

EXHIBIT A: STATEMENT OF WORK



Request For Proposal RFP

26-10053 A3

PART 2 – BIDDER RESPONSE

FOR

CDPH CAB Online Project

February 10, 2026

Issued by:

STATE OF CALIFORNIA

Department of Technology

10860 Gold Center Drive, Rancho Cordova, CA 95670

Part 1 of the solicitation template contains the Bidder and bidding instructions, proposal form instructions, solution requirements and instructions, and all other instructional/compliance information that the Bidder must meet in order to be considered responsive and responsible to the solicitation.

Part 2 of the solicitation template contains all forms a Bidder must complete and return with its Final Proposal, including administrative forms, qualification forms, requirement responses and all exhibits/attachments discussed in Part 1.

Disclaimer: The original PDF version and any subsequent solicitation addendums released by the Procurement Officer of this solicitation remain the official version. In the event of any

inconsistency between the Bidder's versions, articles, attachments, specifications or provisions (which constitute the Contract), the official State version of the solicitation in its entirety shall take precedence.

STATEMENT OF WORK

1. Background and Purpose

The California Department of Technology (CDT), on behalf of the California Department of Public Health (CDPH), is supporting the Centralized Applications Branch (CAB) Online project to enhance CDPH's existing license application submission system by enabling approximately thirty-three (33) additional health care facility types to submit and process the applications electronically.

This Statement of Work (SOW) defines the goods and services needed to design, develop, configure, implement, and support the CAB Online Project with the tasks and responsibilities required to complete the project in full, as well as all post-implementation tasks. The SOW also establishes the State's and Contractor's responsibilities for completing these tasks during the term of this Contract. The Contractor shall adhere to and meet the requirements as set forth in this Contract through the initiation, development, implementation, stabilization, and maintenance and operations periods.

CDPH resides in the California Health and Human Services Agency (CalHHS) and is organized into seven centers dedicated to different aspects of public health policy and programs. The Center for Health Care Quality (CHCQ) protects patient safety and ensures quality care for all patients and residents of the more than 14,000 health-care facilities the program regulates in California. These health care facility types include general acute care hospitals, acute psychiatric hospitals, home health agencies, hospices, skilled nursing facilities, and 30 other provider types. CHCQ operates the Licensing and Certification (L&C) Division, Centralized Applications Branch (CAB), which is responsible for licensing and certifying healthcare facilities throughout the state. Implementing the CAB Online system will allow CDPH to improve services to healthcare facility providers, as well create efficiencies in CAB operations. CAB provides standardization and consistency of state licensing and federal certification through the application process. It reviews, analyzes, and evaluates requests for facility licensing/certification, and processes other license-associated transactions submitted by facility providers for approval.

The CDPH's existing license application submission system, GACH-APH, allows electronic submission of General Acute Care Hospital (GACH) and Acute Psychiatric Hospital (APH) application types. Currently, the GACH-APH system is undergoing a migration from the Adobe Experience Manager (AEM) platform to Microsoft Power Platform, which will be completed during the first or second quarter of 2026 and prior to the execution of this contract. Under the CAB Online project, the GACH-APH system will be expanded to include the remaining non-electronic healthcare facility application types. This will enable the additional healthcare facility types to submit initial, change of ownership, report of change and license renewal applications electronically, thereby reducing the overall time applications spend in a correction status by 50%.

The CAB Online system will integrate with CDPH's existing Electronic Licensing Management System (ELMS). ELMS is a CDPH data system created in 2005 to manage state licensing-related data as a web forms application and acts as the licensing system of record.

The CAB Online project also plays a foundational role in the Future of Public Health (FoPH) Initiative 2, which aims to streamline transactional systems to create a one-stop, enterprise-scale systems as a core backbone for surveillance and licensing activities. The CAB Online system is key to laying the groundwork for the CDPH licensing landscape. The CDPH strategic plan also highlights the utilization of technology to create process improvements and efficiencies to reduce the need for additional positions to support the increasing workload.

In terms of key stakeholders, there is no involvement of the local agencies and Federal Government in this project. Health Care Facility Providers are the only Special Interest Groups involved in this project. This group will be involved in the User Acceptance Testing of the system being built.

1.1. Objective

The California Department of Technology (CDT), on behalf of the California Department of Public Health (CDPH), is supporting the Centralized Applications Branch (CAB) Online project to enhance CDPH's existing license application submission system by enabling approximately thirty-three (33) additional health care facility types to submit applications electronically.

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1.2. Current Environment

The current licensing process involves:

- Intake
- Processing
- License renewal
- Enforcement

Roles:

- Provider

- CAB Specialists: Intake Specialists, Unit Managers, Application Analysts
- District Office specialist

Intake:

The provider completes and mails a paper application package containing the application, supporting documentation, and a payment (check) (initial application or change application). Currently, only two types of healthcare facilities, General Acute Care Hospital (GACH) and Acute Psychiatric Hospitals (APH), provide a digital interface for application submissions. Electronic payments are not currently accepted by any other healthcare facility types.

The application package is received by the Intake Analyst and assigned to one of the CAB Specialists for the review. Assignment is done manually.

Payments received as a part of an application package are verified for accuracy and are either transferred to the Financial Branch for processing or declined, notifying the Applicant to send the correct payment.

An application package is only processed when the correct payment is received.

An application is checked for completeness. A Provider gets notified via regular mail or email if there are any missing portions in a package. Missing information needs to be sent through regular mail or uploaded through AEM (Adobe Experience Manager) system for GACH and APH programs. Currently, the GACH-APH system is undergoing a migration from the AEM platform to MS Power Platform, which will be completed around the end of calendar year 2025 or in early 2026 and prior to the execution of this contract.

For the initial application, all the data and supporting documents are verified against the respective data sources: Secretary of State (SOS), Provider Application and Validation for Enrollment (PAVE), Department of Health Care Services (DHCS) list of restricted providers, CABS etc. All verifications are done manually, and the results are logged manually as well.

Change applications, including changes of ownership, are manually keyed into ELMS, even for the facility types that accept electronic applications. Initial applications require approval before data can be entered into Electronic License Management System (ELMS).

Upon keying the application data in ELMS, it gets assigned to the respective District Office if the field inspection is required.

The District Office Representative receives the email notification of the pending field inspection from ELMS, conducts the inspection and logs the results.

Upon successful completion of verification and field inspection of the initial license, a new facility is

manually keyed in ELMS along with the respective license information, including the license expiration date.

During each step of the license approval process there might be a need for extra information requests (additional documentation, corrections, clarifications etc.), which needs to be communicated to the Applicant by the same means as an application package was received. The Applicant must submit missing information or provide clarifications that need to be reviewed by the Analyst again.

Despite every step of the licensing process having a timeline defined by CDPH rules and the legislation, there is no automated tool in place for tracking the timelines. The team relies on the functionality of available office products such as spreadsheets and email clients.

Change Applications:

Providers must report changes within a certain timeframe for the event.

In order to reflect changes, Providers submit the application package and the payment the same way the initial applications are submitted.

Change applications are keyed in ELMS. Change applications are subject to verification that is done outside the system. If the package is incomplete or some information needs to be clarified by the Applicant, the request is made through the same channel where the application was received. In some cases, CAB Specialists can contact the Applicant via email or phone to provide an update on the application or request additional information.

The Applicant is notified of the outcome of the process. A new or updated license is mailed if the application gets approved.

All the supporting documentation that is a part of the application package is scanned and stored on the shared network resources.

License renewal:

ELMS generates and sends license renewal letters and invoices on behalf of the Financial branch. CAB Specialists do not get notifications related to license renewal.

License revocation:

CAB unit processes self-requested license suspensions, terminations, and suspensions/revocations due to non-payments.

In case the Provider requests suspension or termination, the respective package must be submitted to

CDPH. The application goes through the intake, gets keyed into ELMS and then routed to the Licensing Analyst and a District Office Specialist, as needed.

Pain points identified:

1. Communicating through regular mail is time-consuming. Every request takes at least six business days to complete.
2. Paper check payments and check payment processing.
 - a. Delays caused by mailing and transferring checks between CDPH structural units often result in bounced checks because of the inability to predict cashing time, which causes difficulties in cash flow planning on the Provider side.
 - b. Underpayments and refunds. Requesting missing payments takes additional time, processing refunds is complicated by the inability to trace individual checks within the Financial branch; the Financial branch does not provide detailed reports on the checks cashed, only the total and the numbers of checks processed throughout the period.
 - c. Delay in payment processing can affect the status of an existing license or a license that is subject to renewal.
3. Sensitive information exchange through non-secure channels, emails in the first place.
4. Duplicate data entries for the programs that receive applications through AEM.
5. The need to use external tools (Excel spreadsheets) to track the application process and respective deadlines.
6. Inability to detect license-related changes, relying on self-reporting for change tracking.
7. Difficulties reaching out to the Provider and confirming the fact that the Provider received the renewal letter
8. The need for license state tracking tools despite the fact that all the data is already present in the system.

IT landscape:

- Application submission: AEM and the Future of Public Health (FoPH) migration solution that replaces AEM.
- ELMS for keeping record of licenses, deadlines and changes. ELMS is a web-based application that allows the Department to capture potential health care facility applications, issue licenses, generate license renewal notices, determine license/application fees, issue and track State enforcement actions, and generate reports.
- ASPEN, Internet Quality Improvement and Evaluation System (iQIES) for tracking provider and facility compliance. ASPEN (Automated Surveyor Processing Environment) is a suite of software applications that is designed to help State Agencies collect and manage healthcare provider data. iQIES (Internet Quality Improvement and Evaluation System) is a web-based system from the Center for Medicare & Medicaid Services (CMS) used to manage and track healthcare provider

and patient data, and serves as a central repository for survey and certification data, helping CMS and State Agencies monitor provider compliance and quality of care across various health facility types.

2. Description of Proposed New System or Service

The proposed system will be built utilizing the Department's preferred platform ecosystem, which includes Microsoft (MS) Dynamics, Power Platform, and Azure. This work must be conducted within the Department's existing tenants. This ensures seamless integration with the Department's existing infrastructure and leverages the robust capabilities of these platforms to deliver a scalable, secure, and efficient solution. MS Power Platform is a collection of low-code development tools that allow users to build custom business applications, automate workflows, and analyze data. As a part of the FoPH (Future of Public Health) initiative, the two (2) healthcare facility types, General Acute Care Hospital (GACH) and Acute Psychiatric Hospitals (APH), will be migrated to the MS Power Platform from Adobe Experience Manager (AEM) to allow electronic submission of applications. Currently, the GACH-APH system is undergoing a migration from the AEM platform to MS Power Platform, which will be completed during the first or second quarter of 2026 and prior to the execution of this contract. Aligning with the FoPH initiative, the CAB Online project will migrate the remaining thirty-three (33) healthcare facility types to MS Power Platform to enable electronic submission of the applications. The system will improve the services provided by CAB to healthcare facility providers. The system will ensure that electronically submitted applications are complete and the data passes validation checks, which will reduce the number of days applications spend in the correction status and reduce the overall application review timeframe. Applicants will be able to view the status of their applications online. CAB analysts will be able to review the submitted applications online and validate that the applicants meet compliance requirements. Applications will be shuttled through an electronic workflow between CAB, district offices, and the Fiscal Management Branch. Data associated with approved applications will be automatically posted to the Electronic License Management System (ELMS) without the need for re-keying. Management reports related to the status of applications will continue to be produced from ELMS, the licensing system-of-record.

CAB will change its business processes to no longer accept incomplete application packages, which creates an impression of a backlog due to missing documents, resulting in longer processing timelines. CAB analysts will be available to answer provider questions regarding how to complete and submit applications.

While CAB will not reduce the 60-day correction timeframe, CAB will reduce the errors that require 60-day corrections. Integration of the online application system with the ELMS system and other systems will reduce many of the cumbersome manual processes currently in place and will provide a simplified

workflow that will contribute to provider satisfaction by creating a seamless route for application submissions and processing.

The system will allow CAB to increase the timeliness, efficiency, and quality of its regulatory functions. The resulting automated system will help ensure that applicants submit complete and correct applications, which will reduce the number of days applications sit in a correction status. Applicants will also be able to submit payment electronically, further reducing time delays, and CAB analysts will not have to manually re-key data from the applications into the ELMS system.

The system will enable CAB to provide enhanced services to applicants by minimizing the back-and-forth between CAB and the applicant and shortening the overall time it takes to review and approve an application. It will also improve the quality of facility provider data by reducing the redundant keying of data into ELMS.

3. Term of the Contract

Effective upon approval by the California Department of Technology (CDT), Office of Statewide Technology Procurement (OSTP), the term of the Contract is thirty-eight (38) months, consisting of twenty-six (26) months to complete all phases of system development including 2 months of stabilization, followed by an additional twelve (12) months for the first year of Maintenance and Operations (M&O) and one (1) year warranty that runs concurrently with M&O.

The State, at its sole discretion, may exercise its option to execute up to four (4) additional one-year (1-year) extensions. These optional extensions will only be utilized to perform knowledge transfer and Maintenance & Operations (M&O) services, to include production support and minor enhancements for a maximum Contract term of seven (7) years and two (2) months or eighty-six (86) months. The Contract is of no effect unless approved by CDT and no work shall begin before full execution of the Contract.

This Contract may be terminated in accordance with the IT General Provisions Cloud Computing Services, DGS PD 402-ITGP Cloud (REV. 02/20/2025). Notwithstanding any provision in this Contract, if the Contract is terminated by the State for the convenience of the State, the termination can be made at the sole and exclusive discretion of the State for any or no reason.

4. Amendment

The Contract may be amended, consistent with the terms and conditions of the Contract, and by mutual

consent of both parties, subject to approval by the CDT Office of Statewide Technology Procurement (OSTP) under Public Contract Code (PCC) Section 12100. No amendment or variation of the terms of this Contract shall be valid unless made in writing, signed by the parties, and approved by OSTP. No oral understanding not incorporated in the Contract is binding on any of the parties.

5. Contract Contacts

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 email addresses below (unless changed from time to time, in which event each party shall notify the other in writing within ten (10) days of such change), and all such notices shall be deemed duly given. Changes to representatives can be made by written notice without amending this Contract.

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

Table 1.0 Contract Representatives

Contract Representatives		
Entity	State of California	{Insert Contractors Name}
Name	to be filled out prior to contract execution	to be filled out prior to contract execution
Title		
Address		
Phone		
E-mail		

6. Work Location

The Contractor's Key Staff are required to perform all services under this Contract within the continental United States. No offshore work will be permitted. The Contractor may be required to use State-issued equipment(s) and software(s) to connect to and work within the CDPH network.

CDPH anticipates that the project work will be conducted primarily remotely via remote interactions with virtual tools. CDPH reserves the right to rescind any remote work approval if secure remote connections are not maintained or the timely delivery of tasks and deliverables becomes an issue. All remote access will be limited to: 1) CDPH business purposes only, and 2) the minimum amount necessary to complete the Contractor's obligations under the Contract. All remote work must abide by the provisions specified in the Information Technology General Provisions - (Cloud Computing Services) - GSPD-ITGP (Cloud). Note: Remote access from outside the United States is prohibited.

The Contractor must provide the ability to interact with State staff via virtual tools such as MS Teams, or other CDPH-approved video conference platforms.

Contractor staff may perform their duties off-site or remotely only if the remote work is approved in writing by the CDPH Project Manager and Chief Information Security Officer or designee, to ensure the work has a secure remote connection and storage on CDPH drives/servers. CDPH reserves the right to rescind any remote work approval if secure remote connections are not maintained or the timely delivery of tasks and deliverables becomes an issue.

If onsite work is required for this Contract, work shall be performed at the CDPH Sacramento office location, unless otherwise approved no less than twenty-four (24) hours in advance by CDPH in writing. All travel expenses incurred by the Contractor, Key Staff, Non-Key Staff and Subcontractors will not be reimbursed by the State and are the sole responsibility of the Contractor.

CDPH Sacramento Office, 1616 Capitol Ave, Sacramento, CA 95814

The Contractor must make staff available for meetings with the CDPH Sacramento or Richmond office (via telephone or virtual tools) from 8:00 AM – 5:00 PM PST/PDT during State business days. State business days are defined as Monday – Friday, 8:00 AM – 5:00 PM Pacific Time, excluding State holidays. State holidays are listed at the following URL and are updated annually:

<https://www.calhr.ca.gov/employees/pages/state-holidays.aspx>

7. Solution Requirements

The CAB Online Requirements Traceability Matrix (RTM) is included as EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS. This RTM describes the detailed requirements for the

functionality, capabilities and attributes to be included in CAB Online. Each detailed requirement is designated as one of the following priority categories:

1. Mandatory (M) – All requirements labeled as "M" are mandatory and not negotiable and must be included in the contract to ensure a minimum viable product.
2. Mandatory Optional (MO) — All requirements that are mandatory for the Contractor to offer and to cost out, but it is the State's option whether to include these in the contract or not. These requirements are labeled as "MO."

One hundred percent (100%) of Mandatory and State-opted Mandatory-Optional requirements shall be met at Final System Acceptance, as set forth in this Contract. The CAB Online requirements consist of the following:

- Functional Requirements
- Non-functional Requirements
- Project Transition Requirements
- CDPH Enterprise Non-functional Requirements

Functional Requirements (FR)

The Functional Requirements represent the CAB Online business functionality, needs, actions, or operations that are required to meet the application's objectives. These are organized into Mid-Level Requirements and User Stories, which are then followed by associated Detailed Requirements.

Non-functional Requirements (NFR)

The Non-functional Requirements do not directly relate to the functionality of the CAB Online solution, but rather describe conditions or qualities of the solution, quality of service requirements, or operational characteristics. These are organized into Mid-Level Requirements, which are then followed by associated Detailed Requirements.

Project Transition Requirements (PTR)

The Project Transition Requirements describe capabilities that facilitate the transition from the current state to the future state. These are typically temporary and will not be needed following completion of the project.

CDPH Enterprise Non-functional Requirements (eNFR)

Additional Non-functional Requirements specifically designed by CDPH Enterprise Architecture to provide enterprise-wide standardization of system attributes for application development and

operations.

8. State Data Center or Contractor Hosted Facility Environment

The solution will be hosted in the State's data center.

Any connection to the State's enterprise architecture by the Contractor's solution will be in alignment with the State's Enterprise Architecture Framework, Federal, Local, Agency, Departments and other entities as necessary enterprise architecture frameworks, policies and principals as required for a system of this nature for all architecture domains (Refer to the Bidders' Library for current references).

The system must provide fault tolerance to ensure application availability 24/7 with 99.9% uptime, excluding planned maintenance. The solution must have the ability to rapidly provision additional system capacity and resources as needed (e.g., memory, CPU, bandwidth).

The Contractor must comply with the following provisions:

[Department of General Services Procurement Division, INFORMATION TECHNOLOGY - GENERAL PROVISIONS CLOUD - COMPUTING SERVICES, DGS PD 402-ITGP \(Cloud\)](#)

9. State's Roles and Responsibilities

The State responsibilities include the following:

1. The State will provide access to State information necessary for the Contractor to meet their SOW obligations.
2. The State will provide the necessary documentation required for the Contractor to complete deliverables identified in EXHIBIT D: DELIVERABLES TABLE.
3. Secure all signed data use agreements required by CDPH.
4. Provide State personnel in support of project activities.
5. Ensure the Project's deliverables and solution meet the needs of the business as defined in the Requirements Management Plan and Project Management Plan.
6. Manage the State's Master Project Schedule.
7. Plan, conduct, and evaluate User Acceptance Testing (UAT), with Contractor support, in accordance with the State-approved Contractor Deliverables.
8. Ensure State personnel are available to attend CDPH System Training, as documented in the State-approved Contractor Deliverables.
9. Establish and manage Independent Verification and Validation (IV&V) services.

10. Coordinate the CDT Independent Project Oversight Consultant activities.
11. Act as the point of contact to coordinate and manage all external stakeholder participation.
12. Escalate issues and risks, as needed.
13. Identify and review project-related risks and issues, and evaluate risk mitigation strategies, issue resolution plans, etc.
14. Approve all deliverables and invoices and have signing authority for the State on change requests as well as decision authority over changes that impact the project budget or that substantially alter any of the required functionality in the project.
15. Collaborate with the Contractor on Organizational Change Management services.
16. Manage all aspects and phases of the project including, but not limited to, project plan execution, integrated change control, schedule, project scope, cost management, human resources, risk management, issue management, and project communications.
17. Plan, guide, and oversee the day-to-day project management activities, develop, and manage the project schedule (in conjunction with the DD&I Contractor), and develop, approve, and ensure all other final project work plans are completed.
18. Ensure that other stakeholders have opportunities to provide input regarding pending decisions.
19. Provide local and remote access to defined Contractor staff as needed.
20. State personnel roles and responsibilities:

State Roles and Responsibilities

PROJECT TEAM ROLE	RESPONSIBILITY
Project Sponsor	• Ensure sustained organizational commitment and involvement at all levels. • Approve the project goals, scope, schedule, and budget and any significant subsequent changes to any of these factors. • Chair the project's Steering Committee. • Provide direction and guidance for key organizational strategies. • Serve as key decision-maker for the project, resolve escalated issues, and mediate issue resolution. • Allocate and commit business project resources throughout the life of the project. • Act as the champion for the project. • Oversee project governance. • Provide the highest level of project review, coordinate with policy leadership, and oversight, as needed. • Support project funding and resource needs.

PROJECT TEAM ROLE	RESPONSIBILITY
Program Owner	• Provide business leadership to ensure project objectives are met. • Provide the business/customer perspective to the project team. • Prioritize problems and issues affecting Program. • Participate in the strategic decision-making, and escalate decisions and issues as needed per the Governance Plan. • Keep the Project Sponsor informed about the project progress and status from a Program perspective. • Ensure Program resources are available to participate in project activities, as needed. • Provide Program leadership to prioritize and address issues, risks, and changes to achieve maximum business value to the project. • Communicate about and advocate for the project with stakeholders.

PROJECT TEAM ROLE	RESPONSIBILITY
Product Owner	• Communicate project vision. • Set and communicate product backlog priorities, approve user stories and completed requirements, and work with business, stakeholders, product management, and project sponsor to resolve business and process issues and questions. • Participate in Agile ceremonies. • Review and approve project artifacts. • Make daily decisions regarding business aspects of the project as requirements are defined, and design is developed. • Provide timely analysis and recommendations for 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 Director when the decision impacts the project more broadly. • Ensure timely availability of required business and subject-matter expert (SME) resources, including administrative support. • Determine that the implemented solution addresses the project and associated program objectives. • Determine quality control and quality assurance activities are performed in accordance with the Quality Management Plan; participate in quality planning, assurance, and control.

PROJECT TEAM ROLE	RESPONSIBILITY
	• Oversee, manage, and evaluate product progress throughout development stages. • Coordinate and manage the project programmatic staff resources.

PROJECT TEAM ROLE	RESPONSIBILITY
Project Director	• Make decisions on scope, schedule, or budget changes when these element changes are within 5% of the baseline. • Ensure overall success of the Project within the established project goals and objectives. • 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 the opportunity for meaningful input. • Provide a centralized structure to coordinate and manage the project, staff resources, teams, activities, and communication. • Direct activities of state and contractor personnel assigned to the project. • Communicate project status to CDPH management, executive sponsors, and external stakeholders, as needed. • Monitor planning, execution, and control of activities necessary to support the implementation of the CAB Online project. • Coordinate and monitor project charter, plan, and performance. • Attend steering committee meetings. • Participate in identification, quantification, and mitigation of project risks. • Hold Contractor responsible for deliverables defined in EXHIBIT A: STATEMENT OF WORK.

PROJECT TEAM ROLE	RESPONSIBILITY
Project Manager	• 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 and other necessary project team members regarding decisions made. • Escalate issues for resolution to the Project Director and other necessary project team members 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. • Administer the deliverable review and approval process. • Manage contracts. • Track project schedule, budget, and scope.
Executive Steering Committee (ESC)	• 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. • Stay informed on project progress and contracts. • Act as governance board for the project.
IT Sponsor	• Provide input for project decisions related to the technologies the project will employ. • Coordinate and manage the project technical staff resources. • Ensure appropriate technical state staff is available. • Ensure that security, architecture, and technical decision items are properly analyzed before presenting them for decision. • Facilitate and approve internal and external Service Level Agreements (SLAs).

PROJECT TEAM ROLE	RESPONSIBILITY
Program Contract Manager	• Acquire office space for the project, if needed. • Work with the Project Manager to maintain contract communications. • Ensure the Contract Management process is organized, managed, and controlled and that all issues are identified and resolved in a timely manner to minimize rework. • Receive and coordinate approvals of invoices and process invoice disputes.

10. Contractor's Roles and Responsibilities

The Contractor is responsible for providing all software, design, development, configuration, testing, implementation services, integration services, and maintenance and operations for the CAB Online system as stated in the Contract. In addition, the Contractor shall be responsible for supporting all system components (including but not limited to environments, software, and other required artifacts) through the Base Contract Period and any Optional Year Extensions exercised by the State.

The Contractor responsibilities shall include the following:

1. Carry out all provisions contained in EXHIBIT A: STATEMENT OF WORK within the defined Scope, Budget, and Schedule.
2. Implement a system that meets the requirements of all Mandatory and State-opted Mandatory-Optional EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS in accordance with all applicable Federal and State laws, and State-specified business rules.
3. Produce and deliver the Contractor Deliverables specified in EXHIBIT D: DELIVERABLES TABLE. Maintain and update all deliverables as needed.
4. Provide all detailed deliverables, and where appropriate, use the current CDPH standard software (e.g., MS Office, MS Visio, and MS Project).
5. Provide Agile artifacts such as, but not limited to, user stories, product backlog, sprint backlog, sprint velocity and product backlog burndown reports, etc.
6. Conduct Daily Scrum which should include key Contractor staff and State staff.
7. Maintain and manage the product backlog.
8. Provide staff resource(s) with appropriate skills to complete each task successfully, within schedule and budget.
9. Have the required resources available during the term of the Contract.

10. Be accountable for tasks, artifacts, deliverables, and timelines identified in EXHIBIT A: STATEMENT OF WORK.
11. Participate in virtual meetings and briefings.
12. Work with CDPH to identify their Key Stakeholders and Subject-Matter Experts.
13. Review, clarify, and validate all stated requirements.
14. Comply with all applicable State laws, policies, and procedures including, but not limited to, State project management guidelines.
15. Provide all required and appropriate documentation regarding system application configuration and/or customization, implementation, and operations.
16. Organize and facilitate requirements sessions and confirm the quality of the requirements that are captured and documented.
17. Ensure project implementation and system configuration activities are consistent with industry best practices, guidelines, and standards.
18. Identify, document, and report issues and risks to the CDPH Project Manager and resolve assigned issues and risks.
19. Submit deliverables to the CDPH Project Manager to review for completeness and accuracy, ensuring that each deliverable achieves CDPH approval and acceptance.
20. Develop and provide ad-hoc reports as deemed appropriate and necessary by the CDPH.
21. Manage the testing process and ensure that all issues are documented and resolved per the Testing Management Plan.
22. Have all assigned personnel agree and adhere to the State Information Technology security policies, standards, and guidelines.
23. Cooperate with any third-party State contractor to provide additional project support and oversight services.
24. Perform the services required under this Contract in a manner that will not disrupt the operational needs of the State.
25. Be responsible for the transition of Help Desk services for Tier 1 and 2 to State staff if available or to another Contractor, as defined in [SECTION 28. Knowledge Transfer and/or Training](#) and [SECTION 29. Production Support and Maintenance and Operations \(M&O\) Plan](#).
26. Utilize a State-provided and State-approved project repository to store, organize, and collaborate on Project information, documents, and work products for the duration of the Contract.
27. Review and provide feedback on State-developed workflow diagrams and narratives that describe workflows supported by CAB Online.
28. Ensure ADA compliance throughout every phase of Contract Term and promptly correct any identified ADA deficiencies to the State's satisfaction.
29. Ensure that the system meets the United States Access Board Section 508 Standards ([Regulations.gov](#)).
30. Implement CAB Online on a date approved by the State in writing.
31. Maintain adequate staffing levels and all necessary staffing resources to successfully perform the

tasks required in this Contract within the agreed-upon schedule and to perform to the standards and Service Level Agreements set forth herein in EXHIBIT A: STATEMENT OF WORK. Shortage of Contractor personnel shall not relieve the Contractor from completing deliverables to the satisfaction of the CDPH and within the Contract timelines.

32. Meet and cooperate with an Independent Verification and Validation (IV&V) contractor to address their questions and findings/discoveries throughout the duration of the project.
33. CDPH may engage other third-party State contractor to participate in the CAB Online project in capacities such as independent review, subject matter expertise, or other related areas. The Contractor shall support third-party CDPH IV&V contractor project reporting requests.
34. Provide their own equipment necessary to perform the required work.
35. Return all State property if applicable, such as security badges, prior to termination of the Contract term end date.
36. Provide, operate, and maintain their own FIDO-compliant device(s) to access CDPH resources. Devices must be CDPH approved. The standard for CDPH staff is currently YubiKey 5C series with various form factors. Other FIDO-compliant device types may be authorized if they can be shown to work with the CDPH Azure Identity Provider and, where necessary, internal Privileged Access Management controls can be managed.
37. Have all assigned Contractor staff resources agree and adhere to the State Information Technology security policies, standards, and guidelines.
38. Perform a Business Impact Assessment (BIA) to gather information on the relative criticality of its business functions, its Recovery Point Objectives (RPO), and Recovery Time Objectives (RTO), which will constitute the foundation of contingency planning and business continuity in CDPH.
39. Develop a Technology Recovery Plan (TRP) in support of the CDPH Business Continuity Plan and the business needs to protect critical information assets to maintain their availability following an interruption or disaster.
40. Maintain an up-to-date and provide annual documentation of the BIA and TRP to the CDPH ISO.
41. Perform regularly scheduled backups of the CAB Online system and user-level information and include in the TRP.
42. Provide alternate storage and processing site. Include the necessary agreements to permit the storage and recovery of backup information.
43. Develop the Information System Security Plan (ISSP) per the latest version of this document.
44. Develop a Disaster Recovery Plan per CDPH guidelines as referenced in [SECTION 21. Disaster Recovery](#) .
45. Complete a Privacy Impact Assessment (PIA) for the system per CDPH guidelines as referenced in [SECTION 20. Security](#) .

Contractor Key Staff Roles and Responsibilities

KEY STAFF	ROLES AND RESPONSIBILITIES
Engagement Manager	◦ The State's primary point of contact is responsible for providing day- to-day management of Contractor resources, including subcontractors, and activities, including overall performance of Contractor resources and Contract compliance. ◦ Lead the delivery of the CAB Online solution in collaboration and coordination with the CAB Online Product Owner. ◦ Facilitate conference calls and webinars on a periodic basis as needed for high-level project decision-making. ◦ Prepare the overall project work plan. ◦ Schedule meetings, prepare agendas, and disseminate meeting minutes with CDPH Executive Leadership as appropriate. The meeting agenda will be circulated twenty-four hours prior to the meeting and will include the status of high-priority items, discussion of open questions or issues, and discussion of potential risks. ◦ Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Project Manager	• Provide overall project management, oversight, and direction. • Ensure the timely completion of quality contract deliverables. • Maintain the System Project Schedule. • Responsible for performance and contract compliance, and managing the Contractor's project teams, including subcontractors. • Ensure the project work plans are adhered to and coordinated with the CDPH Project Manager when changes to system and/or processes occur based upon change control approvals. • Collaborate with the CDPH Project Manager to define Project and Program Management processes. • Schedule meetings, prepare agendas, and disseminate meeting minutes to CDPH project staff as appropriate. • Facilitate conference calls and Webinars at agreed-upon intervals with the State. • Responsible for accurate invoicing. • Develop the deliverables by using the appropriate tools as dictated in the contract. • Document, manage, and communicate all project issues and risk management, including monitoring risk levels, defining mitigation strategies, escalation paths, and managing the execution of the resolution. • Prepare Project Status Reports, including actual versus planned activities, planned tasks for the upcoming sprint period, task and activity priorities, and workstream tasks and activities. • Develop the Knowledge Transfer Plan to meet the objectives defined in SECTION 28. Knowledge Transfer and/or Training. • Manage project contracts, including contractor-related project resources, and availability of appropriate resources throughout the term of the contract. • Responsible for problem resolution. • Day-to-day is the primary point of contact for the State, including being the liaison with the State on project Change Orders. • Perform other duties as required. • Coordinating and responding to requests from the IV&V team.

KEY STAFF	ROLES AND RESPONSIBILITIES
Scrum Master	• Ensure the correct use of the scrum process. • Responsible for facilitating daily scrum, sprint planning, sprint demo, and retrospective meetings. • Conduct the system configuration, design, development, testing, implementation, and post-implementation verification according to an Agile methodology. • Manage the product backlog and sprint cycles to resolve system defects and address product backlog items, including mandatory optional requirements that were not included in the initial release. • Update all system documentation, including requirements and business rules, when system updates are deployed to reflect the current production system. • Provide ongoing scrum team support for subsequent releases to incorporate mandatory optional requirements, resolve defects, and address backlog items. • Forecast the number of deliverables possible in an iteration which is based on evidence and reliable sources. • Conduct accurate estimation and planning. • Assist with conflict resolution. • Provide coaching in Agile practices. • Help a team or individual clarify goals and actions to achieve them. • Track and remove impediments. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Solution Architect	• Review CDPH enterprise policies and standards, ensuring proposals align with State enterprise architecture adoption requirements. • Document business user stories and service models for the solution that align to the CDPH enterprise architecture and adoption practices accounting for business, application, data, technology, and security domains. • Design and deliver solutions and interfaces using DevOps methodologies, accounting for logical and operational models addressing application, data, security, and infrastructure. • Provide as-is and to-be states with gap assessments and recommendations for addressing gaps.

KEY STAFF	ROLES AND RESPONSIBILITIES
	• Create and maintain the overall technical vision for the Contractor's solution that aligns with CDPH's expected business outcome, mission, vision, strategic direction, and architecture. • Research, analyze, and recommend available software, platforms, and technologies to meet the State's standards and align to CDPH services. • Provide recommendations and roadmaps for proposed solutions, including all technical documentation on the Contractor's solution. • Monitor the development process and keep stakeholders, including CDPH senior architects and technical operations teams, informed in collaboration with the Lead Developer. • Perform and manage design, debug, and performance analysis on solutions. • Regularly communicate new features and benefits to partners and stakeholders. • Provide technical leadership to an architecture team throughout the solution development and for the period engaged in maintenance. • Review and validate solution design proposals from other teams as necessary. • Manage and communicate technical risks and mitigation options during solution development. • Develop detailed design documents, interface specifications, and performance and capacity test plans. • Conduct knowledge transfer through the solution lifecycle phases. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
System Configuration and Integration Lead	• Implement System Design Services in collaboration with Lead Developer and Solution Architect. • Responsible for system configuration and integration requirements management and traceability. • Design, develop, and disseminate the Architecture Design Specifications, Database Design Specifications, and Schedule. • Manage and implement System Configuration Services. • Responsible for Data Sharing Requirements between regional, local, and

KEY STAFF	ROLES AND RESPONSIBILITIES
	state entities. • Responsible for data integration and data exchange planning, testing, and implementation in accordance with CDPH-approved architecture. • Implement modern best practices and minimize the complexity of configuration and data integration solutions. • Develop all configuration and integration solutions with future scalability needs in mind. • Implement continuous integration/continuous deployment (CI/CD) best practices to ensure high quality, maintainability, and adaptability of configuration and data integration solutions. • Responsible for ensuring high data quality for all data integration solutions. • Assess the impact of changes in non-production and production environments and ensure reliability of approved deployments. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Lead Business Analyst	• Communicate with internal and external stakeholders on business needs, technologies, or strategies. • Create data modeling techniques to identify ways in which the project can operate more effectively. • Author reports using business intelligence tools. • Provide analysis of new technology and systems. • Document and disseminate risks, benefits, and impacts of solution development. • Complete detailed documentation of each stage of system development. • Coordinate, lead, and facilitate the business requirements elicitation and review process with key SMEs. • Ensure the accuracy and thoroughness of documented business requirements to meet the State's needs. • Communicate changes, recommendations, and procedures to business teams, orally and in writing. • Create business process flows and analysis. • Facilitate the UAT team during test script preparation to clarify application functionality. • Support cross-functional development and QA teams with Agile projects,

KEY STAFF	ROLES AND RESPONSIBILITIES
	ensuring end-to-end processes work successfully. • Develop and maintain user stories and user case documentation. • Performs other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Lead Developer	• Responsible for all development management (e.g., implemented functionality, planned, or proposed functionality, and system defects corrections). • Ensure the integrity of the software source code library. • Direct and guide the application team in design, coding, testing, configuration, researching, and analyzing each stage of development. • Manage and communicate State specifications to development teams. • Ensure technical system configurations are documented and maintained. • Ensure that development tasks are on schedule to meet deadlines. • Coordinate with system testers to ensure development changes are error and bug-free, secure, and of the highest quality and standards. • Assist with system troubleshooting and debugging. • Ensure system software development services and practices are implemented in a distributed environment. • Implement modern Graphical User Interface (GUI) design. • Manage risks and issues related to development activities. • Ensure Software Development Life Cycle (SDLC) best practices are followed at all times. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Lead Database Administrator	• Establish and maintain production, non-production, and repository environments within the definition of the deliverables. • Establish and enable data management processes, including data tracking, and data quality information.

KEY STAFF	ROLES AND RESPONSIBILITIES
	• Responsible for setting up and administrating permissions and accounts per requirements. • Build data pipelines and scripts for data exchange and interoperability in collaboration with the System Configuration and Integration Lead. • Design and organize the database(s) to meet the State's IT security standards, promote efficiency and maintainability, and support future growth in transaction load, capacity needs, and users. • Lead and manage database optimization activities throughout the contract term. • Maintain all database-related documents. • Provide training on knowledge discovery for analytic methods and tools from the data storage location. • Provide user support to develop queries and scripts. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Quality Assurance Testing Lead	• Oversee the Contractor team to develop the System Performance and Capacity Management Plan, System Test Plan, Test Scenarios, Test Cases, Test Scripts, Test Procedures, Test Data, and Test Results Reports for each test phase and System release, including but not limited to the development, documentation and tracking of all testing criteria. • Lead test script development & management. • Lead test approval and defect tracking and management. • Document and disseminate all test results. • Provide testing training through different channels (web-based, in-person etc.). • Develop and customize all materials related to system testing. • Develop and customize test plans. • Ensure software product quality for each release, as defined in the Quality Management Plan, in collaboration with the Release Management Lead. • Perform other duties as required. • Oversee data creation.

KEY STAFF	ROLES AND RESPONSIBILITIES
Release Management Lead	• Responsible for all aspects of Release Management Services, including scheduling, planning, implementing, and controlling the software development and delivery process. • Develop and maintain a Go-Live and Implementation Plan, and release a schedule for CDPH review. • Coordinate and facilitate Release Management meetings with the State at each stage of the software development lifecycle, including SMEs as required. • Coordinate and conduct formal Go/No-Go meetings with the State and key stakeholders as necessary. • Manage and maintain stakeholder expectations and communications concerning the release cycle. • Ongoing Platform Release Management and Testing Release Management. • Protect the integrity of the system environment by overseeing and ensuring that software changes pass all stages of quality checks through comprehensive testing such as unit, system, UAT, smoke, security, including post-implementation verification and validation. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Lead Security Analyst	• Responsible for all Application Security Design Services. • Responsible for all System Security Design Services. • Create and manage Solution Design (Security) Architecture and System Architecture Design Plan. • Oversee Security Testing, including privacy controls, in collaboration with the Quality Assurance Testing Lead. • Establish and enable security procedures and access controls for the pre-production and production environments. • Implement data security standards and functionalities. • Oversee data governance and security. • Audit Security Compliance to align with data security and privacy regulatory requirements. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Solutions Operations Lead	• Responsible for 24/7 operations and technical support. • Maintain the solution at contracted Service Level Agreement (SLA) levels and provide SLA Reports. • Manage the development and approval of the Maintenance and Operations (M&O) Plan. • Manage processes and communications as defined in the M&O Plan. • Maintain adequate staffing levels to support the solution. • Ensures the overall integrity and security posture of the system as defined in the M&O Plan. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Organizational Change Management Lead	• Develop Change Management Strategies. • Identify key stakeholders, including leadership, employees, and external partners. • Build relationships with stakeholders to ensure buy-in and commitment to the change. • Develop and implement a communication plan to keep stakeholders informed and engaged. • Create messaging that is clear, consistent, and relevant to various audience groups. • Identify risks and mitigation strategies to address potential barriers. • Continuously monitor and adjust plans based on feedback and outcomes. • Define key performance indicators (KPIs) to track the success of the change initiative. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Communications Lead	• Create a tailored communication plan that aligns with the project objectives, timeline, and stakeholders' needs. • Define key messages, communication goals, and success metrics. • Identify internal and external stakeholders who are impacted by or involved

KEY STAFF	ROLES AND RESPONSIBILITIES
	in the project. • Develop a stakeholder engagement plan to address their concerns and information needs. • Serve as a bridge between stakeholders, ensuring alignment and managing expectations. • Write and edit content such as project updates, FAQs, talking points, presentations, and newsletters. • Develop visuals (or work with designers) like infographics, videos, or other materials to enhance communication impact. • Maintain and update content repositories, ensuring materials are current and accessible. • Identify the most effective channels for communication (e.g., intranet, email, meetings, dashboards). • Oversee the deployment of communication campaigns across those channels. • Ensure messages are delivered on time and through the appropriate medium. • Work closely with project managers, change management leads, and leadership to understand key milestones, risks, and updates. • Ensure communication efforts align with the overall project schedule and deliverables. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Developer	• Understand the CAB Online requirements. • Ensure the code is well-structured, readable, and maintainable. • Fix bugs or defects identified in testing. • Collaborate with other developers and stakeholders. • Technical system documentation. • Perform other duties as required.

KEY STAFF	ROLES AND RESPONSIBILITIES
Quality Assurance	• Test system and document any defects.

KEY STAFF	ROLES AND RESPONSIBILITIES
Tester	• Analyze requirements and develop test plans. • Compare software against requirements. • Develop test plans and cases • Create test data. • Execute test cases. • Validate bug fixes. • Perform other duties as required.

11. Key Staff Qualifications and Skills

The Contractor must provide Key Staff as described below. For the purposes of this Contract, the term “Key Staff” refers to contractor personnel deemed by the CDPH to be essential to the Contractor's satisfactory performance of the requirements contained in this Contract. Please note that all listed Key Staff are expected to be available through all implementation and stabilization phases when needed or necessary.

Key Staff 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) the CDPH provides prior approval.

1. Engagement Manager
2. Project Manager
3. Scrum Master
4. Solution Architect
5. System Configuration and Integration Lead
6. Lead Business Analyst
7. Lead Developer
8. Lead Database Administrator
9. Quality Assurance Testing Lead
10. Release Management Lead
11. Lead Security Analyst
12. Solution Operations Lead
13. Organizational Change Management Lead
14. Communications Lead
15. Developer
16. Quality Assurance Tester

The sharing of roles is NOT allowed for the following Key Staff:

- Project Manager

In addition to Key Staff, the Contractor will provide necessary skilled staffing to support the implementation and ongoing maintenance and operations of CAB Online. At a minimum, the Contractor shall provide staff with the appropriate experience and qualifications for the following State-identified Key Staff:

KEY STAFF	QUALIFICATIONS
Engagement Manager	Mandatory Experience 1. A minimum of five (5) years of experience in the governance of large IT project scope and delivery and in the executive-level decision-making and signing authority role on behalf of the Contractor and its subcontracted entities making up the complete Contractor solution. 2. A minimum of five (5) years of experience in leading large-scale IT system integration projects with a contract value over \$10,000,000. 3. Three (3) years of experience as an Engagement Manager for a public sector IT project with a contract value over \$10,000,000. 4. Three (3) years of experience working on an Agile or Hybrid Agile development project. Desirable Experience 1. One (1) to three (3) years of experience as a Project Director implementing or maintaining a public sector system.
Project Manager	Mandatory Experience 1. A minimum of seven (7) years of experience as an IT Senior Project Manager applying project management principles, methods, techniques, and tools. 2. A minimum of four (4) years of experience as a Senior Project Manager on large-scale IT system integration projects with a contract value over \$5,000,000. 3. A minimum of two (2) years of experience managing virtual teams

	with at least ten (10) team members. 4. One of the following current Project Management Certifications: ◦ PMI Program Management Professional (PgMP)® ◦ PMI Project Management Professional (PMP). Desirable Experience 1. One (1) to three (3) years of experience as the Project Manager implementing or maintaining a public sector system.
Scrum Master	Mandatory Experience 1. A minimum of five (5) years' experience as a scrum master in a large-scale IT system development project with a contract value over \$5,000,000. 2. A minimum of three (3) years' experience as a scrum master in large-scale IT system integration projects with a contract value over \$1,000,000. 3. A minimum of two (2) years of experience in leading geographically distributed virtual teams with at least 10 team members. 4. A minimum of four (4) years of experience in all phases of Software Development Lifecycle (SDLC). 5. A minimum of three (3) years of experience working on an Agile or Hybrid Agile development project. 6. A minimum of one industry project management certification, including: ◦ Agile Certified Professional (PMI-ACP) ◦ Certified Scrum Master (CSM) ◦ SAFe Agilist certifications Desirable Experience 1. One (1) to three (3) years of experience as the Scrum Master implementing or maintaining a public sector system.
Solutions Architect	Mandatory Experience 1. A minimum of five (5) years of experience as a Solutions Architect

	directly responsible for designing the architecture for integrated IT systems, including: • User, recipient, and external system interfaces with system-enforced, role-based, secure data access and entry privileges. • External system interface development, and integration with other applications. 2. A minimum of three (3) years as a Solution Architect of a data pipeline and processing solution with multiple data sources. 3. Minimum of four (4) years of hands-on technical leadership for systems development projects, including: providing system and enterprise architecture, logical and physical design, development, and deployment. 4. A minimum of three (3) years of experience in Cloud, Microsoft Power Platform, and Enterprise-level Data Analytics Platforms. 5. A minimum of three (3) years of experience as a Cloud Solutions Architect, including: designing SaaS solutions, and integration with other services and applications in hybrid environments. 6. A minimum of two (2) years of experience as a Solution Architect on at least one (1) project that required enterprise-level data architecture. Desirable Experience 1. One (1) to three (3) years of experience as the Solution Architect implementing or maintaining a public sector system.
System Configuration and Integration Lead	Mandatory Experience 1. A minimum of five (5) years of experience as a lead with the overall responsibility of leading a team in system development, configuration, testing, and implementation activities. 2. A minimum of three (3) years of experience leading virtual teams with at least ten (10) team members. 3. A minimum of three (3) years of experience in the configuration and development of a vendor system solution. 4. A minimum of five (5) years of experience in systems interoperability and integration engineering.

	5. A minimum of five (5) years of knowledge and experience in developing technical requirements, technical documentation, technical approaches, acquisition strategies, technology modernization strategies and plans, system integrated solutions, test methodologies, capabilities, and analysis. 6. A minimum of five (5) years of experience working with DevOps methodologies. Desirable Experience 1. One (1) to three (3) years of experience as the System Configuration and Integration Lead implementing or maintaining a public sector system.
Lead Business Analyst	Mandatory Experience 1. A minimum of five (5) years of experience in business analytics and leading a team of business analysts to develop, manage, and validate that business functional requirements are met, and associated processes are in place for full performance operations. 2. A minimum of two (2) years of experience in leading geographically distributed virtual teams. 3. A minimum of three (3) years' experience producing business intelligence artifacts. 4. A minimum of five (5) years of experience in developing solutions and solution alternatives, to allow the business to make informed decisions, including cost, timing, and strategic alternative estimates. 5. A minimum of one Active Certified Business Analysis Professional (CBAP) certificate or equivalent BA certificate. Desirable Experience 1. One (1) to three (3) years of experience as the Lead Business Analyst implementing or maintaining a public sector system.
Lead Developer	Mandatory Experience 1. A minimum of five (5) years of experience performing high-level

	systems analysis, evaluation, design, integration, documentation, and implementation of complex applications. 2. A minimum of three (3) years of experience as a lead Developer for a mixed team of Contractor staff and public sector staff on a public sector IT project. 3. A minimum of five (5) years of experience leading and participating in all phases of application development with emphasis on planning, analysis, evaluation, integration, testing, and acceptance phases. 4. A minimum of five (5) years of experience as the reviewer of detailed specifications (i.e., user stories, functional and non-functional requirements, and Interface Control Document) from which development effort and/or system configurations will be implemented. 5. A minimum of five (5) years of experience working with DevOps methodologies. Desirable Experience 1. One (1) to three (3) years of experience as the Lead Developer implementing or maintaining a public sector system.
Lead Database Administrator	Mandatory Experience 1. A minimum of five (5) years of experience as a Database Administrator. 2. A minimum of five (5) years of experience collaborating with a public sector entity to plan and implement enhancements to databases and integrated environments. 3. A minimum of five (5) years of experience creating and enhancing tables, views, stored procedures, and performing any other work needed to store, organize, and archive various data artifacts. 4. A minimum of five (5) years of experience troubleshooting data flow issues involving data exchange to and from databases. 5. A minimum of three (3) years of experience as a lead. Desirable Experience 1. One (1) to three (3) years of experience as the Lead Database

	Administrator implementing or maintaining a public sector system.
Quality Assurance Testing Lead	Mandatory Experience 1. A minimum of five (5) years of experience in testing, demonstrating deep knowledge and hands-on experience with system, functional, regression, and integration testing of web, client, and cloud server applications. 2. A minimum of two (2) years of experience in leading geographically distributed virtual teams. 3. A minimum of five (5) years of knowledge and experience with automating testing. 4. A minimum of five (5) years of experience in ensuring cross-functional collaboration and alignment of testing efforts for interfacing systems. Desirable Experience 1. One (1) to three (3) years of experience as the Quality Assurance Testing Lead implementing or maintaining a public sector system.
Release Management Lead	Mandatory Experience 1. A minimum of five (5) years of experience leading the implementation of a large-scale IT system integration project, with a contract value over \$5,000,000, which includes release management sprints, planning deployment releases, and sharing information regarding the current sprint and development effort status. 2. A minimum of five (5) years of experience supporting business and product owners throughout product releases and coordination of enhancement schedule. 3. A minimum of three (3) years of experience in change request management. 4. A minimum of five (5) years of experience leading geographically distributed virtual teams. 5. A minimum of five (5) years of experience leading teams in system development and implementation.

	Desirable Experience One (1) to three (3) years of experience as the Release Management Lead implementing or maintaining a public sector system.
Lead Security Analyst	Mandatory Experience - A minimum of five (5) years of experience with information security practices - A minimum of three (3) years of experience ensuring security measures for protected health information. - A minimum of three (3) years of experience managing security in a cloud service environment. - A minimum of three (3) years of experience working as a lead Security Analyst on a large public sector IT project and a contract value over \$5,000,000. - A minimum of two (2) years leading virtual teams. - A minimum of one industry security certification, including: - CISSP: Certified Information Systems Security Professional - CISM: Certified Information Security Manager - CompTIA Security+ - CISA: Certified Information Systems Auditor Desirable Experience - One (1) to three (3) years of experience as the Lead Security Analyst implementing or maintaining a public sector system.
Solution Operations Lead	Mandatory Experience - A minimum of five (5) years of experience managing the operational processes, including help desk and training, of the proposed solution. - A minimum of three (3) years of experience training and leading the client operations team in knowledge transfer and management of business rules. - A minimum of two (2) years of knowledge and experience with

	public health in the public sector. - A minimum of five (5) years of experience of leading geographically distributed teams. - A minimum of three (3) years of experience managing IT operations for a large IT system valued at \$5,000,000 or more. Desirable Experience - One (1) to three (3) years of experience as the Solution Operations Lead implementing or maintaining a public sector system.
Organizational Change Management Lead	Mandatory Experience - Seven (7) years of experience in Organizational Change Management. - Four (4) years of experience as an Organizational Change Management Lead. - Three (3) years of experience in assessing stakeholder expectations, and designing, facilitating, and delivering stakeholder communication and training. - ADKAR, Prosci, or other change management certification. Desirable Experience - One (1) to two (2) years of experience as an Organizational Change Management implementing or maintaining a public sector system.
Communications Lead	Mandatory Experience - Four (4) years of experience as a Communications Lead creating communication plans, stakeholder engagement plans, and developing and deploying public facing communication materials. - Four (4) years of experience as a Communications Lead on a large-scale IT system integration project with a contract valued over \$5,000,000. - Four (4) years of experience providing supervision and direction to staff. - Bachelor's degree in English, Journalism, Marketing or

	Communications. Desirable Experience 1. One (1) to two (2) years of experience as a Communications Lead implementing or maintaining a public sector system.
Developer	Mandatory Experience 1. Five (5) years of experience as a Developer on a large-scale IT system integration project with a contract value over \$2,000,000. 2. Two (2) years of experience as a Developer developing and configuring solutions based on the Microsoft Power Platform. 3. Five (5) years of experience as a Developer developing technical system documentation. Desirable Experience 1. One (1) to three (3) years of experience as a Developer implementing or maintaining a public sector system.
Quality Assurance Tester	Mandatory Experience 1. Five (5) years of experience as a Tester (manual and automated) on a large-scale IT system integration project with a contract value over \$2,000,000. 2. Five (5) years of experience creating test plans and test cases. Desirable Experience 1. One (1) to three (3) years of experience as a Tester implementing or maintaining a public sector system.

12. Key Staff 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 Project or for their proposed period of involvement (as defined in the Master Project Schedule). Except in the case of a leave of absence, sickness, death, termination or resignation of employment or association, or other circumstances outside the reasonable control of the Contractor, the individuals that are designated to fill any of the Key Staff roles in the Contractor's Response shall not be removed by the Contractor from performing their assigned tasks during the period of performance, as described in the Contractor's Response, without the prior written approval of the State. CDPH recognizes that a resignation or other events may cause Contractor Project team members to be unavailable. The CDPH Project Director shall approve or deny all the Contractor's proposed replacement project team members designated to fill any one of the Key Staff roles. Any of these proposed replacement staff must have the same or higher-level skills and experience as those requirements stated in the Contract. The Contractor's Engagement Manager must supervise all Contractor project personnel and mitigate any contract personnel issues.

The steps to replace Key Staff members are as follows:

1. If a Key Staff member notifies the Contractor that they will be leaving the project, the Contractor Engagement Manager must notify the CDPH Project Manager or designee within two (2) State business days after being notified by the Key Staff member. This is also applicable to non-key staff who are working under a Work Order Authorization (WOA).
2. The State reserves the right to request a statement from the staff who is being replaced to confirm the reason for the replacement.
3. The Contractor must provide qualified replacement personnel within thirty (30) State business days of notification for Key Staff. This is also applicable to non-key staff who are working under a WOA.
4. In the event the Contractor is unable to find qualified replacement personnel within the timeframe allotted in #3 above, the Contractor must submit a request for an extension before the deadline.
5. The Contractor will submit its request along with the qualification form, references, and other documents (e.g., certifications) for the proposed replacement staff to the CDPH Project Manager. The proposed staff must possess experience which meets the Key Staff mandatory requirements of this Contract and the desirable requirements met by the Key Staff being replaced. [SECTION 11. Key Staff Qualifications and Skills](#)
6. The State reserves the right to validate the proposed replacement staff references, and other documents (e.g., certifications) and/or interview the proposed replacement staff prior to approving their participation on the Project. CDPH has up to five (5) State business days to approve or disapprove the selected replacement. The State agrees to not unreasonably withhold approval for Key Staff changes.
7. The Contractor must recover and return all State-issued access badges, identification cards, and equipment provided to the Contractor's employee(s), upon their departure or termination to CDPH, if applicable.

8. Failure to replace Key Staff within the timeframe and processes will require the Contractor to abide by the conditions set forth in [SECTION 33. Service Level Agreements \(SLAs\)](#)
9. An amendment to the Contract is not required for Contractor staff changes if the labor classification and rates are identified and aligned with EXHIBIT C: COST WORKSHEETS

12.1. Staff Additions

The Contractor may add staff as follows:

1. The Contractor must give the State a minimum of seven (7) business days written notice before adding and bringing on new/additional staff.
2. The Contractor will submit its request to the CDPH Project Manager, the required references, and other documents (e.g. certifications) for the proposed new staff.
3. If the Contractor is proposing an additional Key Staff, they must meet the Key Staff mandatory requirements of this Contract.
4. The State reserves the right to validate the new staff references, qualification forms and other documents (e.g., certifications) and/or interview the new staff prior to approving their participation on the Project.
5. CDPH has up to five (5) State business days to approve or disapprove of the new staff. The State agrees to not unreasonably withhold approval for new staff additions.
6. An amendment to the Contract is not required for Contractor staff additions if the labor classification and rates are identified and aligned with EXHIBIT C: COST WORKSHEETS.

12.2. Staff Replacement Due to Performance or Conduct

The State shall request dismissal and the Contractor shall remove any personnel or subcontractors who, in the opinion of the State or Contractor, have performance issues, unprofessional behavior or have engaged in improper conduct. The steps for removing staff due to performance or conduct issues are as follows:

1. Once a performance or conduct issue is identified, the identifying party must document and provide in writing to the other party within two (2) State business days.
2. The Contractor and State will discuss the issue, and together they will determine the best approach for resolving the issues. If any staff requires replacement, the Contractor will follow the

Staff Replacement Process as defined above.

3. The Contractor will submit a summary of the discussion between the Contractor and State regarding the improper conduct and/or performance issues within five (5) State business days. This summary is to include the agreed-upon resolution.
4. Failure to replace staff within the timeframe and processes described in this section will require that the Contractor must abide by the conditions set forth in [SECTION 33. Service Level Agreements \(SLAs\)](#).
5. An amendment to the Contract is not required for Contractor Staff changes if the labor classification and rates are identified and aligned with EXHIBIT C: COST WORKSHEETS.

12.3. Subcontractors

The Contractor may, with prior written permission from the CDPH Project Manager, enter into subcontracts with third parties for the performance of any part of Contractor's duties and obligations. Subcontractors identified in Contractor's Response shall be deemed to have prior written permission. Any such permission may be rescinded at the discretion of the State.

1. The Contractor is responsible and liable for the proper performance of and the quality of any work performed by any and all subcontractors.
2. The Contractor's use of any subcontractor shall not cause the loss of any warranty from the Contractor, software manufacturer, or product provider.
3. The State reserves the right to reject or refuse admission to any contractor or subcontractor staff whose expertise, in the reasonable judgment of the CDPH, is deemed substandard.
4. In no event shall the existence of a subcontract operate to release or reduce the liability of the Contractor to the CDPH for any breach in the performance of the Contractor's duties.
5. In connection with a request to the CDPH to approve a subcontractor, the Contractor shall provide a copy of the Subcontractor's Certificate of Good Standing issued by the California Secretary of State.
6. If requested by the CDPH, the Contractor shall also provide a copy of an Entity Status Letter issued by the Franchise Tax Board.
7. Subcontractors permitted by the CDPH shall be subject to the applicable requirements of this Contract.
8. The Contractor agrees that any subcontract(s) resulting from its performance under the applicable terms and conditions of this Contract shall include a provision that the subcontractor shall abide by the applicable terms and conditions hereof.
9. The Contractor agrees that all subcontracts shall include a provision that the subcontractor shall indemnify and hold harmless the State to the extent described in Department of General Services Procurement Division, INFORMATION TECHNOLOGY - GENERAL PROVISIONS CLOUD - COMPUTING SERVICES, DGS PD 402-ITGP.
10. No subcontract shall terminate the legal responsibilities of the Contractor for overall performance

under the Contract.

11. Any contract between the Contractor and its subcontractors shall require the subcontractors to adhere to the same performance standards and other standards required of the Contractor as applicable to the subcontractor's service.

12.4. Subcontractor Replacement Changes

The steps to replacing a subcontractor are as follows:

1. Contractor shall provide the CDPH Project Manager ten (10) business days advance notice of subcontractor termination. The notice shall document the change, the reason for the change, and the effective date of the change.
2. The Contractor shall obtain CDPH Project Manager approval for any subcontractor changes prior to the termination of the existing subcontractor(s) and retention of the new subcontractor(s). This also includes any changes made between submission of the Best and Final Offer and the actual start of the Contract.
3. All replacement subcontractor(s) shall meet all minimum requirements of the Solicitation and the resulting Contract.
4. For Disabled Veteran Business Enterprise (DVBE) and Small Business subcontractor changes, the Contractor shall use another DVBE or Small Business subcontractor, respectively.
5. The CDPH shall not compensate the Contractor for any of the Contractor's time or effort to educate or otherwise make the new subcontractor(s) ready to begin work on the Contract.
6. The Contractor must provide documentation and signed provisions for the replacement subcontractor as required in the Contract.

13. Escalation Process

Problems, misunderstandings, and frustrations may arise through the execution of the contract. It is the California Department of Public Health's intent to be responsive to its contractors, employees, and their concerns. Therefore, the contractor or employee who is confronted with a problem may use the procedure described below to resolve or clarify concerns.

First, the parties shall use their best, good-faith efforts to cooperatively resolve conflicts and problems informally that arise in connection with this contract. Both parties shall continue, without delay, to carry out all their respective responsibilities under this Contract while attempting to resolve the conflict under this section.

When a conflict arises between the State and the Contractor that cannot be resolved informally, both parties shall attempt to resolve the conflict pursuant to this section if they agree in writing as defined in [SECTION 5. Contract Contacts](#) and likely to resolve the conflict. Both parties shall continue without delay to carry out all their respective responsibilities under this contract while attempting to resolve the conflict

under this section. The escalation level of CDPH personnel escalation includes, but is not limited to, the following:

1. First level, the CDPH Contract Manager.
2. Second level, the CDPH Project Manager.
3. Third level, the CDPH Project Director.
4. Fourth level, the CDPH Business Lead (Assistant Branch Chief).
5. Fifth level, the CDPH Project Sponsor.

The Contractor Project Manager and the CDPH CAB Online Project Manager shall each provide a written notice to the other party about the conflict. There will be times when consensus cannot be reached, and questions or issues need to be escalated. In the event that project decisions are beyond the decision maker's level of authority, the escalation process described in the table below will be followed.

Table Project Decision Making Processes

CDPH Decision maker	trigger	process	timeframe to escalate	timeframe to resolve
Project Contract Manager (CM)	Exceeds CM's authority.	Bring to the attention of the Project Manager (PM)	Raise within five (5) business days of identifying.	Expect a resolution within ten (10) business days.
Project Manager (PM)	Exceeds PM's authority.	Bring to the attention of the Project Director via email.	Raise within five (5) business days of identifying.	Expect a resolution within ten (10) business days.
Project Director (PD)	Exceeds PD's authority.	Bring to the attention of Business Lead (Assistant Branch chief)	Raise within five (5) business days of identifying.	Expect a resolution within ten (10) business days.
Business Lead BL (Assistant	Exceeds BL's authority.	Address at the next Status meeting	Raise within five (5) business	Expect a resolution within ten (10)

CDPH Decision maker	trigger	process	timeframe to escalate	timeframe to resolve
Branch Chief)		meeting.	days of identifying.	business days.
Project Sponsor (PS)	Presented by Business Lead	Address at the next Status meeting.	N/A	Expect a resolution within ten (10) business days.

Appeal Process

Any project stakeholder may appeal a decision. To appeal a decision, the stakeholder must raise their concerns about the decision to the designated decision maker for the purpose of better understanding why the decision was made, and to discuss the impact of the decision on the project. If the stakeholder wants to appeal the decision, the stakeholder must raise it to the next decision-maker level above the current decision maker. If the next decision maker is unknown, the appeal will be brought to the Project Director. The Project Sponsor is the ultimate decision maker. All decisions and appeals will be documented by the Project Manager and kept in the project file for reference.

Corrective Action Plan:

CDPH shall be the sole judge of the acceptability of all work performed, and all work products produced by the Contractor. Should the work be performed, or products produced by the Contractor fail to meet the contract requirements, the following process will be employed, except as superseded by other binding processes:

1. CDPH shall notify the Contractor in writing within ten (10) business days after discovery of any acceptance problems by identifying the specific inadequacies and/or failures in the services performed and/or the products produced by the Contractor.
2. The Contractor shall, within five (5) business days after initial problem notification, respond to CDPH by submitting a detailed explanation describing precisely how the identified services and/or products actually adhere to and satisfy all applicable requirements, and/or a proposed corrective action plan to address the specific inadequacies and/or failures in the identified services and/or products.
3. CDPH shall, within five (5) business days after receipt of the Contractor detailed explanation and/or proposed corrective action plan, notify the Contractor in writing whether it accepts or rejects the

explanation and/or plan. If CDPH rejects the explanation and/or plan, the Contractor will submit a revised corrective action plan within three (3) business days of notification of rejection.

4. CDPH shall, within five (5) business days of receipt of the revised corrective action plan, notify the Contractor in writing whether it accepts or rejects the revised corrective action plan proposed by the Contractor.

5. If a Contractor project component or deliverable is rejected three (3) times by CDPH, the Cure Notice process will follow.

Cure Notices:

CDPH shall issue a cure notice to inform the Contractor in the event the Contractor fails to meet an Contract requirement or performance. The cure notice specifies ten (10) days for the Contractor to remedy the condition. If the condition is not corrected within this period, the cure notice states that the Contractor may face the termination of its Contract for default.

Triggers for a Cure Notice

Cure notices may be triggered by any of the following conditions, or other conditions that arise in the performance of the Contract.

1. The Contractor continues to miss agreed-upon deadlines.
2. Quantifiable evidence is lacking to show work is being accomplished.
3. Quality of deliverables does not meet CDPH standards.
4. The Contractor is non-responsive to CDPH requests; or
5. The Contractor does not replace Key Staff in a timely manner.

14. Change Control Procedures

The CAB Online Change Management (CM) Process will provide a structured approach to planning, managing, implementing, and monitoring changes that affect the CAB Online project. The CAB Online Project Change Management process applies to all types of changes related to the CAB Online project. Changes need to be documented in the change log. Changes are required to follow the CAB Online CM process and are classified as follows for purposes of risk evaluation and escalation:

- **Low (1)** changes are low risk changes and do not require any Change Control Board (CCB)

review but are required to be recorded and the Program Owner / Project Manager to be notified of the change. Examples include changes that can wait until the next release (the terms release and phase are used interchangeably for this project) or scheduled maintenance.

- **Medium (2)** changes require significant planning and effort, assessment and impact various applications. High priority changes with workarounds and no time constraints may also be considered Medium priority. Examples include server installation, introduction of a new application to a specific program, or re-segmenting a section of the network.
- **High (3)** changes involve a major amount of preparation and work with complex situations, major expenses, or significant/immediate time constraints. Examples include enterprise deployment, data center relocation, and introduction of a new technology at an enterprise level.

Change Categories

Change Control addresses changes made to baseline documents, approved deliverables, an approved project management plan, as well as software.

- Scope, Schedule, Cost
- Quality
- Processes
- Procedures
- Contract
- Resources
- Impacts to Existing Operations and Workflows
- Architecture and Engineering

The Contractor will be responsible for following the State-developed Change Control Management Plan.

The Contractor is also responsible for the architecture and engineering of the solution. CDPH Enterprise Architects (EA) team will be responsible for approval of the architecture and engineering associated with required modifications. Any change request from the contractor needs to be discussed with this project's EA and the changes need to be formally routed via the CDPH Architecture Review Board (ARB).

15. Project (Contractor) Tasks and Deliverable Requirements

This Section describes the Deliverables that the Contractor shall provide to the State. The Deliverables are also detailed in EXHIBIT D: DELIVERABLES TABLE.

The Contractor Deliverables table includes the following components:

1. **Del ID:** ID number associated with the Deliverable Name.
2. **Deliverable Description and Contents:** A description of the Contractor Deliverable and what is included in the deliverable.
3. **Timing:** The timing of when the deliverable is due. The dates will be further elaborated during the Planning phase in the development of the Implementation Schedule. Select deliverable documents per the timing and milestone descriptions will need to be updated throughout the project lifecycle and as needed per CDPH's discretion.
4. **Contractor Agrees to Provide the Deliverable:** The contractor will indicate that they agree to provide this deliverable as part of the contract.

Contractor Deliverables

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
<i>Category 1: Project Planning</i>				
1.1	Project Kickoff Meeting	Plan and schedule Project Kickoff Meeting: The Project Kickoff Meeting will introduce the project team and communicate project objectives, approach, timeline, assumptions, constraints, management, project organization, roles and responsibilities, and deliverables to Project Stakeholders. • Develop Kickoff Meeting presentation and any other materials • Conduct the Project Kickoff Meeting • Document and distribute notes from Project Kickoff Meeting	Within 10 calendar days of contract execution	Yes ☐ No ☐
1.2	Initial Project	Finalize the Project Schedule that	Within 45	Yes ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
	Schedule	outlines the project activities and tasks using a Work Breakdown Structure (WBS) that includes Phases, Activities, Tasks, Deliverables, Dependencies, and Milestones, in Microsoft Project. The Project Schedule will: • Identify all WBS components needed to complete all project deliverables. • Identify both Contractor and State staff resources responsible for key project activities and deliverables. • Identify Task ownership and assigned resources. • Identify planned and actual start and end dates, with % of project complete by major task. • Identify the critical path for project completion. • Include Organizational Change Management (OCM) tasks.	calendar days of contract execution	No ☐
1.3	Create Product Roadmap	Create Product Roadmap, a visual representation of the iterative Agile approach to develop the CAB Online product that represents the flexible plan to achieve the product vision and strategy. The Product Roadmap will:	Within 45 calendar days of contract execution	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Include a high-level timeframe. • Identify likely growth of the product over time. • Reflect development and project priorities. • Identify measurable goals and key performance indicators.		
1.4	Create Contractor Project Management Plan (PMP)	Develop the Contractor Project Management Plan (PMP) that will serve as the comprehensive guide that outlines how the project will be planned, executed, monitored, and controlled. The PMP will address management topics that include, at a minimum: • Project objectives and critical success factors. • Approach to ensure successful implementation and delivery of all system components in accordance with the Contract. • Approach to conduct required activities and produce required project deliverables in each Project Category. • Project organization structure and governance. • Key project management and leadership roles and responsibilities. • Key stakeholders and their roles	Within 45 calendar days of contract execution	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		and responsibilities. • Project management status update reporting approach and frequency. • Escalation process for internal project decisions within the scope of project activities. Key stakeholders and roles and responsibilities. • System technology recovery and business continuity. • Project expectations, constraints, dependencies, and challenges. The PMP will also address how the Contractor will perform project work in accordance with the State-produced Management Plans for: • Communication • Requirements • Scope • Risks • Issues • Contract • Change Control • Resources • Stakeholders • Quality • Security • Testing • Configuration • Data		

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		M&O Transition		
1.5	Create Deliverable Management Plan	The Deliverable Management Plan will serve as the comprehensive guide that outlines how the project deliverables will be developed, submitted, and reviewed, and executed and monitored throughout the duration of the project, in accordance with the Deliverables defined in +EXHIBIT A: STATEMENT OF WORK. The Deliverables Management Plan will include, at a minimum: - Schedule of planned deliverables. - Roles and responsibilities. - Naming convention. - Repository organization. - Deliverable Expectation and Deliverable Acceptance documentation management and processes. - Deliverable version control.	Within 45 calendar days of contract execution	Yes ☐ No ☐
1.6	Organizational Change Management Plan	The Contractor shall provide an OCM Plan that shall clearly: Identify changes moving from as-is to the to-be and their alignment to CAB Online business goals and objectives	Within 45 calendar days of contract execution	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Define the expected benefits and outcomes • Define metrics to measure OCM effectiveness and user readiness. • Define stakeholder assessment and management approach • Define the OCM roles and responsibilities • Summarize any potential organizational changes and impacts		
1.7	Organizational Change Management Communication Plan	The Contractor shall develop and implement the OCM Communication Plan to promote the execution and rollout of the project and phases. This plan will help ensure the organization's messaging about project-related changes are clear, concise and consistent. Contractor shall develop the Communications Plan based on the following required actions: • Conduct stakeholder surveys • Conduct interviews with stakeholders • Perform stakeholder analysis • Develop Communication Matrix The Communications Plan, at a	Within 45 calendar days of contract execution	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		minimum, shall: • Define the Contractor's communications methodology • Describe Contractor's communications approach • Identify Internal and external CAB Online project stakeholders • Identify methods of communication (i.e., fact sheets, newsletters, presentations) • Identify methods to measure the effectiveness of communications		
1.8	Technology Recovery Plan	The Contractor shall develop the Technology Recovery Plan which outlines the steps and procedures needed to restore the CAB Online system after a disruptive event.	Within 45 calendar days of contract execution	Yes ☐ No ☐
1.9	Disaster Recovery Plan	The Contractor shall develop the Disaster Recovery Plan that outlines how to respond to and recover from unplanned incidents, ensuring business continuity. The Disaster Recovery Plan, at a minimum, shall have the following: • Risk Assessment: Identifying potential threats and vulnerabilities that could disrupt operations. • Business Impact Analysis: Determining the potential impact	Within 45 calendar days of contract execution	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		of a disaster on critical business functions. - Recovery Objectives: Defining specific, measurable, achievable, relevant, and time-bound (SMART) goals for recovery. - Backup and Recovery Procedures: Establishing clear steps for backing up data and restoring systems. - Communication Plan: Outlining how to communicate during and after a disaster. - Team Roles and Responsibilities: Clearly defining the roles and responsibilities of individuals involved in the recovery process.		
1.10	Knowledge Transfer Plan	The Contractor shall develop the Knowledge Transfer Plan which will define the knowledge transfer methodology, timing, and topics.	Within 45 calendar days of contract execution	Yes ☐ No ☐
Category 2: CAB Online Design Tasks and Deliverables				
2.1	Validate Requirements	Organize and facilitate requirements sessions to validate and create the baselined set of all functional and nonfunctional requirements. Review and confirm existing	One time after Project Planning (Category 1), prior to System Development	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		processes Maintain the CAB Online Requirements Traceability Matrix (RTM)		
2.2	Create Architecture Design Specifications	Create Architecture Design Specifications that show system architecture, system components, data flows, and integration points and guide the development of the CAB Online solution. The Architecture Design Specifications will include, at a minimum: - Descriptions with diagrams of the CAB Online system architecture and subsystems that reflect a view of the CAB Online from an enterprise perspective, including integration with other systems. - A narrative description of each system function, conditions for use, security requirements, and how they will interface with other CDPH or external systems. - Assumptions, dependencies, general constraints, goals, guidelines, and development methods. - Identification of any cloud infrastructure impacts due to any design consideration.	One time after Project Planning (Category 1), prior to System Development	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• A process and data flow document that graphically represents major system process flows, key data flows, identification of key CAB Online subsystems, and key integrations and interfaces using a CDPH approved diagramming approach. • Key system integrity controls (e.g., internal security, audit procedures, application audit trails, field validation, verification processes). • Configuration of application, environment instances, and Active Directory on all system environments. • Configuration of system access granted at various levels in accordance with the user roles and permissions. • A dependency map that shows how configuration items (e.g., Software modules) are controlled • Establishment of the baseline configuration of the CAB Online system. • A description of how changes to the baseline configuration items will be requested, evaluated, tested, approved, and implemented.		

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• A description of tools to be utilized to support configuration management. • Establish the baseline configuration of the CAB Online system.		
2.3	Create Database Design Specifications	Create the Database Design Specifications to support all business functionality identified in the functional and non-functional requirements. The Database Design Specifications will include, at a minimum: • Approach to database design for all CAB Online databases and data storage. • Data retention processes and procedures. • Data volumes. • Logical and physical data models. • Documented Business Rules. • Data Flow Diagrams. • Entity Relationship Diagrams. • Database schemas. • Database standards and conventions. • Data Dictionary. • Database management and administration. • Naming standards. • A description of the data	One time after Project Planning (Category 1), prior to System Development	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		management strategy that addresses data governance, data architecture, storage architecture, data sharing architecture, and business intelligence. • A description of the incremental development and deployment of functionality over time while ensuring data consistency and design integrity across CAB Online.		
2.4	Create Integration and Interface Specifications	The Integration and Interface Specifications will include, at a minimum: • A description of the approach to integrate CAB Online with other applications and systems. • Identification of other systems and a high-level work plan that delineates each system's team activities and milestones. • Description of how the Contractor will coordinate with other systems for design and development, testing, release management, implementation, and post-implementation support. • For each integration or interface	One time after Project Planning (Category 1), prior to System Development	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		point: identification of source and destination systems, interface directionality, transmission methods and protocols, frequency and timing of transmissions, transmission volumes, interface format and data elements, processing methods and rules, messages and response messages, interface service availability monitoring for both automated and manual interfaces, error handling controls and methods for restart, interface testing methods, key test cases, test environment requirements, interface file names and processing rules, interface security controls with encryption and decryption capabilities that will ensure secure data transfer between systems, administration and operational processes and considerations, interconnectivity service agreements, and escalation procedures to identify, report, and address interface-related production problems.		
2.5	Create CAB Online	Create the CAB Online Implementation	One time after Project	Yes ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
	Implementation Plan	Plan that describes the Contractor's development approach, implementation stages, and sequence of activities and capabilities deployed to production for each stage. The Implementation Plan will include, at a minimum: • Identification and description of implementation stages, the key objectives, dependencies, and roll-out plan for each. • Incorporation of selected data migration, training, interfaces, and integrations. • Contractor and State roles and responsibilities. • The approach to demonstrate completion of and obtain CDPH acceptance for each implementation stage. • The tasks and schedule for rollout activities and transition that include the approach to test and train users; development of necessary documentation; operational readiness assessment; contingency and rollback plans in the event of adverse operations or data failures during implementation of each stage; and plans for production support following Go-	Planning (Category 1), prior to System Development	No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		Live. Perform a Business Impact Analysis		
<i>Category 3: CAB Online Solution Development Tasks and Deliverables</i>				
3.1	Create System Development Plan	Create the System Development Plan that describes how the Contractor will use an Agile development framework to develop the CAB Online System. The System Development Plan will include, at a minimum: - Contractor's approach to configure, modify, and customize the CAB Online in accordance with functional and non-functional requirements, using an Agile development framework. - A description of the implementation stages the Contractor will use to develop the CAB Online solution. - A list of tasks Contractor will undertake to plan and prepare for the execution of functionality sprints, execute each sprint, and create the initial preliminary product and sprint backlog. - How the Contractor will provide	After Design (Category 2), and before Implementation	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		interactive demonstrations that verify functionality implemented during each sprint. • Contractor's approach to establish a foundation for smooth and efficient development in subsequent sprint iterations. • Utilization of team resources, workspaces, and remote collaboration tools. • Identification of project development standards (e.g., coding, SharePoint) the Contractor will use to implement the CAB Online. • Identification of the tools and software to develop and operate the CAB Online. • System development schedule with milestones. • Contractor's approach for software support, maintenance, and operations. • How Contractor will deliver all source code to the State. • Create a system development schedule with milestones		
3.2	Create User Stories (for each phase)	Work with CDPH staff to develop user stories that describe desired features and functionality from the end-user perspective.	After Project Planning, before each phase	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
3.3	Configure and Build the CAB Online system (for each phase)	Implement the CAB Online system in accordance with the System Development Plan, Architecture Design Specifications, Database Design Specifications, and Integration and Interface Specifications. • Conduct a Daily Scrum that includes key Contractor staff and State staff. • Create and manage sprint releases. • Produce and deliver all Agile artifacts (e.g., product backlog, sprint progress reports, sprint backlog, and product increments). • Provide interactive demonstrations to State staff to verify implemented system functionality.	After Design completion, prior to each phase	Yes ☐ No ☐
3.4	Create Defect Resolution Plan	The Defect Resolution Plan will include, at a minimum: • The Contractor's approach to resolve system defects identified during system development and testing, UAT, and following system implementation. • Procedures to capture, respond to, track, prioritize, analyze, and resolve defects. • The method for reporting and	After Design completion	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		communicating all defects, their status, and resolution.		
3.5	Resolve all identified defects according to the Defect Resolution Plan (for each phase)	Defect-free System	Ongoing through Final System Acceptance	Yes ☐ No ☐
3.6	Create Overall System Test Plan	Create the System Test Plan to describe the testing approach for the CAB Online solution implementation, and the methods, objectives, resources, timeline, and test management for each environment. The System Test Plan will include, at a minimum: • The Contractor's testing approach for all testing cycles, including unit, integration, interface, system, end-to-end, load capacity, stress, regression, production simulation, accessibility, security, white hat, and penetration testing. • Approach to create and maintain test scenarios, acceptance criteria, test cases, test scripts, and their formats. • Approach and description of	After Design completion	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		processes, procedures, and protocols to perform CAB Online system, data, and documentation quality assurance. • Identification and description of any tools the Contractor will use for testing, including automated testing. • The plans to prepare for, facilitate, and support User Acceptance Testing (UAT). • The testing schedule, milestones, and dependencies. • Testing roles and responsibilities. • Identification of test environments, test database, and data requirements for each test phase. • How Contractor will report on test status, identify issues, and take corrective actions to ensure resolution. • Description of the test results reports and how Contractor will certify that the system is fully tested and satisfies all functional and non-functional requirements, complies with all CDPH security requirements, and meets established performance metrics.		

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
3.7	Release Test Plan (for each phase)	Create the Release Test Plan to describe the testing approach for the current phase, including the methods, objectives, resources, timeline, and test management for the functionality included in that phase. The Test Plan will include, at a minimum: • The Contractor's testing approach for the specific phase, including unit, integration, interface, system, end-to-end, load capacity, stress, regression, production simulation, accessibility, security, white hat, and penetration testing. • Creation of release-specific test scenarios, acceptance criteria, test cases, test scripts, and their formats. • Approach and description of processes, procedures, and protocols to perform the release testing. • Identification and description of any tools the Contractor will use for testing, including automated testing. • Testing roles and responsibilities required for the specific release.	After Design completion, prior to each phase	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Identification of test environments, test database, and data requirements for the specific release. • How Contractor will report on test status, identify issues, and take corrective actions to ensure resolution. • Description of the specific release test result reports and how Contractor will certify that the release is fully tested. • Create the testing schedule, milestones, and dependencies for the UAT • Work with CDPH to plan, support, and document User Acceptance Testing • Develop test scenarios, cases, and scripts		
3.8	Test the System (for each release)	• Test the system (excluding UAT) in accordance with the System Test Plan. • Produce test result reports for all system tests (excluding UAT). • Produce the UAT Readiness Report and provide confirmation that: • The system has been fully tested by the Contractor and is ready	After Design completion, prior to each release	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		for User Acceptance Testing. - The Test environment and test data has been established and the test team provided access. - Test Team users have been trained and provided all resources necessary to perform the UAT. - Develop the UAT Corrective Action Plan. - Execute the UAT Corrective Action Plan, as needed.		
3.9	System Management Plan	The Contractor shall develop a System Management Plan which will, at a minimum, cover the following items: - 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 complete regular updates of commercial state-of-the-art anti-malware software. - Procedures to regularly verify the	At the end of the Planning Phase.	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		integrity of installed software.		
<i>Category 4: CAB Online Solution Implementation Tasks and Deliverables</i>				
4.1	CAB Online System	- The Contractor will deliver a completed, functional, and operational system that has been fully tested and has meet all the mandatory and State-opted mandatory optional requirements for Phase 1 facility types, Non-Long-Term Care (NLTC). - The Contractor will deliver a completed, functional, and operational system that has been fully tested and has meet all the mandatory and State-opted mandatory optional requirements for Phase 2 facility types, Long-Term Care (LTC). - The Contractor will deliver a completed, functional, and operational system that has been fully tested and has meet all the mandatory and State-opted mandatory optional requirements for Phase 3 facility types, Home Health Agency (HHA) and Hospice.	After Training Complete Milestone for Phase 1, Phase 2, and Phase 3.	Yes ☐ No ☐
4.2	Create Operational Readiness Plan	Create the Operational Readiness Plan to identify all necessary activities and	After Training Complete Milestone for	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		outcomes that will prepare the system and users for Go-Live. The Operational Readiness Plan will include, at a minimum: • Identification of all activities that are precursors to operational readiness. • Entrance and exit criteria for implementation stages and Go-Live. • The process to determine state, Contractor, and other stakeholder readiness. • Activities the Contractor must undertake to prepare business operations and program staff to begin using the CAB Online. • Roles, responsibilities, and staffing for the rollout. • The process to coordinate and time training, data conversion and migration, and start-up at all sites. • A System Solution Operational Readiness Checklist that identifies tasks and activities necessary for operational readiness, with staff assignments. • Approach to create and submit operational readiness reports to the State that address readiness	each Phase 1, Phase 2, and Phase 3.	

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		of all elements for all stakeholders. • Create Operational Readiness Checklists. • Create Operational Readiness Checklists.		
4.3	Create CAB Online Training Plan	Create a Training Plan that identifies all necessary activities and testing approaches the Contractor will take to train all audiences to use or manage the CAB Online. The Training Plan will include, at a minimum: • Identification of training audiences. • Training strategy and objectives • Detailed descriptions of the training methods, tools, courses, and formats the Contractor will use to train each audience. • Approach to evaluate Training effectiveness. • Knowledge Transfer approach, steps, and timing to transition the completed system from the Contractor responsibility to CDPH. • Process to ensure all audiences receive the training necessary to fully use all CAB Online functionality necessary for their	After Development (Category 3), and before System Go-Live.	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		job functions. • Perform training needs assessment describing role-based training for all audiences. • Develop training schedule and training courses. • Develop and maintain Training Materials. • Develop training remediation plans. • Maintain the training environment, including training data creation and data refreshes.		
4.4	Train End Users	• Work with CDPH to train end users in accordance with the CAB Online Training Plan. • Develop surveys for trained users to ensure they achieved the desired level of system proficiency to be able to perform their business functions following training. • Perform training mediation in accordance with training remediation plans, if needed. • Create and deliver a Training Completion Report.	After Development (Category 3), and before System Go-Live (and through Final System Acceptance)	Yes ☐ No ☐
4.5	Release Management Plan	The Release Management Plan will detail the process for deploying completed system functionality up the pipeline during implementation stages	After Development (Category 3), and before System Go-	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		through all pre-production and production environments. The Release Management Plan will include, at a minimum: • Description of the release process and procedures. • Release roles and responsibilities. • Criteria for entry into the release process, reconciliation, and sign-off. • Release naming conventions. • Schedule and activities to occur within the release period. • An escalation process for release issues. • A release validation process. • Release contingency plans.	Live.	
4.6	Conduct CAB Online System Go-Live	Deliver a complete, functional, and operational CAB Online system that has been fully tested and meets all functional and nonfunctional requirements and is in accordance with the Release Management Plan.	After Development (Category 3), and before System Go-Live	Yes ☐ No ☐
4.7	Create Help Desk Plan	Create a Help Desk Plan to describe how the Contractor will manage the Help Desk from implementation through M&O. The Help Desk Plan will include, at a minimum:	After Development (Category 3), and before System Go-Live.	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Description of Help Desk tiers. • Roles and responsibilities of Contractor and State Help Desk staff. • Help Desk policies, processes, and procedures. • Help Desk ticket submission mechanisms, resolution, documentation, and reporting. • Approach to transfer Help Desk to CDPH staff following System Acceptance. • Plan to make sure all Help Desk SLAs are met.		
4.8	Perform Help Desk Services	Initiate Help Desk services in accordance with SECTION 10.4.1. Help Desk located in the Statement of Work (SOW)	After System Go-Live of each Phase	Yes ☐ No ☐
4.9	Update CAB Online Documentation	Update relevant CAB Online documentation to reflect “as-built” specifications as well as changes made to the system, processes, procedures, and training since they were originally created. The Updated Documentation will include, at a minimum: • Requirements Traceability Matrix • Architectural Design Specifications	After System Go-Live, and before Final System Acceptance	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Database Design Specifications • Configuration Specifications • Integration and Interface Specifications • Training Materials		
4.10	Transfer CAB Online Knowledge to State	Create Knowledge Transfer materials to support the formal training, shadowing, information-sharing, and other activities necessary for CDPH program, Help Desk, and technical teams to fully run and operate CAB Online without Contractor assistance, in accordance with the Training Plan. Knowledge transfer materials will address, at a minimum: • CAB Online technical operations. • Help Desk. • CAB Online configuration and programming. Perform Knowledge Transfer activities for CDPH program, Help Desk, and technical staff.	After Development (Category 3), and before System Go-Live	Yes ☐ No ☐
4.11	Create and Deliver System Manuals	Create and deliver System Manuals and reference materials that trained audiences may use as reference when using the CAB Online to perform their job functions.	After Development (Category 3), and before System Go-Live	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		System Manuals include, at a minimum: • CAB Online User Manual • CAB Online Quick Reference Tool • CAB Online Operations Manual • CAB Online Technical Manual • CAB Online Help Desk Manual • CAB Online Errors and Resolution Manual • CAB Online Programming Guide • CAB Online Information System Security Plan • System Technology Recovery and Business Continuity Manual		
4.12	Create Production Support Plan	Create a Production Support Plan which will define the Contractor's methodology to provide system maintenance, monitoring, and support after Phase 1 and Phase 2 go-live of the CAB Online system. This will serve as a temporary support plan until the final Maintenance & Operations (M&O) Plan is in place. The Production Support Plan will address, at a minimum: • Approach to support day-to-day CAB Online operations. • Tools and processes used to detect and resolve system-related issues and errors.	After Phase 1 and Phase 2 Testing Complete.	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Approach to receive, acknowledge, monitor, respond to, escalate, and resolve incidents. • Roles and responsibilities for the Contractor, CDPH staff, and Help Desk staff. • Procedures and processes to accept, review, approve, and prioritize change requests. • Approach to identify and deliver system improvements and minor functional enhancements to meet state or federally mandated system changes. CDPH communications and reporting Contractor work, accomplishments, system performance and SLA metrics, system update progress and status, and incident metrics.		
4.13	Create Stabilization Plan	Create a Stabilization Plan that will detail the Contractors approach to stabilize the CAB Online, and ensure the system remains stable throughout the Go-Live process. The Stabilization Plan will include, at a minimum: • Roles and responsibilities of Contractor and State staff during stabilization • Timelines and schedules	After Development and before System Go-Live	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		• Process for upgrades, unanticipated tasks, and maintenance • Process for problem resolution Create and deliver Stabilization Status Reports. Ensure System Stabilization		
4.14	Final System Acceptance	Contractor System Certification	After Go-Live, and before Post-Implementation	Yes ☐ No ☐
Category 5: Post-Implementation Tasks and Deliverables				
5.1	Close Out Project	Create a Project Closeout Plan that will detail the steps and prerequisites to formally end and close out the project. The Project Closeout Plan will include, at a minimum: • Description and timing of all Project Closeout tasks and prerequisite activities and system functionality necessary to begin them. • Identification all project closeout artifacts. • Approach to confirm that all project tasks and activities have been completed to CDPH	After Final System Acceptance	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		satisfaction. • Procedures to archive product documents and artifacts. • Plan to create and deliver a Post-Implementation Assessment Report and a Lessons Learned Report. Close out Project in accordance with the Project Closeout Plan. Create a Project Closeout Report that will detail all CAB Online Project closeout tasks, final metrics, and reporting successful system turnover to CDPH. The Project Closeout Report will include, at a minimum: • Project summary and metrics. • Verification of system turnover. • Summary of knowledge transfer activities and materials given to the State. Create and deliver a Post-Implementation Assessment Report. Create and deliver a Lessons Learned Report. Update the Final Project Schedule.		

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
5.2	Maintenance & Operations (M&O) Plan	Develop a M&O Plan that will define the Contractor's methodology to provide system maintenance, system improvements, functional enhancements, and environment monitoring across all CAB Online components and operations after Final System Acceptance. The M&O Plan will address, at a minimum: • Approach to support day-to-day CAB Online operations. • Tools and processes used to detect and resolve system-related issues and errors. • Approach to receive, acknowledge, monitor, respond to, escalate, and resolve incidents. • Roles and responsibilities for the Contractor, CDPH staff, and Help Desk staff. • Procedures and processes to accept, review, approve, and prioritize change requests. • Approach to identify and deliver system improvements and minor functional enhancements to meet state or federally mandated system changes. • CDPH communications and reporting Contractor work,	Before Final System Acceptance	Yes ☐ No ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
		accomplishments, system performance and SLA metrics, system update progress and status, and incident metrics. Maintain the M&O Plan through the M&O period so that it reflects current procedures and information at the end of the M&O period.		
5.3	Perform Maintenance & Operations	Perform maintenance and operations in accordance with the M&O Plan and SECTION 15. Maintenance and Operations (M&O) located in the Statement of Work (SOW). Support all system components through Stabilization, M&O, and any Optional Year Extensions exercised by the State.	After Final System Acceptance	Yes ☐ No ☐
Category 6: Organizational Change Management				
6.1	Develop OCM Materials	Create and deliver OCM materials that will be used to complete the OCM task. OCM materials include, at a minimum: • OCM Guide • OCM Report • OCM Presentations • Training needs assessment • Training recommendations	During System Development	Yes ☐ No ☐
6.2	Conduct OCM Activities	Conduct OCM Activities	During System Development	Yes ☐

Del ID	Deliverable Name	Deliverable Description and Contents	Timing	Contractor Agrees to provide the Deliverable Yes/No
				No ☐

16. Agile Scrum Framework

CDPH utilizes the Scrum framework for its solution development implementation efforts. Working with the State, the Contractor shall utilize Agile principles to design, develop, configure, and implement the CAB Online system. The following sections outline the key artifacts and events of CDPH's Agile framework.

SCRUM ARTIFACTS

Product Backlog

The Contractor shall maintain and manage the CAB Online Product Backlog items (e.g., epics, features, and user stories), creating an ordered list of all known features and user story formatted requirements needed to successfully deliver a CAB Online solution that meets the CDPH and State's requirements under this EXHIBIT A: STATEMENT OF WORK .

Sprint Backlog

The Contractor shall create and manage a Sprint Backlog for each Sprint cycle, that defines the list of work items that they commit to deliver to satisfactorily meet the user story requirements in that Sprint. The Sprint cycle shall adhere to the following Scrum best practices:

- Once a Sprint Backlog is created, no one can add to the Sprint Backlog except the Development Team.
- To drop an item from the Sprint Backlog, the Development Team must negotiate with and obtain agreement from the Product Owner for the change.
- During negotiations to drop an item from a Sprint Backlog, the Scrum Master shall work with the Development Team and Product Owner to seek ways to create some smaller increment of the 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 a potentially

releasable product that meets the agreed-upon Sprint-level definition of done.

SCRUM AND RECURRING EVENTS

Product Backlog Refinement (AKA Backlog Grooming)

The Contractor shall lead regular Product Backlog refinement sessions, with the business and development teams to review and refine user stories, discuss the Product Backlog items, and ensure sufficient user stories are prepared two sprints ahead of the start of their Sprint Planning sessions. Product Backlog refinement involves pointing out user stories, splitting big items into smaller ones, rewriting backlog items to be more expressive, deleting Product Backlog items that are obsolete or no longer needed, and prioritizing the Product Backlog items. This activity must involve the Product Owner.

The Contractor's team shall 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 that describe the method and criteria that will be used to validate the successful delivery of the user story requirements.

Sprint Planning

The Contractor shall conduct Sprint Planning sessions where the business and development teams collaborate and discuss the Sprint goal and the next priority of work for Sprint. The Contractor's Scrum Master shall facilitate the Sprint Planning sessions. The CDPH Product Owner shall describe and confirm the Sprint goal and answer questions from the Development Team about execution and acceptance criteria. The Development Team shall determine how much of the high-priority work they will commit to for the upcoming Sprint.

Daily Standup/Scrum

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

Sprint Review

The Contractor shall conduct Sprint Review meetings to review and demonstrate the work completed 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 shall have the

option to release any of the completed functionality. The Product Backlog will be adjusted based on Sprint Review feedback.

Sprint Retrospective

The Contractor shall conduct and lead a Sprint Retrospective for each Sprint, focusing on the overall Sprint processes. During the Sprint Retrospective, the business and development teams will discuss what went right during the Sprint and areas for improvement. The Contractor will capture and publish the Sprint Retrospective feedback to the business and development teams and make tangible plans to improve processes, tools, and relationships.

17. Deliverable Acceptance/Rejection Process

Prior to initiating development of each Contractor Deliverable, the Contractor must prepare a Deliverable Expectation Document (DED) and obtain the State's approval for such DED.

The DED's goal is to ensure a common understanding exists between the State and the Contractor regarding the scope, format, and content (depth and breadth) of the Deliverable prior to the Contractor beginning work on the Deliverable. The complexity of the DED will be proportional to the complexity of the Deliverable. The DED must summarize the key content of the Deliverable including, where appropriate, checklists, key figures, diagrams, and tables. All DEDs are themselves Deliverable and due for delivery to the State in accordance with the terms of the Contract.

Formal DED acceptance or rejection shall occur in accordance with the Deliverable Acceptance Document (DAD) process below. The Contractor, at Contractor's risk, may proceed with Contractor Deliverable preparation prior to DED approval. The approved DED form is located in EXHIBIT E: FORMS AND TEMPLATES .

The State will approve each finished Deliverable based on the accepted Deliverable Expectation Document (DED) using the Deliverable Acceptance Document (DAD). The DED and DAD forms are provided in EXHIBIT E: FORMS AND TEMPLATES. The Contractor may not change a deliverable that has been accepted by the State without the State's approval.

1. The State will be responsible for reviewing and approving, in writing, each work product and Deliverable including but not limited to, plans, designs, drawings, and reports using the State's DAD. The State will be the sole judge of the acceptability of all work performed, and all work products produced by the Contractor as required in this Contract.
2. All appropriate electronic document deliverables must be provided to CDPH in a readable, editable, and reproducible format. The Contractor shall submit all deliverables and electronic project documentation to CDPH's SharePoint site continuously throughout the project.
3. If deemed necessary by the CDPH a formal walk-through session will be conducted to review the

submitted Deliverable(s). This does not remove the walk-through requirements already designated in the Contract. The CDPH will identify the reviewers that will attend these walk-through sessions. The walk-through sessions will be organized and scheduled by the CDPH.

4. Should the work performed, or the Deliverables produced by the Contractor fail to meet State conditions, requirements, specifications, guidelines, or other applicable standards as identified in the Contract, the following resolution process will be employed:
 - a. The State will notify the Contractor in writing within twelve (12) State business days after completion and submission of each Deliverable of the State's acceptance or rejection. If the State determines that there are acceptance problems for a specific Deliverable, the State will identify the specific inadequacies and/or failures in the services performed and/or the products produced by the Contractor. The timeframe for acceptance or rejection will remain as stated unless Contractor and the State have mutually agreed to a different review period for the DED.
 - b. If the State has identified inadequacies and/or failures, the Contractor must, within five (5) State business days after problem notification (inadequacies and/or failures), respond to the State by submitting a detailed explanation describing precisely how the identified services and/or products adhere to and satisfy all applicable requirements, or submit a proposed corrective action plan to address the specific inadequacies and/or failures in the identified services and/or products. Failure by the Contractor to respond to the State's problem notification within the required time limits may result in immediate termination of the Contract. The State may, at its discretion, allow a longer period than the five (5) State business days in consideration of the scope of the change.
 - c. The State will, within five (5) State business days after receipt of the Contractor's detailed explanation or proposed corrective action plan, notify the Contractor in writing whether it accepts or rejects the explanation or correction action plan. If the State rejects the explanation or the corrective action plan, the Contractor must submit a revised corrective action plan within three (3) State business days of notification of the rejection. Failure by the Contractor to respond to the State notification of the rejection by submitting a revised corrective action plan within the required time limits may result in immediate termination of the Contract.
 - d. The State will, within three (3) State business days of receipt of the revised corrective action plan, notify the Contractor in writing whether it accepts or rejects the revised corrective action plan proposed by the Contractor. Rejection of the revised corrective action plan may result in immediate termination of the Contract.
 - e. Lack of response on the part of the State does not constitute acceptance of any Deliverable.
5. Upon approval of each Deliverable, the State will email the Contractor stating formal approval. The approval email will be saved along with the Deliverable Acceptance Document (DAD) in the

designated Project SharePoint location.

6. Lack of response on the part of the State does not constitute acceptance of any Deliverable.

18. Data Handling and Ownership

The project does not currently have any data migration, data conversion, and/or data cleansing needs. As part of initiation, this need will be validated in the event of any change to the current system. Currently, paper applications are scanned and entered manually into the ELMS database, which is the Licensing System of Record. ELMS will continue to be the Licensing System of Record for this project as well. Hence, we currently do not anticipate a data migration need.

However, we are incorporating a Mandatory Optional requirement in the event that other integrated systems such as payment, training, and compliance processes change their structures prior to initiation of or during the execution of this project.

19. Reporting

The Contractor shall develop reporting during the development of the system as well as within the system, consistent with system performance and program analysis activities. The proposed reporting functionality must, at a minimum, meet the State's requirements, including the following elements:

Operational Application Reports

Operational application reports will be used by internal CAB Online users and administrators to achieve the goals and objectives of the electronic license application system. The reporting requirements for CAB Online are contained on the Functional Requirements tab in EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS .

Service Level Agreement Reporting

Reporting for unscheduled downtime minutes is detailed in [SECTION 33. Service Level Agreements \(SLAs\)](#) .

Data Analytics & Reporting, including but not limited to:

- Visualizations such as charts, graphs and dashboards
- Internally built data analytic querying tools
- Case management and user workflow reports

Weekly Progress Status Reporting

The Contractor shall participate in weekly progress status review meetings with the State to present and discuss the following:

- Current project status against the Project Plan (on track, ahead, behind schedule)
- Percentage of project completion
- Completed tasks and tasks in progress
- Activities planned for the week
- Work and deliverables completed during the period
- Status of ongoing activities/workstreams
- Activities planned for the following period
- Budget Tracking:
 - Actual costs incurred versus budgeted costs
 - Explanation for over/under budget
- Risks and Issues:
 - Problems and/or issues projected or identified
 - Low impact – impact on objectives but can be managed. May cause project delay <10 days.
 - Moderate impact – impact on workstream objectives. It may impact other workstreams and may cause project to be delayed by 10–30 days.
 - High impact – serious impact on workstreams. May cause delays of 30-60 days or more.
 - Alternatives and/or recommended solution(s) for identified or projected problems and/or issues
 - Action plan for addressing problems and/or issues with specify key parties required to resolve the problems and/or issues
 - Current open issues, their impact, and assigned ownership
 - Planned outages
- Resource management:
 - Current resource allocation and projected resources
 - Resource utilization and potential bottlenecks
 - Resource schedule impacts
- Technical Updates:
 - System architecture and design changes
 - Integration challenges and solutions
 - Technical dependencies and potential roadblocks

Monthly Status and Progress Summary Report

The Contractor shall prepare and submit the draft and final Monthly Status and Progress Summary Reports. Draft reports shall be forwarded to Program and/or State Project Manager by the 10th calendar day of every month following the reporting period. This report shall be presented by the contractor Project Manager to Program and/or State Project Manager for review and discussion, if needed or requested by Program. A final report shall be submitted five (5) business days after receipt of Program comments.

This report and presentation may be delivered in conjunction with the presentation of the Contractor's Weekly Progress Status Review. This report shall be a compilation of weekly management issues and meetings during the month reported and in sufficient detail to ensure understanding of performance progress and issues.

Reports must be approved by Program and/or PM before forwarding to executive management. The format and content of the Report shall include the following:

- Work and deliverables completed during reporting period
- Activities planned for the reporting period
- Status of ongoing activities including percentage of completion
- Activities planned for the following reporting period
- Planned travel during the following reporting period
- Problems or issues projected or identified
- Alternatives and/or recommended solution(s) for identified or projected problems or issues
- Known or projected resources and schedule impacts
- Status of project funds including monthly and total expenditures and funds remaining
- Summary of tasks performed

Additional Reports

The Contractor shall prepare and submit draft and final copies of additional deliverable analysis, evaluation, review, and report products necessary to meet the requirements of technical tasks and activities performed in the provision of this Statement of Work, as needed.

20. Security

The Contractor and subcontractor workforce members and agents must adhere to the following security and privacy requirements:

1. CDPH Information Privacy and Security Requirements
2. CDPH Information Systems Security Requirements for Projects

3. CDPH Information Privacy and Security Policy
4. CDPH Cryptographic Standard
5. CDPH CSP Security Standard
6. CDPH PAM Security Standard

The Contractor will provide a secure environment for any and all hardware and software (including servers, network, and data components) provided or used by the Contractor, as part of its performance under this Contract. The Contractor must ensure that all security measures it takes while performing its obligations under this Contract have been implemented, including:

1. The "moderate" impact controls of National Institute of Standards and Technology (NIST) 800-53 security requirements.
2. Any other security requirements, obligations, specifications, and event reporting procedures set forth in this Contract.
3. Any security requirements, obligations, specifications, and/or event reporting procedures set forth in any applicable Task Order or Statement of Work.

21. Disaster Recovery

Disaster recovery is important for the CAB Online system. The Contractor will work with CDPH Disaster Recovery specialists to ensure the system is recoverable in a disaster. This includes the responsibility to ensure the availability of CAB Online to be accessible and usable, the proper backup of data, and the ability to recover from an unplanned disruption. The requirements for recoverability are contained in EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS. These address the recovery/re-establishment of data to the desired state following an interruption or failure. The Contractor is responsible for the following activities:

- Perform a business impact assessment (BIA) to gather information on the relative criticality of its business functions, its recovery point objectives (RPO), and recovery time objectives (RTO), which will constitute the foundation of contingency planning and business continuity in CDPH.
- The Contractor shall develop and submit a Technology and Disaster Recovery Plan as outlined in EXHIBIT D: DELIVERABLES TABLE. Contractor Tasks and Deliverable Requirements. The plan must document the approach, task, documentation, and activities that need to be carried out to recover the system in case of an incident or disaster.
- The Contractor shall work with State staff to ensure processes and systems are in place to ensure that data, application software, and configurations are backed up and can be restored in the event of a failure. The Contractor shall ensure these processes and systems are operating correctly by:
 - Verifying logs and backup outputs to detect deficiencies in the backup and restore processes to ensure that deficiency conditions are corrected.
 - Verifying backup and recovery processes are complete and correct following software or

configuration changes.

- Backup and restore in the event of a failure shall be conducted by the Contractor with assistance as needed from the State in the event of a disaster, with regular updates on its status, including contingencies.
 - Provide a Root Cause Analysis (RCA) in writing for every issue and failure within the system.
- The Technology and Disaster Recovery Plan shall be implemented upon State approval and updated by the Contractor as required during the CAB Online project.

The requirements for Availability, Recoverability, Fault Tolerance, and Disaster Recovery are included in EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS.

22. Hardware and Software Needs

Hardware: The infrastructure for this project will be cloud-based. The hardware components of the cloud and the associated maintenance will be the responsibility of the State. The Contractor will need to provide the State with the technical documentation on how the system will be built on Microsoft Dynamics.

Software: The software will need to be customized for this project on the Microsoft Power Platform. Any software upgrades, enhancements, error corrections, and maintenance will be handled by the Contractor. Licenses will be planned by seats and will be the responsibility of the State. The licenses needed will be Microsoft annual licenses and will be in the name of State. Contractor will need to provide the State with in-depth technical documentation on the software used. The system being built must follow the CDPH ADA standards and State ADA standards and be in full compliance with California Government Code Sections 7405 and 11135.

23. Escrow Source Code

The Contractor agrees to utilize the CDPH hosted source-code repository in which any custom-developed source code is available to the State for inspection at any time.

1. Source Code: The State requires the ability to configure any non-proprietary code used as a function

of the system and proprietary code developed or modified for this Contract. The Contractor shall provide to the State all the Contractor's software development assets created specifically for this Contract. Such assets and components include source code for the following:

- a. All Contractor-developed applications for this Contract
- b. Contractor-modified public domain software.
- c. The Contractor's application proprietary source codes modified to meet the requirements of this Contract
 - These assets and components, including non-proprietary source code, shall be provided at full system acceptance.
 - If this Contract is canceled, in whole or in part, pursuant to the State's Information Technology General Provisions Revision 2/20/2025, the Contractor must provide the State with all work completed to that point including all the non- proprietary source code and proprietary source code developed or modified for this Contract.

2. Code Repository

- a. The Contractor shall maintain, for the life of the Contract, at the Contractor's expense, a software escrow account which will be a CDPH hosted source code repository in accordance with the provisions of this Contract.
- b. The source code in the repository shall be in a format agreed to by the State, such that the State will be able to run and maintain the code should the need arise to obtain the code from the repository.
- c. The Contractor shall provide the State with a text listing for all files included in the repository and instructions for access should the awarded Contractor become no longer viable, unable to fulfill potential obligations to maintain or modify the proposed solution after all deliverables are accepted, has ceased all business activities, no longer in business, or has filed for bankruptcy protection.
- d. Establishment of Repository.
 - The Contractor shall coordinate with the State to establish the CDPH-hosted source code repository within 20 State business days of the Execution Date.

3. Deposit

- a. Within twenty (20) State business days of the Execution Date, the Contractor shall deposit in the source code repository all source code of the proprietary software and non- proprietary software products used in design, build, configuration, implementation, maintenance, and operation support with documentation of the delivered system.
- b. The Contractor shall provide to the State, all non-proprietary source code and proprietary source code developed and modified for this Contract by subcontractors and their affiliates. This includes third-party software, if any of the original third-party software source code has been modified to

meet the requirements of this Contract.

- c. Within thirty (30) calendar days after release of any update, upgrade, patch, bug fix, enhancement, new version, or other revision to the software, the Contractor shall deposit updated proprietary and non-proprietary code and documentation into a CDPH hosted source code repository.
- d. No later than five (5) State business days after each deposit is completed, the Contractor shall provide the State with a list of all deposited materials.

4. Verification

- a. The State may, at any time, verify the material within the source code repository, including, without limitation, by compiling proprietary and non-proprietary code, comparing it to any software constituting the Contractor's or any of its subcontractor's materials used for this Contract, and reviewing the completeness and accuracy of any and all material.
- b. In the event that the deposited material does not conform to the requirements in Section 3 Deposit: (i) The Contractor shall promptly deposit conforming material; and (ii) the Contractor shall notify the State for additional verification.
- c. Any breach of the provisions listed in the above subsection 2 Code Repository will constitute a material breach of this Contract, and no further payments will be due from the State until such breach is cured, in addition to such other remedies the State may have.

5. Release

The term "Release Conditions" shall, at a minimum, allow the State access to the Contractor's Deposit Material upon any of the following:

- a. The Contractor terminates its maintenance and support services or materially breaches its support and maintenance obligations for the CAB Online project without a cure of such material breach within twenty (20) State business days of receipt of notice of such material breach, whether due to Contractor's ceasing to conduct business generally or otherwise.
- b. Termination of support for the Contractor's proprietary and non-proprietary code without a minimum of sixty (60) State business days' notice.
- c. Any failure of the Contractor to function as a going concern.
- d. Appointment, application for, or consent to a receiver, trustee, or other custodian for Contractor or its assets.
- e. The Contractor becomes insolvent or unable to pay its debts as they mature in the ordinary course or makes an assignment for the benefit of creditors.
- f. The Contractor is liquidated or dissolved.

Any proceedings are commenced with regard to the Contractor under any bankruptcy, insolvency, or debtor's relief law, and such proceedings are not dismissed within sixty (60) State business days.

24. Compatibility and Interface

The table below lists details of the interfaces for the CAB Online solution. The proposed solution must support APIs and be scalable to include future additional interfaces as needed. See [SECTION 7. Solution Requirements](#) for definitions of Mandatory (M) and Mandatory Optional (MO) requirements. Also refer to EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS for additional details on the following requirements.

No.	Interface Name	Inbound and/or Outbound	Description	Mandatory (M) or Mandatory Optional (MO)
1	Electronic License Management System (ELMS)	Inbound and Outbound	System of record for licensing applications. ELMS must be able to ingest application information from the CAB Online system and also transmit data to the CAB Online system. ELMS must be able to ingest transaction data from First Data.	M
2	First Data	Inbound and Outbound	System for processing electronic payments.	M
3	Accuzip	Inbound	CAB Online system will need to interface with the existing zip code verification software (Accuzip) built into Power Apps under the GACH-APH migration.	MO
4	Medical Board Certification Department of Consumer Affairs (DCA)	Inbound and Outbound	CAB staff utilize the Department of Consumer Affairs (DCA) License Search tool to verify a professional license such as Medical Doctor (MD) and Registered Nurse (RN) issued by DCA, for the professions provided by healthcare facilities. CAB downloads the findings as a PDF and saves a copy in ELMS. The professional license	MO

No.	Interface Name	Inbound and/or Outbound	Description	Mandatory (M) or Mandatory Optional (MO)
			entered into CAB Online shall be automatically checked against DCA license search and results provided back to CAB Online.	
5	Office of the Attorney General (OAG) Suspended License Office of Inspector General (OIG) List of Excluded Individuals/ Entities (LEIE)	Inbound and Outbound	CAB staff utilize the tool to identify whether an entity with 5% or more ownership interest and control interest is excluded from participation in the Medicare program and Medi-Cal program. CAB downloads the findings as a PDF and saves a copy in ELMS. The individuals entered into CAB Online with 5% or more ownership and/or control interest shall be automatically checked against OIG LEIE and results provided back to CAB Online.	MO
6	CalHealthFind (CHF)	Outbound	The public facing portal that displays information housed in ELMS. CHF provides the public with information about licensed and certified facilities throughout California. The CAB Online system shall send data to CHF.	MO
7	National Plan & Provider Enumeration System (NPPES)	Inbound and Outbound	CAB checks the NPPES system to ensure the Licensee's NPI (National Provider Identifier) is active and correct. The NPI entered into CAB Online shall be automatically checked against NPPES and results provided back to CAB Online.	MO
8	Secretary of State (SOS)	Inbound and	CAB staff utilize this verification in order to determine whether the entity seeking	MO

No.	Interface Name	Inbound and/or Outbound	Description	Mandatory (M) or Mandatory Optional (MO)
		Outbound	licensure can operate in California. Tool confirms legal business name and business entity structure. The licensee's legal name as filed with the IRS and SOS (if different from IRS) that is entered into CAB Online shall be automatically checked against SOS and results provided back to CAB Online.	
9	System for Awarded Management (SAM)	Inbound and Outbound	CAB staff utilize the SAM system to check individuals with 5% or more ownership interests or control interests in a facility, whether they are excluded from participating in the Medicare Program and/or Medi-Cal Program. The individuals entered into CAB Online with 5% or more ownership and/or control interest shall be automatically checked against SAM and results provided back to CAB Online.	MO
10	Nursing Home Administrator (NHA) License	Inbound and Outbound	The Nursing Home Administrator (NHA) program is maintained by the California Department of Public Health (CDPH) Licensing and Certification (L&C) Program. The NHA program licenses individuals who are seeking to be an Administrator in a Nursing Home. This license safeguards the health and safety of residents in health care facilities. Each license record will reflect if a license is active, inactive, revoked, or denied. If an applicant's license is anything other than in an "Active" status, they are deemed "Not Employable" and cannot be approved by CAB. The individuals entered into CAB Online as the administrator of a skilled nursing facility (SNF) shall be	MO

No.	Interface Name	Inbound and/or Outbound	Description	Mandatory (M) or Mandatory Optional (MO)
			automatically checked against NHA and the results provided back to CAB Online.	
11	Internal Revenue Service (IRS) Tax Exempt Organization Search	Inbound and Outbound	If an organization (Licensee) is not required to register with the Secretary of State (nonprofit corporations, charitable organizations, churches and religious organizations, private foundations, political organizations, and other nonprofits), CAB must verify if the tax-exempt organization has an active business filing with the IRS. The licensee's legal name as filed with the IRS and SOS (if different from IRS) that is entered into CAB Online shall be automatically checked against IRS data and results provided back to CAB Online.	MO

The Contractor will need to provide technical documentation, including architectural diagrams, of how the interfaces are connected.

25. System Implementation or Integration

System Integrations:

Refer to [SECTION 24. Compatibility and Interface](#) for all the system integrations/interfaces to the CAB Online system.

In addition, the Contractor shall develop the CAB Online system utilizing CDPH's preferred platform ecosystem, which includes Microsoft Dynamics, Power Platform, and Azure. This work must be conducted within CDPH's existing tenants. This ensures seamless integration with CDPH's existing infrastructure and leverages the robust capabilities of these platforms to deliver a scalable, secure, and

efficient solution.

System Implementation Activities:

Currently, the GACH and APH facility types have an online application system via Adobe Experience Manager (AEM). The GACH and APH online application systems via AEM are being migrated to MS Power Platform. This migration will be completed during the first or second quarter of 2026 and prior to the execution of this contract. This is the platform for the CAB Online System.

The CAB Online System will enhance the MS Power Platform's functionality and add the remaining facility types to the online application system. This roll-out will be conducted in 3 phases.

- Phase I – The Non-Long Term Care (NLTC) facility types
- Phase II – The Long-Term Care (LTC) facility types
- Phase III – Home Health Agency (HHA) and Hospice

Additionally, License Renewal Applications processed by the CAB Provider Licensing Unit is enhanced functionality that is included in the scope, as well as the CAB Provider Certification Unit's workload. Both workloads are associated with facilities, therefore a discussion is needed about how this workload will be rolled out.

Phased approach for implementation:

The implementation of the CAB Online project will be in 3 phases. The phases will be to add each facility type and application type to the Microsoft Power Platform and the additional functionality included in the scope of work.

Phase I catering to Non-Long-Term Care (NLTC) facility types

Phase II catering to Long-Term Care (LTC) facility types

Phase III catering to Home Health Agency (HHA) and Hospice provider types

The table below provides the list of facility names under each of the facility types (NLTC, LTC, and HHA/ Hospice).

Section	Unit	Acronym	Facility Name
NLTC	Clinic	ABC	Alternative Birth Center
NLTC	Clinic	ASC	Ambulatory Surgery Center
NLTC	Clinic	CDC	Chronic Dialysis Clinic

NLTC	Clinic	CDC/ ESRD	Chronic Dialysis Clinic w/ ESRD certification
NLTC	Clinic	CHMC	Community Mental Health Center
NLTC	Clinic	COMTYC	Community Clinic
NLTC	Clinic	COMTYC/ FQHC	Community Clinic w/ FQHC certification designation
NLTC	Clinic	COMTYC/ RHC	Community Clinic w/ RHC certification
NLTC	Clinic	CORF	Comprehensive Outpatient Rehabilitation Facility
NLTC	Clinic	CTC	Correctional Treatment Centers
NLTC	Clinic	ESRD	End Stage Renal Dialysis Certification
NLTC	Clinic	FQHC	Federally Qualified Health Center
NLTC	Clinic	FREEC	Free Clinic
NLTC	Clinic	FREEC/ FQHC	Free Clinic w/ FQHC certification designation
NLTC	Clinic	FREEC/ RHC	Free Clinic w/ RHC certification
NLTC	Clinic	OPT/SP	Outpatient Physical Therapy/Speech-Language Pathology Provider
NLTC	Clinic	PSYCHC	Psychology Clinic
NLTC	Clinic	REHABC	Rehabilitation Clinic

NLTC	Clinic	REHABC/ CORF	Rehabilitation Clinic w/ CORF Certification
NLTC	Clinic	RHC	Rural Health Clinic
NLTC	Clinic	RHC/MD	RHC operated by a Medical Doctor
NLTC	Clinic	SURGC	Surgical Clinic
NLTC	Clinic	SURGC/ ASC	Surgical Clinic w/ ASC certification
NLTC	GACH	APH	Acute Psychiatric Hospital
NLTC	GACH	CDRH	Chemical Dependency Recovery Hospital
NLTC	GACH	GACH	General Acute Care Hospital
LTC	ADHC.CLHF...	ADHC	Adult Day Health Center
LTC	ADHC.CLHF...	CLHF	Congregate Living Health Facility
LTC	SNF	ICF	Intermediate Care Facility
LTC	ADHC.CLHF...	ICF/DD	Intermediate Care Facility/Developmentally Disabled
LTC	ADHC.CLHF...	ICF/DD-CN	Intermediate Care Facility/Developmentally Disabled – Continuous Nursing
LTC	ADHC.CLHF...	ICF/DD-H	Intermediate Care Facility/Developmentally Disabled-Habilitative
LTC	ADHC.CLHF...	ICF/DD-N	Intermediate Care Facility/Developmentally Disabled-Nursing
LTC	ADHC.CLHF...	PDHRC	Pediatric Day Health & Respite Care
LTC	ADHC.CLHF...	REFRLAG	Referral Agency
LTC	SNF	SNF	Skilled Nursing Facility
HHA/	HHA	HHA	Home Health Agency

Hospice			
HHA/ Hospice	Hospice	HOFA	Hospice Facility
HHA/ Hospice	Hospice	HOSPICE	Hospice Agency

The table below provides the Facility Sub-Types that are under the NLTC facility type: Facility Sub-Types are not applicable for LTC and HHA/Hospice facility types.

Section	Unit	Acronym	Facility Name	Facility Sub-Types/Additional Parts of their License
NLTC	GACH	APH	Acute Psychiatric Hospital	- D/P (Distinct Part) CDRH
				- D/P ICF
				- D/P ICFDD
				- D/P SNF
				- FQHC
				- PPS CDRH (Prospective Payment System – Chemical Dependency Recovery Unit)
				- PPS PSCH (Prospective Payment System – Psychiatric Unit)
				- PPS REHB (Prospective Payment System – Rehabilitation Unit)
				- RHC/OP (RHC Outpatient Clinic of a Hospital)
				- TRANS (Transplant Center)

NLTC	Clinic	COMTYC	Community Clinic	- Affiliate
				- Affiliate Mobile
				- Consolidated
				- Consolidated Mobile
				- Intermittent
				- Mobile
NLTC	Clinic	COMTYC/ FQHC	Community Clinic w/ FQHC certification designation	- Affiliate
				- Affiliate Mobile
				- Consolidated
				- Consolidated Mobile
				- Intermittent
				- Mobile
NLTC	Clinic	COMTYC/ RHC	Community Clinic w/ RHC certification	- Affiliate
				- Affiliate Mobile
				- Consolidated
				- Consolidated Mobile
				- Intermittent
				- Mobile
NLTC	Clinic	FREEC	Free Clinic	- Affiliate
				- Affiliate Mobile
				- Consolidated
				- Consolidated Mobile
				- Intermittent
				- Mobile

NLTC	Clinic	FREEC/ FQHC	Free Clinic w/ FQHC certification designation	- Affiliate
				- Affiliate Mobile
				- Consolidated
				- Consolidated Mobile
				- Intermittent
				- Mobile
NLTC	Clinic	FREEC/ RHC	Free Clinic w/ RHC certification	- Affiliate
				- Affiliate Mobile
				- Consolidated
				- Consolidated Mobile
				- Intermittent
				- Mobile
NLTC	GACH	GACH	General Acute Care Hospital	- D/P APH
				- D/P CDRH
				- D/P ICF
				- D/P ICFDD
				- D/P SNF
				- FQHC
				- PPS CDRH (Prospective Payment System – Chemical Dependency Recovery Unit)
				- PPS PSCH (Prospective Payment System – Psychiatric Unit)
				- PPS REHB (Prospective Payment System – Rehabilitation Unit)

				- RHC/OP (RHC Outpatient Clinic of a Hospital)
				- TRANS (Transplant Center)

The Contractor shall be responsible for performing system testing, integration testing, and regression testing. CDPH development team will provide the test scripts for UAT testing. Any additional communication/changes on top of the communication used for AEM could be leveraged.

The paper applications received by a specified date will continue to be processed manually. CAB will phase out paper applications and only accept online applications. The date is to be determined after Go-Live for all phases (facility types) and validation that the system is working, and providers are able to submit online applications. The impact will be on both the internal business processes and the external business processes. This will change the process of the external partners from paper to electronic. This will also impact program business processes with the healthcare facilities.

- CAB will communicate to the provider community that an online application system is in progress and the expected Go-Live Dates.
- CAB will distribute an All Facilities Letter (AFL) to notify providers of the date CAB will no longer accept paper applications.
- Internal stakeholders will need training on the new online system.
- The provider community will need training on how to access the online system, as well as how to submit online applications.
- CAB will continue to process paper applications that were received by a specified date.
- CAB will accept both paper and online applications at the same time until the specified date when CAB will no longer accept paper applications.
- Manual processes will be received electronically, such as:
 - USPS – applications received by mail should decrease.
 - Initial applications
 - Change of Ownership (CHOW) applications
 - All Report of Change (ROC) applications
 - License Renewal Applications

- The CAB Intake Unit workload of opening the mail and forwarding paper applications to each unit should decrease.
- Paper checks should decrease.
- Scanning paper applications into ELMS should decrease.
- Manual entry of facility/entity information should decrease.
- Communication manually via MS Outlook should decrease.
- Certification documents should be received electronically, perhaps via workflow such as
 - Medicare/Medicaid Certification and Transmittal form (CMS 1539) related to applications:
 - Initial
 - CHOW
 - ROC
 - Adverse Action documents

26. System Testing and Acceptance Procedures

The objective of the System Testing and Acceptance Procedures is to provide the highest quality solution for the CAB Online System. The Contractor is responsible for providing testing and remediation tasks to support the validation of system functionality, data accuracy, data tracking, data quality reporting, and performance as verified by system testing, performance testing, security testing, interface testing and user acceptance testing. Testing activities will occur throughout the implementation.

Specific tasks and deliverables are identified below:

1. Develop the System Test Plan to define the production and pre-production environments, testing approach, methods, objectives, resources, timeline and test management for each environment (e.g. System Integration Testing, User Acceptance Testing (UAT) and Parallel Testing).
2. Conduct all testing activities in accordance with the approved System Test Plan and Testing Management Plan, for the Contract term.
3. The Contractor shall conduct testing of the CAB Online System to ensure that it is built as designed in accordance with the EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS.
4. Perform comprehensive end-to-end testing of CAB Online interfaces and unit testing of individual software components in accordance with the System Test Plan including, but not limited to:
 - a. Execute System Integration Testing to validate the requirements and accuracy of data exchange, including integration with required CDPH and external systems.

- b. Support and manage, with all required documentation, UAT preparation, test script development, and test execution.
 - c. Support and manage parallel testing in a pre-production environment to validate that incident creation is consistent with the current solution and processes.
 - d. Test System performance under maximum operational load conditions, anticipating volume of users and reports.
 - e. Test to ensure the System responds to user input within specified timeframes under expected workloads
 - f. Test to ensure the System completes after-hours processing during the allotted timeframe under expected workloads as identified in the System Test Plan.
5. Execute penetration and security testing as defined in EXHIBIT B: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS. Security testing will include, but is not limited to:
 - a. Perform a software security review and system security scan to verify compliance with the State's security requirements and standards identified in the Information System Security Plan.
 - b. Ensure that the CAB Online satisfies the security test acceptance metrics, as defined in the System Test Plan.
 - c. Coordinate with the State to test user permissions and access.
 - d. Correct any security flaws, anomalies, and defects identified during any and all security tests and throughout System usage through the Contract term, in accordance with the Defect Resolution Plan, unless the State provides an explicit written waiver for a given flaw, anomaly, or defect.
 - e. Conduct annual and on-request security tests.
6. Perform an exercise in pre-production prior to implementation and annually document business continuity and technology recovery components, procedures, and activities in accordance with the Disaster Recovery Plan and Technology Recovery Plan.
7. Provide any required test management tools and test databases necessary to manage and execute tests for each phase of testing, including system integration, UAT, regression, security, and performance testing.
8. Prepare new test scenarios and test cases that comply with the System Test Plan for all phases of testing. The Contractor may utilize automated test scripts. The Contractor will update test scenarios, cases, and scripts, as appropriate, when changes are made to CAB Online.
9. As part of the testing responsibilities, the Contractor must document, manage, and resolve all defects identified at any stage of testing.
10. The Contractor must not use production data during testing and development.

26.1. Phased System Acceptance

CAB Online is planned to be rolled out in three phases as defined in [SECTION 25. System Implementation or Integration](#) , with each phase having its own system acceptance.

Each phase of the new system will be implemented in a staged roll-out, to ensure that each phase meets business requirements and is ready for live use before moving onto to the next phase, allowing for a controlled and monitored transition to the full system.

Phased System Acceptance will be determined when the production CAB Online solution operates in the Stabilization phase without any Priority 1 or Priority 2 incidents (defined in [SECTION 30. Help Desk/Call Center](#)) that are attributed to the Contractor's responsibility or under the direct control of the Contractor. Should this type of defect occur, the Contractor will be required to resolve the defect, gain approval from CDPH, and deploy to production. The Stabilization phase may be extended at the discretion of the State to achieve Phased System Acceptance after a critical or major defect. In case of critical and major defects, the Stabilization Phase will be extended until all those defects have been addressed and closed. Resolution of all issues identified prior to Phased System Acceptance will be performed at the Contractor's own expense. This contract, being a deliverables-based one, any costs incurred due to the delay of the Stabilization phase milestone, will be borne by the contractor.

The Contractor shall not receive Phased System Acceptance from the State until all System Acceptance Criteria identified in the approved Go-Live and Implementation Plan have been met and approved by the State.

Phased System Acceptance Criteria includes, but is not limited to:

1. Production Deployment Document, as part of the Go-Live and Implementation Plan, reviewed and approved by CDPH.
2. End user communication and/or notification has been developed and approved by CDPH.
3. All necessary approved training materials and plans have been given to the CAB Online training team.
4. Technical Training documents, system manuals and Knowledge Transfer Plan complete.
5. CAB Online Solution Operational Readiness Checklist reviewed and approved by CDPH.
6. Post-Implementation Assessment and Lessons Learned Report, as outlined in the Project Close-Out Plan, reviewed and approved by CDPH.
7. System Software and Documentation complete, reviewed and approved by CDPH.
8. Defects resolved in accordance with the Go-Live and Implementation Plan.
9. Final release to production without incident as agreed upon with the State.
10. Written State approval of Phased System Acceptance.

After the third phase is complete, the contractor shall follow the Final System Acceptance as indicated in

SECTION 26.2. Final System Acceptance .

26.2. Final System Acceptance

Final System Acceptance is defined as achieving a period of stability, consistency, and dependability commencing upon completion of the full CAB Online system implementation. Final System Acceptance occurs at the end of the Stabilization phase defined above.

Final System Acceptance will be determined when the production CAB Online solution is operating in the Stabilization phase without any Priority 1 or Priority 2 incidents (defined in [SECTION 30. Help Desk/Call Center](#)) that are attributed to the Contractor's responsibility or under the direct control of the Contractor. Should this type of defect occur, the Contractor will be required to resolve the defect, gain approval from CDPH, and deploy to production. The Stabilization phase may be extended at the discretion of the State to achieve Final System Acceptance after a critical or major defect. In case of critical and major defects, the Stabilization Phase will be extended until all those defects have been addressed and closed. Resolutions of all issues identified prior to Final System Acceptance will be performed at the Contractor's own expense. This contract, being a deliverables-based one, any costs incurred due to the delay of the Stabilization phase milestone, will be borne by the contractor.

The Contractor shall not receive Final System Acceptance from the State until all System Acceptance Criteria identified in the approved Go-Live and Implementation Plan have been met and approved by the State.

Final System Acceptance Criteria includes, but is not limited to:

1. Production Deployment Document, as part of the Go-Live and Implementation Plan, reviewed and approved by CDPH.
2. End user communication and/or notification has been developed and approved by CDPH.
3. All necessary approved training materials and plans have been given to the CAB Online training team.
4. Technical Training documents, system manuals and Knowledge Transfer Plan complete.
5. CAB Online Solution Operational Readiness Checklist reviewed and approved by CDPH.
6. Post-Implementation Assessment and Lessons Learned Report, as outlined in the Project Close-Out Plan, reviewed and approved by CDPH.
7. System Software and Documentation complete, reviewed and approved by CDPH.
8. Defects resolved in accordance with the Go-Live and Implementation Plan.
9. Final release to production without incident as agreed upon with the State.
10. Written State approval of Final System Acceptance.

27. Transition of Operation to New Contractor or to State

Requirements for transition: If new support resources are available, they will be embedded along with the contractors when available, which could occur during the application development and implementation or after go-live. This strategy would enable the new resources to observe and learn so that they can eventually support the application. During this period, the new resources are expected to come up to speed on the skills needed to support the application. Refer to [SECTION 28. Knowledge Transfer and/or Training](#) for more details on the knowledge transfer and training. The Contractor will create the user manual as a part of the transition requirements. The Contractor will provide training for the transition.

Timeframe for the transition: Once the application goes live, the stabilization period begins. The stabilization period is for 2 months. During this period, the contractor will fix the defects uncovered, issues encountered in the application etc. The contractor will continue to support the system for at least one (1) year post the go-live of phase 3. See [SECTION 25. System Implementation or Integration](#) for details on the project phases. See [SECTION 3. Term of the Contract](#) for additional details on the contract amendment terms. The transition to State resources will begin once State resources are available. For example, if State resources are available during the implementation phase, the Contractor is expected to provide appropriate training during the implementation phase. Refer to [SECTION 28. Knowledge Transfer and/or Training](#) for more details on the knowledge transfer and training requirements. If the State resources are not available, CDPH will continue to rely on the contractors.

Contractor's responsibilities and transition: The contractor will develop the transition plan, either for the State or a new contractor. Identify the key items that will figure in the plan. Work with the State or new contractor to determine the timeline. Please refer to the transition plan for more details on the State and Contractor responsibilities and the associated tasks.

If State resources are available, the contractor will provide knowledge transfer in any area that the State resource would take over. The helpdesk resource must be able to triage tickets and respond to customer questions. During the transition, the contractor will train the resources (State resources, if available or new contractor resources, if a new vendor is brought on-board).

In the event of unavailability of State resources for this transition, then it might be the same contractor who will continue or the contractor will need to transition to a new contractor.

28. Knowledge Transfer and/or Training

The Contractor shall work in collaboration with the State to complete Organizational Change Management (OCM) services for this project. The Contractor will also be required to collaborate with the State to train the CAB Online training team and create training documentation. It is essential that CDPH staff have an

up-to-date comprehensive understanding of all components of the solution, including the architecture, system design, configuration, business rules and system interfaces. A clear understanding of the entirety of the system is needed to support CDPH business processes and ongoing technical support. Training may be required to satisfactorily complete Knowledge Transfer to CDPH staff. Training will be held virtually, unless requested by CDPH. However, different training methodologies such as classroom, one-on-one, train the trainer, etc. will be considered should a need arise.

In case State resources are available for support, the plan will be to embed the State staff with the Contractor team so that they will be provided on the job training and knowledge transfer. This training will be ongoing as needed during the duration of this contract. This includes training for State staff in the following roles: developer, business analyst, and help desk support.

The following processes and any relevant documentation are critical to meeting CDPH's needs and must be maintained by the Contractor within a State-provided repository:

Processes (in no particular order):

- Architecture and system design walkthroughs
- System Change Control processes
- System monitoring processes
- System administration
- Data input and output pipelines
- CAB Online to other systems integration data exchange
- Data management and processing flow
- Reporting processes (internal and external)
- Maintenance and Operations procedures
- Help Desk procedures
- Role-based access and user authentication process
- Requirements and Business Rule Management - defining system functionality (implemented requirements, user stories and business rules)

The Contractor must also save training outputs to a State-hosted repository. The repository must include at least the following:

- Maintenance manuals
- User manual
- Operator manual
- Administrator manual
- Training documentation
- The minimum quantities for each output
- Output format (hard copy, soft copy, etc.)

- System overviews
- End user guides
- How To's
- Technical documentation
- Internal documentation for support staff

Training will need to be performed at different levels. CAB Staff, Providers, District Offices and Fiscal groups. The training will need to occur in phases as indicated below:

- Phase 1 - Non-Long Term Care
- Phase 2 - Long Term Care
- Phase 3 - Home Health Agencies / Hospice
- Approximately 100 people internal to CDPH (CAB program), 15,000 providers, 16 district office employees, and 20 people from the Fiscal group will be planned to be trained across the three phases.

29. Production Support and Maintenance and Operations (M&O) Plan

The Contractor is responsible for providing production support, which will commence once Phase 1 goes live. Since the CAB Online system will be built on the pre-existing GACH-APH system, the scope of this production support encompasses the build from Phase 1 and the GACH-APH applications. Production support scope will include Phase 2 upon the respective phase go-live and until Phase 3 is complete. After Phase 3 go-live and Phase 3 stabilization is complete, the system will transition to the Maintenance and Operations (M&O) phase. The Contractor will develop a Maintenance and Operations (M&O) Plan, as described in EXHIBIT D: DELIVERABLES TABLE, and submit it to the State ninety days (90) before the end of the Stabilization phase for approval by the State. The M&O Plan must define the Service Delivery methodology to include system maintenance, system improvements and functional enhancements, environment monitoring across all CAB Online components, configurations, customizations, interfaces, technical support, and help desk operations. The M&O Plan shall define and include:

1. Procedures for installing patch and version upgrades.
 - a. CDPH to ensure that the MS Power Platform is on the latest version
 - b. Contractor to work with CDPH on the maintenance window as needed, to install patch and version upgrades.
 - c. Maintenance windows will typically be after business hours.
 - d. Contractor teams will need to carry out testing upon completion of maintenance.
2. Procedures for handling unplanned outages.
3. Procedures for making configuration changes and testing those changes before system upgrades,

component improvements, or functionality changes.

4. Procedures for troubleshooting all aspects of the system on an ongoing basis.
5. Procedures for the use of system monitoring tools and processes to automatically detect and respond to system errors, system connectivity issues, or other potential system issues including:
 - a. Process steps to respond to and resolve production issues, and
 - b. Process steps to restore production services.
6. Procedures for resolving defects and escalation procedures related to those defects.
7. Procedures for maintaining Defect / Bug logs.
8. Procedures for tracking Incident and Problem tickets include:
 - a. Corrective maintenance and resolution to include root cause analysis and resolution type;
 - b. Ticket status updates; and
 - c. Application maintenance with incident correction, enhancements, and version updates.
9. Procedures for developing and implementing potential system improvements and/or new functional enhancements to meet State required changes to the CAB Online solution throughout the life of the contract as prioritized and mutually agreed.
10. Procedures for changes to any part of the Solution after System Acceptance, including change control request, approval, and development processes.

Maintenance and Operations will commence upon completion of the Stabilization phase, including Final System Acceptance through the end of the agreed-on M&O period by the State, to perform updates, resolve problems, make changes to improve efficiencies and continue to implement new functionality throughout the life of the contract as prioritized and mutually agreed. At a minimum, the M&O phase will include the following Contractor resources: Lead Business Analyst, Lead Developer, and Lead Testing Lead. It is at the discretion of the State to request any resources listed in [SECTION 10. Contractor's Roles and Responsibilities](#) as needed for the M&O phase.

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. The Contractor shall communicate the timing of application changes prior to the changes being implemented and coordinate the change with the State.

The Contractor will define communication protocols and procedures prior to the start of the M&O period. Refer to section [SECTION 30. Help Desk/Call Center](#) for information regarding helpdesk staffing, different tiers of support, and defect tracking.

30. Help Desk/Call Center

In alignment with the tasks and deliverables in this Contract, the Contractor will need to coordinate with CDPH on how to set up the help desk and route the incidents submitted by the internal and external

users for resolution.

The Contractor shall use CDPH's Microsoft Dynamics 365 help desk support feature. The Contractor shall provide CDPH with pertinent updates tied to the resolution of tickets submitted. The Contractor will be responsible for resolving tickets in alignment with the agreed-upon SLAs.

Help Desk inquiries will be routed based on the following categories: (1) Non-technical support and (2) Technical support.

A. Non-Technical Support:

Non-technical inquiries are business-related questions and should not require technical expertise to address. Prior to the go-live of each Phase, the Contractor will educate/provide training if needed to the internal system users on the help desk workflows and processes for addressing/closing tickets in Microsoft Dynamics. The Contractor will provide the Non-Technical Support for a period of 1 year after the go-live. Upon completion of the Support period and the internal Program staff being trained, they will handle all non-technical inquiries.

B. Technical Support:

Technical support encompasses all non-business-related inquiries which require technical expertise. If State resources are available, prior to the go-live of each Phase, the Contractor will educate/provide training to the State help desk support resource on how to support all system features released into the production environment. However, if there are insufficient or no available State resources, the Contractor will support all technical inquiries.

The Contractor's solution must include comprehensive technical support in line with CDPH's three-tier support model. The CDPH Program Help Desk will provide Level 1 support addressing end-user concerns. Support requests or issues that require application expertise or go deeper into data concerns will be routed to Level 2 support. Level 3 system support will be provided for issues that cannot be addressed by level 1 or level 2 support groups. More detailed descriptions of these support levels can be found below. Level 3 issues will be made aware in a pre-agreed-upon method prior to the start of M&O.

Only Technical support tickets will follow the levels 1, 2 and 3 defined below.

Information Technology Infrastructure Library (ITIL) practices shall be followed, and customer issues shall be resolved using a tiered service model:

- **Level 1:** Front line support/basic support (minor issues) – These issues are simple and can be resolved quickly with first call resolution. Examples include password resets or other simple technical inquiries. Level 1 tickets should be resolved within 1 business day.
- **Level 2:** Specialized/moderate technical support – These issues are moderately complex and

require specialized support to troubleshoot. Examples include data fixes, navigation, data exchange, and application/database issues. Level 2 tickets should be resolved within 2 business days.

- **Level 3:** Technical/integration support – These issues are complex in nature and require specialized knowledge to repair. Given the complexity of these issues, Subject Matter Experts (SME) from the product development or maintenance team from the State/Contractor will be engaged to provide authoritative responses on a timely basis. Examples include architecture-related issues, code-related issues, and complex application or system functional issues. Root-cause analysis must be performed on Level 3 tickets and all those escalated to the Contractor by the State. When an issue is identified, product developers or maintenance teams may start a war room bridge and call in the necessary resources to investigate. Level 3 tickets should be resolved within 4 business days.

The hours for the helpdesk will be the regular business hours on the weekdays. See [SECTION 6. Work Location](#) for Standard Business Hours.

Helpdesk support from the Contractor will be required upon go-live and will continue until a State resource is available. Priority levels will only be assigned to incidents that are designated to the Level 3 Help Desk. The following approach will be used to assign priorities:

- **Priority 1 (P1)** means an incident that severely impacts or an incident the State identifies as having the potential to severely impact mission-critical business operations or has high visibility to users. P1 Incidents are characterized by the following attributes:
 1. Loss of a business-critical system, service, software, equipment, network component or facility making the system:
 - a. Completely unavailable
 - b. System is partially unavailable or not functioning as intended.
 - c. Serious impacts on normal business operations
 - d. Prevents all or a majority of users from performing a critical business function.
 2. Affects groups of people performing a critical business function(s).
- **Priority 2 (P2)** means an incident that significantly impacts or an incident the State identifies as having the potential to impact mission-critical business operations or has moderate visibility to users. P2 incidents are characterized by the following attributes:
 1. Does not render the system, service, software, equipment, network component or facility completely unavailable, but a function or functions are:
 - a. Not available
 - b. Partially unavailable or not functioning as they should, in each case, prohibiting the execution of productive work

2. Affects a group or groups of people performing a critical business function(s).

- **Priority 3 (P3)** means an incident that impacts a non-critical system or non-critical system component for a limited number of users, or that impacts the ability of one or a limited number of users to perform their primary function.
- **Priority 4 (P4)** means an incident that affects a single user's ability to perform his or her job function.

31. Insurance Requirements

The Contractor must furnish insurance certificate(s) evidencing required insurance coverage acceptable to the State, including endorsements showing the State as an "additional insured" if required under the Contract. Any required endorsements requested by the State must be separately provided; merely referring to such coverage on the certificates(s) is insufficient for this purpose. When performing work on State-owned or controlled property, the Contractor shall provide a waiver of subrogation in favor of the State for its workers' compensation policy.

31.1. General Provisions Applying to All Policies

1. **Coverage Term:** Coverage needs to be in force for the complete term of the contract. If insurance expires during the term of the contract, a new certificate must be received by the State at least thirty (30) days prior to the expiration of this insurance. Any new insurance must still comply with the original terms of the contract.
2. **Policy Cancellation or Termination & Notice of Non-Renewal:** The Contractor is responsible to notify the State within five (5) business days before the effective date of any cancellation, non-renewal, or material change that affects required insurance coverage. In the event the Contractor fails to keep in effect at all times the specified insurance coverage, the State may, in addition to any other remedies it may have, terminate this Contract upon the occurrence of such event, subject to the provisions of this Contract.
3. **Deductible –** Contractor is responsible for any deductible or self-insured retention contained within their insurance program.
4. **Primary Clause –** Any required insurance contained in this Contract will be primary, and not excess or contributory, to any other insurance carried by the State.
5. **Insurance Carrier Required Rating –** All insurance companies must carry a rating acceptable to the Office of Risk and Insurance Management. If the Contractor is self-insured for a portion or all

of its insurance, review of financial information including but not limited to a letter of credit may be required.

6. **Endorsements** – Any required endorsements requested by the State must be physically attached to all requested certificates of insurance and not substituted by referring to such coverage on the certificate of insurance.
7. **Inadequate Insurance** – Inadequate or lack of insurance does not negate the Contractor obligations under the contract.
8. **Satisfying an SIR** – All insurance required by this contract must allow the State to pay and/or act as the Contractor's agent in satisfying any self-insured retention (SIR). The choice to pay and/or act as the Contractor's agent in satisfying any SIR is at the State's discretion.
9. **Available Coverages/Limits** – All coverage and limits available to the Contractor must also be available and applicable to the State, regardless of the minimum limits required herein.
10. **Subcontractors** – In the case of the Contractor's utilization of subcontractors to complete the contracted scope of work, the Contractor's will include all subcontractors as insureds under the Contractor's insurance or supply evidence of insurance to the State equal to policies, coverages and limits required of the Contractor.
11. **Premiums** – The Contractor will be responsible for any premium, deductible or self-insured retention in connection with any Required Insurance.
12. **Required Insurance** – By requiring the insurance herein, the Department does not represent that the insurance coverage and limits will necessarily be adequate to protect the Contractor and such coverage and limits will not be deemed as a limitation on the Contractor's liability under the indemnities granted to CDPH in this Contract.
13. **Insurance Certificate** – The Contractor must supply an insurance certificate evidencing the required insurance coverage before work commences under this Contract.

31.2. Commercial General Liability

Commercial General Liability

The Contractor shall obtain, at the Contractor's expense, and keep in effect during the term of this Contract, Commercial General Liability Insurance covering bodily injury and property damage in a form with coverage that is satisfactory to the State. This insurance shall include personal and advertising injury liability, products, completed operations, and contractual liability coverage for the indemnity provided under this contract. The Coverage shall be written on an occurrence basis in an amount not less than \$1,000,000 per occurrence. The annual aggregate limit shall not be less than \$2,000,000.

31.3. Automobile liability

AUTOMOBILE LIABILITY

The Contractor must maintain motor vehicle liability with limits not less than one million dollars (\$1,000,000) combined single limit per accident. Such insurance will cover liability arising out of a motor vehicle, including owned, hired, and non-owned motor vehicles. The policy must name the State of California, its officers, agents, and employees as additional insureds, but only with respect to work performed under the Contract. If the Contractor must not have any commercially owned vehicles used during the life of this Contract, by signing this Contract, the Contractor certifies that the Contractor and any employees, subcontractors or servants possess valid automobile coverage in accordance with California Vehicle Code sections 16450 to 16457, inclusive. The State reserves the right to request proof at any time.

31.4. Workers compensation and Employer's liability

WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY

The Contractor shall maintain statutory worker's compensation and employer's liability coverage for all its employees who will be engaged in the performance of the Contract. In addition, employer's liability limits of \$1,000,000 are required. By signing this contract, the Contractor acknowledges compliance with these regulations. A Waiver of Subrogation or Right to Recover endorsement in favor of the State of California must be attached to the certificate.

The Prime Contractor shall agree to furnish the State with satisfactory evidence of this insurance coverage within ten (10) calendar days of the contract award date.

31.5. Cyber liability insurance

The Contractor shall maintain Cyber Liability Insurance, with limits not less than two million dollars (\$2M) per occurrence or claim, four million dollars (\$4M) aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Contractor in this agreement and shall include, but not be limited to, claims involving security breach, system failure, data recovery, business interruption, cyber extortion, social engineering, infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, and alteration of electronic information. The policy shall provide coverage for breach response costs, regulatory fines, and penalties as well as credit monitoring expenses.

The Prime Contractor shall agree to furnish the State with satisfactory evidence of this insurance coverage within ten (10) calendar days of the contract award date.

31.6. Technology Professional Liability/Errors and Omissions Insurance

The Contractor shall maintain appropriate coverage for the Contractor's profession and work hereunder, with limits not less than \$5,000,000 per occurrence. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by the Contractor in this Contract and shall include, but not be limited to, claims involving infringement of intellectual property, copyright, trademark, invasion of privacy violations, information theft, release of private information, extortion, and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.

The Prime Contractor shall agree to furnish the State with satisfactory evidence of this insurance coverage within ten (10) calendar days of the contract award date.

Please provide the following if policies provide claims-made coverage:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

32. Warranty

The Warranty period, provided by the Contractor, begins immediately following Final System Acceptance and runs concurrently with the commencement of the Maintenance & Operations (M&O) Period and the initiation of the Service Level Agreements (SLAs).

1. The Contractor must provide a one (1)-year system warranty, at no additional cost to the State, which begins immediately following Final System Acceptance. The Warranty terms are specified in the Information Technology - General Provisions Cloud - Computing Services, 402-ITGP Cloud (REV. 02/20/2025).
2. The Warranty Period shall commence upon Final System Acceptance of the last major phase (or release) as defined in the Approved Project Schedule. Deficiency resolution will be performed at the Contractor's own expense for all deficiencies *prior to acceptance of the last major version* that are covered under the Warranty as specified in Section 8 of Information Technology General Provisions Cloud Computing Services 402-ITGP Cloud (REV. 02/20/2025).

3. The Statement of Work (SOW) defines the tasks and the deliverables required from the Contractor for the Warranty period and M&O period. These tasks comprise a set of activities and deliverables for which the Contractor is responsible and result in an updated M&O Plan that will identify the Contractor's approach to maintaining and/or configuring the solution to meet the CDPH needs once in production. This requires the Contractor to use the processes defined in the M&O Plan deliverable for all post-implementation changes to the solution throughout the remaining life of the contract.
4. The Contractor shall perform deficiency resolution at the Contractor's own expense for all deficiencies that are covered under the Warranty as specified above. The Contractor shall define fixes and activate using the Work Order Authorization process with zero cost to CDPH. This includes:
 - a. Fixing all errors, defects, bugs, harmful code, and/or viruses.
 - b. Providing knowledge transfer to the CDPH staff during the resolution of defects.
 - c. Providing the production support and services necessary to ensure the continuing operation of the installed system, in accordance with the performance requirements contained in [SECTION 33. Service Level Agreements \(SLAs\)](#).
 - d. Following all protocols and procedures established and used during project implementation (e.g., version control processes, testing procedures, issue resolution, etc.).
5. Service Level Agreements (SLA) are critical for ensuring that the provided CAB Online Solution meets the needs of the stakeholders, and enforces appropriate penalties should the service fall below contractually established thresholds. SLAs are defined to objectively measure and report adherence to the threshold values and to invoke the mutually agreed-upon contractual penalties for failing to provide the required levels of service. [SECTION 33. Service Level Agreements \(SLAs\)](#) define the SLA in detail.

33. Service Level Agreements (SLAs)

The Service Level Agreements (SLAs) outline CDPH's minimum CAB Online solution and Contractor performance expectations. SLAs are defined to objectively measure and report adherence to the agreed-upon terms. The CDPH and Contractor agree that in the event the Contractor fails to perform certain agreed-upon services in a timely manner as specified in the table below, CDPH may assess the Contractor Liquidated Damages indicated below and in [SECTION 34. Liquidated Damages](#).

The Liquidated Damages are intended to be a reasonable estimate of the loss, damages, and costs the CDPH would sustain as a result of non-compliance with the terms of the Service Level Agreements. These amounts are not punitive. The CDPH and Contractor, therefore, agree that in the event the Contractor fails to perform certain agreed-upon services in a timely manner as specified below, the CDPH

may assess the Contractor for such amounts as Liquidated Damages, and not as a penalty.

The State shall calculate Liquidated Damages owed to the State on a calendar-month basis and shall subtract liquidated damages from any future payments due by the State to the Contractor.

Liquidated damages will not be assessed if, as determined by the State, the Contractor's delay or failure to perform its obligations was excused pursuant to the Information Technology General Provisions (Revised 02/20/2025) Section 20.3. Force Majeure.

The assessment of liquidated damages is subject to the dispute resolution process as provided by the Information Technology General Provisions (Revised 02/20/2025) Section 17. Dispute Resolutions.

1. Key Staff

Title	Description
SLA	Key Staff must be replaced within the timeframe and the process in accordance with SECTION 12. Key Staff Changes
Measurement Process	The start date of the measurement begins with the date the Contractor provided notification plus the number of days as defined in SECTION 12. Key Staff Changes
Liquidated Damages	For each State business day after the start date, the State may assess liquidated damages in the amount of the Key Staff hourly rate as defined in the EXHIBIT C: COST WORKSHEETS multiplied by eight (8) hours per business day until an approved Key Staff replacement starts.
Measurement Period	Monthly, for each Key Staff replacement notification that has been provided, and the start date is missed.

Reporting	The State shall report delays in the replacement of Key Staff to the State Contract Project Manager in the monthly Project Status Report.

2. CAB Online System Availability: Production Environment

Title	Description
Name	CAB Online System Availability: Production Environment
SLA	The CAB Online System is available 99.9%, 24 hours a day, 7 days a week.
Measurement Process	The Contractor shall be responsible for meeting CAB Online System Availability SLA regardless of where the CAB Online System is hosted. The CAB Online System Availability SLA shall be calculated as follows: • $(Data\ Element\ A) / (Data\ Element\ B) * 100$ Definitions: 1. Data Element A = (Month Minutes) – (Contractor-Scheduled Downtime Minutes) – (Downtime Minutes Not Attributable to the Contractor) – (Unscheduled Downtime Minutes Attributable to the Contractor). 2. Data Element B = (Month Minutes) – (Contractor-Scheduled Downtime Minutes) – (Downtime Minutes Not Attributable to the Contractor). 3. Month Minutes: The number of minutes within the reporting period. 4. Downtime: When the entire system, or a section of the system is unavailable to users or is not working as defined in the solution requirements correctly. 5. Contractor-Scheduled Downtime Minutes: The number of minutes of Contractor-scheduled, State-approved downtime during the reporting period. All planned maintenance Downtime and requests for CAB Online System Downtime shall be made to the State in advance and approved by the State in accordance with the State-approved policies and procedures. 6. Downtime Minutes Not Attributable to the Contractor: The number of minutes of downtime during the reporting period that is not attributable to or caused by the Contractor such as State-directed downtime, downtime covered by the 402IT General Provisions Section 20.3 Force Majeure.

Title	Description																									
	7. Unscheduled Downtime Minutes Attributable to the Contractor: The number of minutes of unscheduled, non-State-directed downtime as defined by the duration of all Priority Level 1 and Priority Level 2 Incidents that are caused by the Contractor (as defined in the CDPH Enterprise Incident Management Plan) that impact the CAB Online System during the reporting period.																									
Liquidated Damages	For each calendar day the Contractor’s performance falls below the SLA, the Contractor shall provide the State a credit in the amount of \$5314.53, as shown in the table below, per business day that did not meet the SLA. The Liquidated Damages are equivalent to one 8-hour day of State effort.																									
	<table><tr><th>Classification</th><th>FTE</th><th>Burdened Labor Hourly Rate</th><th>Total FTE Burdened Labor Hourly Rate</th><th>Cost Per Day</th></tr><tr><td>IT Manager I</td><td>1</td><td>\$112.21</td><td>\$112.21</td><td>\$897.68</td></tr><tr><td>IT Specialist II</td><td>1</td><td>\$106.19</td><td>\$106.19</td><td>\$849.52</td></tr><tr><td>Staff Services Manager III</td><td>1</td><td>\$96.93</td><td>\$96.93</td><td>\$775.43</td></tr><tr><td>Staff Services Manager II (Supervisory)</td><td>4</td><td>\$87.25</td><td>\$348.99</td><td>\$2791.90</td></tr></table>	Classification	FTE	Burdened Labor Hourly Rate	Total FTE Burdened Labor Hourly Rate	Cost Per Day	IT Manager I	1	\$112.21	\$112.21	\$897.68	IT Specialist II	1	\$106.19	\$106.19	\$849.52	Staff Services Manager III	1	\$96.93	\$96.93	\$775.43	Staff Services Manager II (Supervisory)	4	\$87.25	\$348.99	\$2791.90
	Classification	FTE	Burdened Labor Hourly Rate	Total FTE Burdened Labor Hourly Rate	Cost Per Day																					
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	Staff Services Manager III	1	\$96.93	\$96.93	\$775.43																					
	Staff Services Manager II (Supervisory)	4	\$87.25	\$348.99	\$2791.90																					
Measurement Period	Monthly, beginning with CAB Online Final System Acceptance.																									
Reporting	Any Unscheduled Downtime Minutes Attributable to the Contractor shall be documented and explained in writing to the State within 24 hours. The Contractor shall report all occurrences and duration of each such downtime, utilizing third-party monitoring tools. The report should include root cause(s), the sequence of events to resolve downtime, and a mitigation plan to address similar future incidents.																									

3. CAB Online System Response Time: All System Production Environments

Title	Description
Name	CAB Online System Response Time: Production Environment
SLAs	1. 90% of the CAB Online System page loads are completed in less than one (1) second, 24 hours a day, 7 days a week. 2. 100% of the top 25% most frequently accessed pages for the reporting period load within two (2) seconds or less.
Measurement Process	Measurement will be performed using a Contractor-provided third-party COTS Web Log Analysis Software tool. Web Log Analysis Software (also called a Web Log Analyzer) is a kind of web analytics software that parses a server log file from a web server and is based on the values contained in the log file. The contractor shall only be responsible for this SLA to the extent such performance is within its control and shall not be responsible if failure to meet this SLA is caused by the action or omission of a third party. <u>Definitions:</u> 1. System Response Time SLA 1: A commercially available, CDPH-approved, third-party Web Log Analysis Software will be used to determine the page load speeds for all web pages of the CAB Online application and verify if 90% of the pages are loaded in less than one (1) second. 2. System Response Time SLA 2: A commercially available, CDPH-approved, third-party Web Log Analysis Software will be used to identify the top 25% of the most frequently used pages for the reporting period and will verify if 100% of these pages were loaded within two (2) seconds or less.
Liquidated Damages	1. System Response Time SLA 1: Each month the Contractor's performance fails to meet the SLA, the State may assess liquidated damages in the amount of 2% of the total monthly M&O cost. 2. System Response Time SLA 2: Each month the Contractor's performance fails to meet the SLA, the State may assess liquidated damages in the amount of 4% of the total monthly M&O cost.
Measurement Period	Monthly, beginning with CAB Online Final System Acceptance.
Reporting	The Contractor shall routinely report System Response Time performance, utilizing a CDPH approved third-party Web Log Analysis Software, within the measurement period. The Contractor shall report all occurrences and duration of failed system response times. The report should include root cause(s), the

Title	Description
	sequence of events to correct response time, and a mitigation plan to address similar future incidents.

4. CAB Online Contractor's Help Desk Level 3 Event Acknowledgment Response Time

Title	Description
Name	CAB Online Contractor's Acknowledgment Response Time
SLA	If a Level 3 Help Desk event, as defined in SECTION 30. Help Desk/Call Center is reported to the Contractor, the Contractor must acknowledge and confirm receipt of the notification within the designated timeframe of one (1) business day, 24 hours from the Level 3 Help Desk event was reported to the Contractor. The Contractor must resolve the event by an agreed-upon date with the State.
Measurement Process	If an acknowledgment response time is greater than the SLA for the incident level, the SLA for that incident is not met. The Contractor shall follow the Information Technology Infrastructure Library (ITIL) practices and resolve customer issues using a tiered service model. 1. If the Contractor fails to acknowledge and confirm receipt of a Priority 1 (P1), as defined in SECTION 30. Help Desk/Call Center within one (1) hour. 2. If the Contractor fails to acknowledge and confirm receipt of a Priority 2 (P2), as defined in SECTION 30. Help Desk/Call Center within four (4) hours. 3. If the Contractor fails to acknowledge and confirm receipt of a Priority 3 (P3), as defined in SECTION 30. Help Desk/Call Center within twelve (12) hours. 4. If the Contractor fails to acknowledge and confirm receipt of a Priority 4 (P4), as defined in SECTION 30. Help Desk/Call Center within twenty-four (24) hours.
Liquidated Damages	For each incident the Contractor's performance falls below the SLA, the State may assess liquidated damages in the amount indicated for each Level 3 Help Desk incident reported: 1. If the Contractor fails to acknowledge and confirm receipt of a Priority 1

Title	Description
	(P1) within one (1) hour, the State may assess liquidated damages in the amount of 8% of the total monthly M&O cost. 2. If the Contractor fails to acknowledge and confirm receipt of a Priority 2 (P2) within one (4) hours, the State may assess liquidated damages in the amount of 6% of the total monthly M&O cost. 3. If the Contractor fails to acknowledge and confirm receipt of a Priority 3 (P2) within one (12) hours, the State may assess liquidated damages in the amount of 4% of the total monthly M&O cost. 4. If the Contractor fails to acknowledge and confirm receipt of a Priority 4 (P2) within one (24) hours, the State may assess liquidated damages in the amount of 2% of the total monthly M&O cost.
Measurement Period	Monthly reports per each Level 3 Help Desk Incident, beginning after CAB Online Final System Acceptance.
Reporting	The Contractor shall generate a performance report of customer service metrics including the number of Level 3 Help Desk Incidents and response times. The Contractor shall generate the reports monthly, or at the request of the State.

5. CAB Online Help Desk Level 3 Priority Level 1 through 4 Incident Resolution Time

Title	Description
Name	CAB Online Help Desk Level 3 Incident Resolution Time
SLAs	If a Level 3 Help Desk event, as defined in SECTION 30. Help Desk/Call Center is discovered or reported to the Contractor. The Contractor must resolve the incident within the identified timeline. - Priority 1 Incidents must be resolved in the production environment within six (6) hours of Contractor acknowledgment of notification, as recorded in the CDPH service management tool. - Priority 2 Incidents must be resolved in the production environment within twelve (12) hours of Contractor acknowledgment of notification, as recorded in the CDPH service management tool. - Priority 3 Incidents must be resolved in the production environment within twenty-four (24) hours of Contractor acknowledgment of notification, as recorded in the CDPH service management tool.

Title	Description
	4. Priority 4 Incidents must be resolved in the production environment within forty-eight (48) hours of Contractor acknowledgment of notification, as recorded in the CDPH service management tool.
Measurement Process	Resolution time can be defined as incident remediation released to production and incident has not re-occurred. If a production system incident resolution time is greater than the SLA for the incident priority, the SLA for that incident is not met the state may assess liquidated damages. Definitions of Priority Levels can be found in SECTION 30. Help Desk/Call Center.
Liquidated Damages	The Liquidated damage for the different priority incidents will be as below: If the Contractor fails to resolve any Priority 1 (P1) events, as defined in SECTION 30. Help Desk/Call Center within the agreed-upon timeline, the State may assess liquidated damages in the amount of 4% of the total monthly M&O cost per day the event remains unresolved. 1. If the Contractor fails to resolve any Priority 2 (P2), as defined in SECTION 30. Help Desk/Call Center within the agreed-upon timeline, the State may assess liquidated damages in the amount of 3% of the total monthly M&O cost per day the event remains unresolved. 2. If the Contractor fails to resolve any Priority 3 (P3), as defined in SECTION 30. Help Desk/Call Center within the agreed-upon timeline, the State may assess liquidated damages in the amount of 2% of the total monthly M&O cost per day the event remains unresolved. 3. If the Contractor fails to resolve any Priority 4 (P4), as defined in SECTION 30. Help Desk/Call Center within the agreed-upon timeline, the State may assess liquidated damages in the amount of 1% of the total monthly M&O cost per day the event remains unresolved.
Measurement Period	Per each Priority Level 1 through Priority Level 4 Incident reported to the Contractor that is unresolved within the times specified above, beginning with CAB Online Final System Acceptance.
Reporting	The State shall routinely generate a report from CDPH service management tool based on Incident Priority Level, Opened Date and Time, Resolved Date and Time monthly or as needed. The Contractor shall generate a report that includes root cause(s), the sequence of events to resolve the incident, and a mitigation plan to address similar future incidents. The Contractor shall generate the reports monthly or more frequently as required by the state.

6. CAB Online Data System Contamination

Title	Description
Name	CAB Online Malware Contamination
SLAs	1. The CAB Online system is delivered free of malicious software. 2. The CAB Online system is cleared of malicious software within 24 hours of detection. 3. The CAB Online remains free of any malware, security breaches, and malicious software.
Measurement Process	Measurement will be determined based on the detection of any malware in the system, the length of time it takes to clear the malware, and whether the system remains free of malware for five(5) business days following clearance, as identified and measured by a State provided security analysis tools. If malware clearance time is greater than the SLA, the SLA is not met. The Contractor shall only be responsible for this SLA to the extent that such performance is within its control and shall not be responsible if failure to meet this SLA is caused by the action or omission of a third party.
Liquidated Damages	For each instance the CAB Online fails any of the SLAs, the State may assess liquidated damages in the amount of 5% of the total monthly M&O cost per instance.
Measurement Period	Per each instance beginning after CAB Online Final System Acceptance.
Reporting	The Contractor shall generate a report that includes root cause(s), the sequence of events to resolve the security incident, and a mitigation plan to address similar future incidents within ten (10) business days of the State security analysis detecting any security or system concerns.

7. CAB Online Technology Recovery

Title	Description
Name	CAB Online Technology Recovery
SLA	The Contractor shall restore System operations per the requirements of the Technology Recovery Plan within 24 hours of the State's declaration of the disaster, or a Public Health Emergency (in accordance with the disaster declaration process defined in the Technology Recovery Plan).
Measurement Process	The recovery time of a disaster shall be measured from the time of the declaration of the disaster until restoration of the Systems per the requirements of the Technology Recovery Plan.

Title	Description
Liquidated Damages	For each disaster instance where the recovery takes: 1. More than 24 hours but less than 36 hours, the State may assess liquidated damages in the amount of 2% of the total monthly M&O cost. 2. More than 36 hours but less than or equal to 48 hours, the State may assess liquidated damages in the amount of 4% of the total monthly M&O cost. 3. More than 48 hours but less than or equal to 72 hours, the State may assess liquidated damages in the amount of 6% of the total monthly M&O cost. 4. More than 72 hours, the State may assess liquidated damages in the amount of 8% of the total monthly M&O cost.
Measurement Period	Per each declared disaster.
Reporting	The Contractor shall provide a detailed report of the Technology Recovery process including recovery steps, lessons learned, and future mitigation plans, as specified in the Technology Recovery Plan, within thirty (30) calendar days of the declared disaster. The Contractor shall report all disaster events within the Monthly Maintenance and Operations Report, as described in the Maintenance and Operations Plan.

34. Liquidated Damages

Liquidated Damages are intended to encourage timely and thorough completion of critical project milestones during the implementation and stabilization phases of this contract, the provision of

reliable and responsive services from the Contractor during the entirety of this contract.

The purpose of this Liquidated Damages provision is to ensure adherence to the requirements of the Contract and to set an amount in advance of contractual non-compliance to compensate for damages that are impractical or extremely difficult to estimate, but which would be sustained by the CDPH in the event the Contractor fails to perform services as agreed. The Liquidated Damages are intended to be a reasonable estimate of the damages and costs CDPH would sustain as a result of non-compliance with the terms of the Contract.

These amounts are not punitive. CDPH and the Contractor, therefore, agree that in the event the Contractor fails to perform certain agreed-upon services in a timely manner, CDPH shall require the Contractor to pay such amounts as Liquidated Damages, and not as a penalty.

The Liquidated Damages that may be assessed by CDPH as a result of Contractor's delay or failure to perform its obligations in accordance with the terms of this Contract as described in [SECTION 33. Service Level Agreements \(SLAs\)](#) . Contractor shall pay Liquidated Damages as set forth in this Contract.

The State shall calculate Liquidated Damages owed to the State on a monthly basis and assessed pursuant to this section. The total amount of Liquidated Damages, either for project delays during implementation or for service level delays during maintenance and operations shall not exceed 10% of the total Contract price. Liquidated damages will not be assessed for SLA failures caused by Third-Party or State-controlled factors, events outside the Contractor's control.

The parties agree that any delay or failure by Contractor to timely perform its obligations under this Contract will interfere with the proper and timely implementation of the CDPH solution to the loss and damage to the State. The State will incur costs due to the interruption and work delays in CDPH classifications as listed in this Section to maintain the functions that would otherwise have been performed by the Contractor.

Liquidated Damages will not be assessed if, as determined by the State, Contractor's delay or failure to perform its obligations was excused pursuant to the [GSPD-ITGP](#) Section 20.3 Force Majeure, and without any negligence of the Contractor. The assessment of liquidated damages is subject to the dispute resolution process as provided by the [GSPD-ITGP](#) Section 17 Dispute Resolution. Prior to M&O, the State and the Contractor will agree on a Liquidated Damages escalation dispute process.

34.1. Liquidated Damage Cap

If imposed, Liquidated Damages will not exceed ten percent (10%) of the Contract Amount.

34.2. Payment of liquidated damages

The CDPH may deduct Liquidated Damages from Contractor's fees as earned or may assess such Liquidated Damage fees on a separate invoice at any time during the Contract or within thirty (30) days after the Contract ends. The State will notify the Contractor Representative in writing of any claim for Liquidated Damages pursuant to this section on or before the date the State deducts such sums from money payable to the Contractor. If CDPH imposes Liquidated Damages, upon notification, the Contractor shall show the Liquidated Damages as a subtracted item from its invoice(s) to the CDPH.

Imposition of Liquidated Damages does not constitute a waiver of the State's right to issue a Stop Work Order, as provided in Section 18 Stop Work of the GSPD-ITGP or to terminate the Contract pursuant to Section 16 Termination of the GSPD-ITGP. In the event of such a termination, the State shall be entitled, at its discretion, to recover actual damages caused by the Contractor's failure to perform its obligations under this Contract.

34.3. Calculation of liquidated damages

The parties agree that any delay or failure by Contractor to timely perform its obligations under this Contract will interfere with the proper and timely implementation of the CDPH solution, to the loss and damage to the State.

Liquidated Damages will not be assessed if, as determined by the State, Contractor's delay or failure to perform its obligations was excused pursuant to the 401IT General Provisions Section 24 Force Majeure, and without any negligence of the Contractor. The assessment of liquidated damages is subject to the dispute resolution process as provided by the 401IT General Provisions Disputes Section 40.

The method for calculation of Liquidated Damages for Availability, Recovery, Coverage, Performance, Incidents, Escalation, and Key Staff Roles and Responsibilities is contained in [SECTION 33. Service Level Agreements \(SLAs\)](#) .

35. Unanticipated Tasks

During the length of the contract, CDPH reserves the right to negotiate with the Contractor for provision of additional work and service within the general scope of the initial contract. Due to legal, program, and unforeseen project changes, demand may arise that requires additional work to be completed that was not initially scoped. In the event that additional work needs to be performed, which was wholly unanticipated and is not specified in the Statement of Work (SOW) but which, in the opinion of CDPH, is necessary for the successful accomplishment of the general SOW, the procedures outlined in this section will be employed. The additional work to be performed will be referred to as Unanticipated Tasks.

- Unanticipated Tasks are all additional work and services that must be performed within the scope of the contract but were not previously identified in the Solicitation document or SOW. For each item of unanticipated work not specified in the SOW, a Work Order Authorization (WOA) will be prepared (see EXHIBIT E: FORMS AND TEMPLATES).
- It is understood and agreed by both parties to this contract that all the terms and conditions of this Contract shall remain in force with the inclusion of any such WOA.
- Each WOA shall consist of the following information:
 - A detailed statement of the purpose, objective, or goals to be undertaken by the Contractor.
 - The job classification(s) or approximate skill level(s) of the personnel to be assigned by the Contractor.
 - An identification of all significant material to be developed by the Contractor and delivered to the California Department of Public Health.
 - An identification of all significant materials to be delivered by the California Department of Public Health to the Contractor.
 - An estimated time schedule for the provision of these services by the Contractor.
 - Completion and/or acceptance criteria for the work to be performed.
 - The name or identification of the Contractor personnel to be assigned.
 - The Contractor's estimated work hours required to accomplish the purpose, objective, or goals of the unanticipated task.
 - The Contractor's billing rates as identified in EXHIBIT C: COST WORKSHEETS per work hour, and the Contractor's estimated total cost of the WOA. CDPH limits the budget for Unanticipated Tasks to ten percent (10%) of the sum of the base contract for services identified in the EXHIBIT C: COST WORKSHEETS.
- All WOAs shall be in writing prior to beginning work and signed by the Contractor and the CDPH. The Contractor shall not begin work on a WOA until the authorized CDPH staff and the Contractor have approved the WOA.
- The 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.
 - Personnel resources will not be expended at a cost to CAB Online on task accomplishment in excess of estimated work hours required, unless the procedure below is followed:

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 the CDPH in writing of the Contractor's new estimated work hours that will be required to complete the WOA, in full. Upon receipt of such notification, the CDPH may:

- a. Amend the WOA to authorize the Contractor to expend the estimated additional work hours or service in excess of the original estimated work hours.
- b. Terminate the WOA.
- c. Alter or amend the scope of the WOA in order to define tasks that can be accomplished within the remaining estimated work hours.
- d. The 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.
- e. The CDPH agrees to reimburse the Contractor for such additional work hours, in accordance with the terms of the revised and agreed-upon WOA.

36. Budget Detail and Payment Provisions

The maximum amount of the base contract payable under this contract will be \$XXXXXX. The maximum amount of each contract extension is \$ XXXXX per year and shall not exceed \$ XXXXX for the total contract amount.

For services satisfactorily rendered, and upon receipt and approval of the invoice(s), the state agrees to pay the Contractor for said services in accordance with the rates specified in EXHIBIT C: COST WORKSHEETS.

The Contractor must follow all budget details and payment provisions in the following areas:

INVOICING AND PAYMENT

1. In no event shall the Contractor request reimbursement from the State for obligations entered into or for costs incurred prior to the commencement date or after the expiration of this Contract.
2. For services satisfactorily rendered, and upon receipt and approval of the invoices, the State agrees to compensate the Contractor for actual expenditures incurred in accordance with the Budget Line Items amounts in [EXHIBIT C: COST WORKSHEETS](#).

3. Invoices shall include the Contract Number and shall be submitted electronically to CDPH (the correct email address will be provided upon contract execution). The State, at its discretion, may designate an alternate invoice submission address. A change in the invoice address shall be accomplished via a written notice to the Contractor by the State and shall not require an amendment to this Contract.
4. Invoices shall be submitted no more frequently than monthly in arrears for actual services satisfactorily rendered.
5. Invoices shall also:
 - a. Be prepared on Contractor letterhead. If invoices are not produced on letterhead, invoices must be signed by an authorized official, employee or agent certifying that the expenditures claimed represent activities performed and are in accordance with the Contract.
 - b. Identify the billing and/or performance period covered by the invoice.
 - c. Itemize costs for the billing period at the same or greater level of detail as indicated in this Contract. Subject to the terms of this Contract, reimbursement may only be sought for those costs and/or cost categories expressly identified as allowable in this Contract and approved by CDPH.
 - d. Be itemized and shall include the following information:
 - i. The Contractor's name, address and phone number
 - ii. Contract number
 - iii. Invoice number
 - iv. Itemized expenses per [EXHIBIT C: COST WORKSHEETS](#).
 - v. Dates of service(s) performed
 - vi. Total amount of invoice
 - e. Include costs for services satisfactorily rendered as defined in EXHIBIT C: COST WORKSHEETS, Budget Detail along with an explanation of any variances.
 - f. Not exceed the total budgeted amount for the Deliverable(s) as defined in EXHIBIT C: COST WORKSHEETS.
 - g. Include Deliverable Acceptance Documentation (DAD) with State approval.
 - h. Work Order Authorization Based Costs for unanticipated tasks shall:
 - i. Not exceed the estimated amount from the approved WOA.
 - ii. Include State approval of WOA Completion and Acceptance.
6. If the remittance address has changed, the Contractor will be required to submit a completed STD. 204 Payee Data Record form, which must match the invoice address in order to avoid payment delays.

PROMPT PAYMENT CLAUSE

Per the California Prompt Payment Act, the Contractor will be paid within a forty-five (45) day period for the payment of undisputed invoices. Contract payment withholds will be utilized in accordance with Public Contract Code, Section 12112, which states that the State will withhold from each invoiced payment amount to the contractor an amount equal to fifteen percent (15%).

CONTRACT LIMITATION

The total amount of this Contract shall not exceed the amount specified in the Standard Agreement (TECH 213) and any amendments thereafter

BUDGET CONTINGENCY CLAUSE

1. It is mutually agreed that if the Budget Act of the current year, and/or any subsequent years covered under this Contract does not appropriate sufficient funds for the State, this Contract shall be of no further force and effect. In this event, the State will have no liability to pay any funds whatsoever to the Contractor or any other considerations under this Contract.
2. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the state shall have the option to either cancel this contract with no liability occurring to the State, or offer a contract amendment to the Contractor to reflect the reduced amount.
3. In addition, this Contract is subject to any restrictions, limitations, conditions, or any statute enacted by the Congress or State Legislature that may affect the provisions, terms or funding of this Contract in any manner.

TRAVEL AND PER DIEM

The Contractor is responsible for all charges incurred by traveling to and from the implementation, maintenance, support, and training sites. Travel/per diem reimbursement is not included in this Contract.

PAYMENT WITHHOLDS

1. In accordance with PCC Section 12112, the state may withhold, from the total amount or from the invoiced payment amount to the Contractor, an amount equal to fifteen percent (15%) of the payment. Such retained amount shall be held by the State and only released to the Contractor upon the State's Project Representative/Contract Manager determining that the Contractor has satisfactorily completed all the required services related to the services within the scope of work. Fifteen percent (15%) may be withheld by CDPH from each invoice submitted for payment under the following conditions:
 - a. For individual services, deliverables, or project activities associated with a specific WOA that has not yet been received or completed in its entirety.
2. Payments may not be made more frequently than monthly in arrears for work performed and costs incurred in the performance of the Agreement.

3. Release of Amounts Withheld: As individual and/or distinct tasks, services, work plans, or project activities are completed in their entirety by either the Contractor or Subcontractor and any scheduled/required deliverables or reports are delivered to CDPH; then any funds so withheld may be released to the Contractor upon acceptance and/or acknowledgment that all such items have been completed to the full satisfaction of CDPH.

RELEASE OF AMOUNTS WITHHELD

In accordance with Public Contract Code, §12112, the State will withhold, from the invoiced payment amount to the Contractor, an amount equal to fifteen percent (15%) of the payment. Such retained amount shall be held by the State and only released to the Contractor upon the State's Project Manager determining that the Contractor has satisfactorily completed all the required services related to the Final System Acceptance in accordance with [SECTION 26.2. Final System Acceptance](#).

36.1. Cost Workbook

The Cost Worksheets include the following sections and can be found in EXHIBIT C: COST WORKSHEETS. Each section includes detailed instructions on the expectations of the worksheet.

1. Cost Worksheet #1: Summary
2. Cost Worksheet #2: DD&I Deliverables
3. Cost Worksheet #3: Maintenance and Operations
4. Cost Worksheet #4: Unanticipated Tasks
5. Cost Worksheet #5: Mandatory Optional

36.2. DED/DAD and WOAs

The Contract will be paid through the combined process of the Deliverable Expectation Documents (DED) and Deliverable Acceptance Documents (DAD) defined in [SECTION 17. Deliverable Acceptance/ Rejection Process](#) and Work Order Authorizations (WOA).

General

The Contractor must be the sole entity submitting Work Order Authorizations (WOA) to CDPH. The CDPH will not accept WOA's from subcontractors. The Contractor must review, verify compliance, and accept full responsibility for any subcontractor Work Authorizations before submission to the CDPH on their behalf.

The CDPH will be responsible for reviewing and approving, in writing, each deliverable using the WOA found in EXHIBIT E: FORMS AND TEMPLATES. The CDPH will be the sole judge of the acceptability of all work performed and produced by the Contractor as required in this Contract. The Contractor shall not change a WOA that has been accepted by the CDPH without CDPH's written approval.

WOAs will be utilized to enable the CDPH to manage its day-to-day operations within the existing scope, resources, and cost of the Contract. WOAs will not be used to add funding not identified in the original Contract. Additional funding shall only be added through a written Contract Amendment approved by the State.

It is understood and agreed by both parties to this Contract that all the terms and conditions of this Contract shall remain in force with the inclusion of any such WOA. Such WOAs 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 not specified in the WOA.

All WOAs must be in writing and signed and approved by the Contractor and the State.

Content

Each WOA shall contain the following information:

- a. A statement of the specific purpose, objectives, or goals to be achieved by the Contractor.
- b. A description of work to be performed and all deliverables to be completed or developed by the Contractor and delivered to the State.
- c. The category of the WOA, and whether the WOA is categorized as an unanticipated task (as defined in the SOW).
- d. The estimated start and end dates of the task.
- e. The name and classification of the necessary Contractor personnel.
- f. The job classification or approximate skill level of the personnel made available by the Contractor that will be working on the tasks in the WOA.
- g. The timeline of all significant materials to be delivered by the State to the Contractor.
- h. Acceptance Criteria for the deliverable(s) to be produced.
 - i. The Contractor's total work hours required to produce the deliverable(s).
 - j. The total cost of the WOA.
- k. The payment terms for the WOA.

A labor transaction detail must be included with the invoice identifying the actual hours and cost details for each resource.

Rates/Cost

The Contractor shall prepare WOAs using the Contractor's rates specified in [SECTION 36.1. Cost Workbook](#) for the services being provided. WOAs addressing Unanticipated Tasks shall utilize Cost Worksheet #4: Unanticipated Tasks Rate Schedule. The Contractor shall not invoice the State in excess of the total price stated in the approved WOA. The Contractor shall not charge the State for preparing a WOA. The Contractor shall include payment terms, including payment withheld amounts (if applicable) in the WOA. Unless otherwise agreed by both parties in writing, the WOA will specify a fixed price for the delivery and acceptance of the work, calculated using hourly rates identified on the Cost Worksheet.

Approval

All WOAs must be in writing and signed by the CDPH CAB Online Project Director and CDPH Chief Information Officer. Upon the Contractor's completion of the WOA and delivery of the Work Products, CDPH will then review the Work Products and accept or reject each item.

If deemed necessary by CDPH, a formal walkthrough session will be conducted to review the submitted deliverables. This does not remove the walkthrough requirements already designated in the Contract. The CDPH will identify the reviewers that will attend these walkthrough sessions. The walkthrough sessions will be organized and scheduled by the Contractor, with approval from the CDPH.

Upon acceptance by CDPH, each such WOA shall be incorporated into and become a part of the Contract and the terms and conditions of the Contract shall apply to all such WOAs. In no event shall a WOA be deemed to be a separate contract.

Rejection

If the work performed or the deliverables produced by the Contractor fail to meet CDPH conditions, requirements, specifications, guidelines, or other applicable standards as identified in the Contract, the WOA will be rejected.

The CDPH will notify the Contractor in writing within twelve (12) business days after completion of each deliverable of any acceptance problems by identifying the specific inadequacies and/or failures in the services performed and/or the products produced by the Contractor, unless the Contractor and the CDPH have mutually agreed upon a different review period for the deliverable.

If the CDPH has identified inadequacies and/or failures, the Contractor must, within five (5) business days after problem notification, respond to the CDPH by submitting a detailed explanation describing precisely how the identified services and/or products adhere to and satisfy all applicable requirements, or submit a proposed corrective action plan to address the specific inadequacies and/or failure in the identified services and/or products. Failure by the Contractor to respond to the CDPH problem notification within the required time limits may result in immediate termination of the Contract. The CDPH may, at its discretion and in writing, allow a longer period in consideration of the scope of the identified inadequacies and/or

failures.

The CDPH will, within five (5) business days after receipt of the Contractor's detailed explanation or proposed corrective action plan, notify the Contractor in writing whether it accepts or rejects the explanation or correction action plan. If the CDPH rejects the explanation or the corrective action plan, the Contractor must submit a revised corrective action plan within three (3) business days of notification of the rejection. Failure by the Contractor to respond to CDPH notification of the rejection by submitting a revised corrective action plan within the required time limits may result in immediate termination of the Contract. The CDPH may, at its discretion and in writing, allow a longer period in consideration of the scope of the identified inadequacies and/or failures.

The CDPH will, within three (3) business days of receipt of the revised corrective action plan, notify the Contractor in writing whether it accepts or rejects the revised corrective action plan proposed by the Contractor. Rejection of the revised corrective action plan may result in immediate termination of the Contract.

Lack of response on the part of the CDPH does not constitute acceptance of any deliverable.

37. GSPD-401IT General Provisions – Information Technology

The Contract awarded as a result of this solicitation shall automatically incorporate by reference the following:

- Information Technology General Provisions - **Cloud** (Revised 2/20/2025)
 - <https://www.dgs.ca.gov/%7E/media/Divisions/PD/Acquisitions/Solicitation-Document-Attachments/IT-General-Provisions-Cloud-DGS-PD-402ITGP-Revised-02202025.pdf>

38. GENAI Technology Disclosure Obligations

Contractor must notify the State in writing if it: (1) intends to provide GenAI as a deliverable to the State; or (2), intends to utilize GenAI, including GenAI from third parties, to complete all or a portion of any deliverable that materially impacts: (i) functionality of a State system, (ii) risk to the State, or (iii) Contract performance. For avoidance of doubt, the term “materially impacts” as used in this section shall have the same meaning set forth in the [State Administrative Manual \(SAM\) § 4986.2 Definitions for GenAI](#).

39. Glossary of Terms

ACRONYM / ABBREVIATION	DESCRIPTION
ABC	Alternative Birth Center
Accuzip	Postal and data cleansing solution
ACO	ASPEN Central Office
ADA	Americans with Disabilities Act
ADHC	Adult Day Health Center
AEM	Adobe Experience Manager
AFL	All Facilities Letter
Agile	Iterative and incremental approach/methodology to project management
APH	Acute Psychiatric Hospital
ARB	CDPH Architecture Review Board
ASC	Ambulatory Surgery Center
ASPEN	Automated Survey Process Environment
ATO	Authority to Operate
BIA	Business impact Assessment
CAB	Centralized Applications Branch
CalHealthFind	Provides health care consumers and providers with information about licensed and certified facilities throughout California
CalHHS	California Health and Human Services Agency
CAPS	Contracts and Purchasing System
CBAP	Certified Business Analysis Professional
CCB	Change Control Board
CDC	Centers for Disease Control and Prevention

ACRONYM / ABBREVIATION	DESCRIPTION
CDC	Chronic Dialysis Clinic
CDC/ESRD	Chronic Dialysis Clinic w/ ESRD certification
CDPH	California Department of Public Health
CDRH	Chemical Dependency Recovery Hospital
CDT	California Department of Technology
CHCQ	Center for Health Care Quality
CHMC	Community Mental Health Center
CHOW	Change of Ownership
CI/CD	Continuous Integration/Continuous Deployment
CISA	Certified Information Systems Auditor
CISM	Certified Information Security Manager
CISSP	Certified Information Systems Security Professional
CLHF	Congregate Living Health Facility
CM	Change Management
COMTYC	Community Clinic
COMTYC/FQHC	Community Clinic w/ FQHC certification designation
COMTYC/RHC	Community Clinic w/ RHC certification
CORF	Comprehensive Outpatient Rehabilitation Facility
CSM	Certified Scrum Master
CTC	Correctional Treatment Centers
DS	Desirable
DAD	Deliverable Acceptance Document
DAP	Data Assessment and Preparation

ACRONYM / ABBREVIATION	DESCRIPTION
DAP	Data Assessment and Preparation
DCA	Department of Consumer Affairs
DCMP	Data Conversion and Migration Plan
DD&I	Design, Development, and Implementation
DED	Deliverable Expectation Document
DVBE	Disabled Veteran Business Enterprise
EA	Enterprise Architecture
ELMS	Electronic Licensing Management System
eNFR	CDPH Enterprise Non-functional Requirements
Entra AD	Microsoft cloud-based service that manages user identities and access to applications and resources
ESRD	End Stage Renal Dialysis Certification
FIDO	Fast Identity Online
FoPH	Future of Public Health [Initiative]
FQHC	Federally Qualified Health Center
FR	Functional Requirements
FREEC/FQHC	Free Clinic w/ FQHC certification designation
FREEC/RHC	Free Clinic w/ RHC certification
FY	Fiscal Year
GACH	General Acute Care Hospital
GACH	General Acute Care Hospital
GSPD-ITGP	General Services Procurement Division - Information Technology General Provisions
GUI	Graphical User Interface

ACRONYM / ABBREVIATION	DESCRIPTION
HHA	Home Health Agency
HOFA	Hospice Facility
HOSPICE	Hospice Agency
IaaS	Infrastructure as a Service
ICF	Intermediate Care Facility
ICF/DD	Intermediate Care Facility/Developmentally Disabled
ICF/DD-CN	Intermediate Care Facility/Developmentally Disabled – Continuous Nursing
ICF/DD-H	Intermediate Care Facility/Developmentally Disabled-Habilitative
IDM portal	A web-based platform that allows users to manage their digital identities within an organization
IPO	Independent Project Oversight
iQIES	Internet Quality Improvement and Evaluation System
IRS	Internal Revenue Service
ISO	Information Security Officer
ISSP	Information System Security Plan
ITIL	Information Technology Infrastructure Library
ITSD	Information Technology Services Division
IV&V	Independent Verification and Validation
JAD	Joint Application Development
L&C	Licensing and Certification
LHJ	Local Health Jurisdiction
LTC	Long Term Care
M	Mandatory

ACRONYM / ABBREVIATION	DESCRIPTION
MO	Mandatory Optional
M&O	Maintenance and Operations
MCS	Managed Cloud Services
MVP	Minimum Viable Product
NFR	Non-functional Requirements
NHA	Nursing Home Administrator
NIST	National Institute of Standards and Technology
NLTC	Non Long-Term Care
NPES	National Plan & Provider Enumeration System
OCM	Organizational Change Management
OIG	Office of Inspector General
OPT/SP	Outpatient Physical Therapy/Speech-Language Pathology Provider
OSDS	Office of Small Business and DVBE Services
OSTP	Office of Statewide Technology Procurement
PaaS	Platform as a Service
PAO	Project Approvals and Oversight
PAVE	Provider Application and Validation for Enrollment
PCC	Public Contract Code
PD	Project Director
PDHRC	Pediatric Day Health & Respite Care
PgMP	PMI Program Management Professional
PHI	Protected Health Information
PIA	Privacy Impact Assessment

ACRONYM / ABBREVIATION	DESCRIPTION
PII	Personally Identifiable Information
PM	Project Manager
PMF	Provider Master File
PMI-ACP	Agile Certified Professional
PMP	PMI Project Management Professional
PMT	Project Management Team
PS	Project Sponsor
PSYCHC	Psychology Clinic
PTR	Project Transition Requirements
QA	Quality Assurance
QBP	Query By Parameter
RCA	Root Cause Analysis
REFRLAG	Referral Agency
REHABC	Rehabilitation Clinic
REHABC/CORF	Rehabilitation Clinic w/ CORF Certification
REST	Representational State Transfer
RHC	Rural Health Clinic
RHC/MD	RHC operated by a Medical Doctor
ROC	Report of Change
RPO	Recovery Point Objectives
RSS	Risk and Safety Solutions
RTM	Requirements Traceability Matrix
RTO	Recovery Time Objectives

ACRONYM / ABBREVIATION	DESCRIPTION
SaaS	Software as a Service
SAM	State Administrative Manual
SAM	System for Awarded Management
SC	Steering Committee
SDLC	Software Development Life Cycle
SIMM	Statewide Information Management Manual
SIR	Self-Insured Retention
SLA	Service Level Agreement
SME	Subject Matter Expert
SNF	Skilled Nursing Facility
SOAP	Simple Object Access Protocol
SOS	Secretary of State
SOW	Statement of Work
SURGC	Surgical Clinic
SURGC/ASC	Surgical Clinic w/ ASC certification
TACPA	Target Area Contract Preference Act
TMS-P	Tenant Managed Services - Premium
TRP	Technology Recovery Plan
UAT	User Acceptance Testing
WOA	Work Order Authorization

