify and proactively bring forward solutions that will provide the most efficient and effective engagement of users, streamline service delivery, and bring the most value to users, the Consortium, Counties, state, and other stakeholders.
- Monitor and actively contribute to the prioritization of SCRs and other enhancement requests and propose adjustments to create the most value and align with the vision and desired outcomes for BenefitsCal.
- As part of the prioritization of SCRs and enhancements, when appropriate propose clustering and sequencing of related changes to provide transformational impact to BenefitsCal users.

- Manage, own, and maintain a master list of proposed changes and enhancements, including details on planned start, actual start, planned completion, actual completion, and other relevant details that can be readily shared with the Consortium, counties, the state, and other stakeholders.
- Oversee experiments to measure the impact of messaging strategies and the effect on applications, completions, and approvals.

Table 6 –Product Manager Mandatory Qualifications

PRODUCT MANAGER MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S16	Bachelor's Degree in relevant disciplines such as Computer Science, Information Technology, Engineering, Business Administration, or relevant certification from a similar program such as Product Management.
S17	A minimum of five (5) years of experience in technical or technical-related product launch and or management.
S18	A minimum of three (3) years serving as a Product Manager or like role with familiarity in working with public sector services and enterprises.

1.1.3.6.6 User Centered Design Lead

The User Centered Design (UCD) Lead serves as the Project expert on UCD practices and methodologies, drives the development of innovative UCD solutions and provides thought leadership. With the purpose of increasing end-user participation and system usability and user experience, the UCD lead will focus on the needs, preferences, and behaviors of the end users of the BenefitsCal system and create solutions that are intuitive, accessible, and applicable for end users, while also meeting the goals and requirements of Project Sponsors and Stakeholders. Leads the conduct of business analysis projects and may supervise lower-level analysts and direct others in both planning and structuring the work and executing the expected levels of deliverable quality. Duties and responsibilities of the UCD Lead include:

- Adopt the Consortium's UCD best practices and create new methods and tools, such as research, prototyping, usability testing, and evaluation to understand the Users and their context and design and iterate solutions based on User feedback.
- Work with SCR teams to plan, prioritize and deliver UCD work products, including use cases, prototypes and usability studies.
- Serve as the Project expert on UCD and promote, teach, explain UCD thinking, concepts and techniques.
- Advocate for the Users' perspective. Ensure that the voices of Consortium's stakeholders, including end users, community organizations and project sponsors are compellingly represented in the design of new solutions.

- In collaboration with the Public Communications Lead, conduct User research to understand the needs and goals of the target users, analyzing and synthesizing the data to create use cases, developing design concepts and prototypes, testing and evaluating the solutions with Users and Stakeholders, iterating and refining design solutions based upon test results and feedback, and communicating with the Application Manager and the Project team members to ensure alignment with objectives.
- Identify and cultivate relationships with strategic partners who can provide design expertise for application changes and develop solutions that contribute to the enhancement of the UCD processes.
- Advise Consortium leadership and stakeholders on the quality and effectiveness of the UCD processes used and prepare for and conduct retrospective reviews and continuous improvement activities.
- Demonstrate the understanding of how technical constraints and opportunities inform design solutions.

Table 7 –User Centered Design Lead Mandatory Qualifications

USER CENTERED DESIGN LEAD MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S19	Bachelor's Degree in relevant design discipline, (e.g., Interaction design, Human Computer Interface, User Experience Design), or certification from similar accelerated learning program.
S20	A minimum of five (5) years of experience leading a program of work through full product development cycles in discovery, concepting, prototypes, requirements, design specifications, implementation and post-implementation.
S21	A minimum of two (2) years of experience leading design work of successful automation products, demonstrating User Centered Design models and User Experience usability studies.
S22	A minimum of two (2) years of experience demonstrating advanced skills in interactive design, Visual/UI design and Architecture.
S23	A minimum of one (1) year of experience conducting User research and prototyping.

1.1.3.6.7 Test Manager

The Test Manager will oversee and monitor testing activities from the creation of test scripts through all testing phases, including unit, System, integration and performance testing. This position will support the Consortium-led County Validation testing efforts. Central to this role is the management of the SCR test process. The manager will confirm the Contractor's Test team contains the necessary skill set and experience to carry out application test functions required by the SDLC. This position is also responsible for release management and will coordinate with the Application Manager to plan, structure, coordinate, deploy and manage releases. The duties and responsibilities of the Test Manager include:

- Adopt the Consortium's Test Plan and recommend new methods and/or tools such as for usability testing, regression testing, and test reporting.
- Manage the day-to-day activities of the Contractor's Test Team.
- Oversee planning, development, and execution of BenefitsCal testing.
- Lead and coordinate with the development, business, and technical teams to execute all testing activities.
- Coordinate and support the Consortium-lead County Validation testing efforts.
- Plan, develop, review, and maintain the release schedule in conjunction with the Consortium.
- Oversee and conduct BenefitsCal Release Readiness reviews.
- Track all test defects.
- Assist the Consortium in determining defect severity levels for all defects.
- Track all defects through retest and timely resolution.
- Provide and communicate test metrics and progress reports.
- Participate in the Certification of Successful Production Release process as defined within the BenefitsCal Services Plan.

Table 8 –Test Manager Mandatory Qualifications

TEST MANAGER MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S24	A minimum of five (5) years of experience within the past ten (10) years as Test Manager or Lead on Projects in a health and human services or health care services Project.
S25	A minimum of five (5) years of experience planning, preparing for, and executing system test, UAT, and/or regression tests in compliance with a recognized standard, such as IEEE or ISO.
S26	A minimum of five (5) years of experience with testing JAVA web-based applications, Software interaction with Oracle databases, web services, and/or cloud services.
S27	A minimum of three (3) years of experience overseeing or testing applications with multiple advocates/customers with varied business priorities and varying levels of experience with automation systems.

1.1.3.6.8 Public Communications Lead

The Public Communications Lead has responsibility for developing, implementing, directing and managing a comprehensive, integrated communications and internal and external public relations program designed to ensure communications of

Stakeholder and Consortium priorities and promote key organizational services and programs to increase public awareness of the BenefitsCal System. This position works closely with the CalSAWS Executive Team, CalSAWS Application Manager, Contractor Application Manager, Consortium internal and external Stakeholder Leads, including the public. The duties and responsibilities of the Public Communications Lead include:

- Lead the development and implementation of a comprehensive marketing and communications program designed to communicate BenefitsCal services and programs and foster community relationships through BenefitsCal initiatives.
- Oversee, plan and manage all publicity related BenefitsCal special events and provide tactical direction to staff in carrying out marketing, communications and customer service functions.
- Lead the development of materials in support of BenefitsCal marketing strategies including publications, electronic communications and multimedia presentations.
- Develop, implement and plan both electronic and web-based communication for the implementation of public relations strategies; utilizing current and emerging technologies to best reach target audiences.
- Develop and oversee the production of reports and materials intended to market and promote the service of BenefitsCal.
- Consult with and provide oral reports and presentations on BenefitsCal related issues to the JPA, Consortium Executive leadership, PSC and other Consortium Teams, and Stakeholder groups.
- Expand the Consortium strategic partnerships with public and private organizations to garner BenefitsCal support and Stakeholder collaboration to maximize BenefitsCal visibility and community reach.
- Cultivate relationships with media outlets and shape and direct stories about BenefitsCal programs and services. Manage media relationships, research editorial opportunities and build relationships with key industry media.
- Lead and supervise graphic arts initiatives and establish quality content and design of informational and promotional materials for public distribution.
- Oversee and take creative lead of all production of BenefitsCal print, web and other marketing materials. Create and maintain standards and quality control of BenefitsCal internal and external communications.
- Create opportunities with external stakeholders in branding, marketing, public relations and public affairs; members of the news media; and vendors. Build and maintain key strategic relationships with external stakeholders and local media to establish branding opportunities to increase BenefitsCal visibility through web, print, broadcast and events.

Table 9 –Public Communications Lead Mandatory Qualifications

PUBLIC COMMUNICATIONS LEAD MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S28	A minimum of five (5) years of experience developing, administering, and evaluating a comprehensive marketing or public relations program, involving the development of public awareness of a major program(s).
S29	A minimum of two (2) years of experience developing and/or leading the development of visual/graphical arts material. Experience must be print or web-related marketing material.
S30	A minimum of two (2) years of experience developing and managing media relationships including editorial opportunities and print/TV media.

1.1.3.6.9 Security Manager

The Security Manager serves as the focal point for cybersecurity solutions, privacy and protection of digital information, and security compliance related activities and responsibilities for BenefitsCal. This position will work closely with the Consortium and other CalSAWS contractor security teams. The duties and responsibilities of the Security Manager include:

- Plan, implement, manage, monitor, and upgrade security solutions to defend against hacking, malware, ransomware, and other threats to Data, BenefitsCal, and networks.
- Maintain, enforce, and document BenefitsCal security policies and procedures that align with current industry standards and Privacy and Security Agreements (PSAs) among CalSAWS, California State agencies, and other CalSAWS contractors.
- Serve as a resource regarding matters of information security and reports status of ongoing information security activities to CalSAWS Executive Director or designee(s).
- Support the development/adoption and enforcement of Information Security policies, procedures, and standards.
- Provide timely notification to the Consortium and Project sponsors of security breaches.
- Coordinate with the Consortium and other CalSAWS contractors in responding to information security data calls, audit requests, and reporting.
- Work with the Consortium to implement, monitor, and maintain appropriate security measures, best practices, controls, and mechanisms to guard against unauthorized access to electronically stored and/or transmitted Data and protect against reasonably anticipated threats and hazards.
- Perform ongoing security monitoring of Systems.

- Identify and mitigate all security weaknesses, threats, and vulnerabilities in all BenefitsCal operational entities.
- Conduct penetration testing, exercises, analyses and simulation on security incidents and response capabilities to determine effectiveness; document results.
- Implement and enforce policies and procedures, which include standards for incident handling (FTI, PHI, etc.).
- Respond to security breaches.
- Provide root cause analysis and remediation of security issues.

Table 10 –Security Manager Mandatory Qualifications

SECURITY MANAGER MANDATORY QUALIFICATIONS	
Req#	Mandatory Qualifications
S31	A minimum of three (3) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.
S32	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving and monitoring industry standard Security strategies, solutions, and processes on Projects involving - an AWS cloud environment.
S33	A minimum of three (3) years of experience within the past ten (10) years applying Information Security principles, methods, and techniques in the development of Project security Deliverables.
S34	A minimum of three (3) years of experience assessing system data sensitivity using security categorizations (e.g., FIPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI) and/or Federal Tax Information (FTI) data.
S35	A minimum of three (3) years of experience with systems that comply with NIST 800-53 moderate baseline.
S36	Hold an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM) and maintain for the duration of the contract.

1.1.4 BenefitsCal Requirements

The Contractor will perform the Services and produce the Deliverables specified in the BenefitsCal Requirements contained in **Attachment B to the Agreement, Statement of Requirements, and Attachment 1 to this Exhibit A, Statement of Work, Deliverable Inventory**. A brief description of each task area is provided below.

1.1.4.1 Task 1 – Transition-In Requirements

The successor Contractor has the overall responsibility for providing an orderly transition (takeover) from the current contract that is transparent and minimizes disruption of service to all users of CalSAWS. During this period, the incumbent contractor and the successor Contractor will work in parallel. Successful transition results in the successor Contractor establishing a post transition operational baseline and assuming responsibility for providing BenefitsCal support as required under the Agreement. The successor Contractor must complete all Transition-In Services within six months from the Agreement Start Date.

Transition-In major activities include:

- Transition-In Planning and Reporting: The development and execution of the Transition-In Management Plan (TIMP) and Transition-In Work Schedule. The TIMP will be the governing document for the management and execution of the BenefitsCal Transition-In phase, and the Transition-In Work Schedule details the Transition-In activities.
- Transition-In Service and Function Migration: The development and execution of a Service and Migration Plan for each major Task Area. The Service and Function Migration Plan will identify, prepare, and implement Transition-In activities that allow for a smooth transition of responsibility for Services, functions, and other transition components from the incumbent Contractor to the Contractor.
- Transition-In Training and Knowledge Transfer: The development and execution of a Training and Knowledge Transfer Plan to confirm all appropriate Staff are trained to be ready to assume and fulfill the support requirements.
- Transition-In Readiness Reviews: The execution of reviews with the Consortium for each Service or Function identified as part of the Service and Function Migration Plans to provide evidence that the Contractor is ready to assume operational control and responsibility for fulfilling support requirements.
- Transition-In Test and Validation: The execution of activities that demonstrate that the Contractor is capable of successfully maintaining and operating Services, providing Service Desk Tier 3 support, and providing application and technical support Services.

1.1.4.2 Task 2 – Management Requirements

- The Contractor will manage all Contractor Work performed under this Agreement, including Project management, Work Schedule management, strategic planning, application and technical management, contract management, budget management, Deliverable management, and Staff management. The Contractor will comply with the CalSAWS PCD processes and procedures and will adhere to the Consortium's operating policies and procedures.
- The Contractor will execute Services in accordance with the approved CalSAWS BenefitsCal Services Plan and the associated Operational Working Documents

(OWDs) that provide the detailed procedures for the activities and processes contained in the BenefitsCal Services Plan.

1.1.4.3 Task 3 – System Change Request Requirements

The Contractor will perform a range of SCR activities, to include:

- Adherence to the CalSAWS SDLC methodology to develop and deploy BenefitsCal changes while maintaining high-quality.
- Provide a focus on UCD, that reduces the overall time and effort for the development and delivery of BenefitsCal changes, while maintaining high quality and usability.
- Perform requirements capture and validation activities and deliver and maintain the Requirements Traceability Matrix (RTM).
- Provide ongoing test planning and execution support Services.
- Perform Implementation, Change Management, and Training activities related to SCR(s) Production delivery.
- Participate in Production readiness activities, perform Production release activities, and Production certification and post-deployment activities.

1.1.4.4 Task 4 – Marketing and Public Communications Requirements

The Contractor will perform a range of Marketing and Public Communications activities, in cooperation and coordination with the Consortium and other CalSAWS Contractors to include:

- Make process improvement recommendations for the enhancement of public communications and marketing to increase the visibility of BenefitsCal services and customer outreach.
- Expand the Consortium strategic partnerships with public and private organizations to garner BenefitsCal support and Stakeholder collaboration to maximize BenefitsCal visibility and community outreach.
- Lead the development and implementation of a comprehensive marketing and communications program designed to communicate BenefitsCal services and programs, promote the services of BenefitsCal, and foster community relationships through BenefitsCal initiatives.
- Develop, implement, and plan for the use of electronic and web-based communication for the implementation of public relations strategies; utilizing current and emerging technologies to best reach target audiences.
- Conduct User research to understand the needs and goals of the target users, analyzing and synthesizing the data to create use cases, developing design concepts and prototypes, testing and evaluating the solutions with Users and Stakeholders, iterating and refining design solutions based upon test results and feedback, and communicating with the Application Manager and the Project team members to ensure alignment with objectives.

1.1.4.5 Task 5 – Support Services Requirements

The Contractor will perform a range of Support Services activities, in cooperation and coordination with the Consortium and other CalSAWS Contractors to include:

- Ongoing evaluations of statutory and/or regulatory changes impacting Benefits, including evaluating business and programming implications, schedules, and costs.
- Deliver, to designated Consortium Staff, ongoing Project-business tools training.
- BenefitsCal-related updates in support of the Project website, CalSAWS.org.

1.1.4.6 Task 6 – Enhancement and Innovation Requirements

The Contractor will manage and execute enhancement and innovation enhancement activities, in cooperation and coordination with the Consortium and other CalSAWS Contractors as applicable, consistent with the BenefitsCal Services Plan and the associated OWDs, which will be handled through the SCR process and the Stakeholder Collaboration Model process.

The Contractor will participate as a key contributor in the CalSAWS Innovation initiatives, with a focus on County-oriented innovation and will be responsible for the Consortium-approved evaluation of emerging technologies, Proof of Concept (POCs) and/or pilots, as related to BenefitsCal.

1.1.4.7 Task 7 – Production Operations Requirements

The Contractor will perform a range of on-going operational activities in cooperation and coordination with Consortium and other CalSAWS Contractors, consistent with the BenefitsCal Services Plan and the associated OWDs, including:

- Provide Production Operations Services to support the daily operation, maintain BenefitsCal application availability, perform scheduled System operations and maintenance.
- Conduct API interface operations and testing activities.
- Perform BenefitsCal Tier 3 Service Desk activities.
- Perform Configuration Management activities for Contractor configuration Items.
- Perform performance monitoring and alerting activities.

1.1.4.8 Task 8 – Technical Recovery Requirements

The Contractor will develop and oversee the execution of the Benefits Technology Recovery Plan, including will supporting the CalSAWS Infrastructure Contractor, the Cloud Services provider, and other CalSAWS Contractors as necessary, to re-establish BenefitsCal in the event the primary production deployment becomes unavailable.

1.1.4.9 Task 9 – Security Requirements

The Contractor will perform a full range of security related activities (administrative, technical, and physical) to protect the BenefitsCal assets and Data from loss, misuse, unauthorized access, disclosure, alteration, destruction, and will adhere to the Consortium's security policies and procedures.

1.1.4.10 Task 10 – Transition-Out Requirements

Transition-Out involves identifying and implementing all the activities required to roll off the Project by transitioning out and turning over all control and responsibility for BenefitsCal support and Consortium owned resources, Documentation, and knowledge to a successor Contractor or the Consortium.

Transition-Out major activities include:

- Transition-Out Planning: The development and execution of a Transition-Out Master Plan and Transition-Out Work Schedule that identifies what items and components must be transitioned, the approach to be utilized for transitioning, how knowledge transfer will be conducted, and the schedule for Transition-Out activities.
- Transition-Out Training and Knowledge Transfer: The development and execution of Training and Knowledge Transfer activities as identified in the Transition-Out Master Plan. All training materials will be based on the complete and current Documentation required under the Agreement.
- Project Closeout: The development and execution of the CalSAWS BenefitsCal Agreement Closeout Plan to provide evidence that all Agreement terms and conditions have been fulfilled.

1.1.5 Deliverables

1.1.5.1 Deliverable Process

The Contractor will perform Deliverable Management activities in accordance with the Consortium's PCD. The process defines the use of a Deliverable Expectation Document (DED) when creating new Deliverables and submission, review, and approval process for new or updates to existing Deliverables. The PCD also defines the acceptance and rejection processes and the roles of the Consortium and Contractor.

Attachment 1 – Deliverable Inventory contains the inventory of Deliverables required by this Agreement.

1.2 ATTACHMENT 1 – DELIVERABLE INVENTORY

Table 11 – Deliverable Inventory

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
BC-D01	BenefitsCal Transition-In Master Plan (BC TIMP)	The BenefitsCal TIMP will include: Approach Section 1. A description of the overall transition approach and process to be used to transition and assume responsibility for all Services, functions all components identified in the Agreement. 2. Planned transition activities and Tasks that includes the planning, implementing, executing, tracking, and reporting of the overall transition effort as well as for each transition component. 3. Definition Roles and responsibilities for completing transition Tasks and activities including the Infrastructure Contractor, the CalSAWS M&E Contractor, the Consortium, the California Department of Technology, the Counties, and other CalSAWS contractors as applicable. 4. A description of how the Contractor will collaborate with the incumbent Contractor(s): a. Plan for and carry out transition activities as well as what the Contractor requires of the incumbent Contractor(s) regarding knowledge transfer, data/information, and support for mitigating risk. b. Procedures the Contractor will use to work with the incumbent Contractor to transfer control of all BenefitsCal environments as identified in the incumbent Contractor's Closeout Plan. c. Procedures the Contractor will use to work with the incumbent Contractor to transfer all BenefitsCal Software license maintenance agreements as identified in the incumbent Contractor's Closeout Plan.	New	As needed when changes occur	Contract Start + 10 Business Days	BC-1.1-01

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		5. How Readiness Reviews will be planned and coordinated with the Consortium and in coordination with the incumbent Contractor's Transition-Out Plan, to demonstrate readiness, provide evidence and confirmation that the Contractor is prepared to accept responsibility, and obtain Consortium approval to do so with an effective date 6. Entry and Exit Criteria for the beginning and completion of transition phases, including use of Readiness and Checklists, criteria and metrics. 7. A plan of the timing, audience, media and message for communication events, including Stakeholder communications and transition activities with Stakeholders. 8. The identification and approach for the Quality Assurance that will be used to confirm that Transition-In activities are being accomplished. 9. Identification of risks and issues tied to the transition and planned mitigation measures/issues resolution. 10. Definition of contingency plans to troubleshoot high risk transition activities. 11. A Transition-In Milestone Schedule Summary from the Transition-In Work Schedule, including Identification of cutover activities and the target cutover dates. Organizational Change Management 1. Approach and Schedule 2. Roles and Responsibilities of the Contractor and the Consortium. 3. Process and role gap analysis of existing workflow for roles that will be impacted by the transition. 4. Gap Analysis between the As-IS and the To-Be.				

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		5. Change Readiness Plan that must accurately include details regarding the change readiness process, inputs, and outputs; readiness criteria; assessment methods; and change readiness tools utilized. 6. Communications Strategies. Communication Management 1. The communication approach and processes for communicating transition information to the Consortium, incumbent Contractor and Stakeholders. 2. The methods used to confirm timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of transitions information. 3. Provisions for Contractor resources to attend meetings and provide status updates regarding the transition. 4. A matrix of planned communications, which includes communication event, frequency, method, audience, sender, and author. SCR Service and Function Migration 1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and migrated to the Contractor, such as how the Collaboration Model and UCD process will be supported. 2. Identification of the activities and Tasks that must be accomplished to allow for a successful transition of operational control of a service or function, obtain service Contracts, establish capabilities, conduct a complete inventory of system changes pending, in progress and in the work queue, prepare for testing/validation, and those actions taken after successful testing/validation, needed to implement cutover.				

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		3. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). Marketing and Public Communications Services and Functions 1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and migrated to the Contractor, such as how CBOs and the public will stay informed and continue to be supported during the Transition-In. 2. Identification of the activities and Tasks that must be accomplished to allow for a successful transition of operational control of a service or function, obtain service Contracts, establish capabilities, conduct a complete inventory of Marketing and Public Communication customers including communication details, document current and future activities, and support services contracts. Prepare for testing/validation, and those actions taken after successful testing/validation, needed to implement cutover. 3. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). Production Operations Services and Functions 1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and cutover to the Contractor. 2. Identification of the activities and Tasks that must be accomplished to allow for a successful transition of operational control of a service or function, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken after successful testing/validation, needed to implement cutover.				

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		3. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). Security Services and Functions 1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and migrated to the Contractor. 2. Identification of the activities and Tasks that must be accomplished to allow for a successful transition of operational control of a service or function, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken after successful testing/validation, needed to implement cutover. 3. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). Technology Recovery Services and Functions 1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and migrated to the Contractor. 2. Identification of the activities and Tasks that must be accomplished to allow for a successful transition of operational control of a service or function, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken after successful testing/validation, needed to implement cutover. 3. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). Transition-In Training and Knowledge Transfer				

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		1. Identification of training and knowledge transfer expectations during planning, and for the transition period. 2. The knowledge transfer activities that Contractor Staff will require from the incumbent Contractor to prepare for the assumption of Services. 3. Training that the Contractor conducts internally to prepare their Staff to implement activities, processes, and procedures needed to provide support for a given service or function identified in the Contractor's TIMP. 4. Training of Consortium Staff regarding the Contractor's transition approach, processes, activities, and tools for managing the transition effort and reporting status. 5. Training of Consortium Staff regarding changes to Services/functions and to service delivery means. 6. Knowledge transfer and internal training exercises that will be conducted to equip and verify the Contractor's Staff can implement the activities, processes, and procedures needed to provide support for each given service or function identified in the Contractor's TIMP. 7. How training and knowledge transfer activities will occur (e.g., materials, courses, Question & Answer (Q&A) session preparation, dates, times, participants) to familiarize the Consortium Staff with all the Contractor's operations, processes and tools.				
BC-D02	BenefitsCal Services Plan and Operational Working Documents	The BenefitsCal Services Plan will serve as the master plan for the Services being delivered under the Agreement, and will include: 1. Project Management Support a. Documentation Maintenance Plan b. Annual Strategic Plan	New (using existing as base)	As needed when changes occur	Month 4 -1 st Business Day	BC-1.1-04

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		2. Systems Maintenance & Operations a. SCR/Enhancement Request Management Plan and OCM Plan b. User Centered Design Plan and Customer Experience Report Plan c. Cost Estimation Methodology d. Key Performance Indicators e. Production Release Management Plan f. System Requirements and Design Validation Plan g. General Test Plan h. Test Support Plan i. Change Management / Training Plan j. Marketing and Public Communications Plan 3. Production Operations a. Technical Operations Support Plan b. API Interface Support Plan c. Tier 3 Service Desk Support Plan d. Help Desk Support Plan e. Performance Monitoring and Reporting Plan f. Bill of Materials (BOM) Review and License Renewal Plan 4. Technology Recovery Plan 5. System Security Plan 6. Transition Out Plan				
BC-D03	BenefitsCal Transition-In Work Schedule	The BenefitsCal Transition-In Work Schedule will be developed in MS Project and will include: 1. All Transition-In activities and Tasks which are expected to be completed by Contractor, Consortium, incumbent Contractor Staff and Stakeholders to meet the estimated	New	As needed when changes occur	Contract Start + 10 Business Days	BC-1.2-01

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		Transition-In schedule required by the BC TIMP to allow for successful cutover to the Agreement. 2. Start and completion dates for all Tasks. 3. Predecessor and successor dependencies for Tasks without subtasks, and predecessor and successor dependencies for subtasks. 4. Resource assignments for Tasks without subtasks, and resource assignments for subtasks. Resource assignments will include appropriate Contractor, Consortium, incumbent Contractor resource, Stakeholder assignments and estimated hours. 5. Estimated hours and durations for Tasks without subtasks and estimated hours and durations for subtasks. 6. The communication approach and processes for communicating transition information to the Consortium, incumbent Contractor and Stakeholders.				
BC-D04	BenefitsCal Transition-In Test and Validation Plan	The BenefitsCal Transition-In Test and Validation Plan will contain a separate section for each Service and Function Area. 1. The approach to plan, develop and implement area-specific Transition Test and Validation Plans which guides the Contractor, the Consortium, and the incumbent Contractor of what transition component (functions or Services) requires testing or validation on completing specific test activities. 2. Description of how to determine what transition components require formal testing versus validation. 3. Identification and Documentation of the approach and methods to be used to validate such as checklists or demonstrations.	New	As needed when changes occur	Month 2 - 1 st Business Day	BC-1.7-01

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		4. A test and validation Work Schedule to schedule, monitor, and report the progress of all test and validation activities.				
BC-D05	BenefitsCal Project Control Document	The BenefitsCal Project Control Document will align with and support the CalSAWS Enterprise Project Control Document (PCD) and will include: 1. Introduction a. Document Terms and Definitions 2. Document Purpose a. Scope b. Triggers for Change c. Executing Change 3. Roles and Responsibilities 4. Key Staff 5. Project Work Plan a. Roles and Responsibilities b. Schedule Management Process c. Schedule Analysis and Reporting d. Cost Estimating Methodology 6. Project Management Plans (PMP Appendices): a. Communications Management Plan b. Contract Management Plan c. Deficiency Management Plan d. Quality Management Plan e. Risk and Issue Management Plan f. Staff Management Plan 7. Project Action Items and Decision Management Tracking	Existing	In accordance with PCD Change Control	Month 3 - 1 st Business Day	BC-2.1-04

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		8. Project Status Reporting 9. Operational Working Documents				
BC-D06	BenefitsCal Work Schedule	The BenefitsCal Work Schedule will be developed and updated in MS Project in accordance with the BenefitsCal PCD and the BenefitsCal Services Plan and will includes Tasks, Subtasks, planned durations, budgets, resources assignments, and schedule reports. Guidelines. Work Schedule updates will include posting actual hours worked by Contractor Staff.	New	Monthly	Month 3 - 1 st Business Day	BC-2.1-07
BC-D07	BenefitsCal User Centered Design Plan and Customer Experience Report Plan	The BenefitsCal User Centered Design Plan will provide the approach for the Consortium, counties, State, client and advocate participation during, at a minimum, requirements confirmation, design, test, and ongoing M&O activities. At a minimum the UCD Plan must include the following: 1. Approach to User Centered Design, development and test; including the application of UCD tools, such as focus groups, participatory design sessions, observations of users interacting with the technology and interviews 2. Roles and responsibilities of the Contractor, Consortium, counties, State, advocates and clients; 3. Communication processes to engage the Consortium, counties, State, advocates and clients during the design, development and test activities, including a description of all communication mediums and a defined language translation approach for each; 4. Identification and tracking of metrics associated with the overall user experience and application of best practices to a continuous improvement cycle; 5. How business outcomes will be achieved in a dynamic, intuitive, and user-friendly manner through robust UCD; and	Existing	As needed when changes occur	Month 4 - 1 st Business Day	BC-3.1-03

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		6. Approach to UCD during the M&O Phase, including ongoing user research and solution identification to be conducted as part of system maintenance and improvement over time. Activities including: a. Usage data assessment and analysis b. Yearly usability review that includes a number of measures with qualitative feedback from consumers and application assisters c. Assessing findings from yearly usability review for implementation updates and improvements d. Using UCD for implementation of new features as dictated by policy changes 7. Approach to Customer Experience Reporting including: a. Description of how success will be measured b. Definition of Key Performance Indicators and expected outcomes c. Description of how feedback and outcomes will be measured and reported				
BC-D08	BenefitsCal Requirements Traceability Matrix (RTM) and Report	The BenefitsCal RTM and Report traces the path of each requirement through requirements modification activities, design, coding, testing and Production and includes any unresolved traceability issues. *Delivery of and updates to this document will occur regularly within the context of the Task Work and, as such, are not correlated to Deliverable payments on the Price Schedules.	Existing	As needed when changes occur		BC-3.2-04
BC-D09	BenefitsCal General Systems Design (GSD) Document	The BenefitsCal GSD describes the features and functions of BenefitsCal behavior as seen by an external observer, and containing the technical information and data needed for the design.	Existing	As needed when changes occur		BC-3.3-02

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		*Delivery of and updates to this document will occur regularly within the context of the Task Work and, as such, are not correlated to Deliverable payments on the Price Schedules.				
BC-D10	BenefitsCal Performance Test Materials Packet	The BenefitsCal Performance Test Materials Packet provides the detailed manual and automated test activities which will be executed to validate performance will meet all performance requirements and contractual SLAs, and will include: 1. Test Schedule and Resourcing 2. Test Case Detail List: a. Test Case ID b. Test Case Name c. Test Case Version d. Test Scenario Inventory e. Test Data, documents, and/or files to be used to meet test pre and post conditions. f. Interfaces to be tested (if applicable) g. Untestable Items h. Test Materials Metrics: i. Total number of planned test cases j. Total number of requirements tested k. Total number of untestable requirements l. Expected Result(s) m. Tester ID(s) *Delivery of and updates to this document will occur regularly within the context of the Task Work and, as such, are not correlated to Deliverable payments on the Price Schedules.	New	No later than ten (10) Business Days prior to the performance test execution date		BC-3.4-13
BC-D11	Certification of Successful	The Certification of Successful Production Release provides the Contractor's verification and certification that the BenefitsCal	New	As needed when changes occur		BC-3.8-02

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
	Production Release	Software was successfully promoted and installed into Production and will operate as designed. *Delivery of and updates to this document will occur regularly within the context of the Task Work and, as such, are not correlated to Deliverable payments on the Price Schedules.				
BC-D12	BenefitsCal Marketing and Public Communications Plan	The BenefitsCal Marketing and Public Communications Plan provides the detailed marketing and outreach activities, including measurable strategic goals, target audience profiles and creative, successful delivery methods, and will include: 1. Identification of target audience(s) 2. Identification of key events significant to the target audience(s) 3. Identification of messaging context to define what should be included and how the audience will relate and respond 4. Identification of media channels to be used and the corresponding target audience(s), including a description of all communication mediums and a defined language translation approach for each; 5. Identify the appropriate Contractor resource(s) to serve as the primary messengers(s) 6. Description of how success will be measured 7. Definition of Key Performance Indicators and expected outcomes 8. Description of how feedback and outcomes will be measured and reported 9. Description of approach to continuous marketing and public communications improvement 10. Description of approach to the development and delivery of marketing and public communication materials	Existing	As needed when changes occur	Month 4 - 1 st Business Day	BC-4.1-02

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
BC-D13	BenefitsCal Approach to Automation, Artificial Intelligence and Machine Learning	The Approach to Automation, Artificial Intelligence and Machine Learning will include: - Approach to Validating Expected Outcomes and Improvements - User Centered Design and Stakeholder Usability - Error Reduction - Costs / Costs Savings - Data Analytics and Reporting - Marketing and Public Communications - Industry Standard Design, Adaptability, Compatibilities, Code Deployment and Documentation Methodologies - Dependency Traceability Approach - Configuration Management Methodologies - Testing Methodologies - Production Implementation Methodologies - Maintenance and Operations Approach - Approach to data scrubbing or cleansing; updating or removing inaccurate, incomplete, improperly formatted or duplicated data - Approach to Data Management and Governance - Roll-back Approach	New	Annually	Month 6 - 1 st Business Day	BC-6.1-04
BC-D14	BenefitsCal Monthly Service Level Agreement Performance Report	The BenefitsCal Monthly Service Level Agreement Performance Report is designed to provide the Consortium with a clear and accurate picture of the Contractor's adherence to service levels and performance requirements, including: - Daily Hours of Availability - Monthly Hours Availability, Non-Production Environments - Monthly Deficiency Notification Response Time	New	Monthly	Conclusion of Calendar Month 1 + 5 Business Days	BC-7.5-03

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		4. Monthly Service Desk Diagnosis Time, Tier 3 5. Daily Screen-to-Screen Navigation Response Time 6. Daily Unbounded Search Response Time 7. Daily Standard Response Time 8. Disaster Recovery Response Time 9. Failure to Complete Access Control Audits 10. Security Information and Event Management System Uptime 11. Completion of Root Cause Analysis 12. Privileged Access Audits 13. Application Security Scans 14. Security Incident Notification 15. Security Incident Reporting 16. Security Incident Negligence *Delivery of and updates to this document will occur monthly within the context of the Task Work and, as such, are not correlated to Deliverable payments on the Price Schedules.				
BC-D15	BenefitsCal Technology Recovery Plan	The BenefitsCal Technology Recovery Plan will include: 1. Roles and responsibilities of Contractor, Consortium, other CalSAWS contractors, and Stakeholders as applicable. 2. Recovery Strategy – description of the portions of the plan that will be implemented based on various levels of incident severity, for example, minor interruption of service or total service failure. 3. Backup and Offsite Storage Procedures – Backup and retention schedules and procedures. 4. System Application Recovery Procedures – Operational procedures that will allow recovery to be achieved in a timely and orderly way. 5. Testing – description of annual System Application recovery test(s) planning and execution methodology including:	New	Semi-Annually	Month 5 - 1 st Business Day	BC-8.1-01

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		a. Test Overview and Scope b. Roles and responsibilities of the Contractor, Consortium, other CalSAWS Contractors and Stakeholders as applicable. c. Test Objectives d. Test Requirements e. Test Activities and Schedule f. Test Reporting Metrics to be collected 6. Communication approach and Contact List(s) including Contractor, Consortium, other CalSAWS Contractors and Stakeholders as applicable.				
BC-D16	BenefitsCal System Security Plan	The BenefitsCal System Security Plan will be completed by providing responses to each of the NIST 800-53 controls contained in the System Security Plan template (from the NIST 800-53 moderate baseline).	Existing	As needed when changes occur	Month 5 - 1 st Business Day	BC-9.1-03
BC-D17	BenefitsCal Transition-Out Master Plan	The BenefitsCal Transition-Out Master Plan will include: 1. A detailed Maintenance and Enhancement Transition-Out Work Schedule reflecting all Tasks and Deliverables to be completed, including a complete inventory of system changes pending, in progress and in the work queue. 2. Narrative describing each task and Deliverable, including how all in-progress tasks such as system or application changes, will be transitioned. 3. Contractor, Consortium Staff, and successor Contractor roles and responsibilities. 4. Narrative describing how the Contractor will plan, organize, communicate, implement, monitor, and report the status of all Transition-Out activities. 5. Provisions for supporting transition and cutover of Services and functions to a successor Contractor or the Consortium.	New	As needed when changes occur	As specified in the BenefitsCal PCD and Work Schedule	BC-10.1-07

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		6. A Transition-Out Knowledge Transfer and Training Plan detailing the approaches and methodologies the Contractor will employ to transfer knowledge to Consortium Staff and/or a prospective successor Contractor. a. Schedule of planned knowledge transfer sessions and demonstrations. b. Number of Staff to be included in knowledge transfer sessions per topic area. c. Knowledge transfer topics with knowledge transfer objective descriptions and summaries for each topic. d. Length and location of each knowledge transfer session. 7. Narrative of applicable lessons learned from the Transition-In activities. a. A BenefitsCal Transition-Out Documentation and Deliverables Assessment that identifies the results of a complete and comprehensive review and evaluation of all BenefitsCal Documentation to identify Documentation that requires updates or revisions. The Assessment will include: i. All Contractor Deliverables ii. All policies and procedures related to the provision of Services under this Agreement. iii. Any other Documentation that would facilitate successor Contractor understanding of overall application development, technical on-line operations and Services, application baseline code and coding standards, Configuration Management technical practices, and BenefitsCal Software to maintain and operate the current BenefitsCal System.				

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		b. The archiving, central storing, and file location listing of all Documentation included in the inventory and assessment.				
BC-D18	BenefitsCal Transition-Out Work Schedule	The BenefitsCal Transition-Out Work Schedule will be developed in MS Project and will include: 1. All Transition-Out activities and Tasks which are expected to be completed by Contractor, Consortium, and incumbent Contractor Staff to meet the estimated Transition-In schedule required by the BC TIMP to allow for successful cutover to the Agreement. 2. Start and completion dates for all Tasks. 3. Predecessor and successor dependencies for Tasks without subtasks, and predecessor and successor dependencies for subtasks. 4. Resource assignments for Tasks, and resource assignments for subtasks. Resource assignments will include appropriate Contractor, Consortium, incumbent Contractor resource, Stakeholder assignments and estimated hours. 5. Estimated hours and durations for Tasks and estimated hours and durations for subtasks.	New	As needed when changes occur	As specified in the BenefitsCal Transition-Out Work Schedule	BC-10.2-01
BC-D19	BenefitsCal Agreement Closeout Plan	The BenefitsCal Agreement Closeout Plan will include: 1. The overall strategy for closing out the Agreement. 2. The overall strategy and approach to complete other schedule-related Tasks (related to closeout) identified in any of the other Work Plans developed by the Contractor under this Agreement. 3. A list of Deficiency items from the Consortium's Deficiency & Issue tracking systems that will be updated by the Contractor as condition for completion for Agreement closeout. 4. A list of outstanding action items or Tasks from meeting minutes or other Management tracking systems.	New	As needed when changes occur	As specified in the BenefitsCal PCD and Work Schedule	BC-10.4-01

DEL ID	DELIVERABLE NAME	DELIVERABLE DESCRIPTION	NEW OR EXISTING	SUBMISSION FREQUENCY	DATE OF FIRST SUBMISSION	REQ ID
		5. A list of outstanding actions for the Consortium to resolve for the Contractor to complete the Agreement closeout. 6. A list of all outstanding Tasks and Work required per the approved BenefitsCal Work Schedule. 7. A timeline (schedule) for completing Agreement Closeout activities. 8. Any other items deemed relevant to the clarification of expectations for Contractor closeout.				
BC-D20	BenefitsCal Final Project Closeout Report	The BenefitsCal Final Project Closeout Report will include: 1. Executive Summary: Scope, Schedule, Budget: Plan vs. Actuals 2. Summaries by SOW Task Area: Management, System Change Request, Support Services, Enhancement and Innovation Services, Production Operations, Technology Recovery, and Security. 3. Key Best Practices and Lessons Learned. 4. Administrative Closure 5. Agreement Closure	New	One time submission	As specified in the BenefitsCal Transition-Out Work Schedule	BC-10.4-03

1.3 ATTACHMENT 2 – BENEFITS CAL SERVICE LEVEL AGREEMENTS

Table 12 - BenefitsCal Daily Hours Availability

BenefitsCal Performance Requirement #1 – Daily Hours Availability	
PERFORMANCE REQUIREMENT	BenefitsCal shall be available 99 percent (99%) of the time each Day.
LIQUIDATED DAMAGES	\$10,000.00 Per Day
PERFORMANCE MEASURES	The percentage of availability shall be determined in accordance with the following formula: ▪ Availability % = $100 \times ([A - B] / A)$ ▪ A = the measurement period which is Hours for a Day expressed in minutes ▪ B = the number of the minutes in the measurement period that the BenefitsCal is not available.

Table 13 – BenefitsCal Monthly Hours Availability, Non-Production Environment

BenefitsCal Performance Requirement #2 – Monthly Hours Availability, Non-Production Environments	
PERFORMANCE REQUIREMENT	All non-production environments, specifically System Test and UAT, shall be available 99 percent (99%) of the time during each calendar month.
	Any planned downtime for System Test and UAT would require approval from the Consortium Technical and Operations Director (or designee).
	Change Requests for non-production Services outside the Project Hours will receive appropriate notice and be scheduled at appropriate times based on the impact of the change and the impact of delaying the change.
LIQUIDATED DAMAGES	\$10,000.00 Per Day
PERFORMANCE MEASURES	The percentage of availability shall be determined in accordance with the following formula: ▪ Availability % = $100 \times [(A - B) / A]$

BenefitsCal Performance Requirement #2 – Monthly Hours Availability, Non-Production Environments

	▪ A = the measurement period which is Hours for each Day in the calendar month expressed in minutes ▪ B = the number of the minutes in the measurement period that any non-production environment was not available (these are unduplicated minutes, if two [2] non-production environments were not available for the same five [5] minutes, then that time period would count as five [5] minutes).
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Table 14 – BenefitsCal Monthly Deficiency Notification Response Time

BenefitsCal Performance Requirement #3 – Monthly Deficiency Notification Response Time

PERFORMANCE REQUIREMENT	The Contractor shall, within one (1) hour of discovery, notify the Consortium Executive Director and other Consortium Staff of any Non-Cosmetic High Priority Deficiency that may have an adverse effect on the operation or performance of BenefitsCal, 99.5 percent (99.5%) of the time each calendar month.
LIQUIDATED DAMAGES	\$500.00 Per Month
PERFORMANCE MEASURES	The Monthly Deficiency Notification Response Time percentage shall be determined in accordance with the following formula: ▪ Monthly Deficiency Notification Response Time % = $100 \times ([A - B] / A)$ ▪ A = the number of Non-Cosmetic High Priority Deficiencies discovered in the calendar month ▪ B = the number of Non-Cosmetic High Priority Deficiencies discovered in the calendar month where the notification to Consortium Executive Director exceeded one (1) hour
REPORTING	At the sole discretion of the Consortium Executive Director, a written report on the Non-Cosmetic High Priority Deficiency, and a corrective action plan may be required to be provided by the Contractor to the Consortium within two (2) working days.

Table 15 - BenefitsCal Monthly Service Desk Diagnosis Time, Tier 3

BenefitsCal Performance Requirement #4 – Monthly Service Desk Diagnosis Time, Tier 3	
PERFORMANCE REQUIREMENT	Monthly Service Desk Diagnosis Time for Tier 3 shall be within one of the time periods below, 98 percent (98%) of the time each calendar month: ▪ Less than or equal to 8 hours for tickets classified System-Wide High or County High (Impact: System/County; Urgency: High). ▪ Less than or equal to 30 hours for tickets classified as either System-Wide Medium, County Medium, or Individual High. ▪ Less than or equal to 60 hours for tickets classified as either System-Wide Low, County Low, Individual Medium, or Individual Low.
LIQUIDATED DAMAGES	\$5,000.00 Per Month
PERFORMANCE MEASURES	▪ Contractor will diagnose help desk tickets during Service Desk Business Hours. For tickets received outside of Service Desk Business Hours, time (Diagnosis Time) will be calculated assuming the ticket was created at 8:00 am the same BenefitsCal Business Day, excluding Saturdays, for tickets logged between 6:00 am – 8:00 am. ▪ If the ticket was received between 5:00 pm – 9:00 pm, time will be calculated assuming the ticket was created at 8:00 am the next BenefitsCal Business Day, excluding Saturdays.

Table 16 – BenefitsCal Daily Prime Business Hours Screen to Screen Navigation Response Time

BenefitsCal Performance Requirement #5 – Daily Screen-to-Screen Navigation Response Time	
PERFORMANCE REQUIREMENT	BenefitsCal shall have a response time for 99 percent (99%) of screen-to-screen navigation transactions of two (2) seconds or less during each Day.
LIQUIDATED DAMAGES	\$10,000.00 Per Day
PERFORMANCE MEASURES	The response time shall be determined by the transactional methodology. The Transaction Response Time percentage shall be determined in accordance with the following formula: ▪ $\text{Transaction Response Time \%} = 100 \times ((A - B) / A)$ ▪ A = the number of transactions

BenefitsCal Performance Requirement #5 – Daily Screen-to-Screen Navigation Response Time

- B = the number of transactions that exceeded two (2) seconds (e.g., moving from one screen and viewing data, with or without data update, to another screen).

Table 17 – BenefitsCal Daily Unbounded Search Response Time

BenefitsCal Performance Requirement #6 Daily Unbounded Search Response Time

PERFORMANCE REQUIREMENT	BenefitsCal shall have a response time for 95 percent (95%) of transactions to display a record or records of an unbounded search result set of six (6) seconds or less each Day
LIQUIDATED DAMAGES	\$500.00 Per Day
PERFORMANCE MEASURES	The Transaction Response Time percentage shall be determined in accordance with the following formula: ▪ Transaction Response Time % = $100 \times ([A - B] / A)$ ▪ The response time percentage shall be determined by transactional methodology. ▪ A = the number of transactions ▪ B = the number of transactions that exceeded six (6) seconds (e.g., a non-specific indexed search for a person by last name).

Table 18 – BenefitsCal Daily Prime Business Hours Standard Report Response Time

BenefitsCal Performance Requirement #7 – Daily Standard Report Response Time

PERFORMANCE REQUIREMENT	BenefitsCal shall have a response time for 98 percent (98%) of standard report transactions of ten (10) seconds or less during each Day.
LIQUIDATED DAMAGES	\$500.00 Per Day
PERFORMANCE MEASURES	The response time percentage shall be determined by transactional methodology. ▪ The Transaction Response Time percentage shall be determined in accordance with the following formula: ▪ Transaction Response Time % = $100 \times ([A - B] / A)$ ▪ A = the number of transactions ▪ B = the number of transactions that exceeded ten (10) seconds.

Table 19 – BenefitsCal Disaster Recovery Response Time

BenefitsCal Performance Requirement #8 – Disaster Recovery Response Time	
PERFORMANCE REQUIREMENT	In the event a disaster is declared in the primary cloud Services region, a failover of BenefitsCal will be completed within 24 hours to the pre-defined alternate region.
LIQUIDATED DAMAGES	\$5,000.00 Per Incident
PERFORMANCE MEASURES	24-hour time period begins with BenefitsCal Executive Director declaring a disaster.

Table 203 – BenefitsCal Failure to Complete Access Control Audits

BenefitsCal Performance Requirement #9 – Failure to Complete Access Control Audits	
PERFORMANCE REQUIREMENT	Contractor shall complete access control audits in each calendar quarter, in accordance with the BenefitsCal Access Control Policy.
LIQUIDATED DAMAGES	\$5,000.00
PERFORMANCE MEASURES	Penalty assessed for each failure to complete within the quarter. ▪ Per occurrence of failure penalty ▪ Reporting quarterly by the 15th of the following month.

Table 21 - Security Information and Event Management System Update

BenefitsCal Performance Requirement #10 – Security Information and Event Management System Uptime	
PERFORMANCE REQUIREMENT	Contractor shall maintain 99% uptime availability for real time audit processing and alerting in the Security Information Event Management System (SIEM) as stated in the BenefitsCal Audit and Accountability Policy.
LIQUIDATED DAMAGES	\$10,000.00 Per Day
PERFORMANCE MEASURES	The percentage of availability shall be determined in accordance with the following formula:

BenefitsCal Performance Requirement #10 – Security Information and Event Management System Uptime

	- Availability % = $100 \times ([A - B] / A)$ - A = minutes the measurement period - B = the number of the minutes in the measurement period that the SIEM is not available.
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Table 22 - BenefitsCal Completion of Root Cause Analysis

BenefitsCal Performance Requirement #11 – Completion of Root Cause Analysis

PERFORMANCE REQUIREMENT	Contractor shall complete a Root Cause Analysis (RCA) within 14 calendar days of the incident creation date of a critical operation incident resulting in system operational impact.
LIQUIDATED DAMAGES	\$5,000.00 Per Incident
PERFORMANCE MEASURES	The percentage of the Root Cause Analysis provided within 14 calendar days of the incident creation date of a critical operation incident resulting in system operational impact. Percentage of RCA within 14 calendar days = RCA within 14 days / Total RCAs completed

Table 236 - BenefitsCal Privileged Access Audits

BenefitsCal Performance Requirement #12 – Privileged Access Audits

PERFORMANCE REQUIREMENT	Contractor shall complete quarterly privileged access audits for all privileged access to the system as stated in the BenefitsCal Privileged Access Policy.
LIQUIDATED DAMAGES	\$5,000.00 Per Incident
PERFORMANCE MEASURES	The number of failures to complete scheduled privileged access audit within a quarter. - Per instance of failure to complete a quarterly privileged access audit. - Reported quarterly on the 15th of the following month.

Table 24 - BenefitsCal Application Security Scans

BenefitsCal Performance Requirement #13 – Application Security Scans	
PERFORMANCE REQUIREMENT	Contractor shall complete application security scans for all components included in every major release as defined in the M&O Services Plan.
LIQUIDATED DAMAGES	\$5,000.00 Monthly
PERFORMANCE MEASURES	The number of failures to complete application security scans per major release. ▪ Per instance of failure to complete application security scans per major release. ▪ Completed within (2) two weeks of every major release.

Table 25 - BenefitsCal Security Incident Notification

BenefitsCal Performance Requirement #14 – Security Incident Notification	
PERFORMANCE REQUIREMENT	▪ Contractor shall notify Consortium Chief Information Security Officer and other Consortium-specified persons within one (1) hour following the identification of any potential or actual security incident, including any breach, any attack, or the introduction of any Disabling Device, related to BenefitsCal. ▪ Contractor shall take corrective action within two (2) hours following the identification of each potential or actual security incident. ▪ For each and every occasion that Contractor fails to meet this Performance Requirement, as determined by Consortium Executive Director, Contractor shall pay Consortium Liquidated Damages.
LIQUIDATED DAMAGES	\$10,000.00 Per Incident
PERFORMANCE MEASURES	▪ LDs will take effect for any notification of the potential or actual security incident that is reported after one hour of identification. ▪ LDs will take effect if corrective action is taken after two hour following identification of each potential or actual security incident.

Table 26 - BenefitsCal Security Incident Reporting

BenefitsCal Performance Requirement #15 – Security Incident Reporting	
PERFORMANCE REQUIREMENT	- Contractor shall provide a written report and assessment regarding all actions taken concerning each identified security incident, including any breach, any attack, or the introduction of any Disabling Device, the current status, and any potential impact(s) to Consortium of the security incident. Each security incident shall be categorized according to criticality as either minor or major. - For a minor security incident, which causes limited loss of confidentiality, integrity, protection, and/or availability of BenefitsCal to organizational operations, organizational assets, or individuals and which does not result in a failure of Contractor to comply with BenefitsCal Security Policy, this report and assessment shall be provided within twelve (12) hours following the identification of the minor security incident. - For a major security incident, which causes serious or catastrophic loss of confidentiality, integrity, protection, and/or availability of BenefitsCal to organizational operations, organizational assets, or individuals and which may result in a failure of Contractor to comply with the BenefitsCal Security Policy, this report and assessment shall be provided within two (2) hours following the identification of the major security incident. - Consortium Executive Director, in his sole discretion, may require Contractor to update this report and assessment on an hourly or daily basis depending on criticality, status, and possible impact to Consortium. For each and every occasion that Contractor fails to meet this Performance Requirement, as determined by the Consortium Executive Director, Contractor shall pay Consortium Liquidated Damages as documented below for each hour and each fraction of an hour that this report and assessment is late.
LIQUIDATED DAMAGES	\$2,500.00 Per Incident Per Hour
PERFORMANCE MEASURES	- LDs will take effect if the written report and assessment for a minor security incident is not delivered within twelve (12) hours following the identification of the minor security incident. - LDs will take effect if the written report and assessment for a major security incident is not delivered within two (2) hours following the identification of the major security incident.

Table 30 - BenefitsCal Security Incident Negligence

BenefitsCal Performance Requirement #16 – Security Incident Negligence	
PERFORMANCE REQUIREMENT	If due to a security incident, including any breach, any attack, or the introduction of any Disabling Device, BenefitsCal is unable to operate safely and Consortium Executive Director determines that such inoperability was caused by any active or passive negligence, recklessness, or intentional wrongful acts of Contractor, Contractor shall pay to Consortium Liquidated Damages as documented below for each hour and each fraction of an hour that BenefitsCal is unable to operate safely, as determined by Consortium Executive Director.
LIQUIDATED DAMAGES	\$10,000.00 Per Hour
PERFORMANCE MEASURES	Hourly calculations begin from onset of the security incident.