

STANDARD AGREEMENT AMENDMENT

TECH 213A (NEW 12/2018)

AGREEMENT NUMBER 20-10825	AMENDMENT NUMBER 06
REGISTRATION NUMBER	

CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED 91 PAGES

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

CONTRACTING AGENCY NAME

California Department of Public Health

CONTRACTOR NAME

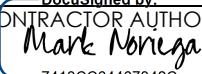
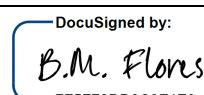
Accenture LLP

2. The term of this Agreement is: Start Date: December 14, 2020
Agreement is: End Date: June 30, 2022
3. The maximum amount of this Agreement after this Amendment is: \$217,889,117.70
Two Hundred Seventeen Million Eight Hundred Eighty-Nine Thousand One Hundred Seventeen Dollars and Seventy Cents
4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

1. This amendment hereby extends the California Department of Public Health California Vaccine Management Solution Contract through June 30, 2022.
2. A total of \$44,672,155.20 has been added to the contract increasing the total contract value from \$173,216,962.50 to \$217,889,117.70
3. The Exhibit 1, CDPH CalVax Statement of Work, is hereby deleted in its entirety and replaced with the attached Amended and Restated Exhibit 1, CDPH CalVax Statement of Work (73 pages).
4. Exhibit 2 Requirements (5 pages) is reinstated in its entirety from the original contract
5. Exhibit 3 – Budget Detail and Payment Provisions, is hereby deleted in its entirety and replaced with the attached Exhibit 3 – Budget Detail and Payment Provisions (2 pages).
6. Exhibit 4, Cost Worksheets, from Amendment 05 is hereby deleted in its entirety and replaced with the attached Exhibit 4, Cost Worksheets – Amendment 06 (7 pages).
7. Exhibit 9 – Security Operations RACI, is hereby deleted in its entirety and replaced with the attached Exhibit 9 – Security Services RACI (4 pages).

All other terms and conditions remain the same.

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

CONTRACTOR		Department of Technology, Statewide Technology Procurement Use Only
CONTRACTOR NAME (If other than an individual, state whether a corporation, partnership, etc.)		
Accenture LLP <small>DocuSigned by</small>	CONTRACTOR AUTHORIZED SIGNATURE  741366044673426	DATE SIGNED (Do not type)
PRINTED NAME AND TITLE OF PERSON SIGNING		DocuSigned by:  7F5F72DD0C9F4E9...
Mark Noriega, State of California Account Lead		

ADDRESS 1610 R Street, #240, Sacramento, CA 95811	
STATE OF CALIFORNIA	
CONTRACTING AGENCY NAME California Department of Public Health	
CONTRACTING AGENCY AUTHORIZED SIGNATURE  62457215D5B475	DATE SIGNED (Do not type)
PRINTED NAME AND TITLE OF PERSON SIGNING Tim Bow, Procurement Officer – Emergency Operations	
CONTRACTING AGENCY ADDRESS 1616 Capital Avenue, Sacramento, CA 95814	

STATEMENT OF WORK



California Vaccine Management Solution (CalVax)

California Department of Public Health CDPH

SOLICITATION CDPH CALVAX 01

Amended and Restated

Exhibit 1 - Statement of Work

January 1, 2022

1. INTRODUCTION

1.1. PURPOSE

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

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

1.2. BACKGROUND

1. Current Environment

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

This results in:

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

2. Proposed Environment

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

The new system results in:

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

1.3. AGREEMENT TERM

Effective upon approval of CDT, Statewide Technology Procurement (STP), the term of the Contract was six (6) months, starting on December 14th, 2020 and expiring on May 31, 2021 (the “Base Agreement Period”). At the State’s discretion, the State invoked the first optional six (6) month term extension to extend the term of this Agreement to December 31, 2021. Now at the State’s discretion, the State invokes the second optional six (6) month term extension to extend the term of this Agreement to June 30, 2022 (the “Stabilization Period”).

1.4. AMENDMENT

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

1.5. WORK LOCATION

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

For project-related activities not occurring at the CDPH Sacramento offices, the Contractor must provide the ability to interact with state staff via virtual tools including Zoom, WebEx or MS Teams. The parties acknowledge that the Contractor shall use its personnel associated with its Global Delivery Network to perform Services (“GDN Services”) under this SOW, including personnel located outside of the United States. Such GDN Services will be performed only by the Contractor’s personnel assigned and

approved to work on the Project. Contractor must make staff available for meetings with the CDPH Sacramento office (via telephone or virtual tools) 8:00 a.m. to 5:00 p.m. PST/PDT during State Business Days. State Business Days are defined as Monday – Friday (8:00 AM – 5:00 PM) excluding State Holidays.

1.6. CONTRACT REPRESENTATIVES

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

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

Table 1.0 Contract Representatives

Contract Representatives		
Entity	State of California	Accenture LLP
Name	Noemi Marin	Constance McClain
Title	Staff Services Manager II	Commercial Director
Address	Division of Communicable Disease Control, Richmond CA	1610 R Street Suite #240 Sacramento Ca 95811
Phone	(510) 620-3157	(916) 813-1578
E-mail	noemi.marin@cdph.ca.gov	constance.n.mcclain@accenture.com

2. SCOPE OF SERVICES

California Vaccine Management Solution (CALVAX) STATEMENT OF WORK

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

2.1. RESERVED

2.2. CONTRACTOR RESPONSIBILITIES

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

- Program Management Workstream (2.2.1)
- Operations – Help Desk Workstream (2.2.2)
- Operations – Security Operations Workstream (2.2.3)
- Operations – Production Operations Workstream (2.2.4)
- Operations – Clinic Operations Workstream (2.2.5)
- Solution Development & Maintenance – myCAVax Workstream (2.2.6)
- Solution Development & Maintenance – My Turn Clinic/Public Workstream (2.2.7)
- RESERVED (2.2.8)
- Solution Development & Maintenance – Skedulo Workstream (2.2.9)
- Solution Development & Maintenance – Customer Experience Workstream (2.2.10)
- Solution Development & Maintenance – Data Outreach & Quality Workstream (2.2.11)
- Provider/LHJ Support & Communications – Adoption & Stakeholder Communications Workstream (2.2.12)
- Provider/LHJ Support & Communications – Training Workstream (2.2.13)
- Reporting & Analytics Workstream (2.2.14)
- Digital COVID-19 Vaccine Record (DCVR) Workstream (2.2.15)

- 2.2.1 Program Management Workstream

Key Tasks and Activities:

Overall Scope:

- The Vaccine Management Program Management Office supports governance and coordination across the myCAvax, My Turn Clinic/Public, and Digital COVID-19 Vaccine Record projects/workstreams along with the Reporting/Analytics, Security, Production Support, Clinic Operations, Help Desk, Adoption and Stakeholder Communication, Training, Customer Experience, and Data Quality

Stabilization Period Activities:

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

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

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

Value Driven Delivery:

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

Stakeholder Engagement

- Understanding what exactly the state's needs are
- Understanding the expectations and acceptance criteria of the state
- Understanding the kind of product, the state is looking for
- Continuous involvement of stakeholders through the lifecycle to inform, align, and obtain feedback

Bolstering Team Performance Practices

- Agile best practices that bolster team performance (e.g., high visibility of project progress, early identification and resolution of problems, reducing waste, frequent communication, sprint preparation and execution ceremonies, root cause analysis, and continuous improvement)

Adaptive Planning using the following levels:

- Adaptation: Adapting to the state's expectations
- Estimation: Estimating the work in terms of time, cost, and other variables
- Velocity/throughput/cycle time: Determining what would be the velocity, or output, and what the team is able to produce within the given timeframe

Problem Detection and Resolution:

- Understanding the Problem Statement
- Problem Categorization
- Problem Investigation
- Problem Solution
- Communications about problems detected and resolution progress

Continuous Improvement (Product, Process, People):

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

- **2.2.2 Operations – Help Desk Workstream**

Key Tasks and Activities:

Level 1 Support:

- Provide help desk support for LHD, Provider and Clinics for account and password support, account registration, and account profile maintenance from 7AM – 7PM (M – F), 8AM – 1PM (SA – SU)
- Route Tier 2 / Tier 3 issues to the appropriate help desk.

Level 2/3 Support:

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

Help Desk support will:

1. Provide CalVax Solution business and technical end user support help desk and incident tracking and reporting. CDPH will provide customer help desk for initial contact, Tier 1 business related issues.
2. Contractor will provide Tier 1 and 2 help desk for myCAvax and My Turn system support and Tier 3 technical support for escalated issues where the Contractor must be involved to provide a solution.
3. Tier 1 Help Desk provides support through phone, email, and live chat channels
4. Tier 1 Help Desk will support the following activities. When a ticket cannot be resolved by Tier 1 it will be routed to Tier 2 help desk
 1. Onboarding & Roll-off support – User account creation, activation and deletionfor Training and Production users.
 2. Clinic/provider account profile maintenance
 3. Password reset requests
 4. Basic to moderate questions on myCAvax and My Turn functionality
 5. Provide support through Inbound calls, outbound calls (call backs), and emails
 6. Basic provider onboarding and Clinic set up support
 7. COVID-19 Additional Dose, Boosters, and Flu
5. Tier 2 – Our Tier 2 Help Desk will support the following activities. When a ticket cannot be resolved by Tier 2 it will be routed to our Tier 3 help desk
 1. Moderate to complex questions on myCAvax and My Turn functionality
 2. Technical issues with the myCAvax and My Turn platform for initial triage anddetermination of possible resolution
 3. Manage critical incidents (problems) through automated IVR and email responses.
6. Tier 3 – Our Tier 3 Help Desk will support the following activities.
 1. Resolution of technical issues not resolved by Tier 2
 2. Work with Release Management and Deployment teams for priority and scheduled releases of defects

Key Assumptions:

Support Model:

- For every 10 agents, there will be 1 helpdesk supervisor; and for every 30 agents, there will be 1 trainer
- 70% to 75% staff utilization rate (Industry Standard utilization rate)

- Three shifts a day (M-F), One shift a day (Sat-Sun)

Support Volume:

- Vaccine management help desk support volume decrease 5% each month post January 2022

Service Level Benchmarks

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

- 2.2.3 Operations – Security Operations Workstream

Key Tasks and Activities:

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

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

Exhibit 9 SECURITY SERVICES RACI specifies whether the Contractor or CDPH is Responsible, Accountable, Consulted, or Informed for each task or activity. The tasks and activities of this sub-workstream are listed below:

1. Strategy, Risk Management and Governance
 1. Identify and track CalVax project security risks
 2. Conduct information security risk assessments according to the following frequency:
 - Yearly – System risk assessment / security review
 - Semi-annually – Salesforce Security Rapid Assessment (SSRA)
 - Ad-hoc – Contractor AWS Standards review, AWS wellarchitected review
 3. Develop and maintain a written information privacy and security program for CalVax
2. Policy and Compliance
 1. Comply with CDPH/State Policies and standards
 2. Comply with Contractor policies and standards
 3. Comply with Contractor's Client Data Protection (CDP) controls and

- guidelines
3. Training and Support
 1. Provide security training to all Contractor project employees
 2. Provide continuous security training opportunities to Contractor project employees
 3. Keep Contractor project employees updated on latest security information and requirements
 4. Provide training to Contractor project employees on working remote securely
 4. Firewall and Network Security
 1. Document cloud network security rules and configurations
 2. Assist in monitoring/tuning exercises for three Akamai WAF instances
 5. Business Continuity / Disaster Recovery
 1. Document disaster recovery plan
 6. Secure Software Development Lifecycle
 1. Verify development team has established secure software development lifecycle
 2. Verify software environments are being used for development work (e.g., Dev, Test, Prod)
 3. Verify no production data is located outside of production environment and environments are appropriately segmented
 4. Review change control procedure, activities, and source control tool
 7. Identity & Role Management
 1. Implement secure remote access system – to enable secure user access
 2. Review employee user access on monthly basis to CalVax systems
 3. Enforce principle of least privilege & separation of duties
 4. Review profiles and permission sets on regular frequency
 8. Data Discovery and Classification
 1. Identify sensitive fields and values in Salesforce
 2. Protect confidentiality of data and do not disclose CDPH PCI
 3. Implement safeguards and take steps to continuously protect CDPH PCI
 9. Data Access Controls
 1. Enable platform data protection and compliance through Salesforce Shield
 2. Verify system enforces password complexity requirements
 3. Require multi-factor authentication for Contractor employees
 4. Sanitize all data and provide certificate of destruction
 5. Review & configure session security settings (e.g., 20-minute timeout)
 6. Review data dictionary and data handling by project team
 7. Contractor data leakage protection (DLP) for Contractor employees using key terms and data classification controls
 10. Certificate and Key Management
 1. Protect certificates and keys
 2. Provide certificates and keys upon request
 11. Security Incident Management
 1. Establish incident response plan
 2. Conduct investigation of breach and security incidents
 3. Report information security incidents to CDPH by email within 24 hours
 4. Report information security breaches immediately to CDPH by telephone and email
 5. Provide written report of security investigations to CDPH
 6. Notification to individuals impacted by breach

7. Notify Attorney General if breach exceeds 500 individuals through CDPH
12. Security Monitoring
 1. Analyze application logs and information for suspicious activity
 2. Provide access to software for security monitoring
 3. Maintain system logging and audit trail
 4. Data retention – platform log retention on 30 day rolling retention
13. Vulnerability Management
 1. Conduct scans using Contractor provided tools according to the following frequencies
 - Discovery/Dynamic scans – Major deployment of new feature or component
 - Vulnerability scans – Each code release (bi-weekly)
 2. Remove false positives per direction of development leads from vulnerability reports
 3. Provide supplementary remediation recommendations provided by the VM Scanners to address vulnerabilities
 4. Track vulnerabilities identified until remediation has been completed

User Management Key Tasks and Activities:

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

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

Key Assumptions:

Backup/Recovery:

- CDPH is responsible for backup and restorations of Salesforce data

- 2.2.4 Operations – Production Operations Workstream

Key Tasks and Activities:

Release management support and coordination:

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

Key Assumptions:

Stabilization Period Release Frequency:

- A Major Release every 2 to 4 weeks following our Agile Framework for myCAvax, My Turn, and DCVR
- Up to 4-6 priority (“.X”) releases total across 3 projects each month
- Hot fix releases (“.X.X”) will be performed as mutually agreed upon

Testing:

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

- 2.2.5 Operations – Clinic Operations Workstream

Key Tasks and Activities:

Clinic Operations Support during the Stabilization Period will:

- Coordinate with LHJs and Providers for setup of new clinics and support maintenance of existing clinics
- Provide backend system support for required appointment rescheduling, cancellations, and other resident facing SMS communications as requested by LHJs and Providers
- Continuous coaching and support to LHJs and Providers moving to or enabled on self-service clinic operations model for incidents and service requests

Release Response Center:

- Provides escalated assistance to CMs and Clin Ops pods for defined period (e.g. 2-4 days) depending on impact to LHJs and Providers to support new functionality releases

Onboarding:

- Update myCAvax and My Turn Onboarding provider facing assets on the EZIZ

- website and develop new onboarding materials as needed
- Track provider enrollment status and performance, and report issues to CDPH through the established processes and meeting cadence. Perform ad-hoc data analysis to support program/CDPH priority as needed
- Support My Turn onboarding intake process

Key Assumptions:

Operating Hours

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

Onboarding:

- For 2022: Assumes the number of net new providers onboarding onto the myCAvax system will be less than 20 providers a week based on the current provider and projected enrollment forecast
- Operating hours 8:00am – 5:00pm (M-F)

- 2.2.6 Solution Development & Maintenance – myCAvax Workstream

Key Tasks and Activities:

Configuration and Modification:

- Functional and technical leads and SMEs supporting design, development, testing, deployment
- Configuration and Modification of the myCAvax system working towards stabilization of the system

Key Assumptions:

Sprint Capacity (Monthly):

2022:

- January: ~75 user stories (or 235 story points)
- February: ~75 user stories (or 235 story points)
- March: ~75 user stories (or 235 story points)
- April: ~70 user stories (or 220 story points)
- May: ~55 user stories (or 175 story points)
- June: ~45 user stories (or 140 story points)

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

Key Tasks and Activities:

Configuration and Modification:

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

Key Assumptions:

Sprint Capacity (Monthly):

2022:

- January: ~90 user stories (or 270 story points)
- February: ~88 user stories (or 260 story points)
- March: ~88 user stories (or 260 story points)
- April: ~85 user stories (or 250 story points)
- May: ~65 user stories (or 200 story points)
- June: ~50 user stories (or 155 story points)

- **2.2.8 RESERVED**

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

Key Tasks and Activities:

Custom Modification:

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

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

Key Tasks and Activities:

Customer Experience Activities:

- Continue to support the development and enhancements of the My Turn

Public, Clinic, DCVR, and myCAvax portals and communications (to include but not limited to copy, design, UX/UI). Ensuring smooth release of expanded eligibility and boosters

- Lead the experience across platforms and communications. Coordinating with functional and technical teams to ensure design feasibility, capture and document user needs, and align on release schedules. To include leading requirements gathering and user flow designs to support expanded functionality and vaccination eligibility.
- Respond to ad-hoc requests to support copy development, experience optimization, etc. Working with key stakeholders to review accessible data (e.g., website analytics, call center data, site data, virtual assistant data, cross-content site analytics) to generate new ways to improve the cross-workstream and across channel experiences
- Coordinate measurement strategy to ensure audience engagement and insights are captured, reported, and leveraged

Key Assumptions:

- Support includes adjustments needed for eligibility expansion, boosters, co-administration, DCVR, and ad-hoc requests on comms, design, and strategic support
- Focus post March will be supporting CalVax on an as need basis with UX design, copy, creative, etc. based on one-off WOAs
- Doesn't include Google Analytics JavaScript resource. Google Analytics Subject Matter Advisor (SMA) resource will be available through February 2022

- 2.2.11 Solution Development & Maintenance – Data Outreach & Quality (Data Strike Team) Workstream

Key Tasks and Activities:

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

- Provider outreach on Inventory Reporting Compliance
- Broad outreach on Reporting Compliance of other attributes (demographic data, Immunization Information System (IIS) Reported Date, Race/Ethnicity and Vaccine Equity)
- Analysis and outreach on provider administered products (e.g., Pfizer Pediatric

vs Adult Pfizer)

- Analysis and outreach on expired doses
- Provider outreach on contact detail update on patient records
- Source system to IIS remediation
- Outreach on Providers Enrolled in myCAvax but not reporting to IIS or Inventory
- My Turn to IIS error tracking and outreach
- Data Quality and Compliance Reporting
- Data Quality Detection and Prevention ongoing efforts (e.g., My Turn fall out for remediation, IIS matching logic)
- “Unmatched” locations – reporting to CAIR2, but NOT enrolled in myCAvax

Key Assumptions:

Projected ramp down of the Data Quality workstream capacity is dependent on:

- CDPH providing resources to execute Provider outreach support efforts.
- Streamlining Data Quality compliance reporting processes and operationalizing automated dashboards where possible.

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

Key Tasks and Activities:

Communications:

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

Provider/LHJ Support:

- Manage feedback loop between LHJs/Providers and the functional teams
- Conduct twice weekly Governance Councils (one for My Turn and one for myCAvax)

Organization Change Management & Communication Tasks

- Define, document, and support the organizational change management plan and executing the plan activities in support of the CalVax solution implementation.
- Define and support end user adoption communication and outreach to

confirm the system stakeholders are notified and prepared in advance of the new CalVax Solution and processes.

- Assist and define the CalVax stakeholder communications for internal and external stakeholders as appropriate.
- Design and manage processes and tools to capture, address, and resolve feedback from LHJs, Providers, and other stakeholders on the myCAvax, DCVR, and My Turn programs

- 2.2.13 Provider/LHJ Support & Communication – Training Workstream

Key Tasks and Activities:

Training Material Creation and Maintenance:

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

Training Delivery:

- Update published training materials including job aids and self-service training videos and job aids. In addition, one facilitated “What New in the System” will be conducted after each Release.

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

1. The Contractor shall design training, produce training materials, and prepare and deliver training to impacted audiences, including CDPH, LHDs, and Providers
2. Upon State request, the State shall review all materials - evaluation and training and provide feedback to the vendor. The Vendor shall make all requested revisions requested by the State.
3. The contractor shall develop a Training Plan that aligns with a web-based training models and which describes the overall goals, learning objectives, and activities that are to be performed to develop, conduct, control, and evaluate training. The Training Plan shall address training activities for myCAvax and My Turn users, release management, and configuration management. The training plan must include, but is not limited to:

1. Module based system workflows and process workflows
2. User-based web tutorial trainings online video walkthroughs in-system or job aids that overview myCAvax and My Turn functionality
3. In system support, which may include embedded job aids or tool tips
4. "What's New" training after each release
5. Additional refresher training as needed
6. Frequently Asked Questions (FAQ) documents
7. Web-based training videos
4. The Contractor shall develop Web-Based Training (WBT) modules that may be selected, as applicable, to train each user group within the Scope of the CalVax system.
5. The Contractor shall, if requested (and in line with CalHR current public health guidance), conduct virtual training sessions. The State will coordinate the logistics of the training session by ensuring that appropriate personnel is at the training session.
6. The Contractor shall support the State in conducting training sessions for impacted user groups, including CDPH, LHDs, and providers. The Contractor will provide support to the State as needed including, but not limited to, developing training materials.
7. The Contractor shall coordinate and supervise any updates to the myCAvax and My Turn training materials within an agreed upon timeline with the State.
8. The Contractor shall develop web based CalVax training videos for the State to release to LHDs and Providers that covers tips and tricks for using the system and for other training needs.
9. In order to enhance and ensure value of the training for future participants, the State requires an evaluation to be administered after each training session conducted by the Contractor.
10. The vendor shall share evaluation results with the state when asked. If the evaluation results are shown to be not satisfactory, the vendor shall have a remediation plan and be prepared to execute on that remediation at no additional cost to the State until evaluations come back satisfactory.
11. All training materials developed must be accessible according to the Americans with Disabilities Act standards for posting to training webpages.

Key Assumptions:

myCAvax:

- Move to self-service training model for providers/LHJs accessing the on-demand job aids and videos.

- Provide one facilitated “What’s New in myCAVax” session once per release.

My Turn:

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

- **2.2.14 Reporting & Analytics Workstream**

Key Tasks and Activities:

Reporting and Analytics Activities:

- myCAvax - Operational Reports/Dashboards
- My Turn Clinic - Operational Reports/Dashboards (including boosters and Flu reporting)
- My Turn Public
- DCVR and DCVR Remediation – Operational Reports/Dashboards
- Provider Performance Management Dashboards
- Vaccine Equity Management
- Inventory, Shipping and Delivery Reporting
- Administration Reporting
- Demographics and R/E Reporting
- Hesitancy Analysis
- IRIS – Data Refresh and Reporting
- Reporting to support GovOps
- Public dashboards
- Vaccine incentive program (e.g., gift cards, lottery, etc.)
- Insight Report to Governor’s office
- LHJ dashboards
- Forecast and Projection Modeling and Reporting
- Mulesoft integration with Tiberius, My Turn, CAIR2, and RIDE
- Adhoc Analysis on any of the above data sets
- DevOps Process in Snowflake
- Migration of technical stack from CDT to CDPH Infrastructure

- **2.2.15 Digital COVID-19 Vaccine Record Workstream**

Key Tasks and Activities:

Configuration and Modification:

- Functional and technical leads and SMEs supporting design, development, testing, deployment
- Configuration and Modification under a unified release of the DCVR front end, DCVR Integration and Patching, Virtual Assistant Tool, and Staff Remediation Tool

Key Assumptions:

Sprint Capacity (Monthly):

January:

- DCVR Front End: ~45 story points
- DCVR Integration and Patching: ~150 story points
- Virtual Assistant Tool: ~15 story points
- Staff Remediation Tool: ~250 story points

February:

- DCVR Front End: ~45 story points
- DCVR Integration and Patching: ~150 story points
- Virtual Assistant Tool: ~15 story points
- Staff Remediation Tool: ~250 story points

March:

- DCVR Front End: ~45 story points
- DCVR Integration and Patching: ~150 story points
- Virtual Assistant Tool: ~15 story points
- Staff Remediation Tool: ~200 story points

April:

- DCVR Front End: ~45 points
- DCVR Integration and Patching: ~125 story points
- Virtual Assistant Tool: ~15 story points
- Staff Remediation Tool: ~150 story points

May:

- DCVR Front End: ~45 story points
- DCVR Integration and Patching: ~100 story points
- Virtual Assistant Tool: ~15 story points
- Staff Remediation Tool: ~100 story points

June:

- DCVR Front End: ~45 story points
- DCVR Integration and Patching: ~100 story points
- Virtual Assistant Tool: ~15 story points
- Staff Remediation Tool: ~50 story points

The work the team performs is organized into the following components for each sub-workstream:

Digital COVID-19 Vaccine Record

- Support copy development and enhancements, including FAQ and communications via facilitation of weekly Experience Committee sessions

- Respond to ad-hoc requests to support copy development
- Provide usability and content recommendations to include branding considerations and ADA best practices
- Provide translation support of site copy into 7 languages
- Assist in planning and readiness for transition of system hosting and support from the CDT to CDPH infrastructure
- Resolve defect and enhance application code related to the DCVR tool (browser user interface application code, API application code, and QR code generation application code)
- At the State's direction, review, comment, and merge requests from the open-source development community to enhance the open-sourced DCVR application code residing in State of California's Github account
- Provide production operations support of current DCVR tool
- Project manage user stories and features using agile methodology
- Test features and user stories prior to production deployment of DCVR tool application code
- Work with other DCVR teams to support end-to-end testing prior to major feature deployment
- Work with CDPH and its vendors on infrastructure, DevOps, and security requests to help confirm the DCVR tool is reliable and secure
- Receive transition of tasks and responsibilities from California Department of Technology team, who currently maintains the DCVR tool application code
- Work with CDPH to develop rollout schedule and sequence.
- Perform tasks defined above in accordance with approved schedule
- Work collaboratively with CDPH to adjust schedule/ rollout sequence as need arises

DCVR Integration & Data Patching

- Expedite buildout of Snowflake views, stored procedures, tables, etc. that are needed to increase DCVR tool match rate
- Enhance DCVR tool data functionality based on feedback
- Document DCVR matching logic (include relaxed matching logic) for communication with broader stakeholders
- Test and validate DCVR tool data functionality through unit testing, integration testing, and support user acceptance testing (UAT)
- Analyze additional data elements such as MRN and IPID to increase match rate and provide a more complete view of doses for a recipient
- Refactor existing code on as-needed basis to increase maintainability, extensibility, scalability, and usability
- Support data pull from Virtual Assistant Tool into Snowflake
- Support Mass Load Workflow to integrate contact information from other provider data sources into DCVR tool
- Ongoing Remediation Sweeps for categorization
- Ad-hoc Mass Remediation Sweep of Backlog

- Monitor performance and report incidents and performance issues and mitigations using the mutually agreed upon process

Customer Virtual Assistant

- Design and build virtual assistant experiences to data capture and automate inputs needed for primary use case DCVR resident data remediation
- Enhance virtual assistant experiences to align more closely with backend processes and drive CX enhancements
- Analyze and report on daily volumes, click rates, and drop-off rates within the virtual assistant experience to drive improvements.
- Work closely with data teams to feed virtual assistant data back to core databases and the staff data remediation tool for use.
- Create and manage copy for public-facing communications
- Build and deploy public-facing communications to trigger through CDPH AWS short code and email
- Integrate identify verification in accordance with best practices into the Virtual Assistant flow.
- Monitor performance at mutually agreed to steps of the flow and report incidents and performance issues and mitigations using the mutually agreed upon process

Staff Remediation Tool

- Manage remediation tool implementation
- Manage software delivery lifecycle of the tool – gathering and prioritizing requirements, design, development, testing, UAT, and deployment
- Develop and implement a remediation tool that enables review of remediation requests against IRIS/Snowflake data and captures remediation actions for the DCVR tool to leverage
- Develop reporting dashboard metrics on progress of closure and aging of submissions
- Provide operational support
- Develop, update, and implement:
 - VAT Impact Analysis to the remediation tool
 - Interim Excel ad hoc updates
 - Dashboard and reporting updates
 - Training documentation for end users
 - Email communications along with SMS
 - UI/UX design wireframes
 - Data migrations into remediation tool
 - DCVR logic sweep remediations and updates
- Support security assessment
- Monitor performance and report incidents and performance issues and mitigations using the mutually agreed upon process

Customer Relations

- Align user experience insights to actionable optimizations
- Facilitate content and experience working sessions with key stakeholders
- Track and coordinate across touchpoints to provide a consistent experience
- Hand-off content and design to technical team
- Work with stakeholders to track requests, approvals, and status
- Provide L3 escalation support for remediation request research and trouble shooting
- Assist in management of VIP Remediation requests including prioritized response to CDPH

Customer Remediation

- Develop reporting dashboard metrics on progress of closure and aging of submissions
- Support data analysis of Virtual Assistant data from IRIS/Snowflake
- Support manual interim remediation efforts and tracking
- Coordinate customer/resident communications via SMS through various remediation efforts (DCVR integrations, provider/LHJ remediations, staff remediation tool, etc.)

Provider/LHJ Remediation

- Identify providers that require record remediation through IIS Registry Record Analysis. VAT help desk inquiry analysis no longer ongoing.
- Understand breakdown of fallout from analyses and develop plan for reconciliation
- Support provider/LHJ outreach to update/fix and resubmit records
- Manage incoming provider inquiries related to bulk upload

Remediation to IIS

- Support getting remediation data back to IIS sources: CAIR2, SDIR, and RIDE
- Reconcile record updates from IRIS/Snowflake back to IIS registries (CAIR2, SDIR, and RIDE)

Project Management

- Develop and maintain integrated workplan across all sub-workstreams
- Support RAID log and other PMO tools as needed to track status of sub-workstreams, escalate and address risks, and track actions and decisions
- Summarize and communicate overall project management status

ID.ME Integration

Key Tasks and Activities:

The work the team performs is organized into the following components for the sub-workstream:

- Design updated virtual assistant identity verification experience with ID.ME service
- Build updated virtual assistant identity verification experiences with ID.ME to authenticate/verify individuals prior to updating their DCVR data
- Test federation assertions to confirm user data returned from ID.ME
- Deploy virtual assistant identity verification with ID.ME to production DCVR update flow
- Integration of ID.ME to remediation tool
- Automation of contact details remediation to CAIR2 and RIDE
- Standardization and automation of reporting for DCVR

Key Assumptions:

- CDPH will procure identity verification service from ID.ME (a State third party vendor) for integration with DCVR update flow
- CDPH will ensure that:
 - ID.ME will provide metric reporting for ID.ME service
 - ID.ME will provide testing identities for use with assertion integration validation of ID.ME (Sandbox Only) and the DCVR update flow
 - ID.ME will provide testing identities and accounts for the purpose of design-related activities and developing content for the virtual assistant and supporting channels.
 - ID.ME will store/manage credentials used to authenticate to the ID.ME service where user identities are verified
 - ID.ME will generate partner onboarding and user experience documentation of use cases identified prior to go-live
- Testing the end-to-end DCVR update process will require testers to create their own authentic ID.ME accounts to traverse the new identity verification flow
- Users who need to update their DCVR data will need to create an account with ID.ME and verify their identity
- Alternative flows outside of ID.ME's identity verification will exist where users are unable to verify their identity (e.g., Minor) and will need to be reviewed by CDPH for identity verification
- Identity verification requirements to download a DCVR will remain the same and will not be integrated with ID.ME

- 2.2.16 General Assumptions

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

The Contractor will:

1. Provide all detailed work products and, where appropriate, use the current CDPH standard software (e.g., MS Office, MS Visio, and MS Project).
2. Store project analyses, documentation, and work products in project directories.
3. Provide Agile artifacts such as, but not limited to, user stories, product backlog, sprint backlog etc.
4. Conduct Daily Scrum which should include key contractor staff and state staff.
5. Provide staff resource(s) with appropriate skills to complete each task successfully, within schedule and budget.
6. Have the required resources available during the timeframe of the Contract.
7. Be accountable for tasks, artifacts, work products, and timelines agreed to pursuant to the SOW.
8. Participate in virtual meetings and briefings, as required.
9. Work with CDPH to identify Key Stakeholders and Subject Matter Experts.
10. Review, clarify, and validate all stated requirements.
11. Comply with all applicable State policies and procedures in effect as of the Agreement Effective Date, including, but not limited to, State project management guidelines based on Project Management Body of Knowledge (PMBOK).
12. Develop and manage project plans
13. Maintain work products and project documentation
14. Provide all required and appropriate documentation regarding system application configuration and/or customization, implementation, and operations.
15. Organize and facilitate requirement sessions and confirm the quality of the requirements that are captured and documented.
16. Ensure project implementation and system configuration activities are consistent with industry best practices, guidelines, and standards.
17. Identify, document, and report issues and risks to the CDPH Project Manager and resolve assigned issues and risks.
18. Submit work products to the CDPH Project Manager to review for completeness and accuracy, ensuring that each work product achieves CDPH approval and acceptance.
19. Develop and provide ad-hoc reports as deemed appropriate and necessary by the CDPH, utilizing a capacity-based approach.

20. Manage the testing process and ensure that all issues are documented and resolved.
21. Have all assigned personnel agree and adhere to the State Information Technology security policies, standards, and guidelines in effect as of the Agreement Effective Date.
22. Comply with all CDPH policies and procedures in effect as of the Agreement Effective Date that are applicable to Contractor's Services.
23. Produce and deliver the work product specified in SECTION 4: CONTRACT WORK PRODUCTS.
24. Cooperate with any third-party contracted by the State to provide additional Project support or oversight services.
25. Perform the services required under this Agreement in a manner that will not disrupt the operational needs of the State.
26. Return all State property, including security badges and State-provided computers, prior to termination of the Agreement.
27. Support CDPH in their definition of the user acceptance test (UAT) approach, entrance and exit criteria, and UAT execution tracking, remediation, and re-testing approach.
28. Contractor key personnel roles and responsibilities:

Table 2.0: Contractor Key Staff Roles and Responsibilities

Key Staff	Roles and Responsibilities
Engagement Director	<p>Will oversee the delivery of the CalVax solution in collaboration and coordination with the CalVax Project Director.</p> <ul style="list-style-type: none">• Monitor planning, execution, and control of activities necessary to support implementation of CalVax• Ensure that decision items are properly analyzed before presenting them for decision• Monitor risks and issues to make sure that matters are appropriately referred for decision on a timely basis• Attend steering committee meetings• Provide leadership to contract staff• Participate in identification, quantification, and mitigation of project risks• Mediate issue resolution

Key Staff	Roles and Responsibilities
Project Manager	<p>Will be the State's primary point of contact for all daily execution of tasks and work products and shall be responsible for providing day-to-day management of Contractor resources and activities, including overall performance of Contractor resources and Agreement compliance.</p> <p>Will monitor and control all project management aspects of the project effort in collaboration with the CDPH Project Manager. Together they will develop and manage the work plan, which includes all tasks/ work products in addition to those tasks/work products performed by staff from CDPH or any other dependent activities.</p> <p>Will provide progress updates against the in-progress requests as agreed upon by the State.</p> <p>Will facilitate conference calls and Webinars on a periodic basis, with an agreed-upon frequency with the CDPH Project Manager.</p> <p>The Project Manager is responsible for ensuring quality controls, accurate invoicing, and project processes such as:</p> <ul style="list-style-type: none">• Work Product development and management• Training• Meetings• Status reporting• Organizational change management• Communication of project related change, risk, issue, or other relevant issues• Testing• Risk, issue, action item, decision logging, and management• Project Document creation and management• System implementation• Contractor related project resources and onboarding

- Availability of appropriate resources throughout the term of the contract
- Manage Contracts
- Point of Contact for State
- Problem Resolution
- Liaison with the State on Change Orders
- Billing

The Contractor's Project Manager will ensure the project work plans are adhered to and will coordinate with the State's Project Manager when changes to system and/or processes occur based upon change control approvals.

Key Staff	Roles and Responsibilities
Testing Manager	<ul style="list-style-type: none">• Test Management• Test Script Development & management• Defect Tracking and Management• Document all Test Results• Test Results Communication
Release Manager	<ul style="list-style-type: none">• Release Management Services• Implementation Management• Configuration Management (e.g., implemented functionality, software defects corrections, planned functionality and software defects corrections)• Ongoing Platform Release Management and Testing Transition Management
Business Systems Analyst	<ul style="list-style-type: none">• System Design Services• Scope Definition & Management• Business, Systems and Data Requirements Management• Requirements Traceability (i.e., tracing each requirement to design to development to test to release)• System Configuration Planning• Data Sharing Requirements between regional, local, and state entities• Data categorization (collaborate with Information Security Specialist)• Author reports using business intelligence tool

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

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

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

2.3. STATE RESPONSIBILITIES

The State responsibilities include the following:

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

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

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

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

13. State personnel roles and responsibilities:

Table 2.1: State Roles and Responsibilities

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

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

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

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

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

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

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

2.4. REQUIREMENTS

Initial CalVax Solution Requirements are documented in the below Exhibit. With Amendment 2, both parties agreed after Release 3 / Sprint 4 on February 19, 2021, Accenture had completed and the State had accepted all work performed in Releases 1-3 / Sprints 1-4. Any and all remaining requirements will be addressed and prioritized for implementation by the State via the Capacity support and Agile Delivery Method in accordance with Section 2.6 CalVax Project Framework.

- EXHIBIT 2 REQUIREMENTS

2.5. RESERVED

2.6. CalVax PROJECT FRAMEWORK

Development Methodology:

The CalVax System development work will be performed in Sprints. The Sprints will follow an iterative-incremental development and delivery of potentially releasable product. Each Sprint cycle will be defined through sprint planning, demo, and a sprint retrospective.

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

The requirement alignment to Sprints may be adjusted through mutual written agreement.

Agile SCRUM Framework

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

- **Scrum Artifacts**

Product Backlog

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

Sprint Backlog

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

- Once the Sprint Backlog is created, no one can add to the Sprint Backlog except the Development Team.
- If the Development Team needs to drop an item from the Sprint

Backlog, they must negotiate it with the Product Owner.

- During this negotiation, the ScrumMaster should work with the Development Team and Product Owner to try to find ways to create some smaller increment of an item rather than drop it altogether.

Potentially Releasable Product Increment

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

• Scrum and Recurring Events

Backlog Grooming

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

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

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

Sprint Planning

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

Daily Standup/Scrum

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

business team and appropriate project leadership team are invited as observers.

Sprint Review

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

Sprint Retrospective

The Contractor will conduct and lead the Sprint Retrospective focusing on the overall sprint processes. During the retrospective, the business and development team will discuss what went right and areas for improvement in the Sprint. The Contractor will capture and publish the feedback to the teams and make tangible plans to improve on their process, tools, and relationships.

2.7. RESERVED

2.8. RESERVED

2.9. RESERVED

2.10. RESERVED

2.11. RESERVED

2.12. RESERVED

2.13. RESERVED

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

1. Warranty / Maintenance and Operations (M&O) Warranty. The Warranty Period commenced upon March 1, 2021 and will apply to each CalVax major release (or phase). If any Critical or Major deficiencies or outages occurs within the first 30 days of the acceptance

period, the Warranty Period will restart after the issue is fixed and the system is back online and approved by the State. The definition of the term “material defects” as used in provision (ii) in Section 18 of the General Provisions is defined as Deficiencies with Critical and Moderate Severity. Deficiency resolution will be performed at the Contractor’s own expense for all Deficiencies prior to acceptance and of the last major phase that are covered under the Warranty as specified in the GSPD-401IT dated September 2014.

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

3. Reserved

4. Reserved

5. The Contractor’s warranty does not apply to any third-party materials or services (other than those provided by the Contractor’s subcontractors or any other agent working on behalf of the Contractor). In the event of a defect in the System arising in or from any third party materials or services, Contractor will, during the term of the Contract, coordinate with and be the point of contact for resolution of the defect through the applicable third party vendor/licensor, and will collaborate with the State to provide required information and communication with respect to such defect and resolution. Any third-party materials and services are subject to the terms of such third-party vendor/licensor’s agreement for such materials or services.

2.15. RESERVED

3. CONTRACTOR PERSONNEL

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

3.1. KEY STAFF MANDATORY QUALIFICATIONS

The Contractor must provide Key Personnel as described below. For purposes of this Contract, the term “Key Personnel” refers to Contractor personnel deemed by CDPH to be essential to the Contractor’s satisfactory performance of the requirements

contained in this Contract. Please note that all listed Key Personnel are expected to be available through all implementation phases.

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

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

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

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

Additional Key Personnel

1. Engagement Director
2. Business Systems Analyst
3. Scrum Master
4. Developer
5. Data Integrator
6. Data Engineer
7. Product Designer
8. Information Security Specialist
9. Trainer

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3.2. KEY STAFF PERSONNEL CHANGES

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

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

Key Staff except in the event of death, leave of absence, illness, retirement, disability, termination, or leaving Contractor's employment and not serving as a consultant or subcontractor to Contractor, or subject to mutual agreement by the parties to allow for removal.

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

4. CONTRACT WORK PRODUCTS

The Contractor will develop and maintain work products as prioritized by the State. The State expects the Contractor to adhere to the State's process for work products based on agreed upon work product templates and timeframes. The Contractor

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

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

Table 4.1: Project Work Products

Number	Work Product	Submission/Frequency
1	Project Kick Off Meeting	Upon Agreement start
2	Product Release Roadmap	Upon Agreement start Updated after each Sprint
3	Communications Plan	As agreed, upon by the State and Contractor
4	End User Training Plan	As agreed, upon by the State and Contractor
5	Information Security Plan	As agreed, upon by the State and Contractor during project kick off
6	Implementation Plan <ul style="list-style-type: none"> • Solution and Integration/Interface Architecture • Solution Release Approach • Data Migration Approach • Organizational Change Management Approach • Change Management Approach • Maintenance and Operations Approach 	As agreed, upon by the State and Contractor Content updated progressively as appropriate/needed through final CalVax release
7	Product Backlog	Updated each Sprint
8	Potentially Releasable Product Increment	Delivered each Sprint
9	Data Dictionary Document	Submitted and/or updated with each system release
10	Transition Plan	State will provide the Contractor 45 days to complete the Transition Plan

11	CalVax Program Status Report	As agreed, upon by the State and Contractor
12	Operational Reporting	As agreed, upon by the State and Contractor by each workstream

4.1. WORK PRODUCT SUBMISSION AND FORMAT

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

5. UNANTICIPATED TASKS

1. In the event that additional work shall be performed which was wholly unanticipated and is not specified in the SOW but which in the opinion of both parties is necessary to the successful accomplishment of the general scope of work outlined, the procedures outlined in this Section will be employed.
2. For each item of unanticipated work not specified in the SOW, a WOA will be prepared.
3. It is understood and agreed by both parties to this contract that all of the terms and conditions of this Contract shall remain in force with the inclusion of any such WOA. Such WOA shall in no way constitute a Contract other than as provided pursuant to this Contract nor in any way amend or supersede any of the other provisions of this Contract.
4. Each WOA shall consist of a detailed statement of the purpose, objective, or goals to be undertaken by the contractor at the direction of the State, including:

1. The roles of the personnel to be assigned available by the contractor,
 2. An identification of all significant material to be developed by the Contractor and delivered to CDPH
 3. An identification of all significant materials to be delivered by CDPH to the contractor
 4. An estimated time schedule for the provisions of these services by the contractor
 5. The Contractor's FTE capacity to accomplish the purpose, objective or goals, and
 6. A description of impact to Exhibit 4, Cost Workbook
 7. Unanticipated Tasks, and the contractor's estimated total cost of the WOA.
5. All WOAs shall be in writing prior to beginning work and signed by the Contractor and CDPH. The Contractor shall not begin work on a WOA until the authorized CDPH, staff (Staff Counsel, IT Acquisitions Manager, and CDPH, Contract Official) and the Contractor have approved the WOA.
 6. CDPH, has the right to require the Contractor to stop or suspend work on any WOA pursuant to the "Stop Work" provision of the General Provisions.
 7. Contractor shall be paid for services provided pursuant to a WOA on a capacity basis offering the State program agility and flexible resource capacity commensurate with the evolving COVID-19 situation.

6. DATA HANDLING & SECURITY POLICIES

6.1. SECURITY POLICIES

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

1. California Department of Public Health Information Privacy and Security Requirements (see Bidders' Library).
2. California Department of Technology [CDT Information Security](#).
3. Contractor specifically represents and warrants that it has established and during the term of this Agreement will at all times maintain a privacy program that protects the privacy of personnel information as prescribed by the applicable privacy laws and regulations
4. Contractor will provide a secure environment for any and all hardware and

software (including servers, network, and data components) to be provided by Contractor as part of its performance under this Agreement. Contractor represents that the security measure it takes in performance of its obligations under this Agreement are, and will at all times: (i) have implemented the "moderate" impact controls of National Institute of Standards and Technology (NIST) 800-53 security requirements; (ii) any other security requirements, obligations, specifications, and event reporting procedures set forth in this Agreement; or (iii) any security requirements, obligations, specifications, and/or event reporting procedures set forth in any applicable Task Order or Statement of Work.

5. **Information Security Program.** Contractor specifically represents and warrants that it has established and during the term of this Agreement will at all times maintain an Information Security Program which includes: Security Policies, Security Procedures, and Security Controls and provided to CDPH via written documentation; An accurately completed risk assessment of the proposed CalVax solution upon execution of this Agreement and periodically throughout the term of the Agreement with a minimum of at least once annually thereafter; A security incident management program; A security awareness program; A security change management program to promote stability and reliability of Contractor's security environment during the security change process; and Business continuity and recovery plans, including regular testing.
6. **Security Architecture.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, Contractor has established and during the term of this Agreement will at all times maintain: A security architecture that reasonably ensures implemented and effective NIST 800-53 security controls; A system of effective firewall(s) and intrusion detection technologies necessary to protect CDPH data; Appropriate network security design elements that provide for segregation of data; Procedures to encrypt information in transmission and storage; Procedures to ensure regular testing of Contractor's security systems and processes; Database and application layer design processes that ensure website applications are designed to protect CDPH data that is collected, processed, and transmitted through such systems.
7. **System Management.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, Contractor has established and during the term of this

Agreement will at all times maintain: Mechanisms to keep security patches current; Utilization of Fast Identity Online (FIDO) / Smartcard for System Administrator authentication to AWS and Salesforce environments; Monitoring systems and procedures to detect attempted and actual attacks on or intrusions into CDPH data; Procedures to monitor, analyze, and respond to security alerts; Use and regular update of commercial state-of-the-art antimalware software; and Procedures to regularly verify the integrity of installed software.

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

agrees to perform and ensure successful completion/clearance of background checks: (i) upon hire for each Contractor employee, and (ii) for all new Contractor contract employees that are assigned to perform work on or who have access to CDPH Information.

11. **Accountability.** Contractor specifically represents and warrants that with respect to Contractor-owned and/or controlled Hardware, Software and Environments, audit/ transaction logs are collected from systems and applications that store, process or transport CDPH data, and they are periodically checked for anomalies.
12. **Audit.** Contractor acknowledges and agrees that CDPH may audit Contractor to confirm that Contractor has satisfied the obligations of this section of the Agreement. Contractor shall act in a commercially reasonable manner to correct any deficiencies mutually identified and to bring itself promptly into compliance with its obligations under this Agreement.

7. CONFLICT RESOLUTION

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

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

1. The Contractor Project Manager, the CDPH California Vaccine Management Solution (CalVax) Project Technical Director and the CDPH CalVax Project Business Director shall each provide a written notice to the other party of the conflict.
2. The notice shall specify the issues in conflict and the position of the party submitting the notice.
3. The Contractor Project Manager, the CDPH CalVax Project Technical Director, and the CDPH CalVax Project Business Director shall use their best, good faith efforts to resolve the conflict within five (5) State business days of submission by either party to the other of such notice of the conflict.
4. If the Contractor Project Manager, the CDPH CalVax Project Technical Director, or the CDPH CalVax Project Business Director are unable to resolve

the conflict within such five (5) days:

5. Either party may escalate the conflict for resolution to the CDPH ChiefInformation Officer (CIO) and the Contractor's counterpart.
6. Such escalation must specify, in writing, the issues in conflict, the escalating party's position and understanding of the relative positions of the other parties. All parties must be copied on all escalation correspondence.
7. The CDPH CIO and the Contractor's counterpart shall use their best, good faith efforts to resolve the conflict within ten (10) State business days of an escalation to resolve the conflict.
8. If the CDPH CIO and the Contractor counterpart are unable to resolve the conflict within such ten (10) days, the parties will follow instructions within the General Provisions – Information Technology (GSPD-401IT-09/05/2014, Provision 44, Disputes) within five (5) State business days thereafter.

8. INSURANCE

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

1. Commercial General Liability

- The Contractor must furnish to the State a certificate of insurance stating that commercial general liability insurance of not less than \$1,000,000 per occurrence for bodily injury and property damage liability combined is presently in effect for the Contractor. The commercial general liability insurance policy shall include coverage for liabilities arising out of premises, operations, independent contractors, products, completed operations, personal and advertising injury, and liability assumed under an insured agreement. The commercial general liability insurance shall apply separately to each insured against whom claim is made or legal action is brought subject to the Contractor's limit of liability.
- The certificate of insurance must be issued by an insurance company of AMBest rating of A-VII or higher or be provided through partial or total self-insurance acceptable to DGS.
- The certificate of insurance must include the following provisions:
 1. The Contractor will not cancel the insured's coverage without giving 30 calendar days prior written notice to the state.
 2. The State of California, its officers, agents, employees, and servants are

included as additional insureds, but only with respect to work performed for the State of California under this Agreement.

3. The Contractor agrees that the insurance required herein will remain in effect at all times during the term of this Agreement. In the event said insurance coverage expires at any time or times during the term of this Agreement, the contractor agrees to provide, within 30 calendar days aftersaid expiration date, a new certificate of insurance evidencing insurance coverage as provided herein.
4. The State will not be responsible for any premiums, deductibles, or assessments on the insurance policy

2. Workers Compensation

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

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

9. Assumptions and Constraints

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

1. The Contractor is working under the authority and direction of the State to enable countermeasures to be deployed during the COVID 19 health threat which constitutes a public health emergency, said work to include the administration of the program and

investigation asneeded to execute necessary countermeasures to combat the threat to the public health. Contractor will perform all services under the State's instructions, specifications, and requirements with respect to regulatory compliance and the State's legislative, executive and administrative responsibilities. The foregoing assumption shall not exempt the Contractor fromits compliance with any applicable State and Federal statutes or regulations as set forth in theGeneral Provisions – Information Technology, Section 7.

2. With respect to the collection and reporting of data, the parties will work together to define the specific scope of any analytics/reporting services. The Contractor's scope shall exclude the collection of any data via mobile phones or other devices in the initialrelease. The State may add the need for mobile phone use to the backlog and prioritize the work during grooming.

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

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

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

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

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

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

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

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

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

be deployed into the production environment.

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

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

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

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

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

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

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

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

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

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

20. The State will be responsible for its operation and use of the Services and for determining whether to use or refrain from using any recommendation that may be made by Contractor. The State will be solely responsible for determining whether any Services

provided by Contractor (i) meet State requirements; (ii) comply with all laws and regulations applicable to the State; and (iii) comply with the State's applicable internal guidelines and any other agreements it has with third parties.

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

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

1. Warranty.

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

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

2. Limitation of Liability

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

3. Indemnification

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

Exhibit 2 Requirements

REQ ID	Business Category	Business Line	REQUIREMENT DESCRIPTION	Targeted Release Date
AF-01	Administrative Functions	Call List	The system must allow the State to track call information from providers to the State.	Release 1
AF-02	Administrative Functions	Communication	The system must allow authorized users to create, share, and save "memos," (i.e. manually initiated messages to other users).	Release 1
AF-03	Administrative Functions	Field Reps	The system must have the ability for authorized (State) users to request and track "field rep follow-ups." actions assigned to State Field staff to interact with a provider.	Release 2
AF-04	Administrative Functions	Field Reps	The system must allow authorized (State) users to maintain a list of field representatives mapped to their assigned region.	Release 2
AF-05	Administrative Functions	Field Reps	The system must allow State Field staff users to record and view details about provider visits, including but not limited to, the visit date, the Field staff who attended the visit, the type of visit, photos and documents from the visit, and outcomes from the visit.	Release 2
AF-06	Administrative Functions	Holiday/Vacation Hold	The system must allow authorized (State) users to place a holiday/vacation hold on an organization or site to prevent shipment from being properly received.	Release 2
AF-07	Administrative Functions	LHD Users	The system must capture the LHD region and jurisdiction when creating an account for a LHD user.	Release 1
AF-08	Administrative Functions	Maintaining lists of values	The system must allow the State to maintain drop-down lists for selectable fields that display on-screen.	Release 1
AF-09	Administrative Functions	Manage Users	The system must allow authorized (State) users to manage users accounts, including the ability to deactivate users.	Release 1
AF-10	Administrative Functions	Notes	The system must allow authorized users to create and save notes on an organization's account or an order, including call direction (incoming or outgoing) and the text of the correspondence for messages to and from providers.	Release 1
AF-11	Administrative Functions	Order Review & Approval Workflow	The system must allow authorized (State) users to assign (and reassign) orders for processing to Customer Service Representatives (CSRs).	Release 1
AF-12	Administrative Functions	Order Review & Approval Workflow	The system must include a configurable workflow for State Customer Service Representatives (CSRs) from assignment of order review through order approval to VTrckS upload of an order.	Release 1
AF-13	Administrative Functions	PEAR interface	The system must be able to import provider visit and interaction data from CDC's Provider Education and Assessment Reporting Tool (PEAR) and display the provider visit and interaction data on-screen.	Release 2
AF-14	Administrative Functions	Recertification	The system must display an enrollment recertification dashboard to authorized (State) users, including the number of organizations enrolled, the number of organizations disenrolled, the number of delinquent organizations. Data must be limited to a regional view for State Field staff but accessible at the state level for authorized Program staff.	Release 4/5
AF-15	Administrative Functions	Reporting	The system must provide reports of active providers and a list of inactive providers, visible to State and LHD users.	Release 1
AF-16	Administrative Functions	Reporting	The system must be able to report on vaccine loss for a specific provider, for a set of providers, within a jurisdiction, or throughout the state.	Release 3
AF-17	Administrative Functions	shipping logs	The system must have the ability for authorized (State) users to manage shipping logs.	Release 2
AF-18	Administrative Functions	Vaccine List	The system must allow authorized (State) users to maintain a list of vaccines and related information.	Release 1
AF-19	Administrative Functions	Vaccine List	The system must allow authorized (State) users to maintain a vaccine list and mark the vaccine as available for ordering. If the vaccine is not available for ordering, the State users must be able to indicate that it is available for inventory.	Release 1
AF-20	Administrative Functions	Vaccine List/Formulary	The system must allow authorized (State) users to set up and maintain a product formulary, including turning on and off vaccines from view, customizing which types of providers have access to products, and maintaining product funding codes.	Release 2
DA-01	Dose Allocation	Summary	The system must display summary dose accountability summary information at the organization level and at the vaccine level to LHD and State users.	Release 3
DA-02	Dose Allocation	Business rules	The system must allow the State to configure thresholds for discrepancies between doses administered and inventory. (For example, if the provider has below a 5% inventory discrepancy, allow order.)	Release 3
DA-03	Dose Allocation	Business rules	The system must include configurable thresholds for dose accountability issues and enforce holds on orders that exceed the set threshold.	Release 3
DA-04	Dose Allocation	CDC Requirements	The system must integrate with CAIR2 to import dose accountability information (Doses in the Registry) from CAIR2 LIS and import files from the SDIR and RIDE IISs.	Release 3
DA-05	Dose Allocation	Auditing	The system should provide a summary of doses lost, wasted, unaccounted to date by vaccine aggregated by provider, by jurisdiction, and across the state.	Release 3
DA-06	Dose Allocation	Auditing	The system should have the ability to highlight dose accountability issues for provider organizations by jurisdiction and State-wide.	Release 3
DA-07	Dose Allocation	Auditing	The system should have the ability to integrate with data on CAIR to ensure administered doses to appropriate populations and cohorts (e.g. VFC doses intended for children are not being administered to adults)	Release 3
DA-08	Dose Allocation	History	The system must maintain inventory history and dose accountability history for investigation purposes.	Release 3
DA-09	Dose Allocation	Reporting	The system must have the ability to generate standard and ad-hoc reporting of dose accountability information (for example, shipping logs, inventory, transfers, excursion/loss, and waste).	Release 3
DA-10	Dose Allocation	Vaccine Return	The system must automatically import distributor reports of adjustments to returned vaccine, update the returned vaccine amount based on the report, and flag the change for the State to review and approve.	Release 3
DA-11	Dose Allocation	Vaccine Loss & Transfer	The system must have the ability for organizations to document lost or spoiled vaccines.	Release 3
DA-12	Dose Allocation	Vaccine Loss & Transfer	The system must have the ability for organizations to document vaccine transfers.	Release 3
DA-13	Dose Allocation	Vaccine Loss & Transfer	The system must have the ability to automatically adjust an organization's inventory based on transfers and storage and handling issues.	Release 3
DA-14	Dose Allocation	Vaccine Loss, Transfer, & Return	The system must capture details about vaccine returns; at minimum, CDC data requirements.	Release 3
DA-15	Dose Allocation	Vaccine Loss, Transfer, & Return	The system must have the ability for a provider to fill out an online form to request a return and select whether to receive the shipping label via email or mail.	Release 3
DA-16	Dose Allocation	Vaccine Loss, Transfer, & Return	The system must collect data on wasted vaccine in a format that can be exported into the EXIS file format for vaccine return.	Release 3
DA-17	Dose Allocation	Vaccine Loss, Transfer, & Return	The system must meet CDPH data requirements for organizations to report vaccine loss, transfer, and return.	Release 3
DA-18	Dose Allocation	Vaccine Loss, Transfer, & Return	The system must meet CDC data requirements for organizations to report vaccine loss, transfer, and return and transmission of the reported data to CDC.	Release 3
DA-19	Dose Allocation	VTrckS	The system must provide visibility into line items to adjust in VTrckS.	Release 3
DA-20	Dose Accountability	Vaccine Loss & Transfer (Redistribution)	The system must incorporate redistribution doses (inventory) received from a redistribution site by a receiving facility.	Release 3
DA-21	Dose Accountability	Vaccine Loss & Transfer (Redistribution)	The system must have the ability for organizations to document vaccine redistribution transfers (include all CDC reporting requirements)	Release 3
DA-22	Dose Accountability	Vaccine Loss & Transfer (Redistribution)	The system must have the ability to automatically adjust an organization's inventory based on redistribution transfers.	Release 3
MISC-01	Miscellaneous	Address Standardization	The system must validate and standardize entered addresses.	Release 1
MISC-02	Miscellaneous	Communication	The system must have the ability to manage partner relationship management by enabling customizable communications between the State, LHDs, and organizations.	Release 1
MISC-03	Miscellaneous	Communication	The system must include customizable templated email notifications (user- or event-driven) with the ability to pull system data to display in the notification.	Release 1
MISC-04	Miscellaneous	Data Conversion	The vendor must provide a written plan for data migration and conversion from the existing systems such as Calva solution and COVIDReadi. The plan must include identification of data to migrate, mapping of fields between systems, cleaning, validation, transformation and conversion procedures.	Release 1

Exhibit 2 Requirements

MISC-05	Miscellaneous	Data Conversion	The vendor must perform data migration from COVIDReadi and the existing CalVax solution into the VMS solution.	Release 1
MISC-06	Miscellaneous	Identity Management	The system must integrate with an identity management solution for user registration and account management, including password reset.	Release 1
MISC-07	Miscellaneous	Online Help	The system must include online help, including field and page-level assistance for users.	Release 1
MISC-08	Miscellaneous	Role-Based Permissions	The system must implement role-based permissions. At minimum, the system must provide user roles for State, Local Health Department, and organization users. Role-based permissions will dictate which organizations' data the user may see and report on and which screens and functions the user may access.	Release 1
MISC-09	Miscellaneous	Role-Based Permissions	The system must allow authorized (State) users to configure permissions and capabilities of existing user roles and add new roles to the system.	Release 1
OM-01	Organization Management	Manage Org Info	The system must allow authorized users to update submitted enrollment data where appropriate (for example, contact information may be updated but an electronic signature cannot be updated).	Release 2
OM-02	Organization Management	Manage Org Info	The system must include configurable business rules for validation of updates made by the organization and require the organization to fix any errors before submitting any updates.	Release 2
OM-03	Organization Management	Manage Org Info	The system must include configurable business rules to identify which organization information updates require review by the State.	Release 2
OM-04	Organization Management	Manage Org Info	The system must notify State users when an organization makes changes to its enrollment data that the system flags for State review.	Release 2
OM-05	Organization Management	Manage Org Info	The system must ensure that updates to organization data that require VTrckS synchronization are tracked and result in update transactions to be added to the VTrckS Provider Master file.	Release 2
OM-06	Organization Management	History	The system must retain an audit history of changes to organization information, including the organization's status.	Release 2
OM-07	Organization Management	Org Structure	The system must accommodate both CAIR2's parent/child organization relationship and the CDC's required organization/location relationship structure for COVID vaccine.	Release 3
OM-08	Organization Management	ID crosswalk	The system must maintain a crosswalk between the VMS IDs and the assigned IIS Org ID (for CAIR2, RIDE, SDIR), the VFC/VFA PIN (if the organization is enrolled in the VFC or VFA Program), and VTrckS Provider PIN.	Release 2
OM-09	Organization Management	Change of Ownership	The system must be able to capture historical changes in organization ownership, including a change to the associated provider of record, and communicate the change of ownership to CAIR stakeholders.	Release 4/5
OM-10	Organization Management	Permanent Closure	The system must allow the State to set an organization status as permanently closed, deactivate any associated users, and prevent vaccine allocation to and vaccine requests for the organization.	Release 2
OM-11	Organization Management	Recertification	The system must include configurable business rules to identify existing conditions that block organizations from recertification (for example, pending corrective action from visits or storage and handling conditions). The business rules must be configurable by the State users since they change annually.	Release 4/5
OM-12	Organization Management	Recertification	The system must include configurable business rules to identify missing or incomplete information and put the recertification on hold until the organization has resolved the issue, (for example, if the listed medical license does not match the name of the provider of record, the recertification will be put on hold until the license is corrected.)	Release 4/5
OM-13	Organization Management	Recertification	The system must allow authorized (State) users to audit the recertification process, including generating and viewing reports of providers that are delinquent or slated to be disenrolled, along with contact information for State follow-up.	Release 4/5
OM-14	Organization Management	Recertification	The system must include configurable business rules for recertification deadline dates and organization statuses through the process.	Release 4/5
OM-15	Organization Management	Suspension	The system must provide interface capabilities with external partners such as with the Office of the Inspector General and the Department of Health Care Services' Medi-Cal Program to identify entities that need to be suspended or restricted. Including but not limited to supporting a file import process that flags entities for State review and approval of the status change. The system must store a record of which source identified the organization.	Release 4/5
OM-16	Organization Management	Suspension	The system must allow authorized (State) users to place organizations in a suspended status that prevents them from requesting vaccine while suspended and limits changes they can make to their organization information.	Release 2
OM-17	Organization Management	Vacation/Holiday Hold	The system must allow an organization to report dates that a site will not be able to receive dose shipments and prevent orders to be shipped for those dates.	Release 2
PE-01	Provider Enrollment and Registration	Registration Form & Process	The system must include a fully electronic enrollment process for organizations to complete and submit to the State.	Release 1
PE-02	Provider Enrollment and Registration	Registration Form & Process	The system must include registration forms that comply with CDC's registration information requirements.	Release 1
PE-03	Provider Enrollment and Registration	Registration Form & Process	The system must include registration forms that comply with CDPH's registration information requirements. Registration form components, including all validations, will be defined by CDPH.	Release 1
PE-04	Provider Enrollment and Registration	Registration Form & Process	The system must have the ability to both enforce invitation-only enrollment and allow open enrollment for organizations.	Release 1
PE-05	Provider Enrollment and Registration	Registration Form & Process	The system must have the ability to designate enrollment fields as required or optional.	Release 1
PE-06	Provider Enrollment and Registration	Registration Form & Process	The system must have the ability to configure the digital registration form to allow or require uploaded data and pictures to support storage requirements (for example, model, temperature readings, and pictures of equipment).	Release 1
PE-07	Provider Enrollment and Registration	Registration Form & Process	The system must include a pre-registration screening of registrants to help organizations decide whether they meet the requirements to receive a COVID-19 vaccine allocation before they complete the full Provider Enrollment process.	Release 1
PE-08	Provider Enrollment and Registration	Registration Form & Process	The system must require provider organizations to complete an enrollment requirement review ("disclaimer page") before they start the registration process.	Release 1
PE-09	Provider Enrollment and Registration	Registration Form & Process	The system must allow organizations to save draft registrations that are not ready to be submitted.	Release 1
PE-10	Provider Enrollment and Registration	Registration Form & Process	The system must allow organizations to invite collaborators from within the organization to complete the registration forms.	Release 1
PE-11	Provider Enrollment and Registration	Electronic Signature	The system must capture an electronic signature on the provider agreement (Part A) by the provider of record before the organization can start Part B of the registration forms.	Release 1
PE-12	Provider Enrollment and Registration	Registration Form & Process	The system must verify the Provider License Numbers using the State's Consumer Affairs API using information entered in Section B (i.e., MD, DO, DP, PA, RPh) for accuracy and license status. (For details, see Section B of the CDC COVID-19 Vaccination Program Provider Agreement.)	Release 1
PE-13	Provider Enrollment and Registration	Registration Form & Process	The system must automatically associate an enrolled provider to a local health jurisdiction by city and county based on street address and zip code entered.	Release 1
PE-14	Provider Enrollment and Registration	Registration Form & Process	The system must validate CAIR IDs, VFC PINs, and VFA PINs (entered during enrollment) using matching criteria between Immunization Branch systems.	Release 2
PE-15	Provider Enrollment and Registration	Registration Form & Process	The system must have the ability to interface with and import data from other CAIR and VFC Program systems for the purposes of matching entities. Fields to match on will be determined by the State during the Design phase.	Release 2
PE-16	Provider Enrollment and Registration	Registration Form & Process	The system must establish a unique COVID-19 Organization ID (Section A) and a unique ID for multiple vaccine locations (Section B) affiliated with an organization. (For details, see Section A and Section B of the CDC COVID-19 Vaccination Program Provider Agreement.)	Release 1
PE-17	Provider Enrollment and Registration	Co-Registration	The system must automatically enroll a provider in CAIR2 if the provider is not already enrolled in CAIR2 when the VMS enrollment is approved.	Release 1
PE-18	Provider Enrollment and Registration	Co-Registration	The system must allow an organization to register for access to the vaccine management system, CAIR2, and other VFC systems with a single enrollment process.	Release 1
PE-19	Provider Enrollment and Registration	Registration Form & Process	The system must have the ability to export provider enrollment data for use in external systems.	Release 1

Exhibit 2 Requirements

PE-20	Provider Enrollment and Registration	Registration Form & Process	The system must have the ability to import enrollment/registration data from the Immunization Branch's supporting systems for organizations that have previously enrolled in the Immunization Branch's programs (CAIR_VFC, or VFA).	Release 3
PE-21	Provider Enrollment and Registration	Training	The system must have the ability to provide virtual training and third-party training integration.	Release 1
PE-22	Provider Enrollment and Registration	Training	The system must have the ability to require an organization's key staff to complete or acknowledge completion of any required online trainings before the organization can continue in the enrollment process.	Release 1
PE-23	Provider Enrollment and Registration	Training	The system must have the ability to validate or, at minimum, enforce an attestation that an organization and its key staff have completed any required online trainings. The method of validation or attestation will be dependent on the formats and methods of training to be developed by the State.	Release 1
PE-24	Provider Enrollment and Registration	Registration Review & Approval	The system must allow authorized (State) users to designate an organization's allocation level as either State-direct, cross-jurisdictional, or LHD (single jurisdiction).	Release 1
PE-25	Provider Enrollment and Registration	Registration Review & Approval	The system must have the ability for authorized users (State and LHD) to review a registration, approve or deny it, and put it on hold.	Release 1
PE-26	Provider Enrollment and Registration	Registration Review & Approval	The system must have the ability for authorized users (CDPH and LHD staff) to document all corrections needed and request clarification (more information) or correction of fields provided on a submitted enrollment via, at minimum, on-screen messages to the provider. The State must have the ability to send multiple messages to the provider.	Release 1
PE-27	Provider Enrollment and Registration	Registration Review & Approval	The system must allow authorized users (State and LHD) to review uploaded artifacts (data and pictures) that support storage requirements and either validate the artifacts or indicate more information is needed.	Release 1
PE-28	Provider Enrollment and Registration	Registration Review & Approval	The system must support the configuration of automatic flags or indicators for registration fields that need to be reviewed prior to enrollment approval (for example, place a flag on the field when the provider has not updated required documentation).	Release 1
PE-29	Provider Enrollment and Registration	Registration Review & Approval	The system must initiate the review process when a provider changes key information provided during the enrollment/registration process. Key fields will be determined by CDPH.	Release 1
PE-30	Provider Enrollment and Registration	Registration Review & Approval	The system must have the ability to configure and set approval points throughout the enrollment workflow.	Release 1
PE-31	Provider Enrollment and Registration	Registration Review & Approval	The system must have the ability for the State to delegate approval of enrollments to the LHD.	Release 1
PE-32	Provider Enrollment and Registration	View and Report	The system must allow authorized users to produce ad hoc reports and exports through a user interface. Access to data for ad hoc reporting will be determined by user role.	Release 1
PE-33	Provider Enrollment and Registration	View and Report	The system must support a user-configurable export of enrollment data in, at minimum, Excel, PDF, and text formats.	Release 1
PE-34	Provider Enrollment and Registration	View and Report	The system must allow authorized State users to view all reported data on an organization's registration form.	Release 1
PE-35	Provider Enrollment and Registration	View and Report	The system must have the ability for authorized State users to view and generate reports on aggregate enrollment data including, but not limited to: enrollments in any status in a jurisdiction, enrollments across multiple jurisdictions, and enrollments across California.	Release 1
PE-36	Provider Enrollment and Registration	View and Report	The system must allow authorized LHD users to view all reported data on an organization's registration form.	Release 1
PE-37	Provider Enrollment and Registration	View and Report	The system must have the ability for authorized LHD users to view and generate reports on aggregate enrollment data for organizations within their jurisdiction.	Release 1
PE-38	Provider Enrollment and Registration	Registration Form & Process (Redistribution)	The system must have the ability for sites to indicate if they will be redistributing vaccines to other sites.	Release 1
PE-39	Provider Enrollment and Registration	Registration Form & Process (Redistribution)	The system must have the ability to configure the addition of a supplemental agreement form and Vaccine Management Plan for sites that have indicated they will be a vaccine redistribution site.	Release 1
PE-40	Provider Enrollment and Registration	Electronic Signature (Redistribution)	The system must capture an electronic signature on the Supplemental Vaccine Redistribution provider agreement by key organization staff.	Release 1
PE-41	Provider Enrollment and Registration	Electronic Signature (Redistribution)	The system must capture an electronic signature on the Vaccine Redistribution provider Management Plan by key organization staff.	Release 1
RP-01	Reporting	General	The system must have the ability for users to configure and generate reports with graphical and geographical representations of aggregated organization, allocation, ordering, distribution/shipping, and vaccine management data stored in the VMS database. (including but not limited to heatmaps and dashboards)	Release 4/5
RP-02	Reporting	General	The system must have the ability for users to configure and generate ad-hoc reports with any organization, allocation, ordering, distribution/shipping, and vaccine management data stored in the VMS database. Including but not limited to, access to the data via configurable reports & dashboards.	Release 1
RP-03	Reporting	General	The vendor must build approximately 75 standard (canned) reports within the VMS solution for users to view organization, allocation, ordering, distribution/shipping, and vaccine management data stored in the VMS database.	Release 4/5
RP-04	Reporting	General	The system must have configurable on-screen dashboards generated based on a user's access levels to display aggregated organization, allocation, ordering, distribution/shipping, and vaccine management data stored in the VMS database.	Release 3
RP-05	Reporting	General	The system must allow authorized users the ability to utilize external reporting tool for reading and reporting on data stored in the VMS	Release 4/5
RP-06	Reporting	General	The system will allow export of all reports to the standard formats, including but not limited to: Microsoft Excel, Microsoft Word, Adobe PDF, and text.	Release 1
RP-07	Reporting	Data Visualization	The VMS solution must incorporate a data visualization tool to support auditing and display of organization enrollment, vaccine allocation, vaccine ordering, vaccine distribution, and vaccine administration.	Release 4/5
RP-08	Reporting	General	The system must limit a users' reporting capability to data they are authorized to view according to user role or region (for example, a LHD user may only query data for organizations in their jurisdiction).	Release 1
RP-09	Reporting	Performance	The VMS reporting solution must be robust and scalable to allow for reporting on large-volume datasets (including aggregate, State-level reports) in either real time or in a background batching methodology.	Release 1
RP-10	Reporting	Import	The system must be able to import data from other systems and incorporate the data into reports (e.g., incorporate doses administered data from CAIR2 into a heat map).	Release 4/5
RP-11	Reporting	Import	The system must have the ability for users to view and report on data from imported sources (e.g., ordering reports, shipping logs).	Release 4/5
VA-01	Vaccine Allocation	Allocation Methodology	The system must allow the State to select a vaccine distribution methodology for each vaccine based on allocation (defining the number of doses given to an entity) or ordering (providers request doses needed from available supply).	Release 3
VA-02	Vaccine Allocation	Business Rules	The system must include configurable business rules for allocation based on dose accountability, reorders, vaccine transfer, and other criteria to be identified by the State.	Release 3
VA-03	Vaccine Allocation	Allocations - Fed to State	The system must allow authorized State users to enter the number of doses of each Federally-allocated vaccine type into the system.	Release 2
VA-04	Vaccine Allocation	Allocation - State to LHD	The system must allow authorized State users to allocate vaccine to LHDs and cross-jurisdictional entities, not to exceed the federal allocation of each vaccine to the State.	Release 2
VA-05	Vaccine Allocation	Allocation - State to LHD	The system must allow authorized (State) users to add, update, and display multiple allocations to LHDs as vaccine supplies are released.	Release 2
VA-06	Vaccine Allocation	Allocation - State to LHD	The system must allow authorized users (State) to add allocations via manual entry or spreadsheet upload.	Release 2
VA-07	Vaccine Allocation	Manage allocation	The system must allow authorized LHD users to allocate vaccines, not to exceed the State allocation of each vaccine to the LHD, to providers in their jurisdiction.	Release 2

Exhibit 2 Requirements

VA-08	Vaccine Allocation	Manage allocation	The system must allow authorized (State) users to add or update allocation totals for the following: federal allocation to the State, State allocation to cross-jurisdictional entities, State allocation to LHDs, LHD allocation to organization, and LHD allocation to itself.	Release 2
VA-09	Vaccine Allocation	Cross-jurisdictional	The system must allow authorized (State) users to add, update, and display allocations to cross-jurisdictional organization.	Release 2
VA-10	Vaccine Allocation	Cross-jurisdictional	The system prevent cross jurisdictional organizations from receiving allocations from LHDs.	Release 2
VA-11	Vaccine Allocation	Manage allocation	The system must have the ability for the authorized users (LHD) to build and save a draft allocation plan, review and update the draft allocation plan, and send the allocation plan to the State for order processing.	Release 2
VA-12	Vaccine Allocation	Manage allocation	The system must allow LHDs and the State to save partial allocations.	Release 2
VA-13	Vaccine Allocation	Manage allocation	The system must allow LHDs to submit allocations for some or all of the providers eligible to receive an allocated.	Release 2
VA-14	Vaccine Allocation	Manage allocation	The system must decrement from total available doses as they allocate vaccine to organizations.	Release 2
VA-15	Vaccine Allocation	Manage allocation	The system must display all vaccine dose totals for an provider (inventory, doses administered or lost due to storage and handling issues) at the State, LHD, and provider level.	Release 2
VA-16	Vaccine Allocation	Manage allocation	The system must have the ability to allow or prevent LHD users from allocating to jurisdictions based on the organization's allocation level and the selected vaccine.	Release 2
VA-17	Vaccine Allocation	Manage allocation	The system must have the ability to remind LHDs of incomplete allocations and deadlines to submit allocations.	Release 2
VA-18	Vaccine Allocation	Manage allocation	The system must have the ability for the authorized users (State) to review submitted allocations from LHDs and make edits or comments for any individual allocation.	Release 2
VA-19	Vaccine Allocation	Allocation support	The system must gather and display Provider Organization data to support allocation decisions, including but not limited to, the following: current inventory, in progress or requested orders, dose accountability information, loss/waste, transfers and returns, and shipping and storage capabilities.	Release 2
VA-20	Vaccine Allocation	Allocation support	The system must have the ability to configure different allocation methodologies; at minimum, by percentage, by disease burden, and by different population groups.	Release 2
VA-21	Vaccine Allocation	Allocation support	The system must incorporate daily vaccine administration summary information from CAIR2, RIDE, and SDIR.	Release 2
VA-22	Vaccine Allocation	Allocation support	The system must maintain and display total allocations at the provider level and at the LHD level.	Release 2
VA-23	Vaccine Allocation	Allocation support	The system must allow LHD users to sort and filter enrolled provider data based on pre-set criteria during the allocation process.	Release 2
VA-24	Vaccine Allocation	Allocation support	The system must have the ability to import data from other CDPH sources to produce graphical and geographical representations of data to support allocation.	Release 2
VA-25	Vaccine Allocation	Direct allocation	The system must allow custom and configurable imports of direct vaccine allocation data (allocations made to CA organizations outside of the Vaccine Management System).	Release 2
VA-26	Vaccine Allocation	Portal	The system must store allocation guidance resources (accessible by LHD users); resources to be developed by the State include enrollment worksheets, allocation checklists, supplemental ordering procedures, IIS enrollment, dose accountability requirements, and other tools with links to relevant information.	Release 2
VA-27	Vaccine Allocation	Reporting	The system must have the ability to generate standard (canned) and ad-hoc reporting of all allocation information.	Release 2
VA-28	Vaccine Allocation	Reporting	The system must have the ability for authorized users (State) to view and generate reports on all current allocations to providers in all jurisdictions by vaccine type.	Release 2
VA-29	Vaccine Allocation	Reporting	The system must have the ability for authorized users to produce and export graphical and geographical representations of data (e.g., heatmaps) to support allocation including, but not limited to, critical populations, vaccine distribution, vaccine administration, and incidence of disease.	Release 2
VA-30	Vaccine Allocation	Reporting	The system must track, and report on allocation data for CA organizations that directly receive vaccine outside of the Vaccine Management System (for example, Federal or State organizations).	Release 2
VM-01	Vaccine Management	Vaccine Loss & Transfer	The system must have the ability to report vaccine loss and transfers to CDC in CDC's required format.	Release 3
VM-02	Vaccine Management	Vaccine Loss & Transfer	The system must have the ability for authorized users (Providers) to document a phone call to a vaccine manufacturer regarding dose viability as part of the process to report temperature excursions.	Release 3
VM-03	Vaccine Management	Vaccine Loss & Transfer	The system must store vaccine spoilage and waste guidance resources developed by the State (accessible by LHD users).	Release 3
VM-04	Vaccine Management	Vaccine Loss & Transfer	The system must have the ability to triage documented temperature excursions based on established, configurable thresholds (by product).	Release 3
VM-05	Vaccine Management	Vaccine Loss & Transfer	The system must have configurable business rules to support triage of temperature excursions based on temperature and product thresholds. Triage will include notifying the provider in real-time as to whether the excursion is within limits or whether they need to contact the manufacturer to determine dose viability.	Release 3
VM-06	Vaccine Management	Vaccine Loss & Transfer	The system must allow authorized (State) users to review temperature excursion reports.	Release 3
VM-07	Vaccine Management	Vaccine Loss & Transfer	The system must allow organizations to report temperature excursions and follow a State-configured workflow to receive feedback about the excursion, open a case, and provide results back to the State.	Release 3
VM-08	Vaccine Management	Vaccine Loss & Transfer	The system must allow authorized (State) users to determine whether vaccine is wasted (instead of the manufacturer).	Release 3
VM-09	Vaccine Management	Vaccine Loss & Transfer	The system must have the ability for a provider to report resolution actions and dates associated with a vaccine loss.	Release 3
VM-10	Vaccine Management	Vaccine Loss & Transfer	The system must have the ability for providers to upload logs from digital data loggers (DDLs).	Release 3
VM-11	Vaccine Management	Vaccine Loss & Transfer	The system must have the ability for providers to track losses over an established dollar amount and capture the reason for the loss.	Release 3
VM-12	Vaccine Management	Shipping Incidents	The system must allow authorized (State) users to audit a provider's history of shipping incidents, including actions to resolve incidents.	Release 3
VM-13	Vaccine Management	Vaccine Loss Auditing	The system must have the ability for authorized (State) users to review reported vaccine losses.	Release 3
VM-14	Vaccine Management	Vaccine Loss Auditing	The system must include configurable business rules to identify and audit vaccine losses, including but not limited to, the frequency of occurrence, vaccine dollar amount lost, category or reason lost. Reasons will need to be consistent with VTrckS reasons.	Release 3
VM-15	Vaccine Management	Reporting	The system must support Statewide reporting on provider account information, allocated inventory, order and shipping information, and other vaccine management.	Release 3
VM-16	Vaccine Management	Holding Vaccines	The system must allow authorized (State) users to temporarily remove a vaccine from ordering if it is on backorder.	Release 3
VM-17	Vaccine Management	Vaccine Price List	The system must allow the State to maintain a list of historical and current vaccine prices and display the list to authorized users.	Release 3
VM-18	Vaccine Management	Reporting	The system must decrement vaccine inventory as orders are processed for the State, LHDs, and providers.	Release 3
VO-01	Vaccine Ordering	Ordering Policy	The system must support all of the following ordering methodologies: unrestricted, upper limit-based, and allocation-based.	Release 1
VO-02	Vaccine Ordering	Ordering Policy	The system must allow the State to set and manage thresholds for dose allocation by vaccine through a user interface.	Release 1
VO-03	Vaccine Ordering	Ordering Policy	The system must prevent allocation-based orders from exceeding the set allocation for the provider, the LHD, and the State.	Release 1
VO-04	Vaccine Ordering	Business Rules	The system must include configurable business rules for processing orders based on allocation, dose accountability, reorders, vaccine transfer, and other criteria to be identified by the State.	Release 2
VO-05	Vaccine Ordering	Provider Vaccine Request	The system must allow a provider to submit a request to order multiple vaccines.	Release 1
VO-06	Vaccine Ordering	Provider Vaccine Request	The system must allow a provider to enter a justification for exceeding a set threshold for a requested vaccine.	Release 1

Exhibit 2 Requirements

VO-07	Vaccine Ordering	Provider Vaccine Request	The system must require authorized (provider) users to balance inventory when requesting additional doses.	Release 2
VO-08	Vaccine Ordering	Provider Vaccine Request	The system must allow the provider to update an order in progress but restrict the LHD from updating the provider's order.	Release 2
VO-09	Vaccine Ordering	Ordering Policy	The system must have the ability to apply vaccine target limits (thresholds) on vaccine requests, preventing providers from ordering more than a State-defined limit. The State-defined limit may be a percentage or amount across a group of providers or a manually-assigned limit on an individual provider.	Release 2
VO-10	Vaccine Ordering	Partial Orders	The system must support the processing of partial orders when vaccine availability is limited by allowing authorized State users to enter and apply a percentage of the order to be fulfilled.	Release 1
VO-11	Vaccine Ordering	Order Review & Approval	The system must allow authorized users (State) to review orders, modify orders, and approve orders.	Release 1
VO-12	Vaccine Ordering	Order Review & Approval	The system must support order review and approval workload assignments for State staff, including a queue of unclaimed work, the ability to claim work, and the ability to reassign orders between State staff.	Release 1
VO-13	Vaccine Ordering	Order Review & Approval	The system must allow designated users to assign orders to State staff for review and approval by jurisdiction or other configurable criteria.	Release 1
VO-14	Vaccine Ordering	VTrckS	The system must automatically export the order, inventory, and provider information in the CDC's VTrckS in the specified format.	Release 1
VO-15	Vaccine Ordering	Order History	The system must display on the order request screen a list of lot numbers and dose amounts that were previously shipped to the provider or transferred to them.	Release 1
VO-16	Vaccine Ordering	Order History	The system must maintain and display the history of orders at the provider level and at the LHD level, including the number of doses by vaccine, the distributor that fulfilled the order, and other order details.	Release 1
VO-17	Vaccine Ordering	Direct fulfillment	The system must include configurable business rules to direct fulfillment of specific products and quantities to a distributor at the order level, including assigning a distributor automatically based on order quantity thresholds.	Release 1
VO-18	Vaccine Ordering	Order Forecasting	The system must include configurable business rules to set a provider's ordering interval by vaccine, determining the allowed frequency of orders (e.g., monthly or quarterly) based on the number of doses of a vaccine distributed in the prior calendar year.	Release 4/5
VO-19	Vaccine Ordering	Order Forecasting	The system must allow authorized (State) users to update a provider's order frequency manually mid-year if their order forecast exceeds the prior calendar year's totals.	Release 4/5
VO-20	Vaccine Ordering	Order Forecasting	The system must include order forecasting for providers based on the prior year's distributed doses.	Release 4/5
VO-21	Vaccine Ordering	Order Management	The system must have the ability for authorized users to add comments to a vaccine request or order in progress.	Release 1
VO-22	Vaccine Ordering	Order Management	The system must have the ability for State users to view a provider's current inventory, order transfers, and vaccine loss data, as well as any LHD or provider allocation data, during the order review and approval process.	Release 1
VO-23	Vaccine Ordering	Order Management	The system must allow authorized (State) users to set and update dose limits for each vaccine type on an order. (i.e., the provider may not exceed a set number of doses)	Release 1
VO-24	Vaccine Ordering	Order Management	The system must allow authorized (State) users to set and update dose multiples for each vaccine type. (e.g., the order must be placed in multiples of 10)	Release 1
VO-25	Vaccine Ordering	Distributor	The system must have the ability to generate separate order files for each distributor in the distributor's specified format.	Release 3
VO-26	Vaccine Ordering	Distributor	The system must allow the State to select a distributor to send order files to and change the distributor on an order.	Release 3
VO-27	Vaccine Ordering	Distributor	The system must allow the State to manage a list of distributors that can be selected.	Release 3
VO-28	Vaccine Ordering	Distributor	The system must allow the State to select a distributor to send order files to and change the distributor on an order.	Release 3
VO-29	Vaccine Ordering	Order Details	The system must populate order details (e.g., lot numbers) from the shipping file.	Release 1
VO-30	Vaccine Ordering	Portal	The system must store vaccine order guidance resources (accessible by LHD users). Resources to be developed by the State include internal allocation worksheets_checklists_supplemental ordering.	Release 1
VO-31	Vaccine Ordering	Reporting	The system must have the ability for authorized users to generate canned and ad hoc reports of vaccine requests, orders, and shipping information, including total cost of vaccine. The scope of reports will depend on the user's permission level; for example, providers will only be able to generate reports for their own requests and orders, LHDs will be able to generate reports for any provider in their jurisdiction.	Release 1
VO-32	Vaccine Ordering	Reporting	The system must display decremented vaccine inventory as orders are processed for the State, LHDs, and providers.	Release 1
	Reporting		Examples include: usage reports; data completeness reports (e.g., fields left blank); reports on vaccines ordered by brand and cost.	No requirement number. Appears to be part of another requirement

AMENDED AND RESTATED EXHIBIT 3 - BUDGET DETAIL AND PAYMENT PROVISIONS

1. PAYMENT TERMS AND INVOICING

A. PAYMENT TERMS

All payments under this Agreement shall be made in accordance with the State's payment policies. Work Order Authorizations (WOA) may be used for services outside of the Capacity Workstream (standard monthly services), including unanticipated Tasks, Activities, and/or Work Product and changes in scope due to the Proclamation of a State Emergency. The Contractor shall provide monthly invoices to the State for Services rendered in the Capacity Workstream basis and adjustments for approved WOA(s). See Exhibit 4: Cost Worksheet for monthly payment details.

B. MONTHLY/CAPACITY BASED INVOICES

- 1) Upon successful completion of Services performed and satisfactorily rendered, the Contractor shall submit an invoice for payment. Payment will be based on the Monthly Support Billing amounts identified in Exhibit 4: Cost Worksheet.
 - Around the 15th of each month, Contractor will assess estimated month end capacity levels and upcoming month capacity levels by workstream and review forecasted variances with the State
 - Actual variances by workstream will be reflected in the monthly invoice at the average workstream rate
- 2) Invoices shall be submitted no more frequently than monthly in arrears for actual Capacity services satisfactorily rendered, and only upon receipt of an approved invoice.
- 3) For Services approved by the State, and upon receipt of an undisputed invoice, the State agrees to compensate the Contractor in accordance with Exhibit 4: Cost Worksheet. Incomplete or disputed invoices shall be returned to the Contractor, unpaid, for correction.
- 4) Monthly invoices shall be itemized and shall include the following Information:
 - The Contractor name, address and phone number
 - Contract number
 - Invoice number
 - Itemized expenses per Exhibit 4: Cost Worksheet
 - Dates of service(s) performed
 - Total amount of invoice
- 5) FTE table as noted in Exhibit 4 is used for invoice purposes. The workstream rate in Exhibit 4 is included for transparency purposes.

C. MILESTONE BASED INVOICES

- 1) Upon successful completion and acceptance of a Releases (except Release 1), Contractor shall submit an invoice for payment. Payment will be based on the Milestone Based Billing amounts identified in Exhibit 4: Cost Worksheet.
- 2) For Services approved by the State, and upon receipt of an undisputed invoice, the State agrees to compensate the Contractor in accordance with

Exhibit 4: Cost Worksheet. Incomplete or disputed invoices shall be returned to the Contractor, unpaid, for correction.

3) Directions for submission of invoices will be provided to the Contractor after Contract award.

2. TRAVEL AND PER DIEM

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

3. PROMPT PAYMENT CLAUSE

The Prompt Payment Act requires State agencies to pay properly submitted, undisputed invoices within forty-five (45) calendar days of initial receipt.

Notwithstanding, CDPH shall pay properly submitted, undisputed invoices under this Agreement within forty-five (45) days of initial receipt.

4. CONTRACT COST LIMITATION

Total amount of this Contract shall not exceed the amount specified on the Standard Agreement (TECH 213), the combined WOAs, and any Amendments thereafter.

5. BUDGET CONTINGENCY CLAUSE

- A. It is mutually agreed that if the Budget Act of subsequent years covered under this Contract does not appropriate sufficient funds for 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 to furnish any other considerations under this Contract and Contractor shall not be obligated to perform any provisions of this Contract.
- B. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of State, the State will have the option to either cancel or modify this Contract with no liability occurring to the State other than as contained herein, specifically as described in SaaS General Provisions, Section 16(d), Termination for Convenience of the State.
- C. In addition, this Contract is subject to any additional 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.

Exhibit 4 Cost Worksheets - Amendment 06

Vaccine Management Costs

Implementation		Dec 2020 - May 2021	June 2021 - Dec 2021	SUBTOTAL	
Amendments 1-4		\$ 93,288,734.50		\$ 93,288,734.50	
Amendment 5			\$ 79,928,228.00	\$ 79,928,228.00	
Subtotal		\$ 93,288,734.50	\$ 79,928,228.00	\$ 173,216,962.50	

Stabilization Workstreams		January-22	February-22	March-22	April-22	May-22	June-22	SUBTOTAL
Program Management		\$ 459,984.00	\$ 438,080.00	\$ 503,792.00	\$ 443,184.00	\$ 407,484.00	\$ 426,888.00	\$ 2,679,412.00
Operations		\$ 651,672.00	\$ 527,408.00	\$ 535,679.20	\$ 476,582.40	\$ 464,066.40	\$ 476,484.80	\$ 3,131,892.80
Level 1 Helpdesk		\$ 164,472.00	\$ 156,640.00	\$ 180,136.00	\$ 151,452.00	\$ 112,392.00	\$ 90,464.00	\$ 855,556.00
Level 2 / Level 3 Support		\$ 240,912.00	\$ 229,440.00	\$ 263,856.00	\$ 240,912.00	\$ 240,912.00	\$ 252,384.00	\$ 1,468,416.00
Security Operations		\$ 234,124.80	\$ 222,976.00	\$ 233,882.40	\$ 192,964.80	\$ 175,618.80	\$ 150,233.60	\$ 1,209,800.40
Production Operations		\$ 1,164,660.00	\$ 921,632.00	\$ 674,764.80	\$ 568,848.00	\$ 438,984.00	\$ 421,696.00	\$ 4,190,584.80
Solution Development and Implementation		\$ 832,036.80	\$ 792,416.00	\$ 911,278.40	\$ 702,172.80	\$ 655,452.00	\$ 595,496.00	\$ 4,488,852.00
myCAVax		\$ 1,124,340.00	\$ 992,400.00	\$ 1,031,780.00	\$ 840,243.60	\$ 781,956.00	\$ 705,575.20	\$ 5,476,294.80
My Turn		\$ 118,440.00	\$ 112,800.00	\$ 43,240.00	\$ 39,480.00	\$ 39,480.00	\$ 41,360.00	\$ 394,800.00
Skedulo		\$ 348,415.20	\$ 331,824.00	\$ 381,597.60	\$ 286,876.80	\$ 269,908.80	\$ 240,873.60	\$ 1,859,496.00
Customer Experience		\$ 433,944.00	\$ 338,160.00	\$ 364,596.00	\$ 280,308.00	\$ 280,308.00	\$ 238,568.00	\$ 1,935,884.00
Provider/LHJ Support and Communications		\$ 193,536.00	\$ 184,320.00	\$ 211,968.00	\$ 193,536.00	\$ 184,934.40	\$ 148,684.80	\$ 1,116,979.20
Adoption and Stakeholder Communication		\$ 606,816.00	\$ 433,920.00	\$ 436,448.00	\$ 360,696.00	\$ 285,096.00	\$ 270,160.00	\$ 2,393,136.00
Training								
Reporting and Analytics		\$ 1,191,304.80	\$ 1,122,648.00	\$ 1,286,472.80	\$ 1,042,272.00	\$ 1,009,646.40	\$ 1,030,004.80	\$ 6,682,348.80
Digital Vaccine Record								
Digital Vaccine Record		\$ 1,294,003.20	\$ 1,199,808.00	\$ 1,366,715.20	\$ 1,026,816.00	\$ 1,026,816.00	\$ 874,544.00	\$ 6,788,702.40
Subtotal		\$ 9,058,660.80	\$ 8,004,472.00	\$ 8,426,206.40	\$ 6,846,344.40	\$ 6,373,054.80	\$ 5,963,416.80	\$ 44,672,155.20
TOTAL Contract Value		\$ 93,288,734.50	\$ 79,928,228.00					\$ 217,889,117.70

REALLOCATED BUDGET		Dec 2020 - May 2021	June 2021 - Dec 2021	TOTAL	
Reallocated Budget Balance Carry Over		\$ (11,933,000.00)	\$ 10,715,562.00	\$ (1,217,438.00)	
Mutually agreed invoice adjustments - under or over utilized capacity				\$ -	
Unanticipated Tasks				\$ 1,217,438.00	
TOTAL:		\$ (11,933,000.00)	\$ 10,715,562.00	<b">\$ -</b">	

		January-22	February-22	March-22	April-22	May-22	June-22	TOTAL
		\$ 202,906.33	\$ 202,906.33	\$ 202,906.33	\$ 202,906.33	\$ 202,906.33	\$ 202,906.33	
		\$ 202,906.33						

Exhibit 4 Cost Worksheets - Amendment 06

Vaccine Management FTE Capacity

Workstream	Role	Basis	January	February	March	April	May	June	TOTAL
Program Management									
Program Management	Engagement Director	Am6	1.0	1.0	1.0	0.8	0.8	0.8	5.4
	Project Director	Am6	2.0	2.0	2.0	2.0	1.5	1.5	11.0
	Project Manager	Am6	1.0	1.0	1.0	1.0	1.0	1.0	6.0
	PMO Support	Am6	3.5	3.5	3.5	3.5	3.5	3.5	21.0
	Summary	Am6	7.5	7.5	7.5	7.3	6.8	6.8	43.4
Operations									
Level 1 Helpdesk	Level 1 Help Desk Agent	Am6	41.0	38.0	31.0	30.0	29.0	28.0	197.0
	Level 1 Help Desk Supervisor	Am6	4.0	3.0	3.0	3.0	3.0	3.0	19.0
	Call Center Support Analyst	Am6	1.0	0.3	0.3	0.2	0.1	0.1	2.0
	Help Desk Support Analyst	Am6	5.0	3.3	3.3	3.3	3.3	3.3	21.5
	Level 1 Help Desk Manager	Am6	1.8	1.8	1.8	1.8	1.8	1.8	10.8
	Summary	Am6	52.8	46.4	39.4	38.3	37.2	36.2	250.3
Level 2 / Level 3 Support	Level 2/3 Help Desk Technician	Am6	5.0	5.0	5.0	4.5	3.0	2.0	24.5
	Level 2/3 Help Desk Manager	Am6	1.0	1.0	1.0	1.0	1.0	1.0	6.0
	Summary	Am6	6.0	6.0	6.0	5.5	4.0	3.0	30.5
Security Operations	Security Analyst	Am6	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Security Specialist	Am6	4.0	4.0	4.0	4.0	4.0	4.0	24.0
	Security Operations Manager	Am6	0.5	0.5	0.5	0.5	0.5	0.5	3.0
	Summary	Am6	7.5	7.5	7.5	7.5	7.5	7.5	45.0
Production Operations	Production Support Technician	Am6	1.0	1.0	0.5	-	-	-	2.5
	Sr. Production Support Technician	Am6	-	-	-	-	-	-	-
	Production Support Manager	Am6	1.0	1.0	1.0	1.0	0.7	-	4.7
	DevOps Lead	Am6	2.0	2.0	2.0	2.0	2.0	2.0	12.0
	Release Manager	Am6	2.0	2.0	2.0	2.0	2.0	2.0	12.0

Exhibit 4 Cost Worksheets - Amendment 06

Workstream	Role	Basis	January	Febury	March	April	May	June	TOTAL
Clinic Operations	Performance Test Technician	Am6	1.2	1.2	1.2	1.2	1.2	1.2	7.2
	Summary	Am6	7.2	7.2	6.7	6.2	5.9	5.2	38.4
	Clinic Support Analyst	Am6	18.0	16.0	10.0	9.0	8.0	7.0	68.0
	Sr. Clinic Support Analyst	Am6	4.0	4.0	2.0	2.0	1.0	1.0	14.0
	Clinic Support Manager	Am6	6.5	4.2	3.2	3.0	2.0	2.0	20.9
	Summary	Am6	28.5	24.2	15.2	14.0	11.0	10.0	102.9
Solution Development and Implementation									
myCAVax	Application Architect	Am6	1.6	1.6	1.6	1.6	1.5	1.5	9.4
	Business System Analyst	Am6	3.0	3.0	3.0	1.5	1.0	1.0	12.5
	Salesforce Developer	Am6	21.0	21.0	21.0	19.0	18.0	15.0	115.0
	Salesforce Tester	Am6	6.0	6.0	6.0	7.0	7.0	6.0	38.0
	Sr. Scrum Master	Am6	1.0	1.0	1.0	1.0	1.0	0.5	5.5
	Testing Manager	Am6	2.0	2.0	2.0	2.0	2.0	2.0	12.0
	Workstream Manager	Am6	2.0	2.0	2.0	2.0	2.0	1.5	11.5
	Integration Developer	Am6	1.0	1.0	1.0	-	-	-	3.0
	Integration Architect	Am6	1.0	1.0	1.0	0.6	0.6	0.6	4.8
	Automation Tester	Am6	2.0	2.0	2.0	2.0	2.0	2.0	12.0
	DevOps	Am6	3.5	3.5	3.5	4.0	2.0	2.0	18.5
	Summary	Am6	44.1	44.1	44.1	40.7	37.1	32.1	242.2
My Turn	Application Architect	Am6	2.5	2.5	2.5	2.5	2.5	2.5	14.9
	Business System Analyst	Am6	8.0	7.0	5.5	4.0	3.0	3.0	30.5
	Salesforce Developer	Am6	20.0	19.0	19.0	19.0	18.0	17.5	112.5
	AWS Developer	Am6	1.5	1.5	1.5	1.5	1.5	1.0	8.5
	Salesforce Tester	Am6	6.0	6.0	6.0	6.0	5.0	4.0	33.0
	Scrum Master	Am6	1.0	1.0	1.0	1.0	1.0	1.0	6.0
	Sr. Tester	Am6	1.0	1.0	1.0	1.0	1.0	1.0	6.0
	Workstream Manager	Am6	2.9	2.9	1.9	1.9	1.9	0.9	12.4

Exhibit 4 Cost Worksheets - Amendment 06

Workstream	Role	Basis	January	Feubury	March	April	May	June	TOTAL
	Integration Architect	Am6	0.6	0.6	0.6	0.4	0.4	0.4	3.0
	Virtual Agent Developer	Am6	8.0	7.0	7.0	6.0	6.0	4.0	38.0
	Virtual Agent Business Analyst	Am6	3.0	2.0	2.0	1.0	1.0	1.0	10.0
	Automation Tester	Am6	2.0	2.0	2.0	2.0	2.0	1.0	11.0
	DevOps	Am6	3.5	3.5	3.5	3.5	2.0	2.0	18.0
	Summary	Am6	60.0	56.0	53.5	49.8	45.3	39.3	303.8
Skedulo	Skedulo	Am6	3.0	3.0	1.0	1.0	1.0	1.0	10.0
	Summary	Am6	3.0	3.0	1.0	1.0	1.0	1.0	10.0
Customer Experience	Product Experience Lead	Am6	1.8	1.8	1.8	1.5	1.7	1.7	10.0
	Product Experience Specialist	Am6	2.0	2.0	2.0	2.0	1.0	-	9.0
	Design Lead	Am6	0.3	0.3	0.3	0.2	0.1	0.1	1.3
	Product UX Designer	Am6	1.5	1.5	1.5	1.3	1.3	1.2	8.3
	Copywriter	Am6	0.7	0.7	0.7	0.4	0.4	0.3	3.1
	Summary	Am6	6.3	6.3	6.3	5.3	4.4	3.2	31.6
Data Quality	Data Quality Technician	Am6	2.0	2.0	2.0	2.0	2.0	2.0	12.0
	Data Quality Analyst	Am6	5.0	3.5	3.5	2.5	2.5	1.5	18.5
	Data Quality Manager	Am6	0.8	0.8	0.5	0.5	0.5	0.5	3.6
	Summary	Am6	7.8	6.3	6.0	5.0	5.0	4.0	34.1
Provider/LHJ Support and Communications									
	Adoption and Stakeholder Communication	Stakeholder Communications	Am6	4.5	4.5	4.5	4.5	3.3	25.6
		Summary	Am6	4.5	4.5	4.5	4.5	3.3	25.6
	Training	Trainer	Am6	9.0	5.0	5.0	4.0	2.0	2.0
		Training Manager	Am6	3.0	3.0	2.0	2.0	2.0	14.0
		Training Operations	Am6	7.0	7.0	7.0	7.0	5.0	40.0
		Summary	Am6	19.0	15.0	14.0	13.0	9.0	81.0
Reporting and Analytics									

Exhibit 4 Cost Worksheets - Amendment 06

Workstream	Role	Basis	January	Febury	March	April	May	June	TOTAL
Reporting and Analytics	Report Developer	Am6	3.0	3.0	3.0	2.0	2.0	2.0	15.0
	Sr. Report Developer	Am6	2.0	2.0	2.0	2.0	2.0	2.0	12.0
	Data Engineer	Am6	5.0	5.0	5.0	5.0	5.0	5.0	30.0
	Sr. Data Engineer	Am6	3.0	3.0	3.0	3.0	2.9	2.9	17.8
	Data Scientist	Am6	3.0	3.0	3.0	3.0	2.5	2.0	16.5
	Reporting and Analytics Manager	Am6	2.3	2.2	2.1	2.0	2.0	2.0	12.6
	Business Analyst	Am6	5.0	5.0	5.0	3.0	3.0	3.0	24.0
	Summary	Am6	23.3	23.2	23.1	20.0	19.4	18.9	127.9
Digital Vaccine Record									
Digital Vaccine Record	Front End Developer	Am6	5.0	5.0	5.0	5.0	5.0	3.0	28.0
	Back End Developer	Am6	2.0	2.0	2.0	2.0	2.0	1.0	11.0
	AWS Developer	Am6	1.0	1.0	1.0	-	-	-	3.0
	Web Development Manager	Am6	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Data Engineer	Am6	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Sr. Data Engineer	Am6	2.5	2.0	2.0	2.0	2.0	2.0	12.5
	Integration Tester	Am6	6.1	6.0	6.0	6.0	6.0	4.0	34.1
	Communications Analyst	Am6	1.4	1.4	1.2	0.2	0.2	0.2	4.6
	Sr. Virtual Agent Developer	Am6	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Virtual Agent Business Analyst	Am6	2.5	2.5	2.5	1.5	1.5	1.5	12.0
	Product Experience Lead	Am6	0.3	0.3	0.3	-	-	-	0.9
	Design Lead	Am6	0.2	0.2	0.2	-	-	-	0.5
	Workstream Manager	Am6	0.5	0.5	0.5	0.5	0.5	0.5	3.0
	Product UX Designer	Am6	1.0	1.0	1.0	-	-	-	3.0
	Copywriter	Am6	0.3	0.3	0.3	-	-	-	0.9
	Summary	Am6	31.8	31.2	31.0	26.2	26.2	21.2	167.5
Total			309.2	288.3	265.7	244.2	226.1	200.7	1534.1

Exhibit 4 Cost Worksheets - Amendment 06

Workstream	Role	Capacity Budget												Total 170.7																
		January			February			March			April			May																
		168	160	184	160	160	184	160	160	184	160	160	184	160	160	184	Avg Workstream Monthly	Avg Workstream Monthly												
Program Management	Engagement Director	\$500	1.0	\$500	\$4,000,000	1.0	\$500	\$8,000,000	1.0	\$500	\$9,200,000	0.8	\$400	\$7,200,000	0.8	\$400	\$7,200,000	5.4	\$2,700,000											
	Project Director	\$425	2.0	\$850	\$14,200,000	2.0	\$850	\$136,000,000	2.0	\$850	\$15,400,000	2.0	\$850	\$142,800,000	1.5	\$638	\$11,200,000	11.0	\$4,675,000											
	Project Manager	\$401	1.0	\$401	\$7,368,000	1.0	\$401	\$6,416,000	1.0	\$401	\$7,78,000	1.0	\$401	\$6,736,000	1.0	\$401	\$7,057,000	6.0	\$2,400,000											
	PMO Support	\$282	3.5	\$987	\$165,816,000	3.5	\$987	\$157,920,000	3.5	\$987	\$181,608,000	3.5	\$987	\$165,816,000	3.5	\$987	\$175,712,000	21.0	\$5,922,000											
	Summary	7.5	7.5	\$2,738	\$459,284,000	7.5	\$2,738	\$438,080,000	7.5	\$2,738	\$63,920,000	7.5	\$2,638	\$438,184,000	6.8	\$2,424	\$40,488,000	43.4	\$15,783,000											
	Month Capacity/Cost	52.8	52.8	\$459,284,000	52.8	\$438,080,000	52.8	\$63,920,000	52.8	\$438,184,000	52.8	\$40,488,000	52.8	\$426,888,000	52.8	\$356,69	\$62,717,612,000	61,173,612,000												
Level 1 Helpdesk	Help Desk Lead	\$55	4.0	\$2,040	\$10,000,000	55	\$2,040	\$10,000,000	55	\$2,040	\$10,705,000	55	\$2,040	\$10,705,000	55	\$2,040	\$10,705,000	10.0	\$4,500,000											
	Level 1 Help Desk Supervisor	\$155	4.0	\$540	\$9,072,000	3.0	\$405	\$6,400,000	3.0	\$405	\$7,452,000	3.0	\$405	\$6,840,000	3.0	\$405	\$7,128,000	19.0	\$2,865,000											
	Call Center Support Analyst	\$145	1.0	\$195	\$3,226,000	0.3	\$558	\$9,360,000	0.3	\$558	\$10,761,000	0.2	\$39	\$6,552,000	0.1	\$30	\$3,276,000	2.0	\$390	\$6,144,000										
	Help Desk Support Analyst	\$86	5.0	\$490	\$7,240,000	3.3	\$284	\$45,408,000	3.3	\$284	\$52,219,00	3.3	\$284	\$47,678,400	3.3	\$284	\$47,678,400	21.5	\$1,845,000											
	Level 1 Help Desk Manager	\$255	1.8	\$649	\$7,711,000	1.8	\$459	\$7,344,000	1.8	\$459	\$7,459,000	1.8	\$459	\$7,711,000	1.8	\$459	\$8,075,000	10.8	\$2,754,000											
	Summary	52.8	52.8	\$3,479	\$165,672,000	52.8	\$14,342,000	46.4	\$3,296	\$527,408,000	52.8	\$71,04	\$113,666,55	39.4	\$2,911	\$556,739,000	38.3	\$2,837	\$476,582,400	74.726,000										
	Month Capacity/Cost	52.8	52.8	\$165,672,000	52.8	\$14,342,000	46.4	\$3,296	\$527,408,000	52.8	\$71,04	\$113,666,55	39.4	\$2,911	\$556,739,000	38.3	\$2,837	\$476,582,400	36.2	\$2,707	\$476,484,000	74.726,000								
Level 2 / Level 3 Support	Level 2 Help Desk Technical	\$155	5.0	\$775	\$130,000	5.0	\$775	\$124,000	5.0	\$775	\$14,260,000	4.5	\$698	\$117,200,000	3.0	\$465	\$78,120,000	2.0	\$310	\$45,560,000										
	Level 2 Help Desk Manager	\$204	1.0	\$204	\$3,472,000	1.0	\$204	\$3,240,000	1.0	\$204	\$37,536,000	1.0	\$204	\$34,722,000	1.0	\$204	\$37,536,000	6.0	\$1,220,000											
	Summary	6.0	6.0	\$979	\$165,672,000	6.0	\$163.17	\$27,412,000	6.0	\$979	\$163.17	6.0	\$163.17	\$30,022,67	6.0	\$962	\$163.17	6.0	\$914	\$163.17	\$101,154,67									
	Month Capacity/Cost	6.0	6.0	\$165,672,000	6.0	\$163.17	\$27,412,000	6.0	\$979	\$163.17	6.0	\$163.17	\$30,022,67	6.0	\$962	\$163.17	6.0	\$914	\$163.17	30,022,67										
	Production Support Technician	\$245	1.0	\$248	\$1,41,600	1.0	\$248	\$39,200,000	0.5	\$123	\$22,540,000	-	\$0	\$0	-	-	\$0	\$0	-	2.5	\$613	\$102,900,00								
	Production Support Technician	\$0	-	\$0	-	-	\$0	-	-	\$0	-	-	-	-	-	-	\$0	-	-	4.7	\$1,372	\$232,814,00								
Security Operations	Production Support Manager	\$295	1.0	\$295	\$9,450,000	1.0	\$295	\$47,200,000	1.0	\$295	\$54,280,000	1.0	\$295	\$49,560,000	0.7	\$192	\$32,214,000	4.0	\$768	\$129,024,00										
	DevOps Lead	\$165	2.0	\$330	\$5,540,000	2.0	\$330	\$52,800,000	2.0	\$330	\$50,720,000	2.0	\$330	\$55,440,000	2.0	\$330	\$55,440,000	12.0	\$1,980	\$337,920,00										
	Release Manager	\$218	2.0	\$646	\$7,348,000	2.0	\$458	\$6,970,000	2.0	\$458	\$8,224,000	2.0	\$458	\$7,348,000	2.0	\$458	\$7,348,000	12.0	\$2,636	\$4,466,400,00										
	Performance Test Technician	\$73	1.2	\$73	\$14,716,80	1.2	\$73	\$14,400,00	1.2	\$73	\$14,816,40	1.2	\$73	\$14,716,80	1.2	\$73	\$14,716,80	1.2	\$73	\$14,716,80	4,040,00									
	Summary	7.5	7.5	\$1,434	\$240,912,000	7.5	\$1,434	\$229,440,000	7.5	\$1,434	\$263,556,000	7.5	\$1,284	\$240,912,000	7.5	\$1,284	\$240,912,000	7.5	\$1,284	\$252,384,000	45.0	\$8,000	\$146,416,000							
	Month Capacity/Cost	7.5	7.5	\$240,912,000	7.5	\$229,440,000	7.5	\$263,556,000	7.5	\$1,284	\$240,912,000	7.5	\$1,284	\$240,912,000	7.5	\$1,284	\$252,384,000	7.5	\$1,284	\$146,416,000	45.0	\$8,000	\$146,416,000							
Production Operations	Production Support Technician	\$245	1.0	\$248	\$1,41,600	1.0	\$248	\$39,200,000	0.5	\$123	\$22,540,000	-	\$0	\$0	-	-	\$0	\$0	-	2.5	\$613	\$102,900,00								
	Production Support Manager	\$0	-	\$0	-	-	\$0	-	-	\$0	-	-	-	-	-	-	\$0	-	-	4.7	\$1,372	\$232,814,00								
	Summary	52.8	52.8	\$165,672,000	52.8	\$14,342,000	46.4	\$3,296	\$527,408,000	52.8	\$71,04	\$113,666,55	39.4	\$2,911	\$556,739,000	38.3	\$2,837	\$476,582,400	36.2	\$2,707	\$476,484,000	74.726,000								
	Month Capacity/Cost	52.8	52.8	\$165,672,000	52.8	\$14,342,000	46.4	\$3,296	\$527,408,000	52.8	\$71,04	\$113,666,55	39.4	\$2,911	\$556,739,000	38.3	\$2,837	\$476,582,400	36.2	\$2,707	\$476,484,000	74.726,000								
	Clinic Support Analyst	\$217	18.0	\$3,016	\$56,208,000	16.0	\$3,472	\$55,520,000	16.0	\$2,170	\$3,399,200,000	9.0	\$1,953	\$2,38,104,000	8.0	\$1,736	\$201,648,000	7.0	\$1,519	\$267,344,000	68.0	\$1,756	\$2,498,160,00							
	Senior Clinic Support Analyst	\$235	4.0	\$940	\$157,320,000	4.0	\$940	\$150,400,000	2.0	\$470	\$8,46,480,00	2.0	\$470	\$78,960,000	1.0	\$235	\$39,480,000	1.0	\$235	\$554,600,000	14.0	\$1,250	\$1,137,880,00							
Clinic Operations	Clinic Support Manager	\$321	6.5	\$2,087	\$39,530,000	4.2	\$1,348	\$215,712,000	3.2	\$1,027	\$18,034,000	3.0	\$963	\$161,784,000	2.0	\$642	\$107,856,000	1.0	\$642	\$112,892,000	20.9	\$7,609	\$1,137,880,00							
	Summary	28.5	28.5	\$1,933	\$164,660,000	24.2	\$5,760	\$921,632,000	23.8	\$388,037	\$921,632,000	15.2	\$3,667	\$67,746,80,00	14.0	\$3,386	\$568,848,00	10.0	\$3,296	\$211,696,000	10.29	\$24,750	\$149,584,000							
	Month Capacity/Cost	28.5	28.5	\$164,660,000	24.2	\$14,342,000	4.2	\$1,348	\$215,712,000	3.2	\$1,027	\$18,034,000	3.0	\$963	\$161,784,000	2.0	\$642	\$107,856,000	10.0	\$3,296	\$211,696,000	10.29	\$24,750	\$149,584,000						
	Application Architect	\$261	1.6	\$450	\$75,532,000	1.6	\$450	\$71,936,000	1.6	\$450	\$8,272,40	1.6	\$450	\$75,532,000	1.5	\$422	\$70,812,000	1.25	\$2,375	\$405,080,00										
	Business System Analyst	\$190	3.0	\$570	\$9,760,000	3.0	\$570	\$91,200,000	3.0	\$570	\$104,880,000	1.5	\$285	\$47,880,000	1.0	\$190	\$31,920,000	1.0	\$190	\$33,440,000	15.0	\$6,250	\$1,235,920,00							
	Software Tester	\$75	21.0	\$1,575	\$26,400,000	21.0	\$1,575	\$25,020,000	21.0	\$1,575	\$28,800,000	19.0	\$1,425	\$239,400,000	18.0	\$1,350	\$26,800,000	15.0	\$1,125	\$19,800,000	15.0	\$6,250	\$146,600,00							
myCAvax	Salesforce Developer	\$366	1.0	\$366	\$36,200,000	1.0	\$366	\$34,722,000	1.0	\$366	\$36,460,000	1.0	\$366	\$37,552,000	1.0	\$366	\$32,436,000	8.0	\$1,365	\$235,000,00										
	SCRUM Master	\$144	2.0	\$388	\$15,618,000	2.0	\$388	\$26,000,000	2.0	\$388	\$26,000,000	2.0	\$388	\$36,184,000	2.0	\$388	\$36,184,000	1.0	\$328	\$38,912,000										
	Test Manager	\$100	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000										
	Integration Architect	\$100	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000	1.0	\$100	\$14,640,000	0.5	\$58	\$16,440,000	0.5	\$58	\$16,440,000	0.5	\$58	\$16,440,000										
	Automation Tester	\$75	2.0	\$150	\$25,200,000	2.0	\$150	\$24,000,000	2.0	\$150	\$25,760,000	2.0	\$150	\$25,200,000	2.0	\$150	\$25,200,000	1.0	\$75	\$13,200,000										
	DevOps	\$45	3.5	\$140	\$23,520,000	3.5	\$140	\$22,400,000	3.5	\$140	\$23,520,000	3.5	\$140	\$23,520,000	2.0	\$80	\$13,440,000	1.0	\$75	\$12,272,000										
	Summary	60.0	60.0	\$113,240,000	60.0	\$111,54	\$18,730,000	56.0	\$2,620	\$992,400,000	56.0	\$110.76	\$17,721,43	53.5	\$5,656	\$101,318,000	49.8	\$840,243,60	\$101.56	\$17,261.72	39.3	\$4,009	\$705,375,000	\$102.12	\$17,261.72	39.3	\$3,198,000	\$95,496,000	\$105.40	\$18,535,20
	Month Capacity/Cost	60.0	60.0	\$113,240,000	60.0	\$111,54	\$18,730,000	56.0	\$2,620	\$992,400,000	56.0	\$110.76	\$17,721,43	53.5	\$5,656	\$101,318,000	49.8	\$840,243,60	\$101.56	\$17,261.72	39.3	\$3,198,000	\$95,496,000	\$105.40	\$18,535,20					
Skedub	Schedule	\$235	3.0	\$705	\$118,020,000	3.0	\$705	\$123,800,000	2.5	\$703	\$112,400,000	2.5	\$703	\$126,260,000	2.5	\$703	\$118,020,000	2.5	\$703	\$161,167,00	14.9	\$1,817	\$7,146,200,00							
	Summary	3.0	3.0	\$705	\$118,020,000	3.0	\$705	\$123,800,000	2.5	\$703	\$112,400,000	2.5	\$703	\$126,260,000	2.5	\$703	\$113,020,000	3.0	\$703	\$204,000,000	11.5	\$6,438	\$7,146,200,00							
	Month Capacity/Cost	3.0	3.0	\$705	\$118,020,000	3.0	\$705	\$123,800,000	2.5	\$703	\$112,400,000	2.5	\$703	\$126,260,000	2.5	\$703	\$113,020,000	3.0	\$703	\$204,000,000	11.5	\$6,438	\$7,146,200,00							
	Product Experience Lead	\$562	1.8	\$1,019	\$162,960,000	1.8	\$1,019	\$187,404,000	1.5	\$584	\$141,770,000	1.7	\$580	\$161,330,40	1.7	\$580	\$160,320,80	10.0	\$8,820	\$19,950										

Exhibit 4 Cost Worksheets - Amendment 06

Workstream	Role	January						February						March						April						May						June						Total											
		168			160			184			168			168			168			168			168			176			176			170.7																	
		FTEs	Hourly Cost	Monthly Cost	Avg Workstream	Monthly	Cost	FTEs	Hourly Cost	Monthly Cost	Avg Workstream	Monthly	Cost	FTEs	Hourly Cost	Monthly Cost	Avg Workstream	Monthly	Cost	FTEs	Hourly Cost	Monthly Cost	Avg Workstream	Monthly	Cost	FTEs	Hourly Cost	Monthly Cost	Avg Workstream	Monthly	Cost	FTEs	Hourly Cost	Monthly Cost	Avg Workstream	Monthly	Cost												
Month Capacity/Cost		7.8	\$433,944.00					6.3	\$338,160.00					6.0	\$364,596.00					5.0	\$280,308.00					5.0	\$280,308.00					4.0	\$238,582.00					34.1	\$1,935,894.00										
Adoption and Stakeholder Communications	S256	4.5	\$1,152 \$193,536.00					4.5	\$1,152 \$184,320.00					4.5	\$1,152 \$219,968.00					4.5	\$1,152 \$193,536.00					4.3	\$1,101 \$184,934.40					3.3	\$865 \$148,684.80					25.6	\$6,554 \$1,115,679.20										
Summary		4.5	\$1,152 \$193,536.00					4.5	\$1,152 \$184,320.00					4.5	\$1,152 \$211,968.00					4.5	\$1,152 \$193,536.00					4.3	\$1,101 \$184,934.40					3.3	\$845 \$148,684.80					25.6	\$6,554 \$1,116,792.00										
Month Capacity/Cost		4.5	\$193,536.00					4.5	\$184,320.00					4.5	\$184,320.00					4.5	\$211,968.00					4.3	\$184,934.40					3.3	\$148,684.80					25.6											
Trainer	S225	9.0	\$2,025 \$340,200.00					5.0	\$1,152 \$188,400.00					5.0	\$1,102 \$207,920.00					4.0	\$801 \$151,360.00					2.0	\$450 \$75,200.00					27.0	\$6,079 \$1,035,200.00																
Training Manager	S340	3.0	\$1,000 \$192,000.00					3.0	\$1,000 \$192,000.00					2.0	\$600 \$96,000.00					1.0	\$380 \$124,000.00					2.0	\$800 \$140,000.00					1.0	\$470 \$80,000.00					14.0	\$4,700 \$522,000.00										
Training Operations	S871	7.0	\$567 \$95,256.00					7.0	\$567 \$95,256.00					7.0	\$567 \$95,256.00					7.0	\$567 \$95,256.00					7.0	\$567 \$95,256.00					7.0	\$567 \$95,256.00					7.0	\$567 \$95,256.00										
Summary		18.0	\$1,612 \$566,816.00					15.0	\$2,212 \$433,810.00					14.0	\$2,172 \$436,448.00					12.0	\$2,147 \$436,696.00					11.0	\$1,697 \$286,096.00					9.0	\$1,525 \$329,160.00					8.0	\$1,407 \$289,136.00					8.0	\$1,377 \$295,448.80				
Month Capacity/Cost		18.0	\$566,816.00					15.0	\$433,810.00					14.0	\$436,448.00					13.0	\$360,696.00					11.0	\$286,096.00					9.0	\$270,460.00					8.0	\$239,336.00										
Report Developer	S238	3.0	\$714 \$119,952.00					3.0	\$714 \$113,424.00					3.0	\$714 \$131,376.00					2.0	\$476 \$79,968.00					2.0	\$476 \$79,968.00					2.0	\$476 \$83,776.00					15.0	\$3,570 \$60,280.00										
Sr. Report Developer	S224	2.0	\$648 \$108,864.00					2.0	\$648 \$103,860.00					2.0	\$648 \$119,232.00					2.0	\$648 \$108,864.00					2.0	\$648 \$108,864.00					2.0	\$3,888 \$663,352.00					12.0											
Data Engineer	S256	5.0	\$1,290 \$216,720.00					5.0	\$1,290 \$205,400.00					5.0	\$1,290 \$237,360.00					5.0	\$1,290 \$216,720.00					5.0	\$1,290 \$227,040.00					5.0	\$740 \$1,320,960.00					30.0											
Sr. Data Engineer	S367	3.0	\$1,101 \$184,968.00					3.0	\$1,101 \$176,160.00					3.0	\$1,101 \$202,594.00					2.0	\$1,101 \$184,968.00					2.0	\$1,064 \$178,802.40					2.0	\$5,653 \$1,114,799.20					17.8											
Data Scientist	S315	3.0	\$945 \$158,760.00					3.0	\$945 \$151,200.00					3.0	\$945 \$173,880.00					3.0	\$945 \$158,760.00					2.5	\$788 \$132,300.00					2.0	\$630 \$110,880.00					16.5	\$5,198 \$885,780.00										
Reporting and Analytics Manager	S497	2.3	\$1,145 \$192,040.80					2.2	\$1,069 \$176,968.00					2.1	\$1,044 \$192,040.80					2.0	\$794 \$166,992.00					2.0	\$994 \$174,944.00					12.6	\$6,237 \$1,063,977.60																
Reporting and Analytics Lead	S260	3.0	\$1,290 \$210,000.00					3.0	\$1,290 \$200,000.00					3.0	\$1,290 \$210,000.00					3.0	\$790 \$126,000.00					3.0	\$790 \$132,000.00					2.0	\$6,000 \$1,024,000.00					2.0	\$6,000 \$1,024,000.00										
Business Analyst	S211	3.0	\$1,290 \$210,000.00					3.0	\$1,290 \$210,000.00					3.0	\$1,290 \$210,000.00					3.0	\$1,290 \$210,000.00					3.0	\$1,290 \$210,000.00					2.0	\$3,730 \$91,160.00					2.0	\$3,730 \$91,160.00										
Summary		18.0	\$7,091 \$1,152,360.80					22.2	\$1,290 \$210,000.00					22.1	\$1,290 \$210,000.00					20.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00				
Month Capacity/Cost		18.0	\$1,152,360.80					22.2	\$1,290 \$210,000.00					22.1	\$1,290 \$210,000.00					20.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00					18.0	\$1,290 \$210,000.00				
Digital Vaccine Record	Front End Developer	S247	5.0	\$1,235 \$207,490.00				5.0	\$1,235 \$199,700.00					5.0	\$1,235 \$207,490.00					5.0	\$1,235 \$207,490.00					3.0	\$741 \$130,416.00					2.0	\$6,916 \$1,177,696.00					28.0											
Bark End Developer	S247	2.0	\$494 \$82,992.00					2.0	\$494 \$79,040.00					2.0	\$494 \$82,992.00					2.0	\$494 \$82,992.00					1.0	\$247 \$43,472.00					1.0	\$2,717 \$46,238.40					12.0											
AWS Developer	S206	1.0	\$206 \$34,608.00					1.0	\$206 \$33,296.00					1.0	\$206 \$37,904.00					-	\$0 \$0					-	\$0 \$0					3.0	\$618 \$105,472.00																
Web Development Manager	S231	3.0	\$963 \$161,784.00					3.0	\$963 \$154,080.00					3.0	\$963 \$177,192.00					3.0	\$963 \$161,784.00					3.0	\$1,064 \$187,316.00					18.0	\$5,778 \$986,112.00																
Data Engineer	S256	3.0	\$774 \$130,032.00					3.0	\$774 \$124,840.00					3.0	\$774 \$142,416.00					3.0	\$774 \$130,032.00					3.0	\$774 \$132,212.00					18.0	\$4,644 \$79,257.60																
Sr. Data Engineer	S367	2.5	\$918 \$154,140.00					2.0	\$734 \$111,740.00					2.0	\$734 \$135,056.00					2.0	\$734 \$123,312.00					2.0	\$734 \$129,184.00					12.5	\$4,588 \$782,444.00																
Integration Tester	S201	6.1	\$1,226 \$205,984.80					6.0	\$1,206 \$199,304.00					6.0	\$1,206 \$221,904.00					6.0	\$1,206 \$202,608.00					4.0	\$804 \$141,504.00					34.1	\$6,854 \$1,167,568.00																
Communications Analyst	S355	1.4	\$497 \$85,496.00					1.4	\$497 \$85,520.00					1.2	\$426 \$78,384.00					0.2	\$71 \$11,928.00					4.6	\$1,633 \$277,752.00																						
Vice President Business Analyst	S65	3.0	\$1,019 \$192,000.00					3.0	\$1,019 \$192,000.00					3.0	\$1,019 \$206,320.00					3.0	\$1,019 \$206,320.00					3.0	\$1,019 \$34,320.00					18.0	\$3,121 \$1,120,000.00																
Product Experience Lead	S261	0.5	\$475 \$9,000.00					2.5	\$475 \$7,900.00					1.0	\$475 \$9,700.00					1.5	\$47,800.00					1.5	\$2,800 \$50,160.00					12.0	\$2,800 \$30,120.00					0.9	\$554 \$89,395.20										
Design Lead	S486	0.2	\$73 \$12,976.00					0.2	\$73 \$11,720.00					0.2	\$73 \$13,468.80					-	\$0 \$0					-	\$0 \$0					0.5	\$220 \$37,475.40																
Workstream Manager	S210	0.5	\$155 \$26,040.00					0.5	\$155 \$24,600.00					0.5	\$155 \$28,520.00					0.5	\$155 \$26,040.00					0.5	\$155 \$27,280.00					3.0	\$930 \$158,720.00																

Amended and Restated Exhibit 9 – Security Services RACI

The activities and responsibilities for the Security Operations sub-workstream, between California Department of Public Health (CDPH) and Contractor, are governed by this RACI matrix.

Legend

R – Responsible

A – Accountable

C – Consulted

I – Informed

Strategy, Risk Management and Governance	Accenture	CDPH
Identify and track CalVax project security risks	R/A	C/I
Conduct information security risk assessments according to the following frequency: <ul style="list-style-type: none"> • Yearly - System risk assessment / security review • Semi-Annually - Salesforce Security Rapid Assessment (SSRA) • Ad-hoc - Accenture AWS Standards review, AWS well architected review 	R/A	C/I
Develop and maintain a written information privacy and security program for CalVax	R/A	C/I

Policy and Compliance	Accenture	CDPH
Comply with CDPH/State Policies and standards	R/A	C/I
Comply with Accenture policies and standards	R/A	C/I
Comply with Accenture's Client Data Protection (CDP) controls and guidelines	R/A	C/I

Training and Support	Accenture	CDPH
Provide security training to all Accenture project employees	R/A	C/I
Provide continuous security training opportunities to Accenture project employees	R/A	C/I
Keep Accenture project employees updated on latest security information and requirements	R/A	C/I
Provide training to Accenture project employees on working remote securely	R/A	C/I

Firewall and Network Security	Accenture	CDPH
Document cloud network security rules and configurations	R/A	C/I

Business Continuity / Disaster Recovery	Accenture	CDPH
Backup all CDPH PCI data on established frequency	R	R
Document disaster recovery plan	R/A	C/I

Secure Software Development Lifecycle	Accenture	CDPH
Verify development team has established secure software development lifecycle	R/A	C/I
Verify software environments are being used for development work (e.g., Dev, Test, Prod)	R/A	C/I
Verify no production data is located outside of production environment and environments are appropriately segmented	R/A	C/I
Review change control procedure, activities, and source control tool	R/A	C/I

Identity & Role Management	Accenture	CDPH
Implement secure remote access system to enable secure user access	R/A	C/I
Review employee user access on monthly basis to CalVax systems	R/A	C/I
Enforce principle of least privilege & separation of duties	R/A	C/I
Review profiles and permission sets on regular frequency	R/A	C/I

Data Discovery and Classification	Accenture	CDPH
Identify sensitive fields and values in Salesforce	R	A
Protect confidentiality of data and do not disclose CDPH PCI	R/A	C/I

Implement safeguards and take steps to continuously protect CDPH PCI	R/A	C/I
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Data Access Controls	Accenture	CDPH
Enable platform data protection and compliance through Salesforce Shield	R/A	C/I
Verify system enforces password complexity requirements	R/A	C/I
Require multi-factor authentication for Accenture employees	R/A	C/I
Sanitize all data and provide certificate of destruction	R/A	C/I
Review & configure session security settings (e.g., 20 minute timeout)	R/A	C/I
Review data dictionary and data handling by project team	R/A	C/I
Accenture data leakage protection (DLP) for Accenture employees using key terms and data classification controls	R/A	C/I

Certificate and Key Management	Accenture	CDPH
Protect certificates and keys	R/A	C/I
Provide certificates and keys upon request	C/I	R/A

Security Incident Management	Accenture	CDPH
Establish incident response plan	R/A	C/I
Conduct investigation of breach and security incidents	R/A	C/I
Report information security incidents to CDPH by email within 24 hours	R/A	C/I
Report information security breaches immediately to CDPH by telephone and email	R/A	C/I
Provide written report of security investigations to CDPH	R/A	C/I
Notification to individuals impacted by breach	R/A	C/I
Notify Attorney General if breach exceeds 500 individuals through coordination with CDPH	R/A	C/I

Security Monitoring	Accenture	CDPH
Analyze application logs and information for suspicious activity	I	R/A/C
Provide access to software for security monitoring	R/A	C/I
Maintain system logging and audit trail	R/A	C/I
Data retention– platform log retention on 30 day rolling retention	R/A	C/I

Vulnerability Management	Accenture	CDPH
Conduct scans using Accenture provided tools according to the following frequencies <ul style="list-style-type: none"> • Discovery/Dynamic scans– Major deployment of new feature or component • Vulnerability scans– Each code release (bi-weekly) 	R/A	I
Remove false positives per direction of development leads from vulnerability reports	R/A	I
Provide supplementary remediation recommendations provided by the VM Scanners to address vulnerabilities	R/A	I
Track vulnerabilities identified until remediation has been completed	R/A	I