

AGREEMENT NUMBER 20-10825	AMENDMENT NUMBER 05
REGISTRATION NUMBER	

CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED 74 PAGES

1. This Agreement is entered into between the Contracting Agency and Contractor named below:

CONTRACTING AGENCY NAME
California Department of Public Health

CONTRACTOR NAME
Accenture LLP

2. The term of this Agreement is: Start Date: December 14, 2020
End Date: December 31, 2021


3. The maximum amount of this Agreement after this Amendment is: \$173,216,962.50
One Hundred Seventy Three Million Two Hundred Sixteen Thousand Nine Hundred Sixty Two Dollars and Fifty Cents

4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

- This amendment hereby extends the California Department of Public Health California Vaccine Management Solution Contract through December 31, 2021.
- A total of \$79,928,228 has been added to the contract increasing the total contract value from \$93,288,734.50 to \$173,216,962.50.
- The Exhibit 1, CDPH CalVax Statement of Work, is hereby replaced in its entirety with the attached Amended and Restated Exhibit 1, CDPH CalVax Statement of Work (70 pages).
- Effective June 1, 2021, Exhibit 2, Requirements, is hereby deleted.
- Exhibit 4, Cost Worksheets, from Amendment 04 is hereby replaced in its entirety with the attached Exhibit 4, Cost Worksheets – Amendment 05 (4 pages).

All other terms and conditions remain the same.

IN WITNESS THEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR		Department of Technology, Statewide Technology Procurement Use Only
CONTRACTOR NAME (If other than an individual, state whether a corporation, partnership, etc.) Accenture LLP		
CONTRACTOR AUTHORIZED SIGNATURE 	DATE SIGNED (Do not type) 06/2/21	
PRINTED NAME AND TITLE OF PERSON SIGNING Mark Noriega, State of California Account Lead		
ADDRESS 1610 R Street, #240, Sacramento, CA 95811		

CONTRACT 20-10825 A05

STATE OF CALIFORNIA	
CONTRACTING AGENCY NAME California Department of Public Health	
CONTRACTING AGENCY AUTHORIZED SIGNATURE	DATE SIGNED <i>(Do not type)</i>
PRINTED NAME AND TITLE OF PERSON SIGNING Tim Bow, Procurement Officer – Emergency Operations	
CONTRACTING AGENCY ADDRESS 1616 Capital Avenue, Sacramento, CA 95814	

STATEMENT OF WORK



California Vaccine Management Solution (CalVax)

California Department of Public Health CDPH

SOLICITATION CDPH CALVAX 01

Amended and Restated

Exhibit 1 - Statement of Work

June 1, 2021

1. INTRODUCTION

1.1. PURPOSE

This Statement of Work (SOW) defines the goods and services needed to design, develop, configure, implement and support the California Vaccine Management Solution (CalVax). The SOW also establishes the State's and Contractor's responsibilities for completing these tasks during the term of the Agreement. The Contractor shall adhere to and meet the requirements as set forth in this Agreement.

The purpose of this contract is to implement a solution that includes a full and complete suite of services that provides the functionality to support COVID vaccine distribution statewide and meet CDC and State requirements.

1.2. BACKGROUND

1. Current Environment

While current vaccine management applications supporting publicly purchased vaccines have some functionality to support required processes to distribute COVID vaccine statewide, they do not support all required functions. There is currently no mechanism in place to provide access to local health jurisdictions in order to perform provider enrollment, vaccine allocation, and other vaccine management related functions. The current systems are not flexible and scalable.

This results in:

- Inability for vaccine allocation at the local level
- Lack of reliability
- Lack of adoption and change management issues
- Lack of availability
- Lack of Load Balancing
- Creating M&O challenges

2. Proposed Environment

The State envisions an integrated vaccine management solution which allows for the onboarding of healthcare providers statewide through the completion of federally guided enrollment application process, performs vaccine allocation and distribution processes, supports vaccine re-ordering processes, and vaccine management activities at the state, local and provider level.

The new system results in:

- Seamless user experience for providers for all COVID vaccine management activities
- Ability for vaccine allocation at the local level
- Reliability of the system to respond to thousands of user requests
- Flexibility to respond to changing vaccine supply scenarios and demand
- Integration of key data to support vaccine allocation, distribution, and administration activities

1.3. AGREEMENT TERM

Effective upon approval of CDT, Statewide Technology Procurement (STP), the term of the Contract was six (6) months, starting on December 14th 2020 and expiring on May 31, 2021(the “Base Agreement Period”).

As of Amendment 5 of the Agreement, the Term of the Agreement is extended from June 1, 2021 through December 31, 2021 (the “M&O Period”).

1.4. AMENDMENT

The Agreement may be amended, consistent with the terms and conditions of the Agreement and by mutual consent of both parties, subject to approval by the CDT Statewide Technology Procurement under Public Contract Code (PCC) Section 6611. No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties and approved by oversight agencies, if required. No oral understanding not incorporated in the Agreement is binding on any of the parties.

1.5. WORK LOCATION

The Contractor’s Key Staff are required to perform all services under this Agreement within the Continental United States.

For project-related activities not occurring at the CDPH Sacramento offices, the Contractor must provide the ability to interact with state staff via virtual tools including Zoom, WebEx or MS Teams. The parties acknowledge that the Contractor shall use its personnel associated with its Global Delivery Network to perform Services (“GDN Services”) under this SOW, including personnel located outside of the United States. Such GDN Services will be performed only by the Contractor’s personnel assigned and approved to work on the Project. Contractor must make staff available for meetings with the CDPH Sacramento office (via telephone or virtual tools) 8:00 a.m. to 5:00 p.m. PST/PDT during State Business Days. State Business Days are defined as Monday – Friday (8:00 AM – 5:00 PM) excluding State Holidays.

1.6. CONTRACT REPRESENTATIVES

All notices required by, or relating to, this Contract shall be in writing and shall be sent to the parties of the Contract at the address set below unless changed from time to time, in which event each party shall so notify the other in writing, and all such notices shall be deemed duly given if deposited, postage prepaid, in the United States mail or e-mailed and directed to the addresses then prevailing.

The Contract Representatives during the term of this Contract will be:

Table 1.0 Contract Representatives

Contract Representatives		
Entity	State of California	Accenture LLP
Name	Noemi Marin	Stacey Zhao-Berry
Title	Staff Services Manager II	Contract Specialist
Address	Division of Communicable Disease Control, Richmond CA	1610 R Street Suite #240 Sacramento Ca 95811
Phone	(510) 620-3157	(415)-537-6083
E-mail	noemi.marin@cdph.ca.gov	stacey.zhao-berry@accenture.com

2. SCOPE OF SERVICES

California Vaccine Management Solution (CALVAX) STATEMENT OF WORK

The California Department of Public Health, hereinafter referred to interchangeably as the “State”, has contracted with Accenture, LLP, hereinafter referred to as “Contractor”, for the goods and services described herein. The Contractor agrees to furnish the goods and perform the services as described in this Agreement.

2.1. RESERVED

2.2. CONTRACTOR RESPONSIBILITIES

The Contractor is responsible for providing the following workstreams as further detailed below (collectively, the “Services” and each a “Workstream”) on a fixed capacity for fixed price basis:

- Program Management Workstream (2.2.1)
- Operations – Help Desk Workstream (2.2.2)
- Operations – Security Operations Workstream (2.2.3)
- Operations – Production Operations Workstream (2.2.4)
- Operations – Clinic Operations Workstream (2.2.5)
- Solution Development & Maintenance – myCAVax Workstream (2.2.6)
- Solution Development & Maintenance – My Turn Clinic/Public Workstream (2.2.7)
- Solution Development & Maintenance – My Turn Volunteer Workstream (2.2.8)
- Solution Development & Maintenance – Skedulo Workstream (2.2.9)
- Solution Development & Maintenance – Customer Experience Workstream (2.2.10)
- Solution Development & Maintenance – Data Outreach & Quality Workstream (2.2.11)
- Provider/LHJ Support & Communications – Adoption & Stakeholder Communications Workstream (2.2.12)
- Provider/LHJ Support & Communications – Training Workstream (2.2.13)
- Reporting & Analytics Workstream (2.2.14)

- 2.2.1 Program Management Workstream

Key Tasks and Activities:

Overall Scope:

- The Vaccine Management Program Management Office provides governance and coordination across the myCAvax, My Turn Clinic/Public, and Volunteer Management projects along with the Reporting/Analytics, Security, Production Support, Clinic Operations, Help Desk, Adoption and Stakeholder Communication, Training, Customer Experience, and Data Quality

Activities:

- Program/Project Delivery Management
- Program/Project Communication & Stakeholder Management
- Program/Project Status Reporting & Metrics
- Program/Project Risk / Issue Management
- Program/Project Roadmap Management
- Program/Project Work Product Management

The State has established a governance structure for the CalVax project and expects the Contractor to fully respect and adhere to that governance structure.

The state also expects the Contractor to follow Agile project management methodology best practices focusing on all of the following:

Value Driven Delivery:

- Incremental Development-Focus on the continuous incremental development of the project
- Prioritization-Doing prioritization as a team and with the help of the product owner

Stakeholder Engagement

- Understanding what exactly the state's needs are
- Understanding the expectations and acceptance criteria of the state
- Understanding the kind of product, the state is looking for

Bolstering Team Performance Practices

Adaptive Planning using the following levels:

- Adaptation: Adapting to the state's expectations
- Estimation: Estimating the work in terms of time, cost, and other variables

- Velocity/throughput/cycle time: Determining what would be the velocity, or output, and what is the team is able to produce within the given timeframe

Problem Detection and Resolution:

- Understanding the Problem Statement
- Problem Categorization
- Problem Investigation
- Problem Solution

Continuous Improvement (Product, Process, People):

- Continuous integration
- Continuous improvement of the processes
- Retrospection with the team as to what went well and/or what went wrong
- Getting feedback in various ways, so that the teams improve continuously

- 2.2.2 Operations – Help Desk Workstream

Key Tasks and Activities:

Level 1 Support:

- Provide help desk support for Clinics for email & password support, account registration, and account profile maintenance from 8AM – 8PM (M – F), 8AM – 1PM (SA – SU)
- Provide help desk support for My Turn Volunteers from 8 AM – 5 PM (M – F)
- Route Tier 2 / Tier 3 issues to the appropriate help desk.

Level 2/3 Support:

- Triage of incidents escalated to L2/L3 for the Product Team. Remediation and resolution of product defects.

Help Desksupport will:

1. Provide CalVax Solution business and technical end user support help desk and incident tracking and reporting. CDPH will provide customer help desk for initial contact, Tier 1 business related issues.
2. Contractor will provide Tier 1 and 2 help desk for CalVax system support and Tier 3 technical support for escalated issues where the Contractor must be involved to provide a solution.
3. Tier 1 Help Desk will support the following activities. When a ticket cannot be resolved by Tier 1 it will be routed to Tier 2 help desk

1. Onboarding & Roll-off support - User creation, activation and deletion

- for Training and Production users.
2. Password reset requests
 3. Basic to moderate questions on CalVax functionality
 4. Provide support through Inbound calls, outbound calls (call backs), and emails
4. Tier 2 – Our Tier 2 Help Desk will support the following activities. When a ticket cannot be resolved by Tier 2 it will be routed to our Tier 3 help desk
1. Moderate to complex questions on CalVax functionality
 2. Technical issues with the CalVax platform for initial triage and determination of possible resolution
 3. Manage critical incidents (problems) through automated IVR and email responses.
5. Tier 3 – Our Tier 3 Help Desk will support the following activities.
1. Resolution of technical issues not resolved by Tier 2
 2. Work with Release Management and Deployment teams for priority and scheduled releases of defects

Key Assumptions:

Support Model:

- For every 20 agents, there will be 1 helpdesk supervisor; and for every 60 agents, there will be 1 trainer
- 1,500 sites require HD support
- 70% to 75% staff utilization rate (Industry Standard utilization rate)
- Two shifts instead of three shifts a day, 7 days a week from July onward

Support Volume:

- My Turn help desk call volume decreases 10% each month through December.
- myCAVax help desk support volume decreases 5% each month through December

Service Level Benchmarks

- Average Handle Time is 25 minutes for phone and email
- Target speed to answer is 2 minutes vs. 15 seconds

- 2.2.3 Operations – Security Operations Workstream

Key Tasks and Activities:

Program level security operations support function across all workstreams to coordinate operations, releases, and testing:

- Configure platform data protection configuration and compliance.

- Vulnerability scanning and analysis
- User profile roles and access to prevent printing, data extraction, and/or data export
- Platform log retention enablement on a rolling 30-day basis
- Firewall and Network Security
- Secure Software Development Lifecycle
- Data Access Control
- Security Incident Management

Exhibit9 SECURITY SERVICES RACI specifies whether the Contractor or CDPH is Responsible, Accountable, Consulted, or Informed for each task or activity. The tasks and activities of this sub-workstream are listed below:

1. Strategy, Risk Management and Governance
 1. Identify and track CalVax project security risks
 2. Conduct information security risk assessments according to the following frequency:
 - Yearly – System risk assessment / security review
 - Quarterly – Salesforce Security Rapid Assessment(SSRA)
 - Ad-hoc – Contractor AWS Standards review, AWS wellarchitected review
 3. Develop and maintain a written information privacy and security program for CalVax
2. Policy and Compliance
 1. Comply with CDPH/State Policies and standards
 2. Comply with Contractor policies and standards
 3. Comply with Contractor's Client Data Protection (CDP) controls and guidelines
3. Training and Support
 1. Provide security training to all Contractor project employees
 2. Provide continuous security training opportunities to Contractor project employees
 3. Keep Contractor project employees updated on latest security information and requirements
 4. Provide training to Contractor project employees on working remote securely
4. Firewall and Network Security
 1. Document cloud network security rules and configurations
5. Business Continuity / Disaster Recovery
 1. Backup all CDPH PCI data on established frequency
 2. Document disaster recovery plan
6. Secure Software Development Lifecycle
 1. Verify development team has established secure software development lifecycle
 2. Verify software environments are being used for development work (e.g., Dev, Test, Prod)
 3. Verify no production data is located outside of production environment and

- environments are appropriately segmented
4. Review change control procedure, activities, and source control tool
7. Identity & Role Management
 1. Implement secure remote access system – to enable secure user access
 2. Review employee user access on monthly basis to CalVax systems
 3. Enforce principle of least privilege & separation of duties
 4. Review profiles and permission sets on regular frequency
 8. Data Discovery and Classification
 1. Identify sensitive fields and values in Salesforce
 2. Protect confidentiality of data and do not disclose CDPH PCI
 3. Implement safeguards and take steps to continuously protect CDPH PCI
 9. Data Access Controls
 1. Enable platform data protection and compliance through Salesforce Shield
 2. Verify system enforces password complexity requirements
 3. Require multi-factor authentication for Contractor employees
 4. Sanitize all data and provide certificate of destruction
 5. Review & configure session security settings (e.g., 20-minute timeout)
 6. Review data dictionary and data handling by project team
 7. Contractor data leakage protection (DLP) for Contractor employees using key terms and data classification controls
 10. Certificate and Key Management
 1. Protect certificates and keys
 2. Provide certificates and keys upon request
 11. Security Incident Management
 1. Establish incident response plan
 2. Conduct investigation of breach and security incidents
 3. Report information security incidents to CDPH by email within 24 hours
 4. Report information security breaches immediately to CDPH by telephone and email
 5. Provide written report of security investigations to CDPH
 6. Notification to individuals impacted by breach
 7. Notify Attorney General if breach exceeds 500 individuals through CDPH
 12. Security Monitoring
 1. Analyze application logs and information for suspicious activity
 2. Provide access to software for security monitoring
 3. Maintain system logging and audit trail
 4. Data retention – platform log retention on 30 day rolling retention
 13. Vulnerability Management
 1. Conduct scans using Contractor provided tools according to the following frequencies
 - Discovery/Dynamic scans – Major deployment of new feature or component
 - Vulnerability scans – Each code release (bi-weekly)
 2. Remove false positives per direction of development leads from vulnerability reports
 3. Provide supplementary remediation recommendations provided by the VM Scanners to address vulnerabilities
 4. Track vulnerabilities identified until remediation has been completed

User Management Key Tasks and Activities:

The Contractor shall be responsible and accountable for adding, deleting, and suspending users of the new CalVax Solution environment. The Contractor shall perform other user management functions such as the assignment of roles, initial passwords, password resets, and other related functions as required. The Contractor's User Management responsibilities include, but are not limited to the following:

1. Establish and maintain all State-identified user accounts during all phases of this contract.
2. The Contractor shall be responsible for establishing a process by which access is granted at various levels according to user's role and permissions. The state and contractor will mutually establish which levels each party will be responsible for and then held accountable for adding, deleting, and suspending users of the CalVax solution.
3. The Contractor shall perform other user management functions such as the assignment of roles, initial passwords, password resets, etc.
4. The contractor's staff shall provide CalVax User Management training to the appropriate State staff on how to manage users and grant access based on roles and permissions.

- **2.2.4 Operations – Production Operations Workstream**

Key Tasks and Activities:

Release management support and coordination:

- Program level production operations support function across all workstreams to coordinate operations, releases, and testing.
- Monitoring of production systems

Key Assumptions:

Release Frequency:

- A Major Release every 2 weeks following our Agile Framework for both myCAVax and My Turn through December 2021
- A Major Release once a month for My Turn Volunteer through December
- Up to 4 priority (".X") releases total across all 3 projects each month through December

Testing:

- Performance Testing will be performed with each major release. It will not be performed for priority releases
- Regression Testing will be performed with each major release. A minimal regression test will be done on priority releases based on time allotted prior to

release.

- 2.2.5 Operations – Clinic Operations Workstream

Key Tasks and Activities:

Clinic Operations Support:

- Coordinate with LHJs and Providers to setup new clinics and support the maintenance of existing clinics of Application Support from the Activation team to the Call Center
- Provide backend system support for required appointment rescheduling, cancellations, and other resident facing SMS communications as requested by LHJs and Providers
- Continuous coaching and support to LHJs and Providers moving to or enabled on self-service clinic operations model
- Establish a service desk to provide support of LHJs and Providers for User Management, Clinic Management, and Appointment management.

Command Center:

- Provides escalated assistance to CMs and Clin Ops pods throughout the day especially to new go-live clinics.
- Triage of system issues and routing to appropriate teams for resolution

Onboarding:

- Coordinate completion of pre-activation checklist with LHJs and Providers
- Assess readiness for My Turn clinic activation
- Coordinate creation of User Accounts with LHJs and Providers and work with My Turn Help Desk to ensure timely User Account creation

Key Assumptions:

Self Service:

- All providers and LHJs will be on a self-service model for Clinic Operations by June 30th, 2021
- Support for providers and LHJs will be done through a service desk. “White Glove” support will end by June 30th, 2021

Turnkey:

- Turnkey will be limited to 100 providers by June 30th, 2021
- Turnkey will be phased out by September 30th, 2021

Operating Hours

- Command Center will operate from 7:30am – 5:00pm (M-F), 7:30am to 3:00pm

(S), closed on Sunday

- Clinic Operations Service Desk from 8:00am – 5:00pm (M-F)

Onboarding:

- Assumes 300 providers for June, 100 for July, 50 for August, and 25 each month for September - December

- **2.2.6 Solution Development & Maintenance – myCAVax Workstream**

Key Tasks and Activities:

Configuration and Modification:

- Functional and technical leads and SMEs supporting design, development, testing, deployment
- Configuration and Modification of the myCAVax system

Key Assumptions:

Sprint Capacity (Monthly):

- June: ~120 user stories (or 350 story points)
- July: ~100 user stories (or 300 story points)
- August: ~90 user stories (or 270 story points)
- September: ~80 user stories (or 240 story points)
- October: ~70 user stories (or 210 story points)
- November: ~60 user stories (or 180 story points)
- December: ~50 user stories (or 150 story points)

Development Methodology (for myCAVax and My Turn Workstreams):

The CalVax system development work will be performed in Sprints. The Sprints will follow an iterative-incremental development and delivery of potentially releasable product. Each Sprint cycle will be defined through sprint planning, demo, and a sprint retrospective. The Requirements included in each Sprint are outlined in Exhibit 2 Requirements.

Backlog grooming sessions (user story elaboration) with Contractor and the CDPH Product Owner will take place to refine user stories, update and prioritize the backlog, and ensure sufficient user stories are ready, prioritized and available for the upcoming Sprints.

Requirement alignment to Sprints may be adjusted through mutual written agreement.

Agile SCRUM Framework

The Development Workstream will utilize the Scrum framework for its software development implementation efforts. Working with the State and the CDPH teams, the Contractor shall utilize an Agile framework to develop, configure, and implement the State-wide CalVax system. The following sections outline the key artifacts and events of the agile framework, Scrum.

• Scrum Artifacts

Product Backlog

The Contractor will maintain and manage the CalVax Product Backlog items (e.g., Epics, User Stories) creating an ordered list of all known features and user story formatted requirements needed to successfully develop/enhance and deliver the CalVax Solution which meets the CDPH and State's requirements under this SOW.

Sprint Backlog

The Contractor will create and manage a Sprint Backlog for each sprint cycle defining the list of work items/user stories their team commits to achieve in each Sprint. The sprint cycle should adhere to the following Scrum best practices:

- Once the Sprint Backlog is created, no one can add to the Sprint Backlog except the Development Team.
- If the Development Team needs to drop an item from the Sprint Backlog, they must negotiate it with the Product Owner.
- During this negotiation, the ScrumMaster should work with the Development Team and Product Owner to try to find ways to create some smaller increment of an item rather than drop it altogether.

Potentially Releasable Product Increment

At the end of every Sprint, the Contractor's team must complete a product increment that is potentially releasable product that meets the agreed-upon definition of done.

• Scrum and Recurring Events

Backlog Grooming

The Contractor will conduct and lead regular backlog grooming sessions, as needed, with the business and development teams to review and discuss the

product backlog items and ensure sufficient user stories are prepared two sprints ahead their sprint planning. The backlog grooming involves splitting big items into smaller ones, rewriting backlog items to be more expressive, deleting obsolete or no longer needed items, and prioritizing the backlog items. The Contractor’s team will create and update the product backlog with user stories expressed in a sentence structure such as the following:

“As a [person], I want to [goal or intent], so that [reason/benefit].”

Each user story will include clear acceptance criteria which describes the method/criteria to validate the successful delivery of the user story requirements.

Sprint Planning

The Contractor will conduct Sprint Planning sessions, so the business and technical teams collaborate and discuss the Sprint Goal and the next priority of work for the Sprint. The Contractor’s Scrum Master will facilitate the Sprint Planning meetings. The CDPH Product Owner describes and confirms the Sprint objective and answers questions from the Development Team about execution and acceptance criteria. The Contractor’s development team will determine how much of the high priority work they will commit to for the upcoming Sprint.

Daily Standup/Scrum

The Contractor will conduct a daily stand up (typically, 15 minutes or less) with their Development Team during the Sprint to inspect progress toward the Sprint Goal. The Contractor will direct and lead this meeting and ensure the CDPH business team and appropriate project leadership team are invited as observers.

Sprint Review

The Contractor will conduct Sprint Review meetings to review and/or demonstrate the work completed, specifically the user stories or the potentially shippable product increment created during the sprint. The Sprint Review will include the product owner and necessary stakeholders to review, discuss, and confirm what was completed during the Sprint. The Product Owner has the option to release any of the completed functionality. The Product Backlog will be adjusted as needed based on Sprint Review feedback.

Sprint Retrospective

The Contractor will conduct and lead the Sprint Retrospective focusing on the overall sprint processes. During the retrospective, the business and

development team will discuss what went right and areas for improvement in the Sprint. The Contractor will capture and publish the feedback to the teams and make tangible plans to improve on their process, tools and relationships.

- **2.2.7 Solution Development & Maintenance – My Turn Clinic/Public Workstream**

Key Tasks and Activities:

Configuration and Modification:

- Functional and technical leads and SMEs supporting design, development, testing, deployment
- Configuration and Modification of the My Turn Clinic/Public system

Key Assumptions:

Sprint Capacity (Monthly):

- June: ~120 user stories (or 350 story points)
- July: ~100 user stories (or 300 story points)
- August: ~90 user stories (or 270 story points)
- September: ~80 user stories (or 240 story points)
- October: ~70 user stories (or 210 story points)
- November: ~60 user stories (or 180 story points)
- December: ~50 user stories (or 150 story points)

- **2.2.8 Solution Development & Maintenance – My Turn Volunteer Workstream**

Key Tasks and Activities:

Configuration and Modification:

- Functional and technical leads and SMEs supporting design, development, testing, deployment
- Configuration and Modification of the My Turn Volunteer system

Key Assumptions:

Sprint Capacity (Monthly):

- June: ~40 user stories (or 120 story points)
- July: ~30 user stories (or 90 story points)
- August: ~20 user stories (or 60 story points)
- September: ~10 user stories (or 30 story points)

- October: ~10 user stories (or 30 story points)
- November: ~10 user stories (or 30 story points)
- December: ~10 user stories (or 30 story points)

- **2.2.9 Solution Development & Maintenance – Skedulo Workstream**

Key Tasks and Activities:

Custom Modification:

- Functional and technical leads and SMEs supporting design, development, testing, deployment
- Custom Modification of the Skedulo platform for My Turn Public

- **2.2.10 Solution Development & Maintenance – Customer Experience Workstream**

Key Tasks and Activities:

Customer Experience Activities:

- Continue to support the development and enhancements of the My Turn Public and Clinic portals and communications (to include but not limited to copy, design, UX/UI). Ensuring smooth release of expanded eligibility and boosters
- Lead the experience across platforms and communications. Coordinating with functional and technical teams to ensure design feasibility, capture and document user needs, and align on release schedules
- Respond to ad-hoc requests to support copy development, experience optimization, etc. Working with key stakeholders to review accessible data (e.g., website analytics, call center data, site data, virtual assistant data) to generate new ways to improve the cross-workstream and across channel experiences
- Continue the Social Media Customer Service support through July - providing sentiment monitoring and CDPH community management
- Complete the My Turn - Creative Support via CDPH co-creation of My Turn social creative assets

Key Assumptions:

- Support includes adjustments needed for boosters and ad-hoc requests on comms, design, and strategic support
- Post September run team is estimated to be slim team (allocation need evaluated in Sept.)

- Focus will be supporting the clients on an as need basis with creative, sentiment, etc. based on one-off contracts
- Doesn't include AWS - landing page developer or Google Analytics support resource

- **2.2.11 Solution Development & Maintenance – Data Outreach & Quality Workstream**

Key Tasks and Activities:

Work with Providers understanding key issues, and then partnering with other vendors and the departments to capture, organize and analyze vaccine data reporting:

- Coordinate with CDPH and CAIR leadership to develop processes, job-aids, and provider communications to improve provider registration in myCAvax
- Support provider communications – and work across key stakeholder groups engaging with providers in the on-boarding process, to communicate requirements and remediation needed to support the allocation model and performance management
- Support interim data collection process – via the manual file exchange process – and transition this process to completion
- Engage with providers having issues with vaccine administration data going from myTurn to CAIR – and work with CAIR team to define provider enablement processes and communications as needed
- Support provider site survey – and drive alignment discussions with CDPH / TPA on when this can fully transition to myCAvax

Key Assumptions:

Required System (and process updates) to ramp down Data Accuracy / myCAvax workstream:

- System/Process – implement streamlined provider registration process between myCAvax and state IIS, develop automated process for discrepancy identification between myCAvax and IIS ID, transition

Required System (and process updates) to ramp down Inventory Performance Management:

- Process – Define and implement future state ordering / inventory mgmt. process (post TPA allocation), publish dashboards, implement controls to manage provider inventory within defined range of days of supply (currently it is an aspirational target), define state / LHJ / provider roles in managing inventory, transition to state resources to do outreach / inventory mgmt.

- **2.2.12 Provider/LHJ Support & Communication – Adoption & Stakeholder Communications Workstream**

Key Tasks and Activities:

Communications:

- Manage issue/outage/release update communications
- Develop/Distribute ad-hoc communications on special/key topics
- Develop/Distribute (My Turn only) Weekly summary comms
- Develop/coordinate content for series of weekly outreach and executive meetings

Provider/LHJ Support:

- Manage feedback loop between LHJs/Providers and the functional teams
- Conduct twice weekly Governance Councils (My Turn only, looking to extend to myCAVax next summer)

- **2.2.13 Provider/LHJ Support & Communication – Training Workstream**

Key Tasks and Activities:

Training Material Creation and Maintenance:

- Create new training materials as needed for new functionality being created for My Turn and myCAVax
- Update current training materials as needed with each release to match current functionality available in both myCAVax and My Turn

Training Delivery:

- July – December training delivery through updating of published training materials including job aids and self-service training videos and job aids. In addition, one facilitated “What New in the System” will be conducted after each Release.

The contractor shall deliver all train-the-trainer training through the Final System Acceptance with follow-on support work through the end of the first year of the Agreement.

1. The Contractor shall design training, produce training materials, and prepare and deliver training to CDPH staff for train-the-trainer and to be available for initial training sessions with end-users as support.

2. The State shall review all materials - evaluation and training and provide feedback to the vendor. The Vendor shall make all requested revisions request by the State.
3. The contractor shall develop a Training Plan that aligns with a train-the-trainer and web-based training models and which describes the overall goals, learning objectives, and activities that are to be performed to develop, conduct, control, and evaluate training. The Training Plan shall address training activities for CalVax users, release management, and configuration management. The training plan must include, but is not limited to:
 1. Module based system workflows and process workflows
 2. User-based web tutorial trainings online video walkthroughs in-system or job aids that overview myCAvax functionality
 3. Online, virtual training support for the State trainers while they train the end-users (if at location, in-person training is not permitted) for each Master Trainer during their first initial training session for each module release
 4. Additional refresher training as needed
 5. Frequently Asked Questions (FAQ) documents
 6. Web-based training videos
4. The Contractor shall develop Computer Based Training (CBT) modules that may be selected, as applicable, to train each user group within the Scope of the CalVax system.
5. The Contractor shall, if requested (and in line with CalHR current public health guidance), conduct virtual training sessions. The State will coordinate the logistics of the training session by ensuring that appropriate personnel is at the training session and that there is equipment to conduct the training session. The State may request multiple trainings to cover the staff necessary to support the trainer.
6. Within 30 days of the completion of all training, the Contractor shall develop an Instructor's guide for State trainers to train other CalVax users.
7. The Contractor shall support the State in conducting training sessions for LHDs and providers. The contractor will provide support to the state as needed including, but not limited to, developing training materials.
8. The Contractor shall coordinate and supervise any updates to the CalVax training materials within an agreed upon timeline with the State.
9. The Contractor shall develop web based CalVax training videos for the State to release to LHDs and Providers that covers tips and tricks for using the system and for other training needs.
10. In order to enhance and ensure value of the training for future participants, the State requires an evaluation to be administered after each training session conducted by the Contractor.

11. The vendor shall share evaluation results with the state when asked. If the evaluation results are shown to be not satisfactory, the vendor shall have a remediation plan and be prepared to execute on that remediation at no additional cost to the State until evaluations come back satisfactory.
12. All training materials developed must be accessible according to the Americans with Disabilities Act standards for posting to training webpages.

Organization Change Management & Communication Tasks

- Define, document, and support the organizational change management plan and executing the plan activities in support of the CalVax solution implementation.
- Define and support end user adoption communication and outreach to confirm the system stakeholders are notified and prepared in advance of the new CalVax Solution and processes.
- Assist and define the CalVax stakeholder communications for internal and external stakeholders as appropriate.
- Design and manage processes and tools to capture, address, and resolve feedback from LHJs and Providers on the myCAVax and My Turn program

Key Assumptions:

myCAVax:

- Move to self-service training model for providers/LHJs accessing the on-demand job aids and videos.
- Provide one facilitated “What’s New in myCAVax” session once per release.

My Turn:

- Move to self-service training model for providers/LHJs accessing the on-demand job aids and videos.
- Provide one facilitated “What’s New in My Turn” session once per release.

- 2.2.14 Reporting & Analytics Workstream

Key Tasks and Activities:

Reporting and Analytics Activities:

- Mycavax - Operational Reports/Dashboards
- My Turn Clinic - Operational Reports/Dashboards
- My Turn Volunteers - Operational Reports/Dashboards
- Provider Performance Management Dashboards

- Vaccine Equity Management
- Inventory, Shipping and Delivery Reporting
- Administration Reporting
- Demographics and R/E Reporting
- Hesitancy Analysis
- IRIS – Data Refresh and Reporting
- Adhoc Analysis on any of the above data sets

In addition, the Contractor shall be responsible for supporting all Contractor-provided System components (including but not limited to environments, software, and required operations) through the Base Agreement Period and the M&O Period. The Contractor responsibilities shall include the following as necessary by Workstream:

The Contractor will:

1. Provide all detailed work products and, where appropriate, use the current CDPH standard software (e.g., MS Office, MS Visio, and MS Project).
2. Provide Agile artifacts such as, but not limited to, user stories, product backlog, sprint backlog etc.
3. Conduct Daily Scrum which should include key contractor staff and state staff.
4. Provide staff resource(s) with appropriate skills to complete each task successfully, within schedule and budget.
5. Have the required resources available during the timeframe of the Contract.
6. Be accountable for tasks, artifacts, work products, and timelines identified in the SOW.
7. Participate in virtual meetings and briefings, as required.
8. Work with CDPH to identify Key Stakeholders and Subject Matter Experts.
9. Review, clarify, and validate all stated requirements.
10. Comply with all applicable State policies and procedures in effect as of the Agreement Effective Date, including, but not limited to, State project management guidelines based on Project Management Body of Knowledge (PMBOK).
11. Provide all required and appropriate documentation regarding system application configuration and/or customization, implementation, and operations.
12. Organize and facilitate requirement sessions and confirm the quality of the requirements that are captured and documented.

13. Ensure project implementation and system configuration activities are consistent with industry best practices, guidelines, and standards.
14. Identify, document, and report issues and risks to the CDPH Project Manager and resolve assigned issues and risks.
15. Submit work products to the CDPH Project Manager to review for completeness and accuracy, ensuring that each work product achieves CDPH approval and acceptance.
16. Develop and provide ad-hoc reports as deemed appropriate and necessary by the CDPH, utilizing a capacity-based approach.
17. Manage the testing process and ensure that all issues are documented and resolved.
18. Have all assigned personnel agree and adhere to the State Information Technology security policies, standards, and guidelines in effect as of the Agreement Effective Date.
19. Comply with all CDPH policies and procedures in effect as of the Agreement Effective Date that are applicable to Contractor’s Services.
20. Produce and deliver the work product specified in SECTION 4: CONTRACT WORK PRODUCTS.
21. Implement a System that meets all EXHIBIT: FUNCTIONAL REQUIREMENTS and EXHIBIT: NON-FUNCTIONAL REQUIREMENTS in accordance with all applicable federal and State laws, and State-specified business rules as of the Agreement Effective Date.
22. Cooperate with any third-party contracted by the State to provide additional Project support or oversight services.
23. Perform the services required under this Agreement in a manner that will not disrupt the operational needs of the State.
24. Return all State property, including security badges and State-provided computers, prior to termination of the Agreement.
25. Support CDPH in their definition of the user acceptance test (UAT) approach, entrance and exit criteria, and UAT execution tracking, remediation, and re- testing approach.

Table 2.0: Contractor Key Staff Roles and Responsibilities

Key Staff	Roles and Responsibilities
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<p>Engagement Director</p>	<p>Will oversee the delivery of the CalVax solution in collaboration and coordination with the CalVax Project Director.</p> <ul style="list-style-type: none">• Monitor planning, execution, and control of activities necessary to support implementation of CalVax• Ensure that decision items are properly analyzed before presenting them for decision• Monitor risks and issues to make sure that matters are appropriately referred for decision on a timely basis• Attend steering committee meetings• Provide leadership to contract staff• Participate in identification, quantification, and mitigation of project risks• Mediate issue resolution
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Key Staff	Roles and Responsibilities
<p>Project Manager</p>	<p>Will be the State’s primary point of contact for all daily execution of tasks and work products and shall be responsible for providing day-to-day management of Contractor resources and activities, including overall performance of Contractor resources and Agreement compliance.</p> <p>Will monitor and control all project management aspects of the project effort in collaboration with the CDPH Project Manager. Together they will develop and manage the work plan, which includes all tasks/ work products in addition to those tasks/work products performed by staff from CDPH or any other dependent activities.</p> <p>Will provide progress updates against the in-progress requests as agreed upon by the State.</p> <p>Will facilitate conference calls and Webinars on a periodic basis, with an agreed-upon frequency with the CDPH Project Manager.</p> <p>The Project Manager is responsible for ensuring quality controls, accurate invoicing, and project processes such as:</p> <ul style="list-style-type: none"> • Work Product development and management • Training • Meetings • Status reporting • Organizational change management • Testing • Risk management • Project Document creation and management • System implementation • Contractor related project resources

	<ul style="list-style-type: none">• Availability of appropriate resources throughout the term of the contract• Manage Contracts• Point of Contact for State• Problem Resolution• Liaison with the State on Change Orders• Billing <p>The Contractor’s Project Manager will ensure the project work plans are adhered to and will coordinate with the State’s Project Manager when changes to system and/or processes occur based upon change control approvals.</p>
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Key Staff	Roles and Responsibilities
Testing Manager	<ul style="list-style-type: none"> • Test Management • Test Script Development & management • Defect Tracking and Management • Document all Test Results • Test Results Communication
Release Manager	<ul style="list-style-type: none"> • Release Management Services • Implementation Management • Configuration Management (e.g., implemented functionality, software defects corrections, planned functionality and software defects corrections) • Ongoing Platform Release Management and Testing Transition Management
Business Systems Analyst	<ul style="list-style-type: none"> • System Design Services • Scope Definition & Management • Business, Systems and Data Requirements Management • Requirements Traceability (i.e., tracing each requirement to design to development to test to release) • System Configuration Planning • Data Sharing Requirements between regional, local, and state entities • Data categorization (collaborate with Information Security Specialist) • Author reports using business intelligence tool

Key Staff	Roles and Responsibilities
Scrum Master	<ul style="list-style-type: none"> • Ensure the correct use of scrum process • Responsible to facilitating daily scrum, sprint planning, sprint demo and retrospective meetings • Forecast the numbers of work products possible in an iteration which is based on evidence and reliable source • Conduct accurate estimation and planning • Assist with conflict resolution • Provides coaching in Agile practices • Help team or individual to clarify goals and actions to achieve them • Track and remove impediments
Maintenance and Operations Manager	<ul style="list-style-type: none"> • Application and System Maintenance Management • Application Maintenance Support • Database Management Services • Maintenance and Operations Services • System Maintenance Support • Analytics Services • Business Continuity and Technology Recovery • Incident Management • Help Desk Services
Developer	<ul style="list-style-type: none"> • Application software development services developing cloud-based applications implemented in a distributed environment • System Configuration Services • Implementing modern GUI design • Business Requirements Implementation • Implementing application security standards and functionalities

Key Staff	Roles and Responsibilities
Data Integrator	<ul style="list-style-type: none"> • Data Integration services • Performing Extract, Transform, and Load (ETL) and developing APIs • Implementing data integration security standards and functionalities
Data Engineer	<ul style="list-style-type: none"> • Data Engineering services • Creating dashboards and visualizations using tools such as Tableau or Power BI and development in cloud environments • Building data pipelines on Cloud using Python/Scala/Java or COTs ETL products • Securing and governing Data on Hybrid environment • Creating and managing Data Models (Conceptual, Logical and Physical) • Implementing data security standards and functionalities • Developing data visualizations (reports and graphs)
Application Architect	<ul style="list-style-type: none"> • Conceptual Design • Application Architecture
System Architect	<ul style="list-style-type: none"> • Conceptual Design • System Architecture
Product Designer	<ul style="list-style-type: none"> • Product Research • Product Design and Presentation

Key Staff	Roles and Responsibilities
Information Security Specialist	<ul style="list-style-type: none"> • Application Security Design Services • System Security Design Services • Solution Design (Security) Architecture • Security Testing • Security and Privacy Controls Testing • Audit Security Compliance to data security and privacy regulatory requirements
Trainer	<ul style="list-style-type: none"> • Training the trainers on systems through different channels (web- based, in-person etc.) • Developing and customizing training materials related to system being implemented • Developing and customizing training plans

2.3. STATE RESPONSIBILITIES

The State responsibilities include the following:

1. Provide access to applicable information, including but not limited to technical, program, and policy documentation.
2. Secure all signed data user agreements as required by CDPH.
3. Provide State personnel in support of Project activities, including Key Stakeholders and SMEs
4. Ensure the project’s work products, Services and CalVax solution meet the needs of the business as defined in the business requirements and project plan.
5. Manage the State’s master project schedule.
6. Plan, conduct and evaluate User Acceptance Testing, with Contractor support, in accordance with the State-approved Contractor work products.
7. Provide web-based training or training facilities for internal user training and knowledge transfer training should Cal-HR guidance on COVID-19 change.

8. Provide State personnel the time to attend CalVax System Training as documented in the State-approved Contractor Work Products.
9. Establish and manage Independent Verification and Validation (IV&V) services on the CalVax Project.
10. Coordinate the CDT Independent Project Oversight Consultant activities on the CalVax Project.
11. Provide program/policy personnel to support Contractor-provided trainers during virtual training for Internal Users.
12. Act as the point of contact to coordinate and manage all external agency participation consistent with CDPH Requirements.
13. Perform State responsibilities documented in State-approved Contractor work products and in this SOW.
 1. Escalating decisions, issues, and risks as needed to achieve resolution.
 2. Identifying and reviewing project related issues, evaluating mitigation strategies, evaluating action plans, etc.
 3. Approving all work products, Releases, Services and subsequent invoices, having signing authority on change requests/WOAs as well as decision authority over changes that impact the project budget or that substantially alter any of the required functionality in the project.
 4. Managing the internal components of the Organizational Change Management process and providing a lead contact for CDPH staff impacted by the CalVax system.
 5. Managing all aspects and phases of the project including, but not limited to: project plan execution, integrated change control, scope/schedule/cost management, human resources, risk/issue management, and project communications.
 6. Planning, guiding, and overseeing the day-to-day project management activities, developing and managing the project schedule, and developing and ensuring other project work plans are completed.
 7. Ensuring that other Stakeholders have opportunities to provide advice regarding pending decisions.
 8. Provide local and remote access to defined Contractor staff as needed.
 9. Unless otherwise set forth in this Agreement as a Contractor responsibility, the State will work in good faith to procure

licenses for the third-party products including any software products necessary for Contractor to provide the Services.

10. The State shall be solely responsible to validate, confirm and approve the content of all communications with third- parties or third-party systems that are enabled by the CalVax System functionalities.

14. State personnel roles and responsibilities:

Table 2.1: State Roles and Responsibilities

Project Team Role	Responsibility
Executive Sponsor	<ul style="list-style-type: none"> • Overall business sponsor ensuring sustained organization commitment and involvement at all levels. • Ensures timely availability of required business and subject matter experts (SME) resources including administrative support. • Approves the project goals, scope, schedule, and budget and any significant subsequent changes to any of these elements. • Member of the Executive Steering Committee (ESC). • Provides direction and guidance for key organizational strategies. • Resolves strategic and escalated issues and makes major decisions beyond the authority of the Project Sponsor. • Allocates and commits business project resources for duration of project.

Project Team Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Provides business context, expertise, ensures engagement of the appropriate business subject manager experts (SME), and provides business prioritization and alignment of business objectives. • Works with the Executive Sponsor to champion the project and responsible for overseeing project governance. • Make decisions on scope, schedule, or budget changes when these elements change beyond 5% of the baseline. • Member of the Executive Steering Committee (ESC). • Provide executive management sponsorship and support for the project • Provides highest level of project review, coordinates with policy leadership, and oversight, as needed • Serve as key business decision-maker of the project and provide decision-making authority • Establish project goals and priorities • Resolve issues and scope changes that cannot be resolved by project director • Support project funding and resources • Review and approve significant changes to project scope, budget, or schedule • Mediate issue resolution

Project Team Role	Responsibility
Product Owner	<ul style="list-style-type: none">• Communicates project vision, backlog priorities, approves user stories (requirements), and works with business, stakeholders, product management, and project sponsor to resolve business/process issues and questions.• Participates in agile ceremonies and reviews and approves project artifacts• Oversees, manages, and evaluates product progress throughout development stages

Project Team Role	Responsibility
Project Director	<ul style="list-style-type: none"> • Make decisions on scope, schedule, or budget changes when these elements changes are within 5% of the baseline. • Ensure that external governing entities are properly consulted and engaged to provide timely approval of changes where required. • Ensure that decision items are properly analyzed before presenting them for decision. • Ensure that Stakeholders who need to provide advice about decisions have opportunity for meaningful input. • Monitor risks and issues to make sure that matters are appropriately referred for decision on a timely basis. • Ensure overall success of project • Provide a centralized structure to coordinate and manage the project, staff resources, teams, activities, and communication structured project management methodologies • Direct activities of state and contractor personnel assigned to the project • Determine that the implemented solution addresses the project’s and associated program objectives • Determine quality control and quality assurance activities are performed in accordance with quality management plan; participate in quality planning, assurance, and control • Communicate project status to CDPH Management, Executive Sponsors, and External Stakeholders, as needed • Monitor planning, execution, and control of activities necessary to support implementation of the CalVax system • Provide leadership to state staff assigned to manage

Project Team Role	Responsibility
	<p>project teams</p> <ul style="list-style-type: none"> • Coordinate and monitor project charter, plan, and performance • Facilitate and approve internal and external Service Level Agreements (SLAs) • Attend steering committee meetings • Participate in identification, quantification, and mitigation of project risks • Hold contractor responsible to work products defined in the SOW
Project Manager	<ul style="list-style-type: none"> • Make daily decisions based on direction provided by the Project Director or when changes are within the agreed upon delegated authority. • Ensure that other Stakeholders have opportunities to provide advice regarding pending decisions. • Communicate with the Project Director regarding decisions made. • Escalate issues for resolution to the Project Director when they are outside the Project Manager’s span of control. • Monitor risks and issues to make sure that matters are appropriately referred for decision on a timely basis. • Attend steering committee meetings • Administers the work product review and approval process. • Manage contracts

Project Team Role	Responsibility
Executive Steering Committee (ESC)	<ul style="list-style-type: none"> • Provide advice to the Project Sponsor and recommendations regarding any pending decisions. • Monitor risks and issues to ensure matters are appropriately considered for decision on a timely basis.
Business Owner	<ul style="list-style-type: none"> • Make daily decisions regarding business aspects of the project as requirements are defined and design is developed. • Provide timely analysis and recommendations regarding issues that require decisions by the Project Manager, Project Director, or the Project Sponsor. • Escalate issues to the attention of the Project Manager and the Project Owner when the decision impacts the project more broadly.
IT Sponsor	<ul style="list-style-type: none"> • Provide input to project decisions related to technologies the project will employ.
Department of Technology	<ul style="list-style-type: none"> • Approve projects when initiated. • May conduct IT procurements. • Approve IT contracts and related amendment. • Provide ongoing project support and oversight.

Project Team Role	Responsibility
Department of Finance	<ul style="list-style-type: none"> • Approve project resources, via a Budget Change Proposal or Spring Finance Letter, for inclusion in the sponsoring organization’s budget. • Advocate for the budget request before the Legislature. • Must review and approve contract changes that result in additional project costs. • Prepare a notification of changes to contracts for the Legislature, per Section 11.00 of the Budget Act.
Legislature	<ul style="list-style-type: none"> • Approve the sponsoring organization’s budget including resources supporting the project. Review Section 11.00 requests to increase future costs via a contract. Can request that the Department of Finance not approve the amendment.
External Stakeholders	<ul style="list-style-type: none"> • Provide advice regarding issues that are the subject of pending decisions.

2.4. RESERVED

2.5. RESERVED

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2.14. WARRANTY / MAINTENANCE AND OPERATIONS (M&O)

1. Warranty / Maintenance and Operations (M&O) Warranty. The Warranty Period commenced upon March 1, 2021 and will apply to each CalVax major release (or phase). If any Critical or Major deficiencies or outages occurs within the first 30 days of the acceptance period, the Warranty Period will restart after the issue is fixed and the system is back online and approved by the State. The definition of the term “material defects” as used in provision (ii) in Section 18 of the General Provisions is defined as Deficiencies with Critical and Moderate Severity. Deficiency resolution will be performed at the Contractor’s own expense for all Deficiencies prior to acceptance and of the last major phase that are covered under the Warranty as specified in the GSPD-401IT dated September 2014.

2. During the M&O Period, it is anticipated that the Contractor shall maintain adequate staffing levels, as approved by the State, to perform updates, resolve problems, make changes to improve efficiencies, etc. and continue to implement new functionality throughout the life of the contract as prioritized and mutually agreed. Should the Contractor need to change any part of the Solution that has achieved System Acceptance and is therefore under the State’s control, the Contractor must obtain the State’s approval prior to any change being made. Deficiency resolution will be performed at the Contractor’s own expense for all Deficiencies that are covered under Warranty as specified above.

3. Reserved

4. Reserved

5. The Contractor’s warranty does not apply to any third-party materials or services (other than those provided by the Contractor’s subcontractors or any other agent working on behalf of the Contractor). In the event of a defect in the System arising in or from any third party materials or services, Contractor will, during the term of the Contract, coordinate with and be the point of contact for resolution of the defect through the applicable third party

vendor/licensor, and will collaborate with the State to provide required information and communication with respect to such defect and resolution. Any third-party materials and services are subject to the terms of such third-party vendor/licensor's agreement for such materials or services.

2.15. RESERVED

3. CONTRACTOR PERSONNEL

Please refer to table Contractor Key Staff Roles and Responsibilities in Table 2.3

3.1. KEY STAFF MANDATORY QUALIFICATIONS

The Contractor must provide Key Personnel as described below. For purposes of this Contract, the term "Key Personnel" refers to Contractor personnel deemed by CDPH to be essential to the Contractor's satisfactory performance of the requirements contained in this Contract. Please note that all listed Key Personnel are expected to be available through all implementation phases.

Key Personnel are identified below. One (1) individual can serve in more than one (1) role if: (a) the Contractor can demonstrate that the individual can successfully carry out all responsibilities within the identified timeframe and the project quality and success will not be impacted; and (b) CDPH provides prior approval.

The Sharing of roles is NOT allowed for the following Key Personnel:

1. Project Manager
2. Testing Manager
3. Release Manager
4. Maintenance and Operations Manager
5. Application Architect
6. System Architect

The Sharing of roles may be allowed for the following Key Personnel:

Additional Key Personnel

1. Engagement Director
2. Business Systems Analyst
3. Scrum Master

4. Developer
5. Data Integrator
6. Data Engineer
7. Product Designer
8. Information Security Specialist
9. Trainer

At a minimum, the Contractor shall provide staff, with the appropriate experience and qualifications, for the following State-identified Key Personnel:

Key PERSONNEL	QUALIFICATIONS
Engagement Director	<ul style="list-style-type: none"> • The Contractor Engagement Director will provide project strategy and guidance. • Will direct and manage all Contract communications and will have the authority to act on all aspects of the agreement, including invoice issues. • Will ensure that the Contractor’s personnel comply with the requirements of the Contract. Any change orders must be approved in writing by the CDPH Program Director. The Contractor must acknowledge questions and requests by the next business day. • Will provide the final review and approval of project work products. • Will utilize their knowledge of systems to provide strategic guidance for the design and implementation of CalVax. • A minimum of five (5) years of experience in leading medium-scale IT system integration projects. (Defined as 100 users and over \$3 million). • Minimum of five (5) years’ experience as a Project Manager directly responsible for the planning, execution, and evaluation of the Information Technology (IT) project solution implementation/integration activities including the following Project Management knowledge areas: scope, time, cost, human resources, risk, quality, integration, change management, and communication. • Five (5) years (minimum) experience Project Managing the implementation of a similar proposed solution. • Experience as primary point of contact for all daily execution of tasks and work products and responsible for providing day- to-day management of Contractor resources and activities, including overall performance and Agreement compliance.

Key PERSONNEL	QUALIFICATIONS
	<ul style="list-style-type: none">• Strong Communications skills.• A minimum of three (3) years' experience as the Project Manager for a public sector IT solution implementation/ integration project.• 3+ years' experience working with Agile Software teams• Experience working cross-functionally with operations, product, and business teams.• Experience managing stakeholders.

Key PERSONNEL	QUALIFICATIONS
Project Manager	<ul style="list-style-type: none"> • Minimum of five (5) years’ experience as a Project Manager directly responsible for the planning, execution, and evaluation of the Information Technology (IT) project solution implementation/integration activities including the following Project Management knowledge areas: scope, time, cost, human resources, risk, quality, integration, change management, and communication. • Five (5) years (minimum) experience Project Managing the implementation of a similar proposed solution. • Experience as primary point of contact for all daily execution of tasks and work products and responsible for providing day- to-day management of Contractor resources and activities, including overall performance and Agreement compliance. • Strong Communications skills • A minimum of three (3) years’ experience as the Project Manager for a public sector IT solution implementation/ integration project. • 3+ years’ experience working with Agile Software teams • Experience working cross-functionally with operations, product, and business teams. • Experience managing stakeholders. • Experience in facilitating conference calls and on-site/ remote meetings on a periodic basis. • Experience managing web-application projects in cloud-based environments • Current Project Management Certification (one of): • <i>PMI Program Management Professional (PMP)®</i> • <i>PMI Project Management Professional (PMP)®</i>

Key PERSONNEL	QUALIFICATIONS
Testing Manager	<ul style="list-style-type: none"> • Minimum of five (5) years' experience managing software quality assurance on an application with one or more Application Program Interfaces (APIs) • Minimum of three (3) years of experience managing software quality assurance on a web-enabled application • Minimum of four (4) years or more years of experience developing test plans and scripts, defect Tracking and Management, document test results • Minimum of four (4) years' experience planning, documenting, and implementing test strategies for products/projects for systems that are comparable to the Contractor's solution that is proposed for the CalVax System • Minimum of four (4) years' experience creating and executing both manual and automated integration, system, performance, security test plans, and supporting/ coordinating user acceptance testing • Minimum of four (4) years' experience maintaining non-production, test environments including: <ul style="list-style-type: none"> • Data refreshes in test environments • Release management and release coordination into test environments • Experience managing web-application projects • Minimum of one (1) or more years of experience on a government application (Federal, State or Local).

Key PERSONNEL	QUALIFICATIONS
Release Manager	<ul style="list-style-type: none">• Minimum of five (5) years' experience as a Release Manager• Minimum of three (3) years similar experience in Release Management• Minimum of three (3) years' experience using tools such as DevOps, Jenkins, GitHub, GIT, JIRA, Confluence, AND/OR Slack• Minimum of three (3) years' experience working with Agile Software teams• Strong Communications skills• Experience in software development methodologies• Experience in continuous Integration and Delivery processes• Experience working cross-functionally with operations, product, and business teams• Experience managing web-application projects• Architect-level understanding of the major public cloud services (AWS, Azure), using them to effectively design secure and scalable services• Minimum of one (1) year of experience on a government application (Federal, State or Local)

Key PERSONNEL	QUALIFICATIONS
Business Systems Analyst	<ul style="list-style-type: none"> • A minimum of five (5) years' experience performing business process analysis, developing business requirements, mapping detailed business processes/requirements to proposed solution configuration elements, designing, system testing, training, and implementing IT enabled solutions similar to proposed solution • A minimum of five (5) years' experience organizing, facilitating, and running joint application design sessions with engineers or scientists for requirements gathering and documentation, capturing the content, action items, and key takeaways using industry business analysis best practices consistent with those identified in Business Analysis Body of Knowledge (BABOK) • Minimum of five (5) years' experience configuring and implementing business rules/system configuration items based on customer business process requirements • Minimum of three (3) years' experience performing business analysis, requirements definition, or functional configuration similar to the proposed solution • A minimum of five (5) years' experience creating, analyzing, or refining business process models using standard Business Process Management tools • One (1) or more years of experience on a government application (Federal, State or Local)

Key PERSONNEL	QUALIFICATIONS
Scrum Master	<ul style="list-style-type: none">• A minimum of five (5) years of IT and project/program management.• Bachelor’s degree in Communications, Business, Computer Science, or a related discipline Excellent interpersonal, organizational, team building and conflict management skills• In-depth knowledge of business functions and extensive understanding of business operations, strategies and objectives• Experienced in all phases of SDLC (Software Development Lifecycle) and extensive knowledge of Agile frameworks like Scrum and Kanban• A minimum of three (3) years experience as a Scrum Master or Agile Coach• Solid understanding of the gathering and usage of metrics that enable agile teams and organizations.• Strong communication, facilitation, presentation and consensus building skills.

Key PERSONNEL	QUALIFICATIONS
<p>Maintenance and Operations Manager</p>	<ul style="list-style-type: none"> • Minimum of five (5) years' experience with IT operations • Bachelor's degree in Computer Science or related field • Deep understanding of Data Protection, Cloud Availability, Backup & Restore solutions • Experience with at least one Public Cloud Provider (AWS, Azure, GCP) • Extensive knowledge of database backup and restore • Experience working with enterprise storage technology • Experience working with automation tools • Operates effectively in a fast-paced, positive, high energy environment • Strong practical experience with ITIL processes and principles • Experience with database / data warehousing and high-performance computing environments • Strong management skills, but also possesses the ability to contribute to in-depth technical discussions • Experience with Service-level reporting: Availability / Incidents / SLA's • Minimum of five (5) years' experience with managing operations for Cloud-based applications • Minimum of one (1) or more years of experience on a government application (Federal, State or Local).

Key PERSONNEL	QUALIFICATIONS
Develope	<ul style="list-style-type: none">• Minimum of five (5) years' experience as an application developer in a business or government environment similar to the proposed solution• Minimum of three (3) years of experience developing cloud-based applications implemented in a distributed environment• Minimum of three (3) years of experience implementing modern GUI design• Minimum of one (1) year of experience implementing system security standards and functionalities• Minimum of one (1) year of experience on a government application (Federal, State or Local)• One (1) to three (3) years of experience as the Developer working for products / projects for systems that are comparable to the Contractor's solution that is proposed for the CalVax System

Key PERSONNEL	QUALIFICATIONS
Data Integrator	<ul style="list-style-type: none">• Minimum of five (5) years' experience as a data integrator in a business or government environment similar to the proposed solution• Minimum of three (3) years of experience as a data integrator in cloud-based applications implemented in a distributed environment• A minimum of two (2) years' experience in performing Extract, Transform, and Load (ETL) and developing APIs• Minimum of one (1) year of experience implementing data integration security standards and functionalities• Minimum of one (1) year of experience on a government application (Federal, State or Local)• One (1) to three (3) years of experience as the Data Integrator working for products / projects for systems that are comparable to the Contractor's solution that is proposed for the CalVax System

Key PERSONNEL	QUALIFICATIONS
Data Engineer	<ul style="list-style-type: none"> • Minimum of five (5) years’ experience as a Data Engineer in a business or government environment similar to the proposed solution • Minimum of three (3) years of experience as a data engineer for cloud-based applications implemented in a distributed environment • Minimum of two (2) or more years’ experience creating dashboards and visualizations using tools such as Tableau or Power BI, and development in cloud environments • Minimum of two (2) years as a data engineer, building data pipelines on Cloud using Python/Scala/Java or COTs ETL products, securing and governing Data on Hybrid environment, and creating and managing Data Models (Conceptual, Logical and Physical) for similar solution • Minimum of one (1) year of experience implementing data security standards and functionalities • Minimum of four (4) years of experience in developing data visualizations (reports and graphs) • Minimum of one (1) year of experience on a government application (Federal, State or Local) • One (1) to three (3) years of experience as the Data Engineer working for products / projects for systems that are comparable to the Contractor’s solution that is proposed for the CalVax System

Key PERSONNEL	QUALIFICATIONS
Application Architect	<ul style="list-style-type: none">• Minimum of five (5) years' experience as an Application Architect• Minimum of three (3) years of experience performing detailed application design and unit and system integration testing• Experience with Enterprise level Data Analytics Platforms• Strong Cloud and modern platforms experience• Understanding of Data Analytics application stack – ETL and Reporting tools• Minimum of four (4) years Full Stack development• Demonstrated hands on Virtual Hosting application development experience – Project leadership in Designing Solutions in the cloud• Deep hands on knowledge and experience in Cloud Architecture

Key PERSONNEL	QUALIFICATIONS
System Architect	<ul style="list-style-type: none"> • Minimum of five (5) years’ experience as a System Architect directly responsible for architecting integrated IT systems • Experience with Enterprise level Data Analytics Platforms • Strong Cloud and modern platforms experience • Understanding of Data Analytics application stack ETLand Reporting tools • Experience with hands-on technical leadership for systems development projects, including providing system and infrastructure architecture, logical and physical design, development, and deployment • Experience as a Certified Cloud Solutions Architect, including architecting and designing SaaS solutions and integration with other services and apps in hybrid environments • Knowledge of core concepts of architecture, logical, and physical design for solutions or systems involving APIs • Design cloud-based solutions to collect, process, store and make available for search and analytics • Must have defined and implemented physical and logical technical architectures for at least two (2) IT projects that utilized a similar infrastructure as the proposed CalVax System infrastructure. A similar infrastructure is defined as one reusing or integrating with existing enterprise applications and services • Minimum of two (2) years’ experience as a Technical Lead or Technical Architect implementing similar solution as the proposed solution

Key PERSONNEL	QUALIFICATIONS
Product Designer	<ul style="list-style-type: none">• Minimum of (5) years' experience as a Product Designer and Reporting tools• Minimum of (5) years' experience in consulting with clients to determine design requirements• Experience in presenting and communicating design concepts and ideas, using design software• Experience in researching product and user interface design ideas

Key PERSONNEL	QUALIFICATIONS
<p>Information Security Specialist</p>	<ul style="list-style-type: none"> • Minimum of five (5) years' experience as an Information Security Specialist • Minimum of three (3) years of experience documenting security requirements for an application implemented in a distributed environment • Experience developing and reviewing security policies, standards, and procedures and communicating to user-base • Thorough understanding of the NIST risk management framework and related industry best practices • Must have experience and be capable of independently developing Security Authorization work products • Experience with FedRAMP security controls for an Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Software as a Service (SaaS) cloud paradigms • Knowledge of the application of security policies and procedures, security awareness programs, business continuity, disaster recovery plans, and operational recovery plans; and the National Institute of Technology (NIST) 800-53 framework • Bachelor's degree or equivalent experience in an information technology or information security discipline • Security Certifications preferred (e.g. CISSP, GIAC, CISA, CISM) • Minimum of one (1) or more years of experience on a government application (Federal, State or Local)

Key PERSONNEL	QUALIFICATIONS
Trainer	<ul style="list-style-type: none"> • A minimum of five (5) years’ experience training users on solutions similar to proposed solution • A minimum of five (5) years’ experience developing and customizing training materials for solutions similar to proposed solution • A minimum of five (5) years’ experience developing and customizing training plans for solutions similar to proposed solution • One (1) or more years of experience providing training on a government application (Federal, State or Local) • One (1) to three (3) years of experience as the Trainer for products/projects for systems that are comparable to the Contractor’s solution that is proposed for the CalVax System <ul style="list-style-type: none"> - The system must be for a state, county, or city government with a population greater than 1,000,000 people.

3.2. KEY STAFF PERSONNEL CHANGES

The Contractor must commit to the continuing availability and participation of the staff filling the Key Staff roles, to the extent of the Contractor’s control, for the duration of the Contract or for their proposed period of involvement. The following outlines the keystaff personnel changes provisions:

1. Contractor shall obtain prior approval in writing from the State before attempting to change Key Staff. This includes substitutions made between submission of the Final Proposal and the actual start of the Project, as well as staffing changes that may occur during the course of the Contract.
2. During the Contract term, including any period of time for which a Stop Work Order is issued, Contractor shall not make changes in the assignment of its

- Key Staff except in the event of death, leave of absence, illness, retirement, disability, termination, or leaving Contractor's employment and not serving as a consultant or subcontractor to Contractor, or subject to mutual agreement by the parties to allow for removal.
3. If a member of Contractor's Key Staff is unable to perform due to factors beyond Contractor's reasonable control (e.g., illness, resignation), the Contractor will use its best efforts in promptly providing suitable substitute personnel.
 4. The State may request that Contractor replace staff (Key and non-Key) and shall advise Contractor in writing of the basis for the request.
 5. If a Key Staff member notifies the Contractor that they will be leaving the project, the Contractor must notify the Project Director or designee within two
(2) State business days after being notified by the Key Staff member.
 6. In the event replacement of Key Staff is necessary, Contractor shall provide a replacement candidate that meets or exceeds the requirements as defined in this Contract, within ten (10) calendar days of the date the Key Staff member becomes unavailable and allow the State the opportunity to interview and approve the candidate.
 7. The State shall have the right to contact references, evaluate information provided, and determine if the Key Staff candidate is acceptable.
 8. The California Vaccine Management Solution (CalVax) Project Director or designee has up to five (5) State business days to approve or disapprove the selected replacement.
 9. If the State rejects a Key Staff candidate and a qualified replacement is not provided to the State for approval within seven (7) calendar days of the rejection, Contractor shall be in material breach of the Contract unless the State provides an extension in writing before the deadline is exceeded.
 10. The State will not unreasonably delay or deny acceptance of Contractor's personnel.
 11. The Key Staff candidate receiving acceptance by the State shall be available to start immediately unless otherwise agreed to by the State.

4. CONTRACT WORK PRODUCTS

The Contractor is responsible for completing the tasks and work products necessary to deliver the CalVax Solution Requirements. The State expects the Contractor to adhere to the State's process for work products based on agreed

upon work product templates and timeframes. The Contractor may be required to submit multiple draft versions until the State is satisfied with the content, form, and quality of the work product.

The Project Work Products in Table 4.1 below detail the submission and frequency when the work products are due for State review and/or approval.

Table 4.1: Project Work Products

Number	Work Product	Submission/Frequency
1	Reserved	
2	Product Release Roadmap	Upon Agreement start Updated after each Sprint
3	Reserved	
4	Reserved	
5	Information Security Plan	As agreed, upon by the State and Contractor during project kick off
6	<ul style="list-style-type: none"> • Reserved 	
7	Product Backlog	Updated each Sprint
8	Potentially Releasable Product Increment	Delivered each Sprint
9	Data Dictionary Document	Submitted and/or updated with each system release
10	Transition Plan	Draft submission three (3) months prior to contract term date

4.1. WORK PRODUCT SUBMISSION AND FORMAT

Prior to initiating development of each Project work products, the Contractor must obtain the State's approval for format and content of the work product. The State reviewperiod for the work product shall be completed in a reasonable time period. All work products shall be provided in a format compatible with the CDPH standard and approved by the CDPH CalVax Project Management. In all cases, the Contractor shall verify application compatibility with the CDPH CalVax Project Management prior to creation or delivery of any electronic documentation. All interim diagrams, charts, or other graphics inserted into work products shall be provided in the original file format used for their creation. An example might be a Microsoft Visio process flow inserted into a document; the original Visio source file shall also be provided electronically. Any deviations to these standards shall be approved by the CDPH CalVax Project Management.

5. UNANTICIPATED TASKS

1. In the event that additional work shall be performed which was wholly unanticipated and is not specified in the SOW but which in the opinion of both parties is necessary to the successful accomplishment of the general scope of work outlined, the procedures outlined in this Section will be employed.
2. For each item of unanticipated work not specified in the SOW, a WOA will be prepared.
3. It is understood and agreed by both parties to this contract that all of the terms and conditions of this Contract shall remain in force with the inclusion of any such WOA. Such WOA shall in no way constitute a Contract other than as provided pursuant to this Contract nor in any way amend or supersede any of the other provisions of this Contract.
4. Each WOA shall consist of a detailed statement of the purpose, objective, or goals to be undertaken by the contractor, including:
 1. The job classification(s) or approximate skill level(s) of the personnel to be assigned available by the contractor,
 2. An identification of all significant material to be developed by the Contractor and delivered to CDPH
 3. An identification of all significant materials to be delivered by

CDPH to the contractor

4. An estimated time schedule for the provisions of these services by the contractor
 5. Completion criteria for the work to be performed,
 6. The name or identification of the Contractor personnel to be assigned,
 7. The Contractor's estimated work hours required to accomplish the purpose, objective or goals, and
 8. The Contractor's billing rates as identified in Exhibit 4, Cost Workbook Unanticipated Tasks, and the contractor's estimated total cost of the WOA.
5. All WOAs shall be in writing prior to beginning work and signed by the Contractor and CDPH. The Contractor shall not begin work on a WOA until the authorized CDPH, staff (Staff Counsel, IT Acquisitions Manager, and CDPH, Contract Official) and the Contractor have approved the WOA.
 6. CDPH, has the right to require the Contractor to stop or suspend work on any WOA pursuant to the "Stop Work" provision of the General Provisions.
 7. Personnel resources will not be expended (at a cost to California Department of Public Health, on task accomplishment in excess of estimated work hours required unless the procedure below is followed:
 1. If, in the performance of the work, the Contractor determines that a WOA to be performed under this Contract cannot be accomplished within the estimated work hours, the Contractor will immediately notify CDPH, in writing of the Contractor's estimate of the work hours, which will be required to complete the WOA in full. Upon receipt of such notification, CDPH, may:
 1. Authorize the Contractor to expend the estimated additional work hours or service in excess of the original estimate necessary to accomplish the WOA (such an authorization not unreasonably to be withheld), or
 2. Terminate the WOA, or
 3. Alter the scope of the WOA in order to define tasks that can be accomplished within the remaining estimated work hours.
 4. CDPH, will notify the Contractor in writing of its election within seven (7) calendar days after receipt of the Contractor's notification. If notice of the election is given to proceed, the Contractor may expend the estimated additional work hours or services. The CDPH, agrees to reimburse the Contractor for such additional work hours, in accordance with the terms of the WOA.

8. Contractor shall be paid for services and/or work products provided pursuant to a WOA on a time and material basis. Each monthly invoice for Contractor services and/or work products provided pursuant to a WOA shall be subject to a payment withhold (referred to herein as "Payment Withhold") of five (5) percent.
9. The Payment Withhold will be modified in the following circumstances:
 1. If the Contractor fails to successfully complete two (2) consecutive WOAs, the Payment Withhold shall be increased to ten (10) percent. Failure to successfully complete a WOA shall mean the Contractor did not satisfy all acceptance criteria, as determined by the State, in its sole discretion, within the total cost set forth in the WOA. Failure to complete a WOA shall also be defined as set forth in subsection 5(c), below.
 2. The Payment Withhold shall return to five (5) percent upon the successful completion of two (2) consecutive WOAs. A successfully completed WOA shall mean that the Contractor satisfied all acceptance criteria, as determined by the State, within the timeframe and total cost set forth in the WOA.

6. DATA HANDLING & SECURITY POLICIES

6.1. SECURITY POLICIES

The Contractor and subcontractor workforce members and agents must adhere to the following security and privacy standards in effect as of the Agreement Effective Date and only as applicable to Contractor's Services outlined in this SOW and under the control of Contractor or Contractor's Subcontractors:

1. California Department of Public Health Information Privacy and Security Requirements (see Bidders' Library).
2. California Department of Technology [CDT Information Security](#).
3. Contractor specifically represents and warrants that it has established and during the term of this Agreement will at all times maintain a privacy program that protects the privacy of personnel information as prescribed by the applicable privacy laws and regulations.
4. Contractor will provide a secure environment for any and all hardware and software (including servers, network, and data components) to be provided by Contractor as part of its performance under this Agreement. Contractor represents that the security measure it takes in performance of its obligations under this Agreement are, and will at all times: (i) have implemented the "moderate" impact controls of National Institute of Standards and Technology

- (NIST) 800-53 security requirements;
(ii) any other security requirements, obligations, specifications, and event reporting procedures set forth in this Agreement; or
(iii) any security requirements, obligations, specifications, and/or event reporting procedures set forth in any applicable Task Order or Statement of Work.
5. **Information Security Program.** Contractor specifically represents and warrants that it has established and during the term of this Agreement will at all times maintain an Information Security Program which includes: Security Policies, Security Procedures, and Security Controls and provided to CDPH via written documentation; An accurately completed risk assessment of the proposed CalVax solution upon execution of this Agreement and periodically throughout the term of the Agreement with a minimum of at least once annually thereafter; A security incident management program; A security awareness program; A security change management program to promote stability and reliability of Contractor's security environment during the security change process; and Business continuity and recovery plans, including regular testing.
6. **Security Architecture.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, Contractor has established and during the term of this Agreement will at all times maintain: A security architecture that reasonably ensures implemented and effective NIST 800-53 security controls; A system of effective firewall(s) and intrusion detection technologies necessary to protect CDPH data; Appropriate network security design elements that provide for segregation of data; Procedures to encrypt information in transmission and storage; Procedures to ensure regular testing of Contractor's security systems and processes; Database and application layer design processes that ensure website applications are designed to protect CDPH data that is collected, processed, and transmitted through such systems.
7. **System Management.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, Contractor has established and during the term of this Agreement will at all times maintain: Mechanisms to keep security patches current; Monitoring systems and procedures to detect attempted and actual attacks on or intrusions into CDPH data; Procedures to monitor, analyze, and respond to security alerts; Use and regular update of commercial state-of-the-art anti-malware software; and Procedures to regularly verify the integrity of installed software.

8. **Access Control.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, Contractor has established and during the term of this Agreement will at all times enforce: Appropriate mechanisms for user authentication and authorization in accordance with a "need to know" policy; Controls to enforce rigorous access restrictions for remote users, contractors and service providers; Timely and accurate administration of user account and authentication management; Mechanisms to encrypt or hash all passwords; Procedures to immediately revoke accesses of inactive accounts or terminated/transferred users; Procedures maintaining segregation of duties; Procedures to ensure assignment of unique IDs to each person with computer access; and Procedures to ensure Contractor-supplied defaults for passwords and security parameters are changed and appropriately managed.
9. **Physical Access.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, Contractor has established and during the term of this Agreement will at all times enforce: Physical protection mechanisms for all information assets and information technology to ensure such assets and technology are stored and protected in appropriate data centers; Appropriate facility entry controls are in place to limit physical access to CDPH Data and CDPH's computer system and/or network that store or process data; Procedures to ensure access to facilities is monitored and restricted on a "need to know" basis; Measures to protect against destruction, loss, or damage of CDPH data and CDPH dependent computersystem and/or network due to potential environmental hazards, such as fire and water damage or technological failures; and Controls to physically secure all CDPH sensitive information and to properly destroy such information when it is no longer needed.
10. **Employee Background Check.** Where permitted by law, Contractor agree to perform and ensure successful completion/clearance of background checks: (i) upon hire for each Contractor employee, and (ii) for all new Contractor contract employees that are assigned to perform work on or who have access to CDPH Information.
11. **Accountability.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, audit/ transaction logs are collected from systems and applications that store, process or transport CDPH data,

and they are periodically checked for anomalies.

12. **Audit.** Contractor acknowledges and agrees that CDPH may audit Contractor to confirm that Contractor has satisfied the obligations of this section of the Agreement. Contractor shall act in a commercially reasonable manner to correct any deficiencies mutually identified and to bring itself promptly into compliance with its obligations under this Agreement.

7. CONFLICT RESOLUTION

The parties shall use their best, good faith efforts to cooperatively resolve conflicts and problems informally that arise in connection with this Agreement, pursuant to this Section and as provided in the General Provisions – Information Technology (GSPD-401IT-09/ 05/2014, Provision 44, Disputes). Both parties shall continue without delay to carry out all their respective responsibilities under this Agreement while attempting to resolve the conflict under this Section.

When a conflict arises between the State and the Contractor that cannot be resolved informally:

1. The Contractor Project Manager, the CDPH California Vaccine Management Solution (CalVax) Project Technical Director and the CDPH CalVax Project Business Director shall each provide a written notice to the other party of the conflict.
2. The notice shall specify the issues in conflict and the position of the party submitting the notice.
3. The Contractor Project Manager, the CDPH CalVax Project Technical Director, and the CDPH CalVax Project Business Director shall use their best, good faith efforts to resolve the conflict within five (5) State business days of submission by either party to the other of such notice of the conflict.
4. If the Contractor Project Manager, the CDPH CalVax Project Technical Director, or the CDPH CalVax Project Business Director are unable to resolve the conflict within such five (5) days:
5. Either party may escalate the conflict for resolution to the CDPH Chief Information Officer (CIO) and the Contractor's counterpart.
6. Such escalation must specify, in writing, the issues in conflict, the escalating party's position and understanding of the relative positions of the other parties. All parties must be copied on all escalation correspondence.
7. The CDPH CIO and the Contractor's counterpart shall use their best, good faith efforts to resolve the conflict within ten (10) State business days of an

escalation to resolve the conflict.

8. If the CDPH CIO and the Contractor counterpart are unable to resolve the conflict within such ten (10) days, the parties will follow instructions within the General Provisions – Information Technology (GSPD-401IT-09/05/2014, Provision 44, Disputes) within five (5) State business days thereafter.

8. INSURANCE

The Contractor shall meet the following insurance requirements while performing work under this Agreement:

1. Commercial General Liability

- The Contractor must furnish to the State a certificate of insurance stating that commercial general liability insurance of not less than \$1,000,000 per occurrence for bodily injury and property damage liability combined is presently in effect for the Contractor. The commercial general liability insurance policy shall include coverage for liabilities arising out of premises, operations, independent contractors, products, completed operations, personal and advertising injury, and liability assumed under an insured agreement. The commercial general liability insurance shall apply separately to each insured against whom claim is made or legal action is brought subject to the Contractor's limit of liability.
- The certificate of insurance must be issued by an insurance company of AM Best rating of A- VII or higher or be provided through partial or total self-insurance acceptable to DGS.
- The certificate of insurance must include the following provisions:
 1. The Contractor will not cancel the insureds coverage without giving 30 calendar days prior written notice to the state.
 2. The State of California, its officers, agents, employees, and servants are included as additional insureds, but only with respect to work performed for the State of California under this Agreement.
 3. The Contractor agrees that the insurance required herein will remain in effect at all times during the term of this Agreement. In the event said insurance coverage expires at any time or times during the term of this Agreement, the contractor agrees to provide, within 30 calendar days after said expiration date, a new certificate of insurance evidencing insurance coverage as provided herein.

4. The State will not be responsible for any premiums, deductibles, or assessments on the insurance policy

2. Workers Compensation

- Contractor shall, in full compliance with State law, provide or purchase, at its sole cost and expense, and this shall remain in full force and effect during the term of the Agreement, statutory California's workers' compensation coverage for its employees and Employer's Liability in the minimum amount outlined above. The State will not be responsible for payment of premiums or for any other claim or benefit for Contractor, or any Subcontractor or employee of Contractor, which might arise under applicable laws during the performance of duties and Services under this Agreement.

1. Employers Liability insurance covering the risks of Contractor's Staff and employees' bodily injury by accident or disease with limits of not less than \$1 million per accident for bodily injury by accident and \$1 million per employee for bodily injury by disease and \$1 million disease policy limit

9. Assumptions and Constraints

The State understands the Contractor's performance is dependent on the State's timely and complete performance of those tasks and responsibilities specified in this SOW ("State Responsibilities"). In addition, the State understands the Contractor agreed to perform the Services based on the assumptions listed below (the "Assumptions"). In addition to any other responsibilities or duties described in this SOW, set forth below are the State Responsibilities and Assumptions for the Project.

1. The Contractor is working under the authority and direction of the State to enable countermeasures to be deployed during the COVID 19 health threat which constitutes a public health emergency, said work to include the administration of the program and investigation as needed to execute necessary countermeasures to combat the threat to the public health. Contractor will perform all services under the State's instructions, specifications, and requirements with respect to regulatory compliance and the State's legislative, executive and administrative responsibilities. The foregoing assumption shall not exempt the Contractor from its compliance with any applicable State and Federal statutes or regulations as set forth in the General Provisions – Information Technology, Section 7.

2. With respect to the collection and reporting of data, the parties will work together to define the specific scope of any analytics/reporting services. The Contractor's scope shall exclude the collection of any data via mobile phones or other devices in the

initial release. The State may add the need for mobile phone use to the backlog and prioritize the work during grooming.

3. The parties will work together in good faith to determine if general data can be obtained, through legally permissible means and in compliance with applicable privacy law and policies, to help identify open or closed health facilities, stores and/or businesses.

4. The Contractor's Services will be delivered using the Contractor Delivery Methodology for Agile Development.

5. The State will access the Contractor's Delivery Tools (e.g. ACP/AIP) during the Term of this Agreement, as described more fully below.

6. The State and the State's subcontractors working on the Project will be sufficiently skilled to participate in and support the approach deployed by the Contractor. Any training or additional effort required to address any differences in approach or deficiencies in this regard will be remedied through training and resource sharing from the Contractor.

7. If, after the Project has started, it is determined that the information provided by the State is inaccurate or incomplete in any material manner, the parties will negotiate an adjustment in the project scope and fees, as applicable, per the change process set forth in Exhibit 3 Budget Details and Payment Provisions.

8. The State will be responsible for satisfying all IT hardware requirements and infrastructure requirements. This includes, but is not limited to:

- a) Access to the State's business systems including email, SharePoint, Microsoft Teams;
- b) Access to the State's technology systems, including development, test and pre-production platforms, including the permissions to perform software deployments
- c) Development, test, pre-production, and production environments on which the system components will be developed and tested; and
- d) The Tools required to manage all the environments and solution components.

9. The State's operational support teams will not unreasonably delay or refuse to accept the Project on the basis of factors that are outside the Contractor's control, for example where design decisions impact the supportability of the platform.

10. During the Term, the Contractor shall have exclusive access to the code base and only defect resolution changes made by the Contractor's support team shall be deployed into the production environment.

11. The State has obtained all consents necessary from third parties reasonably required for the Contractor to perform its obligations hereunder, and the State will be responsible for the contractual relationship with and performance of such third parties as required.

12. The State will be responsible for ensuring that consent is obtained from individuals to share any data with the Contractor and for its use in connection with this Project.

13. The Contractor accepts no responsibility for the accuracy or integrity of any data provided in connection with this Project nor will it verify the accuracy or integrity of

such

data. Contractor shall not be required to verify any information that is entered into the System or received from other systems. The Contractor shall aggregate and map data but will not change the data in this file in any way, provided that the Contractor shall aggregate and/or anonymize the data if specifically provided for in this SOW.

14. The State will not require the Contractor to use any third-party data set.

15. Any Personal Data will be maintained on the State's systems. Some Personal Data may be accessed by the Contractor to create mutually agreed upon reports.

16. The parties acknowledge that Contractor is not: (a) providing or developing a medical device or becoming a contract manufacturer; (b) providing medical, pharmaceutical, legal or regulatory advice or engaging in the practice of medicine, pharmacy or law; (c) engaging in export or import of vaccines; (d) making any decisions or recommendations as to how or to whom vaccines are distributed or the methodology for determining distribution; (e) acting or being licensed as a pharmacy wholesaler, distributor or similar entity which may require license/registration under federal, state or local law; (f) acting as a pharmacy benefit manager; or (g) undertaking any consumer-facing responsibilities.

17. The parties agree that the scope of work under this Contract arises from, is related to or is resulting from the administration to or the use by an individual of a covered countermeasure as set forth in the Public Readiness and Emergency Preparedness Act (the "Act") to the extent permitted thereunder. As such, the parties intend that each of them shall be entitled to the full scope of immunity from liability under the Act as set forth therein. Further, each of the parties agrees to reasonably cooperate with the other to ensure that each shall receive the full scope of immunity from liability afforded under the Act.

18. The Contractor Insights Platform (AIP) License is provided to Client as part of the Agreement between the parties for the CalCONNECT system (Agreement # 19-11104).

19. Contractor will leverage resources engaged on the CalCONNECT Agreement (Agreement # 19-11104) for the management and oversight of the Security Operations Team, and the sub-workstream activities. In the event the CalCONNECT Agreement ends prior to this Agreement, the parties agree to work together in good faith to make any necessary updates to this SOW, schedule, or price.

20. The State will be responsible for its operation and use of the Services and for determining whether to use or refrain from using any recommendation that may be made by Contractor. The State will be solely responsible for determining whether any Services provided by Contractor (i) meet State requirements; (ii) comply with all laws and regulations applicable to the State; and (iii) comply with the State's applicable internal guidelines and any other agreements it has with third parties.

21. Both parties agree that this engagement shall remain as fluid and agile as possible, as the COVID-19 environment is constantly changing. As such, the Work Order Authorization (WOA) process will be used post State System Acceptance of Release three to further refine and/or revise the scope of services as necessary to ensure a successful engagement.

10. Revisions to General Provisions – Information Technology (GSPD-401IT)

1. Warranty.

For purposes of this Agreement the following language shall replace and supersede the warranty period set forth in the IT General Provisions Section 18(a)

- the warranties shall begin upon delivery of the goods and services in question and extend for the term of the contract or for 6 months, whichever is longer.

2. Limitation of Liability

For purposes of this Agreement, and pursuant to the authority granted to the California Department of Technology, Deputy Director, Statewide Procurement Division, in the event of an unauthorized use or disclosure of Personal Data caused by the Contractor's breach of (i) the Contractor's obligations under Section 6.1 of this SOW or (ii) any statutes, rules, regulations or orders governing Personal Data, Contractor's liability will be limited to an amount equal to Sixty million US dollars (\$60,000,000) and any conflicting provisions of Section 26(b)(i) and 26(d)(ii) with respect to Contractor's liability for Personal Data shall not apply.

3. Indemnification

For purposes of clarification, Contractor's obligation to indemnify the State pursuant to IT General Provisions Section 28, shall not apply to any personal injury or death claims from members of the public arising from the Services.

Vaccine Management Costs

Vaccine Management CalVax operational support, and CalVax improvements through December 31, 2021

Implementation Workstream	One-time	December	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Program Management	\$ -	\$ 109,608	\$ 260,350	\$ 595,490	\$ 642,971	\$ 621,049	\$ 621,049								\$ 2,850,516.50
Program Management	\$ -	\$ 109,608	\$ 260,350	\$ 595,490	\$ 642,971	\$ 621,049	\$ 621,049								\$ 2,850,516.50
Operations	\$ 269,284	\$ -	\$ 1,316,378	\$ 2,725,832	\$ 3,244,252	\$ 3,774,476	\$ 3,572,932								\$ 6,408,382.00
Level 1 Helpdesk	\$ -	\$ -	\$ 293,762	\$ 908,220	\$ 1,376,386	\$ 1,915,007	\$ 1,915,007								\$ 6,408,382.00
L1 End User Support	\$ -	\$ -	\$ 935,789	\$ 935,789	\$ 935,789	\$ 935,789	\$ 935,789								\$ 4,678,945.00
you	\$ -	\$ -	\$ 55,000	\$ 306,806	\$ 306,806	\$ 301,148	\$ 212,852								\$ 1,182,612.00
Security Initial Operations	\$ 269,284	\$ -	\$ 7,473	\$ 205,048	\$ 255,302	\$ 252,563	\$ 139,315								\$ 1,128,985.00
Production Operations Support	\$ -	\$ -	\$ 24,354	\$ 369,969	\$ 369,969	\$ 369,969	\$ 369,969								\$ 1,504,228.00
CalVax Solution Licensing Costs	\$ -	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,400	\$ 2,400								\$ 7,200.00
ServiceNow	\$ -	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,400	\$ 2,400								\$ 7,200.00
myCAVax Solution Development and Implementation Costs	\$ (282,332)	\$ 665,830	\$ 2,830,295	\$ 6,483,337	\$ 10,978,362	\$ 13,649,718	\$ 15,100,366								\$ 49,425,576.00
Accenture Vaccination Management Solution Implementation	\$ -	\$ 665,830	\$ 1,162,046	\$ 992,729	\$ -	\$ -	\$ -								\$ 2,820,605.00
Accenture Vaccine Management Solution (AVMS) - Resident Registration, Scheduling, and Clinic Management (RSC) implementation	\$ -	\$ -	\$ 1,151,407	\$ 312,407	\$ -	\$ -	\$ -								\$ 1,463,814.00
Interim System Migration Support	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -								\$ 160,000.00
One time implementation discount	\$ (282,332)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -								\$ (282,332.00)
Volunteer Management	\$ -	\$ -	\$ 91,702	\$ 385,149	\$ 385,149	\$ 721,500	\$ 678,500								\$ 2,262,000.00
Provider Data Strike Team	\$ -	\$ -	\$ 89,166	\$ 1,305,822	\$ 682,728	\$ 968,003	\$ 843,148								\$ 3,888,867.00
Customer Experience	\$ -	\$ -	\$ 175,974	\$ 597,287	\$ 686,880	\$ 886,496	\$ 1,010,807								\$ 3,357,444.00
LHJ/Provider Roll-Out	\$ -	\$ -	\$ -	\$ 2,889,943	\$ 9,109,637	\$ 10,572,687	\$ 12,567,911								\$ 35,140,178.00
CalOES Offsite & Onsite Support	\$ -	\$ -	\$ -	\$ -	\$ 113,968	\$ 501,032	\$ -								\$ 615,000.00
Adoption and Communications	\$ 10,000	\$ 48,467	\$ 524,116	\$ 880,951	\$ 873,011	\$ 873,011	\$ 873,011								\$ 4,082,565.00
Adoption and Stakeholder Communication	\$ -	\$ 48,467	\$ 96,933	\$ 453,768	\$ 512,788	\$ 512,788	\$ 512,788								\$ 2,137,530.00
OCM & HyperCare Support LHJs			\$ 360,223	\$ 360,223	\$ 360,223	\$ 360,223	\$ 360,223								\$ 1,801,115.00
Sentiment Analysis	\$ 10,000		\$ 66,960	\$ 66,960											\$ 143,920.00
Training	\$ -	\$ 109,555	\$ 146,073	\$ 182,592	\$ -	\$ -	\$ -								\$ 438,220.00
CalVAX Training content development and delivery	\$ -	\$ 109,555	\$ 146,073	\$ 182,592	\$ -	\$ -	\$ -								\$ 438,220.00
Reporting and Analytics	\$ -	\$ 105,399	\$ 105,399	\$ 489,272	\$ 973,991	\$ 1,343,962	\$ 1,357,671								\$ 4,375,694.00
Reporting and Analytics	\$ -	\$ 105,399	\$ 105,399	\$ 489,272	\$ 973,991	\$ 1,343,962	\$ 1,357,671								\$ 4,375,694.00
Other Costs 1 (specify)	\$ -	\$ -	\$ -	\$ 1,981,866	\$ 3,653,595	\$ 5,554,536	\$ 5,850,816								\$ 17,040,811.00
Configuration and Modification Team	\$ -	\$ -	\$ -	\$ 1,604,157	\$ 1,604,157	\$ 1,604,157	\$ 1,604,157								\$ 6,416,626.00
Configuration and Modification Team (Skedulo Enhancements)	\$ -	\$ -	\$ -	\$ -	\$ 424,715	\$ 424,715	\$ 424,715								\$ 1,274,145.00
AVMS RSC - Ongoing Enhancements	\$ -	\$ -	\$ -	\$ 377,709	\$ 1,624,723	\$ 3,525,664	\$ 3,821,944								\$ 9,350,040.00
Other Costs 2 (specify)	\$ -	\$ 82,500	\$ 82,500	\$ -	\$ -	\$ -	\$ -								\$ 165,000.00
Configuration and Modification Team (July 2020+)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -								\$ -
LMS Implementation	\$ -	\$ 82,500	\$ 82,500	\$ -	\$ -	\$ -	\$ -								\$ 165,000.00
Implementation SUBTOTAL:	\$ (3,048)	\$ 1,121,358	\$ 5,265,112	\$ 13,339,338	\$ 20,368,580	\$ 25,819,151	\$ 27,378,244								\$ 93,288,734.50
	\$					93,288,734.50									

Exhibit 4 Cost Worksheets – Amendment 05

Implementation Workstream	One-time	December	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
M&O Workstream	One-time	December	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Program Management								\$ 759,764	\$ 725,229	\$ 678,197	\$ 647,370	\$ 608,441	\$ 579,467	\$ 441,486	\$ 4,439,954.00
Program Management								\$ 759,764	\$ 725,229	\$ 678,197	\$ 647,370	\$ 608,441	\$ 579,467	\$ 441,486	\$ 4,439,954.00
Operations								\$ 10,243,674	\$ 7,858,711	\$ 6,162,212	\$ 4,207,706	\$ 3,267,165	\$ 2,836,244	\$ 2,184,024	\$ 18,003,490.00
HelpDesk								\$ 1,826,949	\$ 1,578,941	\$ 1,484,640	\$ 1,324,614	\$ 1,058,126	\$ 861,344	\$ 867,131	\$ 9,001,745.00
Level 1								\$ 1,518,164	\$ 1,321,287	\$ 1,263,318	\$ 1,136,673	\$ 986,662	\$ 831,268	\$ 834,505	\$ 7,891,877.00
Level 2/3								\$ 308,785	\$ 257,654	\$ 221,322	\$ 187,941	\$ 71,464	\$ 30,076	\$ 32,626	\$ 1,109,868.00
Security Operations								\$ 233,468	\$ 222,856	\$ 233,468	\$ 222,856	\$ 222,856	\$ 212,244	\$ 229,542	\$ 1,577,290.00
Production Operations								\$ 628,744	\$ 600,165	\$ 628,744	\$ 478,137	\$ 478,137	\$ 376,770	\$ 255,460	\$ 3,446,157.00
Clinic Operations								\$ 7,554,513	\$ 5,456,749	\$ 3,815,360	\$ 2,182,099	\$ 1,508,046	\$ 1,385,886	\$ 831,891	\$ 22,734,544.00
Solution Development and Implementation								\$ 5,647,687	\$ 4,397,613	\$ 3,868,854	\$ 2,879,651	\$ 1,930,163	\$ 1,070,921	\$ 652,652	\$ 28,273,958.00
Vaccination Management Solution Implementation								\$ 4,405,584	\$ 3,434,660	\$ 3,010,330	\$ 2,348,140	\$ 1,519,114	\$ 825,747	\$ 463,404	\$ 16,006,979.00
myCAVax								\$ 1,460,132	\$ 1,188,289	\$ 1,142,905	\$ 975,997	\$ 888,906	\$ 491,345	\$ 463,404	\$ 6,610,978.00
My Turn								\$ 1,652,262	\$ 1,134,999	\$ 1,134,118	\$ 951,637	\$ 507,172	\$ 275,813	\$ -	\$ 5,656,001.00
Volunteer								\$ 648,716	\$ 619,228	\$ 346,622	\$ 174,434	\$ -	\$ -	\$ -	\$ 1,789,000.00
Skedulo								\$ 644,474	\$ 492,144	\$ 386,685	\$ 246,072	\$ 123,036	\$ 58,589	\$ -	\$ 1,951,000.00
Customer Experience								\$ 407,822	\$ 389,285	\$ 407,822	\$ 289,200	\$ 289,200	\$ 174,986	\$ 189,248	\$ 2,147,563.00
Data Quality								\$ 834,281	\$ 573,668	\$ 450,702	\$ 242,311	\$ 121,849	\$ 70,188	\$ -	\$ 2,292,999.00
Provider/LHJ Support and Communications								\$ 2,213,598	\$ 1,814,280	\$ 1,533,141	\$ 1,374,736	\$ 1,158,011	\$ 916,973	\$ 911,000	\$ 106,568,483.00
Adoption and Stakeholder Communication								\$ 1,144,418	\$ 967,703	\$ 912,584	\$ 782,384	\$ 645,219	\$ 466,588	\$ 504,614	\$ 5,423,510.00
Training								\$ 1,069,180	\$ 846,577	\$ 620,557	\$ 592,352	\$ 512,792	\$ 450,385	\$ 406,386	\$ 4,498,229.00
Reporting and Analytics								\$ 1,382,097	\$ 1,319,274	\$ 1,382,097	\$ 1,145,631	\$ 1,108,423	\$ 1,013,482	\$ 1,008,254	\$ 8,359,258.00
Reporting and Analytics								\$ 1,382,097	\$ 1,319,274	\$ 1,382,097	\$ 1,145,631	\$ 1,108,423	\$ 1,013,482	\$ 1,008,254	\$ 8,359,258.00
M&O SUBTOTAL:	\$ -							\$ 20,246,820	\$ 16,115,107	\$ 13,624,501	\$ 10,255,094	\$ 8,072,203	\$ 6,417,087	\$ 5,197,416	\$ 79,928,228.00
GRAND TOTAL:	\$ (3,048)	\$ 1,121,358	\$ 5,265,112	\$ 13,339,338	\$ 20,368,580	\$ 25,819,151	\$ 27,378,244	\$ 20,246,820	\$ 16,115,107	\$ 13,624,501	\$ 10,255,094	\$ 8,072,203	\$ 6,417,087	\$ 5,197,416	\$ 173,216,962.50
	\$						93,288,734.50	\$						79,928,228.00	

Vaccine Management FTE Capacity

Vaccine Management CalVax operational support, and CalVax improvements through December 31

Workstream	June	July	August	September	October	November	December	TOTAL
Program Management	9.50	9.50	9.00	9.00	8.75	8.75	6.50	61.00
Program Management	9.50	9.50	9.00	9.00	8.75	8.75	6.50	61.00
Engagement Director	1.50	1.50	1.00	1.00	0.75	0.75	0.50	7.00
Program Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	7.00
Project Managers	3.00	3.00	3.00	3.00	3.00	3.00	2.00	20.00
Program Management Office Support	4.00	4.00	4.00	4.00	4.00	4.00	3.00	27.00
Operations	362.00	301.00	245.00	191.00	154.00	135.00	105.00	1493.00
HelpDesk	138.00	124.00	110.00	101.00	84.00	69.00	63.00	689.00
Level 1	114.00	104.00	94.00	89.00	76.00	65.00	59.00	601.00
Level 1 Helpdesk - myCAvax	32.00	32.00	32.00	27.00	27.00	27.00	27.00	204.00
Level 1 Helpdesk - My Turn	80.00	70.00	60.00	60.00	47.00	36.00	30.00	383.00
Level 1 Helpdesk - MTV	2.00	2.00	2.00	2.00	2.00	2.00	2.00	14.00
Level 2/3	24.00	20.00	16.00	12.00	8.00	4.00	4.00	88.00
L2/L3 Support	24.00	20.00	16.00	12.00	8.00	4.00	4.00	88.00
Security Operations	7.00	7.00	7.00	7.00	7.00	7.00	7.00	49.00
Security Mangement & Compliance	4.00	4.00	4.00	4.00	4.00	4.00	4.00	28.00
Security Vulnerability Testing	1.00	1.00	1.00	1.00	1.00	1.00	1.00	7.00
Security Maintenance	2.00	2.00	2.00	2.00	2.00	2.00	2.00	14.00
Production Operations	13.00	13.00	13.00	11.00	11.00	9.00	7.00	77.00
Productions Operations	6.00	6.00	6.00	5.00	5.00	3.00	2.00	33.00
Release Management/Communications	3.00	3.00	3.00	2.00	2.00	2.00	2.00	17.00
Integrated Regression/Performance Test	4.00	4.00	4.00	4.00	4.00	4.00	3.00	27.00
Clinic Operations	204.00	157.00	115.00	72.00	52.00	50.00	28.00	678.00
Command Center	6.00	5.00	4.00	4.00	4.00	4.00	2.00	29.00
Clinic Operations	180.00	140.00	99.00	58.00	42.00	40.00	20.00	579.00
Onboarding	16.00	12.00	12.00	10.00	6.00	6.00	6.00	68.00
Performance Management	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00
Solution Development and Implementation	177.00	148.00	127.00	104.00	67.00	49.00	25.00	697.00
Vaccination Management Solution Implementation	158.00	132.00	113.00	94.00	59.00	44.00	22.00	622.00
myCAVax	62.00	52.00	48.00	43.00	37.00	29.00	22.00	293.00
Application Architecture	3.00	2.00	2.00	2.00	2.00	1.00	1.00	13.00
Business Analysis	5.00	4.00	3.00	3.00	3.00	2.00	2.00	22.00
Development	35.00	30.00	30.00	25.00	20.00	16.00	12.00	168.00
Testing	9.00	7.00	6.00	6.00	5.00	4.00	3.00	40.00
RiverLogic	5.00	4.00	3.00	3.00	3.00	2.00	1.00	21.00
DevOps	1.00	1.00	1.00	1.00	1.00	1.00	1.00	7.00
Scrum Master	1.00	1.00	1.00	1.00	1.00	1.00	1.00	7.00
Product Design	3.00	3.00	2.00	2.00	2.00	2.00	1.00	15.00
My Turn	62.00	48.00	45.00	40.00	20.00	14.00	0.00	229.00

Exhibit 4 Cost Worksheets – Amendment 05

Application Architecture	3.00	2.00	2.00	2.00	1.00	1.00	0.00	11.00
Business Analysis	5.00	4.00	3.00	3.00	1.00	1.00	0.00	17.00
Development	40.00	30.00	30.00	25.00	12.00	8.00	0.00	145.00
Testing	9.00	7.00	6.00	6.00	3.00	2.00	0.00	33.00
DevOps	1.00	1.00	1.00	1.00	1.00	1.00	0.00	6.00
Scrum Master	1.00	1.00	1.00	1.00	1.00	1.00	0.00	6.00
Product Design	3.00	3.00	2.00	2.00	1.00	0.00	0.00	11.00
Volunteer	24.00	24.00	14.00	7.00	0.00	0.00	0.00	69.00
Application Architecture	1.00	1.00	1.00	1.00	0.00	0.00	0.00	4.00
Business Analysis	2.00	2.00	2.00	2.00	0.00	0.00	0.00	8.00
Development	14.00	14.00	6.00	3.00	0.00	0.00	0.00	37.00
Testing	4.00	4.00	2.00	1.00	0.00	0.00	0.00	11.00
DevOps	1.00	1.00	1.00	0.00	0.00	0.00	0.00	3.00
Scrum Master	1.00	1.00	1.00	0.00	0.00	0.00	0.00	3.00
Product Design	1.00	1.00	1.00	0.00	0.00	0.00	0.00	3.00
Skedulo	10.00	8.00	6.00	4.00	2.00	1.00	0.00	31.00
Skedulo Enhancements	10.00	8.00	6.00	4.00	2.00	1.00	0.00	31.00
Customer Experience	6.00	6.00	6.00	5.00	5.00	3.00	3.00	34.00
Customer Experience	6.00	6.00	6.00	5.00	5.00	3.00	3.00	34.00
Data Quality	13.00	10.00	8.00	5.00	3.00	2.00	0.00	41.00
Data Outreach	3.00	2.00	2.00	1.00	1.00	1.00	0.00	10.00
Data Quality	10.00	8.00	6.00	4.00	2.00	1.00	0.00	31.00
Provider/LHJ Support and Communications	43.00	38.00	31.00	29.00	25.00	22.00	21.00	209.00
Adoption and Stakeholder Communication	21.00	19.00	17.00	15.00	12.00	10.00	10.00	104.00
Communications	11.00	10.00	9.00	8.00	6.00	5.00	5.00	54.00
Provider/LHJ Support	10.00	9.00	8.00	7.00	6.00	5.00	5.00	50.00
Training	22.00	19.00	14.00	14.00	13.00	12.00	11.00	105.00
Training	22.00	19.00	14.00	14.00	13.00	12.00	11.00	105.00
Reporting and Analytics	23.00	23.00	23.00	20.00	19.00	18.00	17.00	143.00
Reporting and Analytics	23.00	23.00	23.00	20.00	19.00	18.00	17.00	143.00
Reporting and Analytics	23.00	23.00	23.00	20.00	19.00	18.00	17.00	143.00
Operational Reporting	4.00	4.00	4.00	4.00	4.00	4.00	4.00	28.00
Data Analysis	9.00	9.00	9.00	7.00	6.00	5.00	5.00	50.00
Visualization	4.00	4.00	4.00	4.00	4.00	4.00	3.00	27.00
Data Science	3.00	3.00	3.00	3.00	3.00	3.00	3.00	21.00
Testing	3.00	3.00	3.00	2.00	2.00	2.00	2.00	17.00
TOTAL:	614.50	519.50	435.00	353.00	273.75	232.75	174.50	2603.00