Louisiana

Department of Children & Family Services

Building a Stronger Louisiana

REQUEST FOR PROPOSALS

For

***One DCFS* TRANSFORMATION PROJECT**

COMMON ACCESS FRONT END (CAFÉ)

For

Department of Children and Family Services

DATE: SEPTEMBER 9, 2010

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1.0 GENERAL INFORMATION

1.1 Background

The Louisiana Department of Children and Family Services (DCFS) is one of the administrative departments within the Executive Branch of State government in Louisiana. The administrative head of the Department is the Secretary, who is appointed by the Governor. The vision of DCFS is to provide services that will assist individuals, children, and families to achieve self-sufficiency and promote their well-being.

The Louisiana Department of Children and Family Services has undertaken an innovative initiative to transform the way that DCFS is organized and delivers services to our customers, One DCFS. This initiative, One DCFS, involves extensive organizational transformation, as well as four Projects; CAFÉ, Legacy Replacement, Document Imaging & Content Management, and Customer Service Center, intended to modernize and integrate the information systems used to support the delivery of services. One of those projects is the focus of this Request for Proposals (RFP). This project involves the implementation and support of the functionality to provide a Common Access Front End (CAFÉ) for all DCFS programs outlined in the Statement of Work (SOW). Subsequent legacy replacement system projects will build on or interface with CAFÉ. Legacy systems requiring replacement and/or an interface are found in Attachment 5 Interconnectivity/Interfaces. CAFÉ will provide a single point of access for DCFS staff to interact with disparate legacy systems as well as provide common functionality consistent across those systems. **CAFÉ may not establish the architecture for the legacy replacement systems but those systems must, at a minimum, interface with CAFÉ.**

1.2 Purpose

DCFS is issuing this RFP to solicit proposals for consulting services, business analysis, requirements gathering and validation, design and development, coding, testing and conversion, training and piloting, and implementation of CAFÉ. It should be noted that subsequently, DCFS will be procuring contractors to develop and deploy the replacement of legacy systems, including components to meet the Administration for Children and Families (ACF) federally-prescribed Statewide Automated Child Welfare Information System (SACWIS) requirements. In addition, DCFS is also separately procuring a fully functional Document Imaging & Content Management system, and a DCFS Customer Service Center. The selected CAFE vendor will be expected to work closely with the vendors of each of these other projects so that all of these efforts are integrated as seamlessly as possible. All DCFS projects must meet the standards set by DCFS and Louisiana's Office of Information Technology. See OIT Standards at:

http://doa.louisiana.gov/oit/Standards.htm

The four implementation Projects in the *One DCFS* Engagement are:

- Common Access Front End (CAFÉ) – The CAFÉ Contractor is expected to deliver a comprehensive, fully integrated common access front end (CAFÉ) including integrated business case management functionality for DCFS programs. Those programs include Family Independence Temporary Assistance Program (FITAP), Kinship Care Subsidy Program (KCSP), Child Care Assistance Program (CCAP), Supplemental Nutrition Assistance Program (SNAP), Disaster Supplemental Nutrition Assistance Program (DSNAP), Child Welfare, Child Support Enforcement (SES) and other minor programs. CAFÉ will provide web-based access for DCFS staff, customers, service providers, and

other stakeholders via portals. CAFÉ will also provide business case management functionality for staff as well as access to additional information that will continue to reside within the legacy systems. In addition, all parties, as allowed by state and federal regulations, will be able to view information, update specific types of information, and complete or initiate screening, application, reapplication/renewal and referral processes.

- Customer Service Center – The Customer Service Center Contractor will deliver a consolidated Customer Service Center that serves as the initial point of contact for all DCFS Programs. The Customer Service Center will use Interactive Voice Response (IVR) to provide information to customers or screen and/or route calls to the appropriate Customer Service Representative or State staff.

- Document Imaging & Content Management – The Document Imaging & Content Management Contractor will deliver a single solution that stores and indexes documents/images/content for all DCFS programs, and provides the ability to associate them to programs/cases/persons/work items.

- Legacy System Replacement – Depending on the outcome of feasibility assessments, the Department may replace legacy systems through a series of procurements. The child welfare information systems will be the first of the State's legacy systems to be retired as part of this effort. The initial Legacy System Replacement Contractor will design and implement a system that is fully compliant with SACWIS federal requirements.

CAFÉ must adhere to the principles and concepts of a Service Oriented Architecture (SOA). DCFS requests bidders to include experienced and certified personnel for the suite of products they are proposing. In addition, DCFS requests Proposers to recommend the latest releases of products that have a documented and clear support and enhancement path for the future.

The solution provided in response to this RFP must present a compelling business case and cost benefit analysis as to why the proposed solution is best suited to the development of CAFÉ. Solutions must clearly convey the total cost of ownership and the return on investment as well as the merits for consideration of the proposed technical direction. The impact on the existing hardware, software, infrastructure, and DCFS IT staff must be thoroughly analyzed, documented and presented. Particular emphasis must be placed on the time and costs to train DCFS IT and program staff on the proposed solution; effort required to integrate or convert to the new solution or to remain with and upgrade the existing Cúram framework; ongoing costs to maintain the solution over a ten year period; and the effort to apply routine product upgrades and releases.

The CAFÉ proposal must illustrate the Proposer's proven development techniques in implementing front-end web-based SOA solutions integrated to and interfaced with legacy systems including electronic case records that support integrated case management for multiple programs. Proposer must demonstrate an understanding of the challenges in assisting social service programs that undertake business process re-engineering to streamline and centralize its organization from multiple independent program offices (e.g. Child Welfare, Child Support, SNAP, Child Care, etc.) to a single unified agency. DCFS is significantly reorganizing its command and central control structures, consolidating many of its field offices and changing its approach to service delivery as part of the *One DCFS* effort. These changes are critically dependent on the timely and successful implementation of this project, which will connect multiple mission-critical information systems to a web-based solution that includes integrated case management for multiple programs in an incremental manner over an extended period with a long-term goal to eventually replace the legacy systems. The Proposer must present its

strategy to deliver a system to meet the needs of a department undergoing transformation. Proposers outlining solutions that extensively promote e-government self-services are preferred.

Award of a contract is contingent upon approval of the funding by the Louisiana State Legislature and by applicable Federal agencies. The contract award must meet applicable Federal (i.e. 45 CFR 74 and 95:617, 7 CFR 277.18) and State requirements (i.e. LRS 39:1481 – 1526) and is subject to Federal and State review and approval.

1.3   Goals and Objectives

Primary goals and objectives are to acquire the services of a contractor to implement the CAFÉ system by providing the software and services required in a timely and cost-effective manner.

The primary requirements and features of CAFÉ are:

- CAFÉ will provide a single point of access for DCFS staff, customers, and service providers.
- CAFÉ will provide for a single master client index and provider index for creating, storing, maintaining and interfacing such records to the legacy systems.
- CAFÉ will provide a common web-based front-end, which will interface to each of the DCFS legacy systems to allow for data entry or query.
- CAFÉ will interface with and expand the existing case notes systems
- CAFÉ will supplement and not replace the logic and backend processing programs of each legacy system. It will facilitate streamlining of business processes and workflows to support more effective case management and to implement technology and functionality not available in legacy systems.
- CAFÉ will not replace existing case management functions in the legacy systems. But, in order for CAFÉ to be effective and truly benefit the worker and ultimately our clients, CAFÉ will need to capture some case management information as part of its daily process and share it with the legacy applications.
- CAFÉ will also access existing case management information and incorporate it into the web-application and its business logic. Where necessary, missing or manual case management functionality will be automated to support seamless processing and expedite requests for services, delivery of services, and distribution of benefits.
- CAFÉ will allow for documents and data to be shared among DCFS staff with a business reason to access such. Data and documents will only be shared in accordance with applicable state and federal laws and regulations. CAFÉ will allow for a one-time capture of data and evidence documents.
- CAFÉ will provide "My Account" type functionality for customers, providers, and staff to allow secure online management of personal content including the ability to update contact information. .
- CAFÉ will extract and convert data that has been processed from multiple legacy systems and display alongside CAFÉ's unique data to users in a meaningful and intuitive manner.
- CAFÉ will provide for a mobile DCFS workforce, 24/7/365 online wireless access, and accommodate offline (data records checked out, updated, and later uploaded and synchronized) access to accommodate when legacy systems are down.
- CAFÉ will interface with an Document Imaging & Content Management system.

- CAFÉ will interface with a Random Moment Sampling (RMS) system to generate, capture and report on DCFS staff activity for federal funding purposes.
- CAFÉ will be designed and driven by DCFS Program staff and will be built using enterprise Service Oriented Architecture principles.

The Statement of Work contains the scope of services, deliverables, and desired results that the State requires of the contractor.

1.4 CAFÉ Functionality

The following diagram illustrates DCFS' perception of how CAFÉ will be used.

1.0 Family sets up account user ID and password and requests Child Care and SNAP

Family enters needed info and receives info re status, available providers and needed verification

Information entered by family enters CAFÉ

2.0 CUSTOMER PORTAL

Family sends req. verif. to imaging

Verification from the family is scanned into CAFÉ and attached to the E-case record where it can be viewed by the appropriate staff

3.0 CAFÉ
Information enters CAFÉ as an application and the system determines if there is an existing Case Record based on MCI information. It is attached to the E-record and sent to a queue to be pended. Pended application is sent to worker queue for processing. Client is notified of needed verification and status of application.

Information submitted by worker is sent to Legacy systems.

Eligibility decision and case information displayed in CAFÉ and alerts sent to all related cases in applicable programs.

Provider Information is recorded and stored in CAFÉ. Referrals, alerts, and coordination of scheduling for services across programs is managed in CAFÉ.

Process can be repeated as often as necessary for reporting changes, Simplified Reporting, Reviews, and requests for additional services.

4.0 WORKER PORTAL
Assigned worker interviews client and enters findings into CAFÉ. Worker checks existing case records for mandatory existing verifications provided to any applicable program. Staff member requests additional verification/documentation and processes application.

Information entered into CAFÉ to be sent to Legacy Systems for processing

Information is sent to Provider Management regarding available services

7.0 PROVIDER PORTAL
Providers register, receive licenses and certifications, billing invoices are received and verified. Provider enters information regarding services provided

5.0 DOCUMENT IMAGING
Customer Returns verification to Centralized Scanning Location
Verification is scanned to E-Case Record
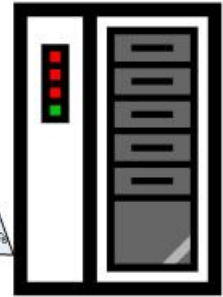
Info sent to Legacy for Elig. Det. and Benefit Issuance and sent back to CAFÉ for display

6.0 Legacy Systems

1.0   Customer decides to apply for SNAP and Child Care. They can do this electronically from their home computer, public computer, Community Partner computer or at the local office from a kiosk.

2.0   Customer enters the CAFÉ system from the Customer Portal. They will be able to screen for services to see if they are possibly eligible. They setup a secure account with User Name and Password. They will have the capability of moving the information from the screening tool to the application. This will be an intelligent tool which will present questions and information based on the customer's application preferences.   In this scenario only Child Care and SNAP questions will be presented.   As they answer questions a list of needed verifications will be created based on the customer's answers. At the end of the application process they will be able to mail or attach any available images of verification to the application. They will also be able to send in verification which will go to the Imaging Center (5.0). Requests for additional information will be displayed in the Customer Portal as well as mailed out if requested. The application can be saved and revisited in the Customer's account until they are ready to submit. They will also be able to access alerts and notices which pertain to their case or pending application, view their status, view budget information and indicate preferences for receiving notices and alerts (US mail, electronic, or both).

3.0   Information enters CAFÉ as an application (or redetermination, Simplified Report, renewal, or change) and the system identifies potential matching customers in the MCI (Master Client Index). If not, a unique ID number is assigned and the information is used to create a MCI account for the purpose of linking associated individuals to applications, services, and requests. The application is sent to a worker queue where it is assigned to a worker to take the appropriate case action.

4.0   Workers will enter CAFÉ through the Worker Portal and access their work queue,   case information, and clearances. Access in CAFÉ will be determined by the worker's user profile. The worker will be assigned the application in the queue and will review the application for completeness. Workers will interview the client as required by program regulations and request additional verification if needed. An automated notice will be generated in CAFÉ to request the required verification, provide time frames for submitting verification and processing the application. The worker will complete their work on CAFÉ and will submit the information to the corresponding legacy systems. The legacy system will receive the information, update (disposition) the system, and return status information to CAFÉ.   Screen edits will be created to prevent multiple failed attempts to pend and disposition cases in the legacy systems. Edits which currently exist in the legacy system will be duplicated in CAFÉ so that when information is dispositioned there should be a minimum number of errors. Any errors in the legacy systems will be displayed in CAFÉ for the worker to resolve and update. Once CAFÉ is implemented, new edits or refining of existing edits will be done only in CAFÉ, as long as they don't contradict what is in the legacy system. This will prevent future duplication of work to try and keep CAFÉ and legacy in sync. Workers will also be able to initiate payment overrides when necessary in CAFÉ to be performed in the legacy systems. The worker will be notified of receipt and availability of additional verification.   Information to disposition or update the case will be sent to the appropriate legacy system(s). A trigger will be created to disposition the case for eligibility decision(s). In this scenario CAPS (Child Care Assistance Program System) and LAMI (Louisiana Automated Management Information System) are the legacy systems which will have actions performed in them via CAFÉ.

5.0　　Verification received at the Imaging Center will be scanned and assigned an Index number that will be used to associate the image through the MCI to the appropriate person(s).

6.0　　The case/member information is sent from CAFE` to the Legacy systems. Actions in CAFÉ will trigger actions in the Legacy systems. The Legacy systems will continue to provide all the functionality that they do today. Workers will just not access legacy after CAFÉ. All actions in the legacy systems will be initiated from CAFÉ. Eligibility determinations benefit calculations, automatic and semi-automatic notice generation, recoupments, restorations, manual and supplemental issuances will all be done in the Legacy systems via triggering mechanisms from CAFE. Results, edits, and disposition errors will be sent back to CAFÉ to be displayed along with copies of notices, budgets, and case history. The goal of the DCFS is to eliminate the need for workers to access the legacy green screens. However, DCFS recognizes that some of these green screens have major functionality and is not asking the vendor to replace that functionality. Interfaces which currently exist will remain. Case functionality such as case notes which currently exists in siloed Legacy systems will remain but will be displayed in CAFÉ along with case notes from other programs where they can be viewed according to user profile. The Legacy systems will also continue to issue alerts and ticklers which will be sent to CAFÉ to be displayed.

7.0　　The worker can make a "Request for Services" through CAFÉ to the Provider Management area where referrals to providers, scheduling and coordination of services, and invoicing will occur. Customers will be sent information concerning providers who are available locally for the services they need. This information can be viewed in the Customer Portal. Providers will be able to set up accounts and apply on-line for provider status. Contracts, licenses, certifications, etc. will be stored in CAFÉ. This functionality in CAFÉ will prevent duplication of services across programs and help eliminate conflicts in scheduling due to varying requirements across the different programs. In the storyboard scenario the Customer requests information on available Child Care in their area and this information is sent through the Customer Portal for the Customer to view.

2.0　ADMINISTRATIVE INFORMATION

2.1　Term of Contract

DCFS anticipates entering into a contract specifying a period of 36 months for this procurement. A quotation for an optional 10,000 staff-hours of maintenance support post contract is also being requested in this procurement.

2.2　Pre-proposal Conference

As set in the calendar of events a mandatory Proposers' Conference will be conducted at:

Iberville Building, 1st Floor Conference Room 129

627 North Fourth Street

Baton Rouge, LA 70802

Attendance is a prerequisite for the submission of this proposal. Due to space constraints, a maximum of three staff per potential Proposer may attend the conference. Attendance will be verified by the use of a sign-in sheet at the beginning of the Proposers' Conference.

The primary purpose of the Proposers' Conference is to ensure that potential Proposers gain a clear understanding of development and implementation services sought. Information provided orally during the Proposers' Conference is intended to clarify written information provided in this RFP and related documents. Information provided orally, however, shall not be binding. Although impromptu questions will be permitted and spontaneous answers will be provided during the conference, the official written responses to each of the questions presented by the attendees will be posted. If information covered in the Proposers' Conference significantly enhances or modifies the RFP and related material, a written addendum to the RFP shall be posted on the DCFS and LaPAC web sites.

Advance registration via email to DCFS-CAFE-RFP@LA.GOV for the Proposers' Conference is suggested. DCFS complies with the Americans with Disabilities Act (ADA). If any individual planning to attend the Proposers' Conference requires special accommodations, information about the specific accommodation needed should be emailed at least three business days before the conference.

2.3   Proposer Inquiries

An inquiry period is hereby firmly set for all interested Proposers to perform a detailed review of the RFP and to submit any written questions relative thereto. **Without exception**, all questions **MUST** be in writing and received by 3:00 P.M. (CST) on the Inquiry Deadline date set forth in the Calendar of Events. Inquiries shall not be entertained thereafter. Proposers are encouraged to submit questions as early as possible. The State will attempt to answer questions as they are received.

The State shall not and cannot permit an open-ended inquiry period, as this creates an unwarranted delay in the procurement cycle and operations of our agency. The State reasonably expects and requires responsible and interested proposers to conduct their in-depth RFP review and submit inquiries in a timely manner.

Further, the State realizes that additional questions or requests for clarification may be generated from the State's addendum responses to the inquiries received during the initial inquiry period. Therefore, a final inquiry period shall be granted. Questions relative to the addendum shall be submitted by the close of business three workdays from the date the addendum is posted to the DCFS website www.dss.louisiana.gov and www.doa.louisiana.gov/osp (LaPAC). If necessary, another addendum will be issued to address the final questions received. Thereafter, all RFP documents, including but not limited to the specifications, terms, conditions, plans, etc., will stand as written and/or amended by any addendum issued as a result of the final inquiry period.

No negotiations, decisions, or actions shall be executed by any proposer as a result of any oral discussions with any state employee or state consultant. The State shall only consider written and timely communications from proposers.

Inquiries shall be submitted, in writing, by an authorized representative of the Proposer, clearly cross-referenced to the relevant RFP section. Only those inquiries received by the established

deadline shall be considered by the State. Answers to questions that change or substantially clarify the RFP shall be issued by addendum and provided to all prospective proposers.

Inquiries concerning this RFP shall be submitted in writing to:

> CAFÉ Project
>
> Department of Children and Family Services
>
> 627 North Fourth Street, Room 5-232
>
> Baton Rouge, LA 70802
>
> FAX: 225-342-5558
>
> E-mail: DCFS-CAFE-RFP@LA.GOV

This RFP is available in paper copy from the DCFS CAFÉ Project Office and also in PDF format on the Internet at www.dss.state.la.us or at the Louisiana Office of State Purchasing LaPAC web site at http://wwwprd.doa.louisiana.gov/OSP/LaPAC/pubmain.asp. The paper copy prevails if there are discrepancies with downloaded PDF versions. Paper copies of the RFP shall be provided in accordance with Louisiana Administrative Code 4:I.301.

The bid library contains documents that may be of interest to Proposers. Access to these documents is available in both electronic and paper formats. Documents in electronic format (PDF files) are available through the DCFS web site

http://www.dss.state.la.us/index.cfm?md=pagebuilder&tmp=home&pid=248

From the date of issuance of this RFP through the proposal submission due date, DCFS will maintain a research library for potential Proposers containing reference documents. The location of this library is:

> CAFÉ Project
>
> Department of Children and Family Services
>
> 627 North Fourth Street, Room 5-232
>
> Baton Rouge, LA 70802

The library will be available from 9:00 AM to 4:00 PM CST, or CDT as applicable, Monday through Friday, except for legal and declared holidays or mandatory office closures. Paper copies of the documents shall be provided in accordance with Louisiana Administrative Code 4:I.301.

2.4 Definitions

Agency – Any department, commission, council, board, office, bureau, committee, institution, government, corporation, or other establishment of the executive branch of the State of Louisiana authorized to participate in any contract resulting from this solicitation.

Can – The term "can" denotes an advisory or permissible action.

Contractor – The Proposer awarded the Contract as a result of this RFP.

Could – The term "could" denotes an advisory or permissible action.

Dishonesty of Employee – Dishonest acts committed by an "employee of the Contractor", whether identified or not, acting alone or in collusion with other persons, with the manifest intent to: cause one to sustain loss; and/or obtain financial benefit (other than employee benefits earned in the normal course of employment, including: salaries, commissions, fees, bonuses, promotions, awards, profit sharing, or pensions) for the "employee", or any person or organization intended by the "employee" to receive that benefit.

DCFS – The Department of Children and Family Services

DCFSIS – The Department of Children and Family Services Information Services

Discussions – For the purposes of this RFP presentation, a formal, structured means of conducting written or oral communications/presentations with responsible Proposers who submit Proposals in response to this RFP.

Employee – Includes any person employed by the contractor, under a written agreement between the individual and the contractor, to perform duties related to the contract.

ESSS – Economic Stability and Self Sufficiency. A program area within DCFS that includes TANF, SNAP, and Child Care programs.

LaPAC – The State's online electronic bid posting and notification system located on the Office of State Purchasing website, www.doa.louisiana.gov/osp, and is available for vendor self-enrollment.

May – The term "may" denotes an advisory or permissible action.

Must – The term "must" denotes a mandatory action or requirement.

Proposal – The formal written response to this document.

Proposer – Company or Firm responding to this RFP.

RFP – Request for Proposal (This document).

Shall – The term "shall" denotes mandatory requirements.

Should – The term "should" denotes an advisory action and is not mandatory.

SOW – Statement of Work

State – The State of Louisiana, Department of Children and Family Services,

Will – The term "will" denotes a mandatory action or requirement.

2.5   Schedule of Events

Event	Date
Issue Request for Proposal	**September 8, 2010**
Deadline for receiving proposers inquiries	**September 15, 2010** **3:00 PM CT**
Mandatory proposers conference	**September 22, 2010** **2:00 PM CT**
Deadline for final questions	**September 29, 2010** **3:00 PM CT**
Response to questions available	**October 6, 2010**
Proposal submission deadline	**October 25, 2010** **3:00 PM CT**
Oral Presentations Selected and Scheduled	**November 22, 2010**
Best and Final Offer Period	**December 6, 2010**
Notification of Intent to Award	**December 13, 2010**
Contract Negotiations Begin	**December 28, 2010**
Projected Contract Begin Date	**March 17, 2011**
Projected Contract Implementation Date of Employee Portal Functionality	
Projected Contract Implementation Date of Customer Portal Functionality	
Projected Contract Implementation Date of Provider-Payment Portal Functionality	

NOTE: The State of Louisiana reserves the right to change this schedule of RFP events, as it deems necessary.

3.0 PROPOSAL INFORMATION

3.1 Qualifications of Proposer

Proposers must demonstrate a clear understanding of the goals, objectives, and constraints of the CAFÉ project by proposing a workable plan, using proven people, methodologies, and technologies that fulfill the requirements presented in the Statement of Work (SOW).

3.2 Determination of Responsibility

Determination of the Proposer's responsibility relating to this RFP shall be made according to the standards set forth in **LAC 34: 136**. The State must find that the selected proposer:

- Has adequate financial resources for performance, or has the ability to obtain such resources as required during performance;
- Has the necessary experience, organization, technical qualifications, skills, and facilities, or has the ability to obtain them;
- Is able to comply with the proposed or required time of delivery or performance schedule;
- Has a satisfactory record of integrity, judgment, and performance; and
- Is otherwise qualified and eligible to receive an award under applicable laws and regulations.

Proposers should ensure that their proposals contain sufficient information for the State to make its determination by presenting acceptable evidence of the above to perform the contracted services.

3.3 RFP Addenda

The State reserves the right to change the schedule of events or revise any part of the RFP by issuing an addendum to the RFP at any time.

3.4 Waiver of Administrative Informalities

The State reserves the right, at its sole discretion, to waive administrative informalities contained in any proposal.

3.5 Proposal Rejection/RFP Cancellation

Issuance of this RFP in no way constitutes a commitment by the State to award a contract. The State reserves the right to accept or reject, in whole or part, all proposals submitted and/or cancel this announcement if it is determined to be in the State's best interest.

3.6 Withdrawal of Proposal

A proposer may withdraw a proposal that has been submitted at any time up to the date and time the proposal is due. To accomplish this, a written request signed by the authorized representative of the Proposer must be submitted to the CAFE Project Director at DCFS-CAFE-RFP@LA.GOV.

3.7 Subcontracting Information

The State shall have a single prime contractor as the result of any contract negotiation, and that prime contractor shall be responsible for all deliverables specified in the RFP and proposal. This general requirement notwithstanding, proposers may enter into subcontractor arrangements, however, should acknowledge in their proposals total responsibility for the entire contract.

If the Proposer intends to subcontract for portions of the work, the Proposer should identify any subcontractor relationships and include specific designations of the tasks to be performed by the subcontractor. Information required of the Proposer under the terms of this RFP is also required for each subcontractor. The prime contractor shall be the single point of contact for all subcontract work.

Unless provided for in the contract with the State, the prime contractor shall not contract with any other party for any of the services herein contracted without the express prior written approval of the State.

3.8 Ownership of Proposal

All materials submitted in response to this request shall become the property of the State. Selection or rejection of a proposal does not affect this right.

3.9 Proprietary Information

Only information that is in the nature of legitimate trade secrets or non-published financial data may be deemed proprietary or confidential. Any material within a proposal identified as such must be clearly marked in the proposal and will be handled in accordance with the **Louisiana Public Records Act, R.S. 44: 1-44** and applicable rules and regulations. Any proposal marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.

3.10 Cost of Preparing Proposals

The State shall not be liable for any costs incurred by proposers prior to issuance of or entering into a contract. Costs associated with developing the proposal, preparing for oral presentations, and any other expenses incurred by the Proposer in responding to this RFP are entirely the responsibility of the Proposer and shall not be reimbursed in any manner by the State.

3.11 Errors and Omissions in Proposal

The State will not be liable for any errors in proposals. The State reserves the right to make corrections or amendments due to errors identified in proposals by State or the Proposer. The State, at its option, has the right to request clarification or additional information from the Proposer.

3.12 Contract Award and Execution

The State reserves the right to enter into a contract without further discussion of the proposal submitted, based on the initial offers received. The State reserves the right to contract for all or a partial list of services offered in the proposal. The RFP and proposal of the selected Proposer shall become part of any contract initiated by the State.

The selected Proposer shall be expected to enter into a contract that is substantially the same as the sample contract. In no event shall a Proposer submit its own standard contract terms and conditions as a response to this RFP. The Proposer must submit with its proposal any exceptions or exact contract deviations that its firm wishes to negotiate. Negotiations may begin with the announcement of the selected Proposer.

If the contract negotiation period exceeds thirty (_30)_ days or if the selected Proposer fails to sign the final contract within seven (_7)_ business days of delivery, the State may elect to cancel the award and award the contract to the next-highest-ranked Proposer.

3.13 Code of Ethics

Proposers are responsible for determining that there will be no conflict or violation of the Ethics Code (http://www.ethics.state.la.us/BoardOfEthics.aspx) if their company is awarded the contract. The Louisiana Board of Ethics is the only entity that can officially rule on ethics issues.

4.0 RESPONSE INSTRUCTIONS

4.1 Proposal Submission

All proposals shall be received by the DCFS no later than **3:00 P.M. (CDT) on the date shown in the Calendar of Events.**

Important – Clearly mark outside of box or package with the following information:

PROPOSAL NAME: COMMON ACCESS FRONT END (CAFÉ)

Proposals may be **mailed** through the U. S. Postal Service or may be **delivered by hand or courier service** to:

> CAFÉ Proposal
> Department of Children and Family Services
> 627 North Fourth Street, Room 5-232
> Baton Rouge, LA 70802

Proposer Responsibilities

Proposer is solely responsible for ensuring that its courier service provider makes inside deliveries to our physical location. DCFS is not responsible for any delays caused by the Proposer's chosen means of proposal delivery.

Proposer is solely responsible for the timely delivery of its proposal. Failure to meet the proposal due date and time shall result in rejection of the proposal. The Iberville Building has security measures that all visitors must pass through to access the upper floors, proposal submission time must factor in passing through security. Problems related to **entry into the building are not sufficient to waive the deadline requirement.**

If the Proposer fails to comply with any of the mandatory requirements, the Department shall consider the proposal to be unacceptable and reject it from further consideration.

The Proposer must be the prime contractor on this project, and will be responsible for any subcontractor's performance.

The prime contractor must be designated in the proposal, and the proposal must be submitted under the prime contractor's name.

The Proposer must assure the Department that the proposal submitted was developed without collusion with other proposers.

The proposal should be complete so that an evaluation of the Proposer's solution can be conducted solely based on proposal contents.

The proposal must address all specifications in each section of this RFP, following the format and content outlined in this RFP. The requirements appearing in this RFP will become a part of the terms and conditions of the resulting Contract. Any deviations from the RFP must be specifically defined by the Proposer in its proposal that, if accepted by the State, becomes part of the Contract, but such deviations must not have been in conflict with the basic nature of this proposal.

Proposers shall submit all required forms, checklists, and cost schedules with their proposal.

Proposals must be signed by an individual authorized to bind the firm to the commitments required in the RFP as well as to the price offered in the proposal.

Proposals must contain an unequivocal positive statement that the firm will supply all the services and products required in this RFP for the fixed price offered in the proposal.

Contract staff listed in the proposal must be the actual contractors who will fulfill the engagement without exception.

5.0 PROPOSAL CONTENT

Proposals submitted for consideration must follow the format and order of presentation described below. Proposers shall submit proposals in two volumes:

VOLUME I - TECHNICAL PROPOSAL

VOLUME II - COST PROPOSAL

All pages of each proposal volume should be numbered consecutively from beginning to end or within proposal sections. **Include no pricing in the Technical Proposal.**

The State requires that **twenty one (21)** printed copies and **two (2)** copies on **Compact Discs (CD)** or USB Flash Drives of the proposal (Technical and Cost), be submitted to the RFP Coordinator at the specified address. At least **one (1) copy** of the proposal (Technical and Cost) shall contain **original signatures**; that copy should be clearly marked or differentiated from the other required copies of the proposal required to be provided by a notation in the lower left corner of the cover (of each volume) with the words **"Signed Original"**.

The signed original will be retained for incorporation by reference in any contract resulting from this RFP. Proposals must be signed by those company officials or agents duly authorized to sign proposals or contracts on behalf of their respective organizations.

Proposer may also submit one (1) redacted copy, if applicable, as described below.

The designation of certain information as trade secrets and/or privileged or confidential proprietary information shall only apply to the technical portion of your proposal. Your Cost Proposal will not be considered confidential under any circumstance. Any proposal copyrighted or marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.

For the purposes of this procurement, the provisions of the Louisiana Public Records Act (La. R.S. 44.1 et. seq.) will be in effect. Pursuant to this Act, all proceedings, records, contracts, and other public documents relating to this procurement shall be open to public inspection. Proposers are reminded that while trade secrets and other proprietary information they submit in conjunction with this procurement may not be subject to public disclosure, protections must be claimed by the proposer at the time of submission of its Technical Proposal. Proposers should refer to the Louisiana Public Records Act for further clarification.

The proposer must clearly designate the part of the proposal that contains a trade secret and/or privileged or confidential proprietary information as "confidential" in order to claim protection, if any, from disclosure. The proposer shall mark the cover sheet of the proposal with the following legend, specifying the specific section(s) of his proposal sought to be restricted in accordance with the conditions of the legend:

"The data contained in pages _____ of the proposal have been submitted in confidence and contain trade secrets and/or privileged or confidential information and such data shall only be disclosed for evaluation purposes, provided that if a contract is awarded to this Proposer as a result of or in connection with the submission of this proposal, the State of Louisiana shall have the right to use or disclose the data therein to the extent provided in the contract. This restriction does not limit the State of Louisiana's right to use or disclose data obtained from any source, including the proposer, without restrictions."

Further, to protect such data, each page containing such data shall be specifically identified and marked "CONFIDENTIAL".

Proposers must be prepared to defend the reasons why the material should be held confidential. If a competing proposer or other person seeks review or copies of another proposer's confidential data, the State will notify the owner of the asserted data of the request. If the owner of the asserted data does not want the information disclosed, it must agree to indemnify the State and hold the State harmless against all actions or court proceedings that may ensue (including attorney's fees), which seek to order the State to disclose the information. If the owner of the asserted data refuses to indemnify and hold the State harmless, the State may disclose the information.

The State reserves the right to make any proposal, including proprietary information contained therein, available to the Office of the Governor, or other state agencies or organizations for the sole purpose of assisting the State in its evaluation of the proposal. The State shall require said individuals to protect the confidentiality of any specifically identified proprietary information or privileged business information obtained as a result of their participation in these evaluations.

If your proposal contains confidential information, you should also submit a redacted copy along with your proposal. If you do not submit the redacted copy, you will be required to submit this copy within 48 hours of notification from the State. When submitting your redacted copy, you should clearly mark the cover as such - "REDACTED COPY" - to avoid having this copy reviewed by an evaluation committee member. The redacted copy should also state which sections or information has been removed."

5.1   CAFÉ Technical Proposal

The Technical Proposal must be submitted to the State in a separate package and be clearly marked: **"CAFÉ Technical Proposal"** and include the following sections:

1.   Certification Statement
2.   Transmittal Letter
3.   Table of Contents
4.   Executive Summary
5.   Corporate Qualifications
6.   Understanding of the Project Scope
7.   Methodology and Approach
8.   Technical Approach
9.   Organization and Staffing
10.   Project Planning and Management
11.   Project Work Plan
12.   Resumes and Roles of Proposed Staff
13.   Subcontractors

Attachments

The following narrative relates to the required outline presented above for proposal submission.

5.2   Certification Statement

The technical proposal must contain a fully executed Certification Statement as depicted in RFP Attachment 1.

5.3   Transmittal Letter

The letter must confirm that the Proposer will comply with all provisions in this RFP. The letter must be prepared on official company letterhead and signed by a company officer empowered to bind the company.   The letter must include a statement that RFP contract terms are accepted, specifically noting any exceptions or additional provisions requested, and that if the Proposer's proposal is selected, the Proposer understands and agrees that although it is not the intent of DCFS to exclude Proposer from future related CAFÉ contract work, if federal or state authorities rule otherwise, the Proposer may be ineligible to compete or to assist others in the development of proposals to obtain any other contracts related to the CAFÉ project. Proposers must also include a statement in the letter certifying that the price was arrived at without any collusion or conflict of interest. The transmittal letter must also clearly state that, as the prime contractor or systems implementer, the firm will assume primary and total responsibility for the design, development, implementation, and training of the entire project team and that licenses of any proposed software, tools, or utilities acquired to accomplish this engagement will be

transferred to the State of Louisiana at the termination of the contract. The Proposer must include a statement that no relationship exists or will exist during the contract period between the Proposer and the State that interferes with fair competition or is a conflict of interest, and no relationship exists between the Proposer and another person or organization that constitutes a conflict of interest with respect to a state contract. A Proposer's failure to include these items in the proposal shall cause the proposal to be determined to be non-responsive and the proposal shall be rejected.

5.4   Table of Contents

A table of contents with page numbers must be included that presents the sections required by the RFP.

5.5   Executive Summary

The Executive Summary must contain a concise but comprehensive summary of the entire technical proposal. At a minimum, this section must contain an overview of the Proposer's proposed staffing, understanding, methodology, approach, general timeline, product description, and the firm's background, financial and human resource capabilities and availability to provide the proposed products and services. The introduction must also present the Proposer's rationale for undertaking this engagement. This section should include the Proposer's business case for taking on this project, given the associated risks. Neither this section nor this technical proposal should summarize or reveal any costs contained in the cost proposal. The Executive Summary shall be no longer than 10 pages.

5.6   Corporate Qualifications

In this section, the Proposer must state the qualifications and credentials of the company, in terms of proven experience through similar engagements, reputations, etc. For the Proposer's company, as well as each subcontractor's company the Proposer must provide at least three references from three distinct clients that demonstrate experience and satisfactory performance within the last ten years in large systems including: software design, development, conversion, implementation, training, support, change readiness and change management. The Proposer's previous experience in providing these services particularly when using COTS, SOA, and an EAI (Enterprise Application Integration) approach to linking information systems via the web should be delineated.   Experience should exist in Child Welfare, Child Care, Child Support Enforcement, SNAP or TANF projects. The Proposer must provide Client reference information identifying at least three and no more than ten projects of comparable work completed within the past ten years. Information to be provided includes:

a) Name and address of agency/corporation, contact person, e-mail address and telephone number. For each project, include Client Project Manager, Program, MIS or Technical Contact names, addresses, telephone numbers, and e-mail addresses;

b) Approximate dollar value, staffing, person-hours and time period of work performed. Size of the project, provided in demographic terms including functional purpose, technical description, geographic scope, number of users, etc. A brief engagement narrative description must be provided which details the scope of the objectives of the project, the benefits received by the Agency as a result of the project implementation both initially and ongoing after the Agency assumed full responsibility for the maintenance of the program enhancements. Indicate established ability to provide services on time and within budget;

c) Description of work performed. If the project relates to Child Welfare, Child Care, Child Support Enforcement, SNAP or TANF programs and/or web or SOA, explain how. Provide description of the project organization and the roles and responsibilities played by the Proposer and Client personnel. Also identify if the project included model based productivity tools and/or Business Process Reengineering/Change Management, and if so, explain. Include a detailed description of the products produced by the Proposer and samples of work: design documents, plans, manuals, reports, etc.; and

d) Description of projects in which difficulties/problems arose and manner in which Proposer was able to successfully solve and return project to schedule, scope, or budget.

In addition to the Proposer's listing and description of Client references, Proposer must provide a copy of the DCFS Reference Response Request Form (Attachment 6) to each of the Client references identified. The Form should be completed in its entirety by the Client reference responder and mailed, faxed, or e-mailed directly from the Client reference responder to the State Project Director by the proposal due date. It is the responsibility of the Proposer to ensure the Client references are aware of deadlines and provide timely responses.

Evidence of adequate financial stability is a prerequisite to the award of a contract regardless of any other considerations. Proposer should include in their proposals such financial documentation as they believe sufficient to establish their financial capability and stability. Proposer must provide the latest three annual reports or other evidence of financial status that demonstrates capability to carry out the project. The State also desires that the Proposer provide the most recent three financial statements, preferably audited. The State reserves the right to request any additional information to assure itself of a Proposer's financial status.

5.7   Understanding of the Project Scope

The Proposer should describe their understanding of the mission, vision, needs and objectives of DCFS, as related to the scope of the RFP. The objectives specified should be measurable and performance-oriented where possible. The Proposer should discuss any engagements in which the Proposer has been involved, which are deemed as relevant. Proposer should elaborate its understanding of features and functionality of proposed system and what implications exist for the DCFS staff and workflow. Proposer should provide sufficient detail designed to convince the State that it knows what needs to be done; has done it successfully before; and has the wherewithal to execute it successfully for Louisiana's Child Welfare, Child Care, Child Support Enforcement, SNAP, and TANF customers, providers, and staff.

Proposer shall acknowledge that projects of this scope are challenged with changes over time and thus a pool of staff-hours equal to fifteen percent of the proposed total staff-hours must be included to provide for resources to be assigned to implement the approved changes. Individual changes exceeding twenty percent of the staff-hour change request pool will require formal contract amendment(s).

5.8   Methodology and Approach

The major activities should be addressed including the objectives and the methodology by which the Proposal will be completed, as related to this specific project and the specified deliverables. Proposers are permitted and encouraged to re-organize activities and deliverables to maximize efficiency and effectiveness. Proposals, however, should indicate that all topics identified in the Statement of Work, are addressed comprehensively. A statement of the

Proposer's project management philosophy should be included along with Proposer's view of this engagement as it relates to the overall corporate structure in terms of Proposer's resource support, oversight, control, and organizational reporting. The Proposer should include project phases dealing with incremental roll-out of functionality. The Proposer should also detail what documentation will be provided to DCFS outlining how enhancements can be made after the Proposer completes work on CAFÉ. DCFS needs to be able to understand how State staff will be able to continue the development/enhancement process after Proposer leaves.

5.9 Technical Approach

This section should contain a detailed discussion of how the Proposer will use technology to fulfill the requirements of the project. Proposer should elaborate as to rationale for procuring any additional COTS products or modules vs. rationale for building extensions to accommodate DCFS requirements. Proposer should itemize (without pricing) all software products recommended to meet requirements such as search engines, address verification, geo-coding, data scrubbing tools, biometrics, training development tools, performance measuring tools, automated testing, or scripting tools, etc.

Use of automated structured system development tools to document, trace, and depict the system requirements through the system development life cycle should be emphasized by Proposer to facilitate standards, conventions, metrics, modeling, and diagramming.

A description of the Proposer's approach to ensuring scalability, stability, maintainability, flexibility, interoperability, supportability, portability, modeling, productivity, testing, version control, performance, and security should be presented.

The Proposer should propose an Enterprise Application Integration (EAI) solution that complements the existing technical architecture to ensure that a consistent approach is maintained for all of the integrated systems. When describing the EAI approach, it is important for the Proposer to distinguish the difference between 'Integration' and 'Interfacing'. DCFS defines an interface to exist between two systems when data is typically extracted from the one system and loaded into the other, often done in batch off-line. When two systems are integrated they share information with each other online and in realtime; thus when data changes in one system, the change to that data is made known immediately to other integrated systems. As the DCFS legacy systems have scheduled down times, the integration logic must account for this unavailability and create solutions that store and forward transactions when availability is restored.

DCFS supports an EAI approach that employs the use of one central message brokering service that connects to a module in each of the systems being integrated. This 'hub and spokes' approach allows each system to not have to connect with every other system, but instead connects with only one system – the hub. The hub is forwarded information from the systems to enable the routing and transactional integrity of the request. Each module translates the request such that the specific application can understand and process. Each module should also employ specific techniques that are required to manage this process properly. Whether the techniques are invasive (each module understands the rules of the data for the system) or non-invasive (screen-scraping to mimic the actions of a user sitting at a terminal) each should be documented with rationale, risks, and rewards.

Based on conversations with federal representatives and with other states involved in similar projects and based on DCFS's experiences, it is clear that conversion tasks are often

underestimated. Therefore, the Proposer should describe in depth the methods, formulas, and techniques employed to produce plans and to carry out conversion.

DCFS recognizes that a department wide solution will be comprised of several COTS products that have been initially integrated and fully tested for interoperability. To ensure that DCFS will have a maintainable solution for years to come, Proposers must address ongoing upgrade and maintenance plans to the DCFS solution when component product version/upgrade/new releases become out of sequence.

An example: Proposer proposes during a phase to employ one unique COTS product (i.e. Document Management Product 1) and proposes an extension of the XYZ COTS model to incorporate a currently non-existent specific module (e.g. Levy and Lien module). Six months after this phased implementation, Product 1 is upgraded and made generally available by its respective Contractor (Contractor 1) and XYZ releases a new version, which has a Levy and Lien component added. Proposers must describe an approach to, conflicts, duplication, testing methodology, and DCFS Acceptance processes when multiple unique COTS components (either separate or internal) are upgraded.

If applicable, Proposer should identify cost-offsets the State will be guaranteed to receive in future acquisitions. As an example, it is probable that concepts, ideas and solutions developed during this engagement will be used and expanded upon to create new software offerings. Should the State determine that any such developed offerings would be beneficial; the Proposer could commit to provide offerings at no charge. Another example could be providing annual maintenance of specific software at xx % off list price or providing xx months of maintenance at no charge. Another example could be the time limited (e.g. five years) commitment of the Proposer to provide to the Louisiana State general treasury fund an xx % royalty on all sales of products that were developed due to this engagement or on all consulting engagements earnings by Proposer in which this project was listed as a reference.

In view of the lengthy budget approval and acquisition process of state government, Proposer should prepare and include a resource requirements section detailing estimated CPU, MIPS, data storage, print, memory, and time estimates for transaction and batch processes required for test, development, conversion, pilot, and implementation of the proposed solution.

The Proposer should describe the proposed technical architecture in sufficient detail to allow for the evaluation of the merits and the impact that the architecture may have on the State. The proposer should take care to stipulate any associated costs in the Cost Schedules.

Additionally, the Proposer should describe the software architecture required to support web-based access to application end-users with the required online response time. The Proposer should also address the scalability of the proposed architecture to demonstrate to the State that future extensions of the proposed solution will not be cost prohibitive in terms of the platform infrastructure.

5.10 Organization and Staffing

Proposer should indicate the key factors that should be considered in the staffing and management of the proposed engagement. Proposer should consider types of resources required, resources available, training requirements, use of DCFS Information Technology personnel, Child Welfare personnel, Child Support Enforcement personnel, Economic Stability and Self Sufficiency (ESSS) personnel, OM&F personnel, work to be done by the Proposer off-

site, etc. Proposer should describe ability to adapt to changing manpower needs, particularly if the project begins to fall behind schedule, and contingency plans relative to providing qualified skilled replacement personnel if needed during the life of the project. Proposer should also outline its strategy to retain staff that will be detailed in the Staff Retention Plan deliverable.

Proposer is expected to provide an organizational structure for the project team consistent with the scope and complexity of the project, the size and experience of the proposed team, the proposed methodology, and other relevant requirements of this project. Proposer must define the area of responsibility, positions, and roles identified in the proposed organizational structure. Each position definition should briefly describe the purpose of the role and list the associated responsibilities. Proposer's proposed project organization is expected to address both key roles and any additional anticipated staff. Proposer must identify which positions in the proposed organizational structure are assigned the identified roles. Proposer must also identify which staff will serve as backups to others and/or what strategy will exist to accommodate absences, turnover, and losses. Proposer must provide a matrix that cross-references the proposed position titles with the identified roles. Proposer should provide an organizational chart that provides anticipated staff by type of service. Proposer should describe the recommended minimum state project team organizational structure, interrelationships, and interaction with the Proposer's proposed organization. As the project progresses through the system development life cycle, it is recognized that the mix and numbers of staff engaged will vary commensurate with the need. To the degree possible, Proposer should describe these variations and the impact on state project team. DCFS is also particularly interested in the Proposer's assessment of the long-term operational support and maintenance manpower requirements.

Proposer should include a project organizational chart identifying all staff positions, their responsibilities and anticipated level of participation.   If the organization of the project is expected to vary over time or with specific phases or increments, then a separate organizational chart should be prepared for each instance. Proposer should submit a matrix outlining key staff, level of authority, experience, knowledge and skills to demonstrate Proposer's use of best and brightest personnel in pivotal positions. Proposed interaction of state project staff with Proposer project staff should be detailed. Specifically, the following areas should be addressed:

- Project Management Structure
- Proposer Primary Senior Staff
- DCFS Project Management Staff
- State Project Staff
- Proposer Project Staff
- Advisory Review and User Focus Groups

A matrix specifying key staff assignments must be included. The matrix should include the types of tasks the staff member would be engaged in and the proposed estimated number of hours to be devoted. Also include the number of proposed hours for non-named staff assigned to each task.

Task Assignment	Name of Lead(s)	# of Hours Onsite			# of Hours Off-site			Total Hours
		Increment 1	Increment 2	Post-Support	Increment 1	Increment 2	Post-Support	
Project Management	Resource A Resource B Non-named Resources Total:							
Infrastructure Setup, COTS Upgrades, Code and Data Migration	Resource A Resource B Non-named Resources Total:							
Requirements Gathering and Validation	Resource A Resource B Non-named Resources Total:							
Design Work	Resource A Resource B Non-named Resources Total:							
Development Work	Resource A Resource B Non-named Resources Total:							
Communications, Forms and Reports Work	Resource A Resource B Non-named Resources Total:							
Testing Related Work and UAT Support	Resource A Resource B Non-named Resources Total:							
Change Readiness Support	Resource A Resource B Non-named Resources Total:							

Task Assignment	Name of Lead(s)	# of Hours Onsite			# of Hours Off-site			Total Hours
		Increment 1	Increment 2	Post-Support	Increment 1	Increment 2	Post-Support	
Training Development Work	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Training Delivery Work	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Conversion Work	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Interfaces and Integration Work	Resource A							
	Resource B							
	Non-named Resources							
	Total							
Pilot Work	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Help Desk Work	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Implementation and Turnover	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Post-Implementation Support	Resource A							
	Resource B							
	Non-named Resources							
	Total:							
Federal Review Support	Resource A							

Task Assignment	Name of Lead(s)	# of Hours Onsite			# of Hours Off-site			Total Hours
		Increment 1	Increment 2	Post-Support	Increment 1	Increment 2	Post-Support	
	Resource B Non-named Resources Total:							
10,000 hours Pool Work for Optional Maintenance Activities to be procured post-contract	Resource A Resource B Non-named Resources Total:							10,000
Total All Tasks	Named Resources Non-named Resources Total:							

5.11 Project Planning and Management

Project Planning and Control Procedures

Proposer must indicate the basic project planning and control techniques to be used in managing the project. Proposer must demonstrate the ability and commitment to successfully work in a dynamic, fast-paced engagement. Specifically address:

a) Progress reporting;

b) Use of project working papers;

c) Use of risk assessment, mitigation and control techniques;

d) Problem/Issue/Change management, including reporting and escalation procedures;

e) Contractor management review to assure quality control;

f) Approach to involvement of Senior Executive Management, Steering Committee, Division of Administration oversight entities and Federal funding partners.

g) Use of state staff when pursuing multiple tracks concurrently;

h) Mentoring of state staff throughout the life of the project;

i) Tracking and reporting Contractor staff hours;

j) Use of video conferencing vs. travel in requirements gathering and design work with remote users;

k) Maintaining a current on-schedule, on-budget work plan; and

l) User review meetings, change readiness activities, feedback, communications, marketing, and public relations.

Quality Assurance

In a companion RFP, the State is requesting Quality Assurance services from a separate Contractor; thus, this section must delineate proposed interaction, including a statement to fully cooperate with QA processes, and detail the Proposer's internal quality assurance procedures.

Risk Assessment and Mitigation Strategies

As every major project has a number of risks that threaten success, Proposer must include a list of the top ten risks it believes exist for the CAFÉ Project or projects of a similar nature, and the proposed mitigation strategies and control techniques to address the identified risks.

This section of the proposal should describe the approach and methodology used by the Proposer. This section should describe the:

a) Proposer's understanding of the nature of the Department of Children and Family Services and how their proposal will best meet the needs of the State.

b) Proposer should define the functional approach in providing the services.

c) Proposer should define their functional approach in identifying the tasks necessary to meet requirements.

d) Approach to Project Management and Quality Assurance.

e) Escalation procedures to be followed by the Proposer to resolve problems, issues, and/or changes.

f) Procedures to be used to provide updates and status information in a written and/or oral format, and to interface with State management.

g) Sign-off procedures for the major decision-making points of the work plan.

h) Approach to obtaining State approval of deliverables.

i) An indication, by deliverable, of the allocated turnaround time for State review, acceptance or rejection of deliverables.

j) Approach to monitoring performance standards and overall performance monitoring plans.

k) Automated support tool(s) that will be used to plan, track, and report project status, DCFS Desktop software.

l) Sample project status/updates reports and frequency of use by the Proposer;

m) Methods used by the Proposer to track and report financial expenditures associated with the contract;

n) Methods and procedures to allocate, track, and report resource time to project milestones, deliverables, and tasks.

o) System design, modification, and documentation standards to be used;

p) Approach to capacity analysis determination, including assumptions and relationships to; the hardware, software, data, and telecommunications architecture of all systems and the Louisiana technical computing environment.

5.12 Project Work Plan

Proposer must refer to the Statement of Work and detail Proposer's approach to project tasks, subtasks, activities, interrelationships, dependencies, deliverables, documentation, milestones and events. Work plan must estimate staff-hours of state and proposer staff separately. Start and end dates, as well as projected deliverable submittal, review, and acceptance dates should be delineated. Suggested components for incremental system releases should be identified. When providing on-site support for statewide implementation, the Proposer should plan to spend no more than an average of five days of support per office location during the 90-day period after each approved release and site certification.

5.13 Resumes and Roles of Proposed Staff

Proposer must enclose a resume of each known person projected to be assigned to the project. Proposer must denote or emphasize staff experience and roles in any Enterprise or Modernization Project as well as expertise in, Child Welfare, TANF, SNAP, Child Support, or Child Care Assistance Programs. Proposer should refer to RFP Project Roles and Staffing, in Attachment 8 Statement of Work, and indicate how each person meets the minimum qualifications. The Proposer must stipulate that these persons will not be removed from the project nor will their level of participation be lessened without prior written justification and approval from the State CAFÉ Project Director. The Proposer must describe existing or potential contractual obligations for each proposed staff member and the Proposer's strategy for dealing with such situations. Should the Proposer not currently have available all personnel or resources required to complete the project, a statement must be included which specifies the Proposer's plan to acquire necessary staff and resources. Experience in every program area must be accounted for on the team. If such experience is not depicted in the list of key personnel, then Proposer must include non-key staff in order to demonstrate the experience is present on the team. For purposes of clarity and to portray depth, it is acceptable and Proposer is encouraged to provide resumes for all proposed known staff, not just those in key roles.

At a minimum, resumes for key personnel should include:

a) Project Manager

b) Application Development Manager

c) Technical Infrastructure Manager

d) Technical Architect

e) Database Administrator

f) Conversion Manager

g) Interface/Integration Manager

h) Software Testing Manager

i) Implementation/Operation/Maintenance Manager

j) Business Analyst Manager

k) Change Readiness Manager

l) Training Manager

m) Usability Manager, and

n) Business Continuity/Disaster Recovery Manager

o) or equivalents to above

Note that these persons should demonstrate the minimum experience requirements. Proposer will not be disqualified if persons do not possess minimum experience and qualifications; however, points will be deducted, and if chosen as Contractor, the Proposer will be required to provide persons who do possess the minimum experience requirements. The submitted resumes for all staff being proposed for this project must include:

a) the length and types of related experience in systems or programs;

b) systems analysis, detail design and web-based experience;

c) certifications, education, and experience in the proposed suite of products;

d) experience in implementation and support of web developed systems for mission critical applications across an enterprise;

e) experience in providing training to state technical staff and end user staff;

f) experience in setting up and running a help desk to support a web-based solution;

g) list of current and anticipated contracts that would require the involvement of the proposed staff member during the term of this contract;

h) percent of time proposed staff member would be devoted to the project onsite;

i) percent of time proposed staff member would be devoted to the project offsite;

j) oral and written communication skills, and ability to interface with all involved project parties; and

k) at least three business references from projects of a similar and comprehensive nature. Child Welfare, Child Care, Child Support Enforcement, SNAP and TANF are of special interest and should be emphasized.

Proposers should provide experienced management and technical staff as part of its proposal. The current resumes and qualification summaries of proposed personnel should include:

a) Detailed information regarding the experience and qualifications of the Proposer's assigned personnel and subcontractors (if any). The resume must include any current certifications.

b) Education, training, technical experience, functional experience, specific dates, and names of employers, relevant experience, past and present projects with dates and responsibilities and any applicable certifications.

c) A minimum of three professional references for each resume (name, title, company name, address and telephone number) must be provided for cited projects in the individual resumes.

d) Experience with and length of time employed by the proposer.

e) All staff must be physically located in the United States.

NOTE: The Proposer is responsible for verifying reference contact information, including but not limited to phone numbers and addresses. The Evaluation Committee is not obligated to try to locate persons not found at the numbers or places provided in the proposals. Obsolete or inaccurate contact information could affect the score in this category.

5.14 Subcontractor Requirements

For proposals with subcontractors, Proposer should include letters of agreement, contracts or some other form of commitment that demonstrates subcontractors' and consultants', willingness to undertake their portion of the proposed project.

5.15 Cost Proposal

The Cost Proposal must contain a completed RFP Attachment - Cost Sheet Summary form, CAFE Detailed Costs by Month and CAFE Total Cost of Ownership worksheets. The Cost Proposal must contain narratives and additional itemized charts to assist the State in understanding all costs associated with the approach adopted and resources required to successfully complete the project.

The Proposer must certify (and require any subcontractor to also certify) that the costs and pricing submitted are accurate, complete, and current. Pricing for any hardware and/or COTS software should list manufacturer's catalog price and must list the price to State as offered in the proposal.

Proposer must include in the attached cost charts cost information that is comprehensive, adequately detailed and clearly relevant to the project requirements. Specific attention must be given to identify and separate Proposer costs from expected State costs and resources required by Proposer that are above and beyond those listed in RFP. For example, Proposer proposes extensive work effort related to security and requires state to separately procure a specific

security package and provide a full-time State Security Administrator to be available exclusively for the project. As the State had not previously planned for such a cost and Proposer is requiring the state to provide such resources for project success, these unanticipated State required costs must be reflected separately in pricing, clearly delineating costs to be borne by the State. As the State is requiring a fixed fee contract for deliverables and fixed hourly rates for change request work, Proposer should provide pricing with all travel costs factored in and thus shall not be entitled to receive reimbursement for any expenses. All charts must be provided in Microsoft Excel 2003 and included in the Cost Proposal on CD or USB Flash drive. The attached charts required of Proposer to assist in the State's analysis of costs and Proposer's budget strategies include:

a) Cost and number of staff-hours by deliverable sorted by projected payment date – provide subtotals by month and by State Fiscal Year and Federal Fiscal Year;

b) Cost and number of staff-hours by deliverable sorted by Tasks and Release – provide subtotals by Task and Release;

c) Cost and number of staff-hours by Functional Requirement Grouping sorted by Release – provide subtotals by Release;

d) Matrix of hourly rate onsite and off-site project staff by title/role – if rates are adjusted per year then provide breakout of rate per year and blended overall total rate;

e) Itemized cost for miscellaneous items such as office facilities, utilities, equipment, communications, travel, lodging, subsistence, etc.;

f) Itemized cost for any hardware and software required for proposed solution for ten (10) years. Costs must be itemized. Contractor must depict not only the acquisition cost but any licensing and ongoing maintenance costs on the provided worksheets; and

g) Itemized list of any required state resources that are needed but not specifically delineated as being provided within this RFP.

Following review by the State, and during contract negotiations, it is conceivable that the State may propose to offer alternatives beneficial to the State and cost neutral to the Proposer. An example could be that Proposer lists $1,000,000 to cover office space, equipment and communications costs. During contract negotiations the State proposes to provide office space for all staff and thus negotiates to reduce the $1,000,000 commensurate with the agreed upon savings. The State reserves the right to procure items in the proposer's cost schedule including office space, equipment, communications, software, and hardware from alternate sources that are advantageous to the State.

6.0 EVALUATION AND SELECTION

6.1 Evaluation Team

The evaluation of proposals will be conducted by an evaluation team, as designated by the State, which will determine using consensus scoring the proposal most advantageous to the State, taking into consideration the evaluation factors set forth in the RFP.

6.2 Administrative and Mandatory Screening

All proposals will be reviewed to determine compliance with administrative and mandatory requirements as specified in the RFP. Proposals that are not in compliance will be rejected from further consideration.

6.3 Clarification of Proposals

The State reserves the right to seek clarification of any proposal for the purpose of identifying and eliminating minor irregularities or informalities.

6.4 Oral Presentations/Discussions

The State, at its option, may request oral presentations, discussions, and/or demonstrations to clarify any aspects of any proposal.

6.5 Evaluation and Review Phases

Proposals will be evaluated in five (5) phases.

> *Phase 1: Administrative Compliance / Mandatory Requirements Review*
>
> *Phase 2: Detailed Evaluation of Technical Proposals - 700 Points or 70%*
>
> *Phase 3: Cost Analysis - 300 Points or 30%*
>
> *Phase 4: Oral Interviews*
>
> *Phase 5: Best and Final Offer*

Phase 1: Administrative Compliance/Mandatory Requirements Review

Prior to evaluation, each proposal will be screened by the Project Director or designee to determine whether mandatory submission requirements have been met. The screening process is not an evaluation of the proposal's quality; rather, it is a cursory review of the proposal's responsiveness to the mandatory submission requirements of the RFP. A structured review process will be used as a guide to screen each proposal. Proposals screened as non-responsive or non-compliant will be rejected. Proposals submitted and prepared in compliance with RFP mandatory requirements will be eligible for further evaluation.

Phase 2: Detailed Evaluation of Technical Proposals - 700 Points or 70%

The evaluation team will review proposals and assess points according to the following distribution:

Criteria	Maximum Score
1. Certification Statement (RFP Attachment 1)	Mandatory
2. Transmittal Letter	Mandatory
3. Table of Contents	Mandatory

4. Executive Summary	Mandatory
5. Corporate Capabilities	50
6. Understanding of the Project Scope	100
7. Technical Approach	100
8. Project Approach	200
8.1. Methodology	
8.2. Controls	
8.3. User Involvement	
8.4. Service Level Agreements	
8.5. Multiple Stream Merge Process	
8.6. Project Work Plan	
9. Project Staffing	250
9.1. Qualifications	
9.2. Experience	
9.3. Structure	
10. Subcontractors	Mandatory (if subcontractors are proposed)
11. Attachments	
Total	**700**

Corporate Capabilities   50 points or 5%

Stability - Points awarded will be based on review and assessment of the Proposer's three most recent annual reports, audited financial statements and/or other evidence of company's financial status. Proposal will be analyzed to determine the degree to which Proposer's corporate, financial and technical resources are sufficient to demonstrate and support the Proposer's ability to successfully complete an engagement of this scope.

Flexibility - The ability of the Proposer to accept the terms and conditions of the RFP without modification will earn additional points (not to exceed 50 point maximum). The ability of the Proposer to provide perpetual royalty free licenses to any products that are

later developed and marketed by Proposer as a result of the work performed during this engagement will earn additional points (not to exceed 50 point maximum).

Experience - Preference will be given to Proposers who include evidence in proposal of recent success in assisting states in the design, development, implementation or transfer of web-based systems, particularly with COTS solutions and/or in the areas of Child Welfare, Child Support, TANF, SNAP, Child Care, Customer Portals, and Provider Portals. Experience in large-scale systems implementation and support related to DCFS programs and experience in integrating or interfacing mission critical legacy mainframe systems with proposed solutions is preferred. Similarly, experience with the proposed solution software products is preferred. Higher point award (not to exceed 50 point maximum) is possible with inclusion and verification of documentation supporting acceptance, satisfaction, and favorable opinion of systems and work by governmental officials.

Understanding of the Project Scope 100 points or 10%

Understanding of Project - Point allocation will be based upon proposals which demonstrate corporate awareness and commitment to projects aimed at social service information systems and an understanding of the needs and objectives of the Department of Children and Family Services and its programs. Similar successful engagements and Proposer's ability to thoroughly yet succinctly present knowledge gained and lessons learned may yield additional points. Points will be distributed based on the degree proposals reflect an understanding of the complexities of social service programs, the issues surrounding governmental agencies undertaking organizational re-engineering and the challenges of transitioning from mainframe stove-piped legacy systems to web-based systems over an extended period while enduring budget challenges and changes in administration. Particular attention to solving data sharing, confidentiality, security, and ownership issues should be addressed to possibly acquire additional points. Proposers outlining solutions that extensively promote e-government and self-servicing are preferred.

Technical Approach 100 points or 10%

Point scoring will be based on characteristics of the proposed COTS, custom build, or transfer product related to scalability, stability, recoverability, maintainability, flexibility, expandability, interoperability, maturity, supportability, manageability, portability, usability, modeling, productivity, testing, version control, performance, security etc. Proposer should detail functionality and highlight the features of the product as related to DCFS programs as well as the COTS, custom build, or transfer product in relation to the functional and technical requirements identified in RFP Attachment 7 to earn a higher score (not to exceed 100 points).

Points awarded will be influenced by Proposer's cost benefit analysis and rationale for use of proposed COTS products. Proposer should present evidence of the viability of proposed COTS product by documenting successful implementations. Higher points will be generated for Proposer with sound routines to address ease of integration and impact associated with ongoing and varying upgrades, versions, releases, and patch dates per package. Proposers should provide examples of a mature supported product that is beyond release 1 and available with extensive electronic and paper documentation (both technical and user oriented) as well as an established product support call center, web site and recurring product training opportunities based on a published curriculum at set rates. Higher points (not to exceed 100) are achievable for Proposer that is able to commit to providing incentives such as future discounts, reduced

license fees, or free support services to Louisiana for any proposed COTS products and any newly developed products that may be spawned from the project work and planned for distribution. Any cost offsets will be assessed and points awarded in this category.

Project Approach 200 points or 20%

The Project Approach will be evaluated based on 3 sections of the proposal: Methodology and Approach, Project Planning and Management, and the Project Work Plan.

Methodology - Points will be awarded for proposals delineating a logical, clear, and detailed statement of methodology leading to successful completion of all aspects of the project, contractual requirements and the project deliverables. Higher points (not to exceed 200) are obtainable by describing an approach that has incremental successful release roll-outs of functionality and ability to adapt to changing requirements and priorities. Approaches emphasizing modular components, thorough analysis, detailed documentation, meticulous testing, controlled conversions, successful implementation, comprehensive support, and mentoring while being on time and on budget may yield additional points (not to exceed 200). Approaches providing early deployment of customer and provider interfacing web portal components may earn additional points (not to exceed 200). Proposer should detail the method and factors used to derive the staff-hours of effort for each activity within the work plan. Approaches that employ business and system modeling using an integrated software development suite of COTS products with Unified Modeling Language standard notation and extensive traceability are preferred.

Controls - Points will be allocated for proposals with management controls that are sufficient to ensure successful completion of the project. Assumptions and constraints should be openly revealed. Additional points can be achieved by inclusion of perceived risks and appropriate mitigation strategies. Describing the authority of the on-site project manager to easily obtain needed resources and institute change when necessary may yield additional points (not to exceed 200). Proper time controls and issue resolution strategies along with timely status reporting procedures, sound quality assurance controls and a realistic sign-off process may result in more points (not to exceed 200).

User Involvement - Point distribution will occur for the inclusion of sufficient State Information Technology staff, user and stakeholder involvement to ensure that the project meets DCFS' stated needs and that the Department will be capable of performing required functions of future project phases and after implementation. Training, mentoring and meaningful activities directed at State staff (technical and end-user) in preparation to receive and support the proposed system may earn more points (not to exceed 200).

Service Level Agreements - Points will be allocated for proposals with sufficient details as to how Proposer plans to satisfy the system performance standards identified in RFP Attachment 7 Requirements. Proposer should present sound detailed Capacity Analysis and Resource Requirements documentation of the proposed solution along with appropriate descriptions of approaches and techniques to meet performance standards criteria. Points will also be allocated for proposals with sufficient details as to how Proposer plans to satisfy the response requirements to help desk calls and post-implementation support response requirements as identified in RFP Attachment 8 Statement of Work Section 13.12.

Multiple Stream Merge Process – Points will be awarded for proposals with build and deployment processes that promote the ability to simultaneously control code development versioning and check-in, check-out procedures yet allows multiple developers to concurrently work in same modules without impacting each other or the integrity of the system.

Project Plan – The Project Work Plan should be summarized in the body of the proposal with a detailed Gantt chart provided as an attachment.

Project Staffing 250 points or 25%

Project Staffing will be evaluated based on two sections of the proposal: Organization and Staffing, and Resumes and Roles of Proposed Staff.

Qualifications - Points will be determined through assessment of experience, education, certification, and training background of the Proposers project staff. Higher point award (not to exceed 250) is possible with inclusion of documentation supporting individual's excellent performance, commitment to quality, achievements, awards, creativity, and favorable opinion of staff by previous clients, particularly governmental officials.

Experience - Points will be awarded for project staff with recent and sustained experience in social service projects, specifically with their proposed solution and/or in the areas of Child Welfare, Child Support, TANF, SNAP, Child Care, Customer Portals, and Provider Portals. Emphasis will be placed on recent web-based experience and success. Proposals will be reviewed for specific examples of project staff member's knowledge of Child Welfare, Child Care, Child Support Enforcement, SNAP, TANF, Project Management, web-based multi-program application/eligibility systems and any proposed COTS products. Points will also be awarded for staff who have worked for the Proposer for an extended period or staff who have worked together on previous successful large-scale projects. Experience in large-scale systems implementation and support related to DCFS programs and experience in integrating or interfacing mission critical legacy mainframe systems with proposed framework is preferred. Experience is required in proposed COTS solution and tools.

Structure – Points will be assigned for the manner in which Proposer approached project organization and staffing. The quantity and quality of staff proposed will be assessed as well as the appropriateness and value of the role/responsibilities each staff member is assigned on the project team. A team structure that complements, supplements, and integrates the State's team may earn additional points (not to exceed 250 point maximum). A staffing approach that balances on-site full time personnel with just-in-time as needed expertise is preferred. A staffing pattern that promotes longevity and continuity of resources throughout the project is preferred. The State also prefers staffing patterns that promotes Proposer staff performing all work in Baton Rouge at or near the project site. A staffing approach that contains significant off-shore development work will receive fewer points. Proposer should also address the approach to resolving personnel issues.

Phase 3: Cost Analysis - 300 Points or 30%

The costs to be scored will be the total cost required to comply with the requirements of the RFP. All costs and the total project cost must be included in the proposal. Costs will include the

cost as proposed in the Cost Proposal and additional State support or resources that may be required to be provided. The evaluation basis will be for Total Cost of Ownership (TCO) over ten (10) years.

Proposer proposing multiple implementation release roll-outs of separate components may complete a separate Cost Sheet Summary instrument (labeled accordingly) for each individually implemented component. For simplicity all costs must be summarized on a single Cost Sheet Summary instrument labeled "Total". It is acceptable for all project management, initiation and software purchase costs to be listed only once on the "Total" sheet and not unnecessarily divided among multiple cost sheets covering multiple release roll-outs.

A separate Cost Sheet Summary should also be completed for any optional suggestions Proposer may want to propose for the State to consider. Optional suggestions should be recorded on a Cost Sheet Summary instrument that is re-titled as "Optional" Cost Sheet Summary. Optional suggestions must not be reflected in the "Total" Cost Sheet Summary. The Total Cost line on the "Total" Cost Sheet Summary will represent the Proposer's final total price. It should be noted that during the Best and Final Offer (BAFO) process, if DCFS determines there is merit in the optional suggestion then DCFS will provide the concept of the optional suggestion to all Proposers included in the BAFO for inclusion as an update in their final Proposal submission.

As described in the RFP Cost Proposal – Cost and Pricing Analysis, the Proposer is required to provide supporting charts in Microsoft Excel to facilitate the State's understanding of the Proposer's basis for arriving at certain costs and for use in future budgeting. Three hundred (300) points will be awarded to the Proposer with the lowest total cost. For each cost proposal the points will be determined by calculating a percentage ratio (carried to two decimals: 99.99%) using the formula below. That ratio will then be applied to the 300 points. The following formula represents the method for cost point award: 300 * (X[Lowest Responsive Proposal Cost] / Y[Total Proposal Cost]) rounded to the nearest whole number.

Phase 4: Oral Interviews

Upon the completion of the technical proposal review and compilation of technical evaluation scores, the Proposal Review Committee Chairman will independently calculate the cost evaluation score for each proposal and add to the technical score to determine the rank order of scoring of proposals. Those Proposers that have a reasonable chance of achieving the highest score will be invited for oral presentations. Selected Proposers will be given five days' notice to prepare for oral presentations. All key staff identified in the proposal, including subcontractors if any, will be expected to attend with no more than 20 people attending in total. Primes with subcontractors should ensure at least one subcontractor staff member attend.

Oral presentations are an opportunity for the State to acquire another perspective concerning Proposers staff and to ascertain a clearer understanding of the Proposer's product and approach. An interactive demonstration of the solution to reveal the power, functionality, versatility, and user-friendliness is required. DCFS may provide prescriptive scenarios to follow or may allow Proposers to suggest scenarios that are realistic and germane to the DCFS business processes. Since DCFS is particularly interested in the solution's ability to accommodate incremental releases, Proposers should be prepared to discuss and/or demonstrate product adaptability within the Proposer's approach. Proposers should prepare for a presentation not to exceed two hours, a demonstration not to exceed two hours and a question/answer period not to exceed three hours. Concurrent separate technical and

programmatic sessions may be required. Orals are not an opportunity to change proposal content. Members of the Proposal Review Committee will attend oral presentations and at the conclusion will adjust evaluation scores as needed. The same evaluation criteria and point system applied to the scoring of proposals prior to the oral presentation described in Phase 2 Detailed Evaluation of Technical Proposal will be applied to the scoring post oral presentation. Any cost incidental to an oral presentation or proposal preparation or submission shall be borne by the Proposer.

Phase 5: Best and Final Offer

If the State issues a written Request for Best and Final Offer (BAFO), it will be issued to all Proposers that participated in the oral presentations. Each Proposer included in the BAFO process will receive a Request for BAFO with a list of issues, concerns and/or requests for additional clarification including, but not limited to functional capabilities, cost, contractual gaps, and other Proposer-specific issues unique to their proposed solution. Proposers will be required to submit a written response to the Request for BAFO in accordance with the specified deadline for submission stated in the Request.

The Proposal Review Committee will meet in a facilitated work session to discuss each BAFO received. All information received from the Proposer will be used by the Proposal Review Committee to derive a consensus score for each of the specified criteria. Each criterion will be assigned scores to reflect the overall strength of each proposal taking into account all changes and clarifications provided by the Proposers during the evaluation process using a consensus-based approach. After BAFO discussions are complete, those proposals will be rescored in the same technical and cost areas, and the technical and cost scores may be adjusted.

Sample Point Awards

Presented on the next page is a sample scenario in which four proposals are received with one being screened out for not having an original signature on the proposal and not attending the mandatory proposers' conference. Three are selected for evaluation. The columns for each Proposer depict the scores obtained during each evaluation phase.

Sample Point Awards

Points Awarded	Proposer A			Proposer B			Proposer C			Proposer D
Passed screening review	Yes			Yes			Yes			No signature and
Evaluation Phase	Original	Orals	BAFO	Original	Orals	BAFO	Original	Orals	BAFO	did not attend Mandatory Proposer Conference
Firm 50 points	40	40	40	35	35	35	50	50	50	0
Staff 250 points	200	205	205	180	185	190	240	225	230	0
Understanding 100 points	95	100	100	85	90	90	100	100	100	0
Approach 200 points	185	190	195	150	170	180	190	195	200	0
COTS software 100 points	80	90	90	70	90	90	90	90	90	0
Cost 300 points	250	250	288	300	300	300	225	225	240	0
Total 1000 points	850	875	918	820	870	885	895	885	910	0
Proposal Offer	$30,000,000		$25,000,000	$25,000,000		$24,000,000	$33,333,333		$30,000,000	$22,000,000
Winning Proposal			☑							

7.0 SUCCESSFUL CONTRACTOR REQUIREMENTS

7.1 Corporation Requirements

If the contractor is a corporation not incorporated under the laws of the State of Louisiana, the contractor shall have obtained a certificate of authority pursuant to R. S. 12:301-302 from the Secretary of State of Louisiana.

If the contractor is a for-profit corporation whose stock is not publicly traded, the contractor shall ensure that a disclosure of ownership form has been properly filed with the Secretary of State of Louisiana.

7.2 Billing and Payment

Payments will be made by the Agency within approximately thirty (30) days after receipt of a properly executed invoice, and DCFS approval. All invoices shall include the contract number and itemized costs in accordance with the payment terms of the awarded contract.

A monthly retainage of 10% will be withheld by the State to be paid upon approval of the final invoice.

7.3 Confidentiality

All financial, statistical, personal, technical, and other data and information relating to the State's operations which are designated confidential by the State and made available to the contractor in order to carry out this contract, or which become available to the contractor in carrying out this contract, shall be protected by the contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the contractor. If the methods and procedures employed by the contractor for the protection of the contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The contractor shall not be required under the provisions of the paragraph to keep confidential any data or information, which is or becomes publicly available, is already rightfully in the contractor's possession, is independently developed by the contractor outside the scope of the contract, or is rightfully obtained from third parties.

Under no circumstance shall the contractor discuss and/or release information to the media concerning this project without prior express written approval of the Department of Children and Family Services.

Attachment 1 - CERTIFICATION

The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

OFFICIAL CONTACT: The State requests that the Proposer designate one person to receive all documents and the method in which the documents are best delivered. Identify the Contact name and fill in the information below and indicate preferred method of communication: (Print Clearly)

Date _____ Official Contact Name: _____

A. E-mail address: _____

B. Facsimile number with area code: (_____) _____

C. U.S. mail address: _____

Proposer certifies that the above information is true and grants permission to the State or Agencies to contact the above named person or otherwise verify the information provided.

By it's submission of this proposal and authorized signature below, Proposer certifies that:

1. The information contained in it's response to this RFP is accurate;
2. Proposer complies with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein;
3. Proposer accepts the procedures, evaluation criteria, contract terms and conditions except those requested to be altered in Proposal Section ___, and all other administrative requirements set forth in this RFP.
4. Proposer's quote is valid for at least 180 days from the date of proposer's signature below;
5. Proposer understands that if selected as the successful Proposer, he/she will have seven (7) business days from the date of delivery of final contract in which to complete contract negotiations, if any, and execute the final contract document.

Authorized Signature: _____

Typed or Printed Name: _____

Title: _____

Company Name: _____

Address: _____

City: _____ State: _____ Zip: _____

_____ _____

Signature of Proposer's Authorized Representative Date

STATE RELATIONSHIP

This section must also include the following administrative data and documents, as applicable:

a) Employer Federal ID#;
b) Name and address(es) of Principal Officers;
c) Name and address of local representative, if any;
d) If any person named above is a former Louisiana state employee, indicate State Agency where last employed, position title, termination date and SSN;
e) If the Proposer was engaged by DCFS, previously named DSS, within the past twenty-four (24) months, indicate the Contract #, State Contact name and telephone number, and/or any other information necessary to identify engagement;
f) If a corporation, Board Resolution Statement signifying signer of proposal is so authorized to negotiate and sign resulting contract;
g) Certificate of Authority from Secretary of State if out-of-state corporation; and
h) Any required insurance certificate

Attachment 2 - Contract

State of Louisiana Contract Conditions & Exceptions

A proposed contract is attached. The selected Proposer will be expected to enter into a contract that is substantially the same as shown here. In no event shall a Proposer submit its own standard contract terms and conditions as a response to this RFP. The Proposer must submit with its proposal any exceptions or exact contract deviations that its firm wishes to negotiate; however, many clauses are required by Louisiana state law and cannot be negotiated. Negotiations as described in the RFP may begin with the announcement of the selected Proposer. Proposer exceptions should be set forth in detail in a table in the Proposal, including the section of the contract affected by the exceptions, issue, reason for the proposed change, proposed alternative language (which is marked to show the changes to the model contract) and the impact, if any, on the Proposer's proposed total firm fixed price, which is based on the published contract.

Contract Section	Issue	Reasons for Proposed Change and Rationale for Cost Reduction	Proposed Alternative Language	Cost Reduction Impact on Price

Planned Tailoring of the Standard Contract

The State of Louisiana Standard Contract provides options for tailoring to fulfill specific needs. This section identifies options selected by DCFS that may be of particular interest to Proposers.

2.1 Fixed Fee

DCFS seeks fixed fee proposals to address the deliverables and services needed for the CAFÉ Project. The fixed fee model, however, may require the following modifications to ensure comparability of proposals. Activities identified by Proposer as optional must be priced separately (with separate Attachment 3 template completed and marked as "Optional Suggestions") and not included in pricing for the base proposal. An hourly fee schedule may be proposed for the other optional items. Potential Proposers should recognize, however, that DCFS prefers fixed fee pricing whenever feasible.

2.2 Liquidated Damages

a)   Parties agree that continuity of staff is critical to the success of the Project. Except for resignation, illness or other factors beyond the Contractor's reasonable control, any unplanned removal or reduction in work hours of Contractor staff, including Key Staff, from the Project without State written consent and such removal is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $100,000 per occurrence for Key Staff and $50,000 per occurrence for non-Key Staff. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

b)   Parties agree that timeliness of Work Products is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any scheduled recurring Work

Products (e.g. Reports) that are delivered later than five work days from planned date without State written consent and such delay is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per day, per occurrence. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

c)   Parties agree that timeliness of Work Products is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any officially delivered Work Products that are required to be submitted for review for approval that is more than ten calendar days overdue according to the most recent approved project work plan and is determined detrimental to the Project by the State CAFÉ Project Director;;; the Contractor shall pay to the State as liquidated damages an amount not to exceed $10,000 per occurrence. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

d)   Parties agree that quality of Work Products is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any delivered Work Product considered official that is required to be resubmitted for review for approval on more than two occasions and such repetitive review is determined detrimental to the project by the State CAFÉ Project Director;;; the Contractor shall pay to the State as liquidated damages an amount not to exceed $10,000 per occurrence. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

e)   Parties agree that the availability of the system for user access is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any unscheduled downtime of the system exceeding four (4) hours or any slow down in user response times that results in the system failing to complete typical transactions within ten (10) minutes for more than ten (10) users over the course of four (4) hours and such situations are determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $10,000 per occurrence, not to exceed $50,000 per day. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

f)   Parties agree that the responsiveness of the system to user access is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any slow down in user response times that fails to meet the service level agreements that are determined detrimental to the project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per occurrence, not to exceed $10,000 per day. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

g)   Parties agree that the responsiveness of the Contractor in solving system problems is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any response times that fail to meet the service level agreements that are determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per occurrence, not to exceed $10,000 per day. Such sums shall be treated as liquidated damages in lieu of actual damages

and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

h) Parties agree that meeting the Project Critical Event schedule is mandatory for the success of the Project. Except for factors beyond the Contractor's reasonable control, any Critical Event that has not been able to be Accepted by the State within one month of the official Project Work Plan scheduled Acceptance date, and such delay is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per day or a total of $500,000 per Critical Event per Release. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

i) The parties acknowledge and agree that Contractor could incur liquidated damages for more than one event if Contractor fails to meet its obligations by each date.

j) The assessment of liquidated damages shall not constitute a waiver or release of any other remedy the State may have under this contract for Contractor's breach of this contract, including without limitation, the State's right to terminate this contract, and the State shall be entitled in its discretion to recover actual damages caused by Contractor's failure to perform its obligations under this contract. However, the State will reduce such actual damages by the amounts of liquidated damages received for the same events causing said damages. In addition, such actual damages shall be subject to Contract Section 4.5.0.D.

k) Amounts due to the State as liquidated damages may be deducted by the State from any money payable to Contractor under this contract, or the State may bill Contractor as a separate item and Contractor shall promptly make payments on such bills.

State of Louisiana Contract

Recitals

31.0 Cooperation of Parties

32.0 Independent Status of Contractor

33.0 Legal and Regulatory Compliance

34.0 Nonwaiver

35.0 Notice of Delay

36.0 Notices

37.0 Publicity

38.0 Remedies

39.0 Severability

40.0 Sovereign Immunity

41.0 Subcontractors

42.0 Subpoena

43.0 Survival

44.0 Waiver

45.0 Damages Disclaimers and Limitations

Attachment I - Statement of Work

Attachment II - Contractor Personnel and Other Resources

Attachment III - State Furnished Resources

Attachment IV - Insurance Requirements for Contractors

Attachment V – Hardware/Software Environment

Attachment VI – Warranty Services

Attachment VII – Change Orders

Attachment VIII – Escrow Agreement

Attachment IX – Letter of Credit

Attachment X – Proposal Revisions

CONTRACT

BETWEEN

THE STATE OF LOUISIANA/DEPARTMENT OF SOCIAL SERVICES

AND

_____

On this ____ day of _____ (the "Effective Date"), the Department of Social Services, hereinafter sometimes referred to as the "State", and _____, hereinafter sometimes referred to as the "Contractor", do hereby enter into a contract (the "contract") under the following terms and conditions.

Recitals

State issued Request for Proposals #_____ ("RFP"), which is dated _____, and which is incorporated into this contract by this reference;

Contractor submitted a proposal in response to the RFP, dated_____, 20__;

State evaluated the proposal and identified Contractor as the apparently successful contractor for its project as described in the RFP;

Contractor desires to enter into a contract with State to meet the needs of State for the project; and

State and Contractor have agreed that the terms and conditions of this contract shall govern Contractor's furnishing to State a new technology system and associated deliverables and services for this project.

Therefore, in consideration of the foregoing recitals and the mutual promises and covenants as set forth below, the parties agree as follows:

1.0 Definitions

The following terms as used throughout this contract shall have the meanings as set forth below.

1.1 "Acceptance" and "Approval": A Notice from State to Contractor that a Deliverable or Service has conformed to its applicable Acceptance Criteria in accordance with the process described in the RFP.

1.2 "Acceptance Criteria": The Specifications against which each Deliverable shall be evaluated in accordance with the RFP and the Performance Standards, warranties and other requirements described in the contract, and State's satisfaction for Services which are not subsumed in a Deliverable.

1.3 "Acceptance Tests": The tests or reviews that are performed by State to determine there are no Deficiencies in the Deliverables and that must be satisfied before Acceptance can occur as set forth in the RFP; including without limitation User Acceptance Tests and Implementation Readiness Testing to the System.

1.6 "Application Software": The Transfer Software, Proprietary Software and Third Party Software licensed or sublicensed to State from Contractor.

1.7 "Change Order": A written form, in response to a Change Request, that is mutually agreed to in writing by State and Contractor, that modifies, deletes or adds to the Deliverables or Services, in whole or in part, and that is made in accordance with the terms of Attachment VII.

1.8 "Change Request": A written form used to modify, delete or add to the Deliverables or Services, in whole or in part, made in accordance with the terms of Attachment VII.

1.9 "Charges": The amount(s) to be paid for Services authorized under this contract, in whole or in part, as described in Attachment VII.

1.10 "Confidential Information": Various trade secrets and information of each party that either Contractor or State desires to protect against unrestricted disclosure including without limitation State non-publicly available Data, nonpublic Specifications, the Software, State security data, any nonpublic information or documentation concerning either party's business or future products or plans that are learned by the other party during the performance of this contract, and information that is designated as confidential by the disclosing party and, subject to Section 2.7.C, that may be exempt from disclosure to the public or other unauthorized persons under applicable State or federal statutes. The following are hereby designated State Confidential Information: client and employee personal information, including but not limited to names, addresses, Social Security numbers, e mail addresses, telephone numbers, financial profiles, credit card information, driver's license numbers, medical data, law enforcement records, and such other Confidential Information as is described in this definition.

1.11 "Confirmation": State's receipt of notice and full supporting and written documentation (including without limitation test results) from Contractor that Contractor has, as applicable: completed a Deliverable in accordance with its Acceptance Criteria or pre-tested the System for compliance with the Specifications; and confirmed the Deliverable, including but not limited to the System, is ready for applicable Acceptance Tests.

1.12   "Contractor": _____, its employees and agents.

1.13   "Contractor Project Manager": The individual chosen by Contractor and approved by State with management responsibilities for Contractor.

1.14   "Contractor Technology": Intellectual property owned by Contractor prior to the Effective Date (including modifications, enhancements or improvements to such intellectual property developed hereunder), including Contractor's proprietary methodologies, project management and other tools, deliverable examples, procedures, processes, techniques, data models, templates, general purpose consulting and software tools, utilities, routines and the Proprietary Software.

1.15   "Conversion": The Services performed by Contractor for converting historical and other Data for Processing by the Software and System as described in the RFP and the Proposal.

1.16   "Converted Data": The Data which has been successfully converted by Contractor for Processing by the System.

1.17   "Critical Event(s)": The events and Deliverables listed as such in Attachment I.

1.18   "Custom Software": The modifications and changes to the Application Software and other software, including without limitation: Interfaces, designed, developed or produced by Contractor under the contract.

1.19   "Data": The State's records, files, forms, data and other documents, including but not limited to Converted Data.

1.20   "Date/Time Compliance Warranty": The warranty as provided in the RFP.

1.21   "Days": Calendar days, unless otherwise indicated.

1.22   "DDI": Design, Development and Implementation.

1.23   "Defect" and "Deficiency": A failure, defect or deficiency in a Deliverable, which causes it not to conform to its Specifications to the extent determined by the State in its reasonable judgment.

1.24   "Deliverables": Contractor's products which result from the Services and which are prepared for State (either independently or in concert with State or third parties) during the course of Contractor's performance under this contract, including without limitation the System, each Release, the Pilot, Deliverables which are described in Attachment I and in the RFP and Proposal, Reports, as well as all designs, structures, know-how, techniques, and models developed in the course of rendering the Services and incorporated into such products.

1.25   "Delivery Date(s)": The dates described in the Work Plan for the delivery of the Deliverables and Services to State.

1.26   "Detailed System Design Deliverable": The Deliverable containing the detailed design for the System. The Deliverable will include but not be limited to the Specifications for each Software module, the System design approach Deliverable, the design for the System to meet Performance Standards, and other requirements agreed to by the parties.

1.27   "Documentation": All operations, technical and User manuals used in conjunction with the System, in whole and in part, including without limitation manuals provided by licensors of the Transfer Software and Third Party Software.

1.28   "Effective Date": The date of execution of the contract by the State following approval of the contract by the Louisiana Division of Administration and Office of Contractual Review.

1.29   "Enhancements": All updates, upgrades, additions, and changes to, and future releases of the Application Software in whole or in part, including without limitation: (a) updated versions of the Application Software to operate on upgraded versions of firmware or upgraded versions of Equipment; and (b) updated versions of Application Software that encompass improvements, extensions, updates, error corrections, or other changes that are logical improvements or extensions of the Application Software supplied to State. (ii) In addition, Enhancements will also include changes to the Software as described in Attachment VII.

1.30   "Equipment": The computer hardware on which the Software shall operate following its delivery, all operating system software for use with the Equipment, and telecommunications facilities and services as described in Attachment V.

1.31   "Executable Code": The version of the Software which is generated by an assembler from the Object Code of the Software and which will be installed and operated on the Equipment.

1.32   "Federal Financial Participation": The federal government's share of an expenditure made under the contract.

1.33   "Go/No Go Decision": The decision by State to initiate productive use of a Release in the actual business operations of State after Acceptance and Approval of the "Go-Live Checklist."

1.34   "Implementation": The process for making the System, in whole and in part, fully Operational and in Productive Use by State for Processing the Data in State's normal business operations. Implementation shall be considered complete when Contractor has completed the Implementation Services according to the Implementation Plan.

1.35   "Implementation Plan": A plan prepared by Contractor as a Deliverable which details the transition from design and development of the System to full operation of the System in accordance with Specifications.

1.36   "Implementation Readiness":   Readiness activities as described in the RFP and Proposal.

1.37   "Interfaces": Custom Software that is developed by Contractor for transmitting Data between the System and other systems, as noted in Appendix D of the RFP and Proposal.

1.38   "Key Staff": Contractor's key personnel listed in Attachment II.

1.39   "Letter of Credit": A letter of credit securing Contractor's performance of its contract obligations and other potential liabilities to State from the Effective Date until Approval, as described in Attachment IX.

1.40 "Maximum Amount": The maximum amount payable by State to Contractor under this contract.

1.41 "Notice": A written document given by a party to the other in accordance with Section 36.0.

1.42 "Object Code": The binary code version of the Source Code that has been processed by a compiler.

1.43 "Operational": The condition when the System is totally functional in accordance with its Specifications and usable for its purposes in the daily operations of State, and all of the Data has been loaded into the System and is available for Productive Use by State.

1.44 "Performance Standards": The standards to which the System shall perform during Acceptance Tests and the Warranty Period(s), as described in the RFP and as otherwise agreed to by the Parties during DDI activities.

1.45 "Pilot": The tests and other activities to be conducted at sites designated by State, as described in the RFP and Proposal.

1.46 "Platform Environment": The Equipment on which the System will be Operational as described in Attachment V.

1.47 "Post-Implementation Support": The Services described in the RFP and Proposal.

1.48 "Processing": The performance by the Software residing on the Equipment of logical operations and calculations on Data.

1.49 "Production Environment": The Equipment on which the Software will be Operational in production for State.

1.50 "Productive Use": The ability of Users to perform functional activities in the System that is Operational in the Production Environment in accordance with Specifications and Performance Standards.

1.51 "Project": The planned undertaking regarding the DDI activities for all Releases of the contract.

1.52 "Property": All State Equipment and other State real and personal property.

1.53 "Proposal": Contractor's response to the RFP, which is dated _____, which is amended in Attachment X, and which is incorporated herein by this reference.

1.54 "Proprietary Software": All computer programs which were developed and owned by Contractor or Subcontractors prior to the Effective Date or which are developed during the term by Contractor staff in performing work that is not for the Project and any modifications thereof and derivative works based therein, and the documentation used to describe, maintain and use such Proprietary Software.

1.55 "Purchase Price(s)": The price(s) for the purchase of each Deliverable, in whole or in part, as described in Attachment I.

1.56 "Quality Assurance" or "QA": The process of reviewing project activities and Work Products to ensure merit, value and correctness, while objectively determining if the correct product was delivered, it meets the user's needs and measures whether the product was built properly and according to technical specifications.

1.57 "Readiness Assessment": The Deliverable described in the RFP and Proposal.

1.58 "Release": The Software functionality to be provided by Contractor as described in the RFP and Proposal.

1.59 "Retainage(s)": The payment amounts held back by State from each Deliverable Purchase Price and from Charges for Warranty Services and Post-Implementation Support.

1.60 "Report(s)": Documents provided by Contractor to State regarding Project activities, events and Services provided.

1.61 "Roll-out": The successful completion of Implementation activities that allows deployment of a Release to all Sites for Productive Use by Users.

1.62 "Schedule": The dates described in the Work Plan for commencement of and completion of performance of Services, delivery of Work Products, and other Project events and activities.

1.63 "Self Help Code": Any back door, time bomb, or drop-dead device or other routine designed to disable a computer program with the passage of time or under the positive control of a person or party other than the State. Excluded from this prohibition are identified and State-authorized features designed for purposes of maintenance or technical support.

1.64 "Services": The tasks and services to be performed by Contractor on the Project, as described in the contract, including without limitation Project management, production and delivery of the Deliverables, Testing, Training, Pilot, Conversion, Implementation, Warranty Services, and Post-Implementation Support.

1.65 "Site(s)": The location(s) for the State or Contractor Equipment and Software, as agreed to by State.

1.66 "Software": The Application Software, the Custom Software, and all Enhancements thereto all in Source Code and Executable Code formats. Enhancements provided by Contractor prior to completion of the Project and during Warranty Services shall be included as part of the Software.

1.67 "Source Code": The series of instructions to the computer for carrying out the various tasks that are performed by a computer program, expressed in a programming language that is easily comprehensible to appropriately trained personnel who translate such instructions into Object Code which then directs the computer to perform its functions.

1.68 "Specifications": The technical and other written specifications and objectives that define the requirements and Acceptance Criteria, as described in the RFP, the Proposal and subsequent Deliverables; which have received Acceptance, met Performance Standards, and have been included in the necessary Documentation. Such Specifications shall include and be in compliance with all applicable state and federal policies, laws, regulations, usability

standards, e.g., the American Disabilities Act (ADA), Older Americans Act, and the Rehabilitation Act Section 508 Subpart B Section 1194.21, et seq., and the requirements in the Rehabilitation Act Section 508 Subpart B Section 1194.22. The Specifications are, by this reference, made a part of this contract, as though completely set forth herein.

1.69 "Staff": Individuals assigned to the Project including State employees, State staff augmentation personnel, Contractor's employees, Subcontractors and agents who shall provide the Services on behalf of Contractor.

1.70 "State": The Louisiana State Department of Social Services, any division, section, office, unit or other entity thereof or any of the officers or other officials lawfully representing State.

1.71 "State CAFÉ Project Director": The person designated by State to be responsible for all financial and contractual matters regarding the contract, including but not limited to, the person to whom State signature authority has been delegated in writing. The person designated by State to be responsible for day to day management of State resources assigned to the Project and monitoring of the status of Contractor's performance under the contract. The terms include, except as otherwise provided herein, an authorized representative of the Project Director acting within the limits of his/her authority.

1.72 "Statewide Implementation Acceptance": State notification of Acceptance following completion of Implementation activities and Roll-out of each Release throughout the State.

1.73 "Subcontractor": A person, partnership, or company, not in the employment of or owned by Contractor, which is performing Services under this contract, under a separate contract with or on behalf of Contractor.

1.74 "System": The complete collection of all Releases and Software, integrated and functioning together with the Data in accordance with the applicable Specifications and on the Equipment.

1.75 "System Testing": Functional and integration testing performed on the System by Contractor so that Contractor can provide Confirmation of the System's readiness for Acceptance Tests by State on the System and after Contractor has: completed design and development of the Custom Software, ,integrated the Application Software, Custom Software, Data and Equipment as the System.

1.76 "Third Party Software": Software developed by third parties (not including Subcontractors) and generally distributed for commercial use, and not specifically designed or developed for State, including without limitation operating system software, tools, utilities, and commercial off the shelf software.

1.77 "Training": Training Services to be provided by Contractor to State, as described in the RFP and Proposal and any Training Deliverable.

1.78 "Transfer Software": Software that is transferred by Contractor from another party for use by State and that shall be provided by Contractor under this contract in Source Code form.

1.79 "Turnover": The transfer of responsibility for certain Services from Contractor to State, as described in the RFP and Proposal and in Section 6.8.D.

1.80   "Unauthorized Code":   Any virus, Trojan horse, worm or other software routines or equipment components designed to permit unauthorized access to disable, erase, or otherwise harm Software, Equipment, or Data or to perform any other such actions.   The term Unauthorized Code does not include Self Help Code.

1.81   "User Acceptance Tests":   One type of Acceptance Test as described in the RFP and Proposal.

1.82   "User(s)":   Parties who will have use of and access to the System.

1.83   "Warranty":   Each warranty provided in the contract is a guarantee given to the State by the Contractor as described in Section 2.8.

1.84   "Warranty Period(s)":   The period(s) following Acceptance of each Deliverable and following each Statewide Implementation Acceptance, during which Contractor shall provide Warranty Services, subject to extensions for Deficiency correction periods.   Warranty Periods shall be in effect from date of Acceptance of each Deliverable and following each Statewide Implementation Acceptance through the twelfth (12th) month from the termination date of the contract.

1.85   "Warranty Services":   The Services to be provided to State by Contractor during the Warranty Periods as described in Attachment VI.

1.86   "Work Plan":   The overall plan of activities for the Project, and the delineation of tasks, activities and events to be performed and Deliverables to be produced with regard to the Project, as submitted with the Proposal and as updated in accordance with Section 4.2 of this contract.   The Work Plan shall be incorporated herein as part of the Proposal, and each revised Work Plan shall be incorporated herein upon its Acceptance by State.

1.87   "Work Product":   Project documents, presentations, events or milestones that are defined within the Work Plan to facilitate agreement and understanding between the parties and to signify completion of certain activities, as described in Attachment I.

2.0 Administrative Requirements

2.1 Complete Description of Services

A full description of the scope of services is contained in the following Attachments which are made a part of this contract:

- Attachment I - Statement of Work
- Attachment II - Contractor Personnel and Other Resources
- Attachment III - State Furnished Resources
- Attachment IV - Insurance Requirements for Contractors
- Attachment V – Hardware/Software Environment
- Attachment VI – Warranty Services
- Attachment VII – Change Orders

- Attachment VIII – Escrow Agreement
- Attachment IX – Letter of Credit
- Attachment X – Proposal Revisions

2.2 Term of Contract

This contract shall begin on the Effective Date and shall end on the earlier of 36 months thereafter or completion of the Services, subject to earlier termination as provided in the contract. State shall also have the option to obtain maintenance Services as described in RFP and Attachment VI Section 2.0.

2.3 Staff Insurance

Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be documented in the Maximum Amount included in Section 5.0. Insurance requirements shall be documented in Attachment IV.

2.4 Licenses And Permits

Contractor shall secure and maintain all licenses and permits, and pay inspection fees required to perform the required work to complete this contract. Contractor shall comply with all applicable State and federal licensing requirements and standards necessary in the performance of this Agreement.

2.5 Security

Contractor's personnel shall always comply with all security regulations in effect at the State's premises, and externally for materials belonging to the State or to the project. Contractor shall immediately report any breach of security to the State.

2.6 Taxes

Contractor is responsible for payment of all applicable taxes from the funds to be received under this contract. Contractor's federal tax identification number is _____.

2.7   Confidentiality

All financial, statistical, personal, technical and other data and information relating to the State's operations, which are designated confidential by the State and made available to the Contractor in order to carry out this Contract, or which becomes available to the Contractor in carrying out this contract, shall be protected by the Contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. Contractor shall not be required to keep confidential any data or information that is or becomes publicly available, is already rightfully in the Contractor's possession, is independently developed by the Contractor outside the scope of this Contract, or is rightfully obtained from third parties.

Contractor shall obtain from any authorized third party recipient of State Confidential Information a written acknowledgment that such third party will be bound by the same terms as specified in Section 2.7 with respect to the Confidential Information. In addition to the requirements expressly stated in Section 2.7, Contractor and its Subcontractors will comply with any policy, rule, or reasonable requirement of State that relates to the safeguarding or disclosure of information relating to State service recipients, Contractor's operations, or the Services performed by Contractor under this contract.

Notwithstanding the above, Contractor acknowledges that this contract shall be a public record as defined under Louisiana law. Any specific information that is claimed by Contractor to be Confidential Information must be clearly identified as such by Contractor. To the extent consistent under Louisiana law, State will maintain the confidentiality of all such information marked confidential information. If a request is made to view Contractor's confidential information, State will notify Contractor of the request and of the date that any such records will be released to the requester unless Contractor obtains a court order enjoining that disclosure. If Contractor fails to obtain the court order enjoining disclosure, State will release the identified requested information on the date specified.

Audit. State reserves the right to monitor, audit or investigate Contractor's use of State Confidential Information collected, used, or acquired by Contractor under this contract. Such monitoring, auditing or investigative activities may include without limitation Salting databases.

Return. Subject to record retention laws and to State's rights under Section 12.0, each party shall promptly return to the disclosing party, on termination or expiration, all of the disclosing party's Confidential Information, including copies thereof.

Injunctive Relief and Indemnity. Contractor shall immediately report to State any and all unauthorized disclosures or uses of State's Confidential Information of which it or its Staff is aware or has knowledge. Contractor acknowledges that any publication or disclosure of State's Confidential Information to others may cause immediate and irreparable harm to State. If Contractor should publish or disclose such Confidential Information to others without authorization, State shall immediately be entitled to injunctive relief or any other remedies to which it is entitled under law or equity without requiring a cure period. Contractor shall indemnify, defend, and hold harmless State from all damages, costs, liabilities and expenses (including without limitation reasonable attorneys' fees) caused by or arising from Contractor's failure to protect State's Confidential Information. As a condition to the foregoing indemnity obligations, State will provide Contractor with prompt notice of any claim of which State is aware and for which indemnification shall be sought hereunder and shall cooperate in all reasonable respects with Contractor in connection with any such claim.

Nondisclosure of Other State Information. The use or disclosure by Contractor of any State information not necessary for, nor directly connected with, the performance of Contractor's responsibility with respect to Services is prohibited, except upon the express written consent of State.

Survival. The provisions of this Section shall remain in effect following the termination or expiration of this contract.

2.8 Warranties

Contractor shall indemnify State against any loss or expense arising out of any breach of any specified representation or Warranty.

Deliverables. Contractor represents and warrants that each Deliverable, including without limitation each Release, the System (including but not limited to Third Party Software integrated into the System), and each Pilot shall meet its Specifications as provided herein following its Acceptance and during the Warranty Period. Contractor shall immediately repair or replace each of the Deliverables that do not meet its Specifications as provided herein.

Services.

(1)   Contractor represents and warrants that:

(a)   It shall perform all Services required pursuant to this contract in a professional manner, with high quality;

(b)   It shall give highest priority to the performance of the Services; and

(c)   Time shall be of the essence in connection with performance of the Services.

(2)   Contractor shall immediately re-perform Services which are not in compliance with such representations and warranties at no cost to the State.

Date/Time Compliance Warranty.

(1)   Contractor warrants that the System and all data related output or results produced by the System: (i) do not have a life expectancy limited by date or time format; (ii) will correctly record, store, process, and present calendar dates; (iii) will lose no functionality, data integrity, or performance with respect to any date; and (iv) will be interoperable with other software used by State that may deliver or interact with date records from the Software.

(2)   In the event of a breach of these representations and warranties, Contractor shall immediately begin work after telephonic notice by State on curing such breaches. If such problem remains unresolved after three calendar days, at State's discretion, Contractor shall send, at Contractor's sole expense, at least one qualified and knowledgeable representative to State's Site where the System is located. This representative will continue to address and work to remedy the Deficiency, failure, malfunction, defect, or problem at the Site.

Software Standards Compliance. Contractor warrants that all Software and other products delivered hereunder will comply with State standards and/or guidelines for resource names, programming languages, and documentation as referenced in Attachment V.

Software Performance. Specific operating performance characteristics of the Software developed and/or installed hereunder are warranted by the Contractor as stated in Attachment I.

Original Development. Contractor warrants that all materials produced hereunder will be of original development by Contractor, and will be specifically developed for the fulfillment of this contract. In the event the Contractor elects to use or incorporate in the materials to be produced any components of a system or software already existing, Contractor shall first notify the State, after which the state may elect to conduct an investigation, and may direct the Contractor not to use or incorporate any such components. If the State does not object,

Contractor may use or incorporate such components at Contractor's expense and shall furnish written consent of the party owning the same to the State in all events. Such components shall be warranted as set forth herein (except for originality) by the Contractor and the Contractor will arrange to transfer title or the perpetual license for the use of such components to the State for purposes of the contract.

No Surreptitious Code Warranty. Contractor warrants that software provided hereunder will be free from any "Self-Help Code" and "Unauthorized Code".

Power and Authority. Contractor represents and warrants that it has the full power and authority to grant to State the rights described in this contract without violating any rights of any third party and that there is currently no actual or threatened suit by any such third party based on an alleged violation of such rights by Contractor. Contractor further represents and warrants that the person executing this contract for Contractor has actual authority to bind Contractor to each and every term, condition and obligation to this contract, and that all requirements of Contractor have been fulfilled to provide such actual authority.

Registration. Contractor represents and warrants that it shall comply with all applicable local, State, and federal licensing, accreditation and registration requirements and standards necessary in the performance of the Services.

Authorization. Contractor represents and warrants that:

(1)   Contractor is a corporation duly incorporated, validly existing and in good standing under the laws of its state of incorporation and has all requisite corporate power and authority to execute, deliver and perform its obligations under this contract;

(2)   The execution, delivery and performance of this contract has been duly authorized by Contractor and no approval, authorization or consent of any governmental or regulatory agency is required to be obtained in order for Contractor to enter into this contract and perform its obligations under this contract;

(3)   Contractor is duly authorized to conduct business in and is in good standing in each jurisdiction that Contractor will conduct business in connection with this contract; and

(4)   Contractor has obtained all licenses, certifications, permits, and authorizations necessary to perform the Services under this contract and currently is in good standing with all agencies that regulate any or all aspects of Contractor's performance of Services. Contractor will maintain all required certifications, licenses, permits, and authorizations during the term of this contract at its own expense.

Ability to Perform. Contractor represents and warrants that:

(1)   Contractor has the financial stability to carry out at least six months of Services, including Warranty Services, during any period of this contract without reimbursement for the Services or expenses;

(2)   Contractor has the financial resources to fund the capital expenditures required under the contract without advances by State or assignment of any payments by State to a financing source;

(3)   Each Subcontractor providing a substantial amount of the Services under this contract has the financial resources to carry out its duties under this contract; and

Contractor's methods of accounting are consistent with generally accepted accounting principles and are capable of documenting and segregating costs by Release, stage, segment, or cost objective in order to support State's required accounting requirements.

3.0 Technical Requirements

3.1 Statement Of Work

Contractor shall perform services according to the terms of this contract and according to the Statement of Work (SOW) in Attachment I.

3.2 CONFIGURATION REQUIREMENTS

The Software System being installed shall be designed and configured by the Contractor to operate with existing Equipment (including networking environments) and Software as specified in Attachment V.

3.3 Project Management

Contractor shall adhere to the Project management functions identified in RFP.

3.4 Quality Assurance Reviews

State reserves the right to conduct Quality Assurance Reviews at appropriate checkpoints throughout the Project. Contractor will facilitate the review process by making Staff and information available as requested by the reviewers at no additional cost to the State.

3.5 Contractor Resources

Contractor agrees to provide the following Contract related resources:

Project Manager. Contractor shall provide a Contractor Project Manager to provide day-to-day management of project tasks and activities, coordination of Contractor support and administrative activities, and for supervision of Contractor employees. The Contractor Project Manager shall possess the technical and functional skills and knowledge to direct all aspects of the project. The Contractor Project Manager shall be at a management level sufficient to assure timely responses from all Contractor personnel and whose resume and qualifications will be reviewed and approved by State prior to his or her appointment as Contractor Project Manager. The Contractor Project Manager shall be able to make binding decisions pursuant to this contract for Contractor.   The Contractor Project Manager or other substitute Project management personnel for Contractor shall be at the Site full time during the DDI Services.

Key Personnel. Contractor shall assign staff that possesses the knowledge, skills, and abilities to successfully perform assigned tasks. Individuals to be assigned by the Contractor are listed in Attachment II.

Personnel Changes. Contractor's Project Manager and other key personnel assigned to this Contract may not be replaced without the written consent of the State. Such consent shall not

be unreasonably withheld or delayed provided an equally qualified replacement is offered. In the event that State or Contractor personnel become unavailable due to resignation, illness or other factors, excluding assignment to projects outside this contract, outside of the State's or Contractor's reasonable control, the State or the Contractor, shall be responsible for providing an equally qualified replacement to avoid delays to the work plan.

Other Resources. Contractor will provide other resources as specified in Attachment II.

Reference Checks. Due to the confidential nature of the information and materials which will be accessible to Contractor, State shall conduct a reference check on Contractor Staff to be used to provide the Services. State reserves the right in its sole discretion to reject any proposed Staff as a result of information produced by such reference checks or additional sources of information.

3.6 State CAFÉ Project Director

State shall appoint a CAFÉ Project Director for this Contract who will provide oversight and assign tasks for the activities conducted hereunder. The Project Director is identified in Attachment III. Notwithstanding, the Contractor's responsibility for project management during the performance of this Contract, the assigned State CAFÉ Project Director shall be the principal point of contact on behalf of the State and to the Contractor concerning said performance under this Contract.

3.7 State Furnished Resources

State will make available to the Contractor for use in fulfillment of this contract those resources described in Attachment III.

3.8 State Standards And Guidelines

Contractor shall comply with State standards and guidelines related to systems development, installation, software distribution, security, networking, and use of State resources.

3.9 Electronically Formatted Information

Where applicable, State shall be provided all documents in electronic format, as well as hard copy. Electronic media prepared by the Contractor for use by the State will be compatible with the State's equivalent desktop applications (e.g., spreadsheets, word processing documents). Conversion of files, if necessary, will be Contractor's responsibility. Conversely, as required, Contractor must accept and be able to process electronic documents and files created by the State's current desktop applications.

4.0 Deliverables

4.1 General

Contractor shall provide State with the Deliverables according to the Work Plan, as mutually agreed upon in writing during Warranty Services, and as described in the RFP, the Proposal and this contract. Contractor shall utilize the Specifications, the Work Plan, the RFP, the

Proposal, the Deliverables for which the State has previously granted Acceptance in addition to the Contractor's professional knowledge, and this contract as the basis of subsequent Deliverables. Contractor shall retain backup copies of a subsequent deliverables in writing and on electronic media until 180 days after termination or expiration of this contract and copies shall be made available to the State upon on its request.

All Deliverables shall be subject to State's Acceptance, including without limitation, those provided pursuant to Change Orders. State's review of Deliverables shall be in accordance with the time frames set forth in the Work Plan.

4.2 Work Plan

The Contractor's final Work Plan shall be contained in the Proposal, as revised by Contractor with assistance of State, to reflect Project changes since Contractor's initial submission. The Work Plan shall provide detailed information, in Microsoft Project (Version 2000 or later) as described in the RFP, including but not limited to: tasks, Deliverables, Schedules, task dependencies, resource requirements, and Payment Schedules. The Work Plan shall include the mutual expectations and work to be performed by State and Contractor in order to complete the Project successfully. Contractor shall deliver the revised Work Plan to the State CAFÉ Project Director for State's review no later than 30 days after the Effective Date of the contract. In the event of failure of either party either to agree upon this Work Plan of the State to give its Acceptance thereof within 45 days of the Effective Date, State may invoke its right to immediately terminate this contract, and, in State's discretion, pursue negotiations with an alternative vendor.

The Schedule shall not change as a result of time required by Contractor to correct Deficiencies, unless otherwise agreed beforehand in writing by State. However, the Schedule may, in State's discretion, be extended on a day to day basis to the extent that State's review of a Deliverable and review of corrections of Deficiencies in accordance with the Acceptance process and Acceptance Test Plan is longer than described in the Schedule.

Contractor shall provide updates to the official State maintained Work Plan regularly (no less than monthly) as described in the RFP and as otherwise necessary throughout the Project to accurately reflect the status of and schedule for activities, tasks, events, Services, and projected Schedule for such activities, tasks, events and Services. Any such updates must be agreed upon by State prior to their final incorporation into the Work Plan. Unless otherwise specifically agreed upon in writing, State's agreement to a change of the official Work Plan shall not relieve Contractor of liability for liquidated damages and other damages that may arise from such failures to perform its obligations as required herein. Contractor shall maintain updated copies of its detailed work plans in a common server drive accessible by State.

4.3 Acceptance Process for Deliverables

Upon delivery of a Deliverable and receipt of Confirmation from Contractor that the Deliverable meets its Specifications, State will, with Contractor's assistance and in accordance with the

Work Plan, promptly review or perform Acceptance Tests on the Deliverable, as applicable, to determine whether the Deliverable conforms to its Acceptance Criteria. State will employ PMO and QA Contractors to participate in such review and will take into consideration the merits of their comments and suggestions in determining Acceptance. State will provide Acceptance for a Deliverable if it has no Deficiencies. If a Deficiency is found, State will notify Contractor in an e mail or other documentation of Deficiencies used as the grounds for State's decision not to give Acceptance. Contractor shall correct Deficiencies and resubmit a corrected Deliverable to State who will retest previously identified deficiencies on the Deliverable to verify whether the deficiencies has been corrected. State shall submit in writing either its Acceptance or reject Deliverable following such review or Acceptance Tests. The time. The periods for correcting Contractor Deficiencies and State's review of Deliverables shall be in accordance with those set in the Work Plan. The time period for correcting Deficiencies by Contractor and reviewing and retesting corrected Deliverables that are not in the Work Plan, shall be ten business days.

If Contractor is unable to correct all Deficiencies within the number of days indicated in the Work Plan following the Deliverable's scheduled Acceptance, or if no such date is included in the Work Plan, within 60 days from such scheduled Acceptance, State may, at its option: (a) continue reviewing or performing Acceptance Tests on the Deliverable and require Contractor to continue until Deficiencies are corrected or eliminated; (b) request Contractor to provide, at its expense, a replacement Deliverable for further review or Acceptance Tests; (c) off-set from the Purchase Price to the extent State determines the Deficiencies for the Deliverable have not been corrected and provide Acceptance for the applicable Deliverable; or (d) after completion of the process set forth in this Section 4.0 and providing Notice of default to Contractor, terminate this contract as described in Section 6.2.

Contractor shall protect all Deliverables and backups for such Deliverables from damage, destruction or loss caused by acts or omissions of Contractor and its Staff. During the period Deliverables are in transit and in possession of Contractor, its carriers or State prior to their Acceptance, Contractor and its insurers, if any, shall bear the risk of loss or damage to such Deliverables, unless such loss or damage is caused by the negligence or intentional misconduct of State. Except as otherwise specifically provided herein, after State provides Acceptance for a Deliverable, the risk of loss or damage will be borne by State, except loss or damage attributable to the negligence or willful misconduct of the Staff.

4.4 Source Code.

Contractor shall provide State with a copy of the Source Code and corresponding technical documentation for the Custom Software and for the Application Software which is licensed by Contractor to State in Source Code form at the following points in time: (i) upon Acceptance of the System following Implementation Readiness Testing; (ii) when Contractor delivers an Enhancement to the System during the term of this contract; (iii) as described in the Work Plan; and (iv) at other times during the Project as requested by State. Contractor shall provide such Source Code and Documentation at no additional cost on magnetic media in a format acceptable to State.

To the extent other Application Software Source Code is available, Contractor shall also use the terms of Attachment VIII to allow State to obtain access to other Application Software source code, which is not available for Implementation, under conditions described in Attachment VIII.

4.5 Protection From Damage

Contractor shall protect all Deliverables and backups therefore prior to their Acceptance and while in Contractor's possession or control from damage, destruction or loss resulting from or caused by the acts or omissions of Contractor in connection with the Services. Contractor shall ship all Deliverables purchased pursuant to this contract, FOB State's destination. The method of shipment shall be consistent with the nature of the goods and hazards of transportation. During the period Deliverables are in transit and in possession of Contractor, its carriers or State prior to their Acceptance, Contractor and its insurers, if any, shall relieve State of responsibility for all risks of loss or damage thereto, unless such loss or damage are caused by the negligence or misconduct of State. After State provides Acceptance for a Deliverable, the risk of loss or damage shall be borne by State, except loss or damage attributable to Contractor's acts or omissions.

4.6 Delivery

Contractor shall deliver the Deliverables pursuant to this contract on or before the applicable Delivery Dates in the Work Plan. All such deliveries made pursuant to this contract must be complete. Contractor shall deliver hard copy and electronic versions of the Deliverables in formats agreed to by the parties. All packages must be accompanied by a packing slip which identifies all items included with the shipment and State's purchase order number. Contractor's delivery receipt must be signed by an authorized representative of State for all deliveries made hereunder.

4.7 Interpretation of Deliverables

In the event of a contradiction, conflict, ambiguity or inconsistency in or between Deliverables and other documents comprising this contract, including without limitation, a Deliverable that has already received Acceptance, the RFP and the Proposal, any such contradiction, conflict, ambiguity or inconsistency shall be resolved in favor of the latest State approved Deliverable. There may be a case where a previously documented requirement is inadvertently omitted or not addressed directly in a subsequent Deliverable. No requirements will be omitted from the Specifications without the written consent of the State CAFÉ Project Director.

4.8 Knowledge Transfer

While constructing and developing the Deliverables, including without limitation for DDI and Warranty Services for the Software, Contractor shall demonstrate and provide information to staff designated by State about the functionality, maintenance and operation of all such Software in accordance with the Specifications and the Work Plan.

4.9 Go/No Go Decisions

State shall assess the extent to which the Implementation obligations described in the contract have been completed and whether State is ready for each Go/No Go Decision. After all Implementation tasks have been completed; all tasks and criteria in the Go-Live Checklist have been satisfied, and the State has given its Acceptance of the Statewide Implementation Readiness Assessment Certification Deliverable, State will make its Go/No Go Decision. However, if State determines not to give such Acceptance, Contractor will correct the cause thereof in accordance with Section 4.3. If State makes its Go/No Go Decision for a Release,

Contractor shall provide Post-Implementation Support Services and Warranty Services for that Release as described in the RFP and Proposal and Section 2.8 and Attachment VI.

4.10 Federal Approval.

Contractor Obligations. Pursuant to achieving project objectives, Contractor agrees:

(1)   To perform Services as described in the RFP and Proposal;

(2)   To ensure the System meets the requirements of the applicable federal oversight agencies, including all regulations and certification requirements that are published and that are incorporated by reference in the contract or associated Change Orders, as of the time of application for federal approval;

(3)   To ensure the System meets all other applicable state and federal law requirements which may be enacted, including regulations or other guidelines, and that are incorporated by reference in the contract or associated Change Orders, as the time of application for federal approval;

(4)   To provide on a timely basis, all information, data, forms, System modifications, documentation, correspondence, consultation, and assistance in training as needed to assist State in obtaining federal approval;

(5)   To address the means of implementing program regulations, which may be required following the application for federal approval. Agreement on the approach and cost, if any, of implementing these program regulations will be in the form of a contract amendment, or in accordance with Attachment VII (Change Orders); and

(6)   To complete, test, and implement the changes required to bring the System into compliance with and be eligible for federal approval should the applicable federal oversight agencies determine that the System is not eligible for Federal Financial Participation.

5.0 Compensation and Maximum Amount of Contract

In consideration of the services required by this contract, State hereby agrees to pay to Contractor a Maximum Amount of $_____. Payment will be made only upon the approval of _____ (State designee).

5.1 Payment for Services and Deliverables

Firm Fixed Price. Except as otherwise specifically provided herein, the contract resulting from this RFP shall be compensated on a firm fixed price basis with Purchase Price payments following Acceptance of Deliverables. Purchase Price payments and Charges, less Retainage and subject to the State remedies herein, will be made following receipt of correct invoices which may be issued in accordance with the terms hereof after Acceptance by the State of the Deliverables. All Deliverables and Services shall be completed and invoiced in conformity with the Request for Proposal, Specifications, contract and commonly accepted industry standards.

Payment. State will make every reasonable effort to make payments within 25 workdays of the receipt of correct invoices. The allowable payment amount will be multiplied by 90 percent, giving the amount that will be remitted to the Contractor. Ten percent of the allowable payment will be Retainage and paid as described in Section 5.3. No interest on the Retainage shall accrue to the Contractor.

Change Order Payment. State will make every reasonable effort to make payments within 25 workdays of the receipt of correct invoices. Payments for Change Order work will be based on the number of actual hours which have been authorized by the State and which have been performed by the Contractor as required in the Change Order and then subsequently approved by the State. Invoices shall be submitted upon the successful completion and Acceptance of Change Orders or upon notification by the State to terminate work on a specific Change Order. Hourly rates for Change Order work are identified in Attachment II. Retainage will not be withheld from payments for Change Order work and thus invoices for these Services shall be separate from invoices for fixed price Deliverables.

Transportation and Insurance Charges. The costs associated with transportation, delivery and insurance for each Deliverable, if any, shall be paid for by Contractor.

Contractor Expenses. Contractor shall be responsible for payment of all expenses related to the contract, including but not limited to salaries, benefits, employment taxes, insurance, travel and per diem for its Staff.

Invoices. Contractor shall submit correct invoices to the State CAFÉ Project Director for all Charges, Purchase Prices and other amounts to be paid by State hereunder. Generally, an invoice will be submitted each month to report staff-hours by class and rate for completed work and Deliverables. Invoices should be dated, uniquely numbered, and , reference the contract number, , associated Deliverables accepted by the State, associated Acceptance dates, billable staff-hours incurred per item, and be signed by Contractor's Project Manager or other authorized representative. The State's CAFÉ Project Director will review invoices and upon approval will submit to the Department's payment section for payment issuance. All invoices submitted must meet with the approval of the State CAFÉ Project Director or designee prior to payment. Contractor shall only submit invoices for Services or Deliverables as permitted by Section 5.1 of this contract. Incorrect or incomplete invoices will be returned by State to Contractor for correction and reissue. The contract number and if applicable, purchase order number must appear on all invoices, bills of lading, packages, and correspondence relating to this contract. Invoices must reference this contract and provide detailed information and in a format as requested by State, including without limitation:

(1)   Contractor name, address, telephone number and federal tax identification number;

(2)   Invoice date, number and Louisiana DOA issued contract number

(3)   An itemization of each Deliverable and staff-hours incurred in the production of the item;

(4)   Applicable Purchase Prices and Charges and Retainages;

(5)   Date of delivery and/or date of installation and the Acceptance date triggering payment, as applicable;

(6)   Any other Project costs with a detailed, itemization of such costs, if applicable;

(7)   Sales or use taxes, if applicable;

(8)   Credits and liquidated damages, if any;

(9)   Total Retainage withheld and Gross and Net Total amount due, and

(10)   Signature by authorized representative.

Overpayments to Contractor. Contractor shall promptly, but in all cases within 30 days, pay to State the full amount of any erroneous payment or overpayment upon Notice of an erroneous payment or overpayment to which Contractor is not entitled. If Contractor fails to make such a timely refund, State may charge Contractor one percent (1%) per month on the amount due until paid in full.

Advance Payments Prohibited. No advance payment shall be made for goods or Services furnished by Contractor pursuant to this contract.

Credits. Any credits due State under this contract may be applied against Contractor's invoices with appropriate information attached, upon giving of notice required herein, if any, by State to Contractor.

No Increases. Contractor shall not increase the Maximum Amount due from State under this contract for all Services and Deliverables, Purchase Prices, or other Charges during the term of this contract.

5.2 Financial Remedies

Withholding Payments. If Contractor fails to deliver Deliverables or to provide Services which satisfy Contractor's obligations hereunder, State shall have the right to withhold any and all payments due hereunder, without penalty or work stoppage by Contractor, until such failure to perform is cured.

Reductions in Payments Due. Amounts due State by Contractor, including but not limited to liquidated or other damages, or claims for damages, may be deducted or set off by State from any money payable to Contractor pursuant to this contract.

Cover. If, in the reasonable judgment of State, a default by Contractor is not so substantial as to require termination, reasonable efforts to induce Contractor to cure the default are unavailing, Contractor fails to cure such default within ten days of receipt of Notice from State, and the default is capable of being cured by State or by another resource without unduly interfering with continued performance by Contractor, State may, without prejudice to any other remedy it may have, provide or procure the Services reasonably necessary to cure the default, in which event Contractor shall reimburse State for the reasonable cost of the Services in default. In addition, Contractor must cooperate with these resources in allowing access to the System and Software.

Performance Standards. If the System fails to meet Performance Standards during the Warranty Period, Contractor shall modify, reconfigure, upgrade or replace Software and Equipment at no additional cost to State in order to provide a System solution that complies with such Performance Standards.

Letter of Credit. The Letter of Credit shall secure the performance of Contractor, including without limitation performance of the Services in accordance with the Work Plan and providing Deliverables in accordance with the Specifications, and shall secure any damages, cost or expenses resulting from Contractor's default in performance hereunder or liability caused by Contractor. In the event of termination for default, the Letter of Credit shall become payable to State for any outstanding damage assessments made by State against Contractor. An amount up to the full amounts of the Letter of Credit may also be applied to Contractor's liability for any administrative costs and/or excess costs incurred by State in obtaining similar Software, Deliverables, other products and Services to replace those terminated as a result of Contractor's default. State may seek other remedies in addition to this stated liability.

5.3 Retainage Payments

Upon written State Acceptance of the successful completion of Implementation activities and Roll-Out of a Release, one-half of the retained funds related to paid Deliverables associated with that Release will be paid to the Contractor. The remaining retained funds will be paid to the Contractor following the warranty/maintenance period and upon State's written Acceptance of the entire system. State shall authorize Contractor's submission of an invoice for payment of the remaining Retainage upon Statewide Implementation Acceptance for the entire System (i.e., all Releases) and the correction by Contractor of all Deficiencies known at that time. No interest on retained funds shall accrue to the Contractor.

5.4 Liquidated Damages

Parties agree that continuity of staff is critical to the success of the Project. Except for resignation, illness or other factors beyond the Contractor's reasonable control, any unplanned removal or reduction in work hours of Contractor staff, including Key Staff, from the Project without State written consent and such removal is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $100,000 per occurrence for Key Staff and $50,000 per occurrence for non-Key Staff. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that timeliness of Work Products is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any scheduled recurring Work Products (e.g. Reports) that are delivered later than five work days from planned date without State written consent and such delay is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per day, per occurrence. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that timeliness of Work Products is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any officially delivered Work Product that is required to be submitted for review for approval that is more than ten calendar days overdue

according to the most recently approved project work plan and is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $10,000 per occurrence. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that quality of Work Products is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any officially delivered Work Product that is required to be resubmitted for review for approval on more than two occasions and such repetitive review is determined detrimental to the project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $10,000 per occurrence. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that the availability of the system for user access is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any unscheduled downtime of the system exceeding four (4) hours or any slow down in user response times that results in the system failing to complete typical transactions within ten (10) minutes for more than ten (10) users over the course of four (4) hours and such situations are determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $10,000 per occurrence, not to exceed $50,000 per day. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that the responsiveness of the system to users when accessing is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any slow down in user response times that fails to meet the service level agreements and such failure is determined detrimental to the project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per occurrence, not to exceed $10,000 per day. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that the responsiveness of the Contractor to solving system problems is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any response times that fail to meet the service level agreements and such failure is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per occurrence, not to exceed $10,000 per day. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

Parties agree that meeting the Project Critical Event schedule is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any Critical Event that has not been able to be Accepted by the State within one month of the official Project Work Plan scheduled Acceptance date, and such delay is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per day or a total of $500,000 per Critical Event per Release.

Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

The parties acknowledge and agree that Contractor could incur liquidated damages for more than one event if Contractor fails to timely perform its obligations by each date.

The assessment of liquidated damages shall not constitute a waiver or release of any other remedy the State may have under this contract for Contractor's breach of this contract, including without limitation, the State's right to terminate this contract, and the State shall be entitled in its discretion to recover actual damages caused by Contractor's failure to perform its obligations under this contract. However, the State will reduce such actual damages by the amounts of liquidated damages received for the same events causing the actual damages. In addition, such actual damages shall be subject to Contract Section 45.0.D.

Amounts due to the State as liquidated damages may be deducted by the State from any money payable to Contractor under this contract, or the State may bill Contractor as a separate item therefore and Contractor shall promptly make payments on such bills.

6.0 Termination

6.1 Termination for Cause

State may terminate this Contract for cause based upon the failure of Contractor to comply with the terms and/or conditions of the Contract, provided that the State shall give the Contractor written notice specifying the Contractor's failure. If within thirty (30) days after receipt of such notice, the Contractor has not corrected such failure then the State may, at its option, place the Contractor in default and the Contract shall terminate on the date specified in such notice.

6.2 Termination for Rejection of Deliverables

If Contractor is unable to correct Deficiencies in a Deliverable, as described in Section 4.0, State shall have the right to immediately terminate this contract, in whole or in part, without penalty or liability to State, with such a termination being deemed a termination due to the default of Contractor hereunder, and return the Deliverable to Contractor. If State terminates this contract under this Section 4.0, Contractor shall, within 20 days thereafter, refund to State all payments made to Contractor for the returned Deliverable and Services rendered therefore and all previous Deliverables which have received Acceptance and Services rendered therefore and which are returned with the rejected Deliverable.

6.3 Termination for Conflict of Interest

State may terminate this contract under Section 6.1 (Termination for Cause) by Notice to Contractor if State determines, after due notice and examination, that any party has violated any Louisiana laws regarding ethics in public acquisitions and procurement and performance of contracts.

6.4 Termination for State's Nonpayment

If State fails to pay Contractor undisputed, material Purchase Prices and Charges when due under the contract and fails to make such payments within 90 days of receipt of Notice from Contractor of the failure to make such payments, Contractor may, by giving Notice to State,

terminate this contract as of the date specified in the Notice of termination. Contractor shall not have the right to terminate the contract for State's breach of the contract except as provided in this Section.

6.5 Termination Remedies

In the event of termination of this contract by State under Sections 6.1-6.3, State shall, in addition to its other available remedies, have the right to procure the Services and Deliverables that are the subject of this contract on the open market and, subject to the provisions of Section 45.0.D, Contractor shall be liable for all damages, including, but not limited to: (i) the cost difference between the original contract price for the Software and/or Services and the replacement costs of such Software and/or Services acquired from another vendor; and (ii) if applicable, all administrative costs directly related to the replacement of this contract, such as costs of competitive bidding, mailing, advertising, applicable fees, charges or penalties, and staff time costs.

If it is determined for any reason that the failure to perform is not within the Contractor's control, fault, or negligence, the termination by State under Sections 6.1-6.3 shall be deemed to be a termination for convenience under Section 6.6.

6.6 Termination for Convenience

6.   In addition to its other rights to terminate, State may terminate this contract, in whole or in part for State's convenience, by ten days Notice to Contractor. Invocation of Section 6.7 (Termination for Withdrawal of Authority) or Section 8.0 (Availability of Funds) shall be deemed a Termination for Convenience but will not require such ten calendar days Notice.

During this ten day period, Contractor shall wind down and cease its Services as quickly and efficiently as reasonably possible, without performing unnecessary Services or activities and by minimizing negative effects on State from such winding down and cessation of Services. If this contract is so terminated, State shall be liable only for payment in accordance with the terms of this contract for Services satisfactorily rendered prior to the effective date of termination.

In case of such termination for convenience, State will pay to Contractor the agreed upon price, if separately stated, for Deliverables for which Acceptance has been given by State, amounts for Services provided prior to the date of termination for which no separate price is stated and which are not associated with or related to a specific Deliverable for which Acceptance has been given, and amounts for Deliverables which are in development but which have not received Acceptance. The amounts for such Services and Deliverables in development but not accepted will be costs actually and reasonably incurred by Contractor therefore, as based on the hourly rates in Section   of the Proposal, but such costs shall be no greater than the final Purchase Price for each Deliverable.

6.7 Termination for Withdrawal of Authority

In the event that the authority of State to perform any of its duties is withdrawn, reduced, or limited in any way after the commencement of this contract and prior to normal completion, State may terminate this contract under Section 6.6 (Termination for Convenience), in whole or in part. This Section shall not be construed so as to permit State to terminate this contract in order to acquire similar Services from a third party.

7.3.1.1 6.8 Termination Procedure

Upon termination of this contract, State, in addition to any other rights provided in this contract, may require Contractor to deliver to State any Property, including but not limited to Deliverables and Data, for such part of this contract as has been terminated.

After receipt of a Notice of termination, and except as otherwise directed by State, Contractor shall:

(1)   Stop work under this contract on said date, and to the extent specified in the Notice;

(2)   Place no further orders or subcontracts for materials, Services, or facilities except as may be necessary for completion of such portion of the work under this contract that is not terminated;

(3)   As soon as practicable, but in no event longer than 30 days after termination, terminate its orders and subcontracts related to the work which has been terminated and settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of State to the extent required, which approval or ratification shall be final for the purpose of this Section;

(4)   Complete performance of such parts of this contract as shall not have been terminated by State;

(5)   Take such action as may be necessary, or as the CAFÉ Project Director may direct, for the protection and preservation of the Property related to this contract which is in the possession of Contractor and in which State has an interest;

(6)   Transfer title to State and deliver in the manner, to the extent and timeframe specified by the CAFÉ Project Director, any Property which is required to be furnished to State and which has been accepted or requested by State; and

(7)   Provide written certification to State that Contractor has surrendered to State all such property.

Upon the expiration of this contract or the termination of this contract for any reason, State's rights to the Contractor Technology will be as follows:

(1)   Unless otherwise agreed upon between the parties as part of a Turnover plan, Contractor will provide State or its designee a Contractor Technology license to use and reproduce for the State's internal purposes and provide technical and professional support and maintenance at rates negotiated between the parties;

(2)   State will have use of the Contractor Technology at no cost to State during the negotiations of the rates, with the negotiated rates applicable retroactively to the date of termination;

(3)   Contractor's rates for the technical and professional support and maintenance services addressed above will not exceed the lesser of:

(a)   Reasonable and customary rates for such Services; or

(b)   Contractor's rates for comparable services for other customers.

Upon expiration of the contract or Contractor's receipt of notice of termination of the contract by State, Contractor will provide any Turnover assistance Services necessary to enable State or its designee to effectively close out the contract and move the work to another vendor or to perform the work by itself. Within ten days of receipt of the Notice of termination, Contractor shall provide, in machine readable form, an up to date, usable copy of the Data in a format as required by State of the RFP and a copy of all documentation needed by State to utilize the Data. Contractor will ensure that all consents or approvals to allow Contractor and Subcontractors to provide the assistance required following termination or expiration have been obtained, on a contingent basis, in advance and will be provided by the applicable third parties at no cost or delay to State.

7.0 Claims and Controversies

Except for the right of either party to apply to a court of competent jurisdiction for a temporary restraining order or other provisional remedy to preserve the status quo or prevent irreparable harm, the parties agree to attempt in good faith to promptly resolve any dispute, controversy or claim arising out of or relating to this contract, including but not limited to payment disputes, through negotiations between senior management of the parties. If the dispute cannot be resolved within 30 calendar days of initiating such negotiations, Section 7.0.C shall apply.

Contractor and State agree that, the existence of a dispute notwithstanding, they will continue without delay to carry out all their respective responsibilities under this contract that are not affected by the dispute.

Any claim or controversy arising out of this contract shall be resolved by the provisions of LSA - R. S. 39:1524 - 1526.

8.0 Availability of Funds

The continuation of this contract is contingent upon the appropriation of funds by the legislature to fulfill the requirements of the contract. If the legislature fails to appropriate sufficient monies to provide for the continuation of the contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the appropriations act to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the contract, the contract shall terminate on the date of the beginning of the first fiscal year for

which funds have not been appropriated. Such termination shall be without penalty or expense to the State except for payments that have been earned prior to the termination.

The parties acknowledge and agree that this contract is also dependent upon the availability of federal funding. If funding to make payments in accordance with the provisions of this contract is not forthcoming from the federal government for the contract, or is not allocated or allotted to State by the federal government for this contract for periodic payment in the current or any future fiscal period, then the obligations of State to make payments after the effective date of such non-allocation or non-funding, as provided in the notice, will cease and terminate.

If funding, to make payments in accordance with the provisions of this contract, is delayed or is reduced from the federal government for the contract, or is not allocated or allotted in full to State by the federal government for this contract for periodic payment in the current or any future fiscal period, then the obligations of State to make payments will be delayed or be reduced accordingly or State shall have the right to terminate the contract in whole or in part as provided in Section 8.0.A. If such funding is reduced, State in its sole discretion shall determine which aspects of the contract shall proceed and which Services shall be performed, with Contractor's Charges for such Services and Purchase Prices for associated Deliverables determined in accordance with those in the Proposal. In these situations, State will pay Contractor for Services and Deliverables and certain of its costs in accordance with the terms of Section 6.6.C. Any obligation to pay by State will not extend beyond the end of State's then current funding period.

Contractor expressly agrees that no penalty or damages shall be applied to, or shall accrue to, State in the event that the necessary funding to pay under the terms of this contract is not available, not allocated, not allotted, delayed or reduced.

9.0 Ownership and Licenses

9.1 Ownership

State will have all ownership rights in software or modifications thereof and associated documentation designed, developed or installed with Federal Financial Participation under 45 C.F.R. Part 95, Subpart F. In addition, State shall own all right, title and interest in and to its Confidential Information, intellectual property, Equipment, Work Products, and Deliverables (except as provided below), including without limitation the Custom Software, the Specifications, and the Documentation. Contractor shall take all actions necessary and transfer ownership of the Deliverables to State upon their Acceptance and the Work Products on their delivery. As between the parties, all products of the Services, including without limitation the Software (except for the licensed Application Software, which for the purposes of this Section of the contract shall not be owned by State), Source Code, Data, Deliverables and Work Products, shall be deemed works made for hire of State for all purposes of copyright law, and copyright shall belong solely to State. In the event that any such product is adjudged to be not a work made for hire, Contractor agrees to assign, and hereby assigns, all copyright in such product to State. Contractor shall, at the expense of State, assist State or its nominees to obtain copyrights, trademarks, or patents for all such products in the United States and any other countries. Contractor agrees to execute all papers and to give all facts known to it necessary to secure United States or foreign country copyrights and patents, and to transfer or cause to transfer to State right, title and interest in and to such products. Contractor also agrees to waive and not assert any moral rights it may have in any such products.

9.2 Licenses to Software and Documentation

Application Software and Documentation Licenses.

(1)   Grants. Contractor hereby grants to State a nonexclusive, perpetual, nonterminable, irrevocable license to use, demonstrate, modify, prepare derivative works based on, and reproduce the Contractor Technology, the Transfer Software, and Third Party Software, which Contractor provides to State in Source Code format, for State's internal purposes and for Processing data for other State agencies and other State tax supported entities. Contractor hereby grants to State a nonexclusive, perpetual, license to use, demonstrate, modify, prepare derivative works based on, and reproduce the Third Party Software, which Contractor provides to State in Executable Code format, for State's internal purposes and for Processing data for other State agencies and other State tax supported entities.

(2)   Term. The licenses hereunder are granted as of the date of delivery of the Transfer Software, Contractor Technology, and Third Party Software and continue until State returns the Contractor Technology, Transfer Software and Third Party Software and copies thereof to Contractor or erases such Software from its Equipment's storage media. However, State will have the right to retain a copy of any such Software for archival purposes.

(3)   Title. Contractor and its suppliers hold all right, title and interest in the Contractor Technology, Transfer Software and Third Party Software.

(4)   Documentation. Contractor shall provide two sets of Documentation for use in electronic format compatible with Microsoft Corporation's then generally available Office products and written format in accordance with the terms of this contract. Upgrades and revisions to this Documentation shall be provided while Contractor is providing Services therefore. There shall be no additional charge for the Documentation or updates thereto, in whatever form provided. Contractor's Documentation shall be comprehensive, well structured, and indexed for easy reference. If Contractor maintains its technical, maintenance and installation documentation on a Web site, Contractor may fulfill the obligations set forth in this section by providing State access to its Web based Documentation information. Contractor may also provide such information on CD ROM or flash drive. Contractor grants State a nonexclusive, perpetual, nonterminable, irrevocable right to use, make derivative works based upon, modify, and reproduce the Documentation furnished pursuant to this Section at no additional charge.

(5)   Copies. State will reproduce and include the copyright and other proprietary notices and product identifications provided by Contractor on such copies, in whole or in part, or on any form of the Application Software and its Documentation. State will maintain records of all copies it produces of the Proprietary Software.

(6)   Restrictions. Except as otherwise permitted in this contract, State agrees not to: otherwise copy, display, transfer, adapt, modify, reverse engineer, decompile, disassemble, or distribute to any third party or lease the Third Party Software or any copy of it which is provided in Executable Code format.

(7)   Replacement Equipment. State shall be entitled to exercise its rights to Application Software on the Equipment or any replacement equipment used by State, and with any replacement Third Party Software chosen by State without payment of additional Charges, Purchase Prices or other amounts.

(8)   Third Party Software Licenses. Prior to utilizing any Third Party Software product that may be included as part of a Software Deliverable to State and that will require State to execute a license agreement from the licensor, Contractor shall provide to State copies of any applicable license agreement from the licensor of the Third Party Software to allow State to pre approve such license agreement. Contractor shall assign to State applicable licenses for the Third Party Software upon Acceptance of the System.

(9)   Versions. Unless otherwise mutually agreed to in writing, Contractor shall, during the Project, maintain any and all Third Party Software products at their most current version or no more than one version back from the most current version at no additional charge, provided that such Third Party Software version upgrades can be installed and maintained with the Staff proposed in the Proposal for the Warranty Services. However, Contractor shall not maintain any Third Party Software versions, including one version back, if any such version would prevent State from using any functions, in whole or in part, or would cause Deficiencies in the System. If implementation of an upgrade to a Third Party Software product requires personnel in addition to the Staff proposed in the Proposal for the Warranty Services, State and Contractor shall discuss whether to implement such an upgrade and, if mutually agreed upon in writing, the additional Charges, if any, to be paid by State for such upgrade. Any additional costs that are charged by a Third Party Software manufacturer for an upgrade to a Third Party Software product that is not covered by such product's maintenance agreement shall be charged to and paid for by Contractor.

State and Federal Governments. In accordance with 45 C.F.R. § 95.617 and 45 C.F.R. § 92.34, 7CFR 277.18, all appropriate state and federal agencies, including but not limited to ACF and USDA, will have a royalty free, nonexclusive, and irrevocable license to reproduce, publish, translate, or otherwise use, and to authorize others to use for federal government purposes: (i) software, modifications, and documentation designed, developed or installed with federal financial participation under 45 C.F.R. Part 95, Subpart F; (ii) the Custom Software and modifications of the Custom Software, and associated Documentation designed, developed, or installed with Federal Financial Participation under the contract; (iii) the copyright in any work developed under this contract; and (iv) any rights of copyright to which Contractor purchases ownership under this contract.

9.3 Intellectual Property Indemnity.

Contractor shall, at its expense, defend, indemnify, and hold harmless State and its employees, officers, directors, contractors and agents from and against any third party claim or action against State which is based on a claim that any Deliverable or any part thereof under this contract infringes a patent, copyright, utility model, industrial design, mask work, trademark, or other proprietary right or misappropriates a trade secret, and Contractor shall pay all losses, liabilities, damages, penalties, costs, fees (including reasonable attorneys' fees) and expenses caused by or arising from such claim. State shall promptly give Contractor notice of any such claim.

In case the Deliverables, or any one or part thereof, are in such action held to constitute an infringement or misappropriation, or the exercise of State's rights thereto is enjoined or restricted, Contractor shall, at its own expense and in the following order of priorities: (i) procure

for State the right to continue using the Deliverables; (ii) modify the Deliverables to comply with the Specifications and to not violate any intellectual property rights; (iii) or retrieve any or all Deliverables upon receipt of notice from State and refund the Purchase Price of each Deliverable, as applicable. Notwithstanding anything to the contrary herein, the refunds that are provided under this Section are not included under the amounts of the direct damages limits set forth in Section 45.0.D.

However, Contractor shall not be liable to the extent claims of misappropriation of infringement arise from Contractor's compliance with any designs, Specifications or written instructions of State and Contractor could not have avoided such claims through alternative products, or from modifications made by any party other than Contractor.

10.0 Assignment

Contractor shall not assign any interest in this contract by assignment, transfer or novation without prior written consent of the State. However, this provision shall not be construed to prohibit the contractor from assigning to its bank, trust company, or other financial institution any money due or to become due from approved contracts without such prior written consent. Notice of any such assignment or transfer shall be furnished promptly to the State and to the Office of Contractual Review, Division of Administration. Any attempted assignment, transfer or delegation in contravention of this Section of the contract shall be null and void. This contract shall inure to the benefit of and be binding on the parties hereto and their permitted successors and assigns.

11.0 Right to Audit

Contractor grants to the Office of the Legislative Auditor, Inspector General's Office, the Federal Government, and any other duly authorized agencies of the State where the right to appropriate, inspect and review all books and records pertaining to services rendered under this contract. Contractor shall comply with federal and/or state laws authorizing an audit of Contractor's operation as a whole, or of specific program activities.

12.0 Record Retention

Contractor and its Subcontractors shall maintain books, records, documents and other evidence which sufficiently and properly reflect the accuracy of amounts billed to State during the performance of this contract and shall retain all such records for six years after the expiration or termination of this contract. Records involving matters in litigation related to this contract shall be kept for one year following the termination of litigation, including all appeals if the litigation has not terminated within six years from the date of expiration or termination of this contract.

All such records shall be subject at reasonable times and upon prior Notice to examination, inspection, copying, or audit by personnel so authorized by the Project Director and/or State, state and federal officials so authorized by law, rule, regulation or contract, when applicable. During the term of this contract, access to these items will be provided within East Baton Rouge Parish. During the six-year period after this contract term or one year term following litigation, delivery of and access to these items will be at no cost to State. Contractor shall be responsible for any audit exceptions or disallowed costs incurred by Contractor or any of its Subcontractors.

The records retention and review requirements of this section shall be included by Contractor in any of its subcontracts with Subcontractors. State's personnel shall be accompanied by

Contractor personnel at all times during any examination, inspection, review or audit. Contractor shall make no charges for services rendered in connection with an audit requested by State.

Contractor shall provide right of access to its facilities to State, or any of State's officers or to any other authorized agent or official of the State of Louisiana or the federal government, at all reasonable times, in order to monitor and evaluate performance, compliance and/or quality assurance under this contract.

As part of the Services, Contractor shall provide, upon State's request, a copy of those portions of Contractor's and its Subcontractors' internal audit reports relating to the Services provided to State under this contract.

Contractor shall establish and maintain an accounting system with procedures and practices in accordance with generally accepted accounting principles. The accounting system shall maintain records pertaining to the Services and all other costs and expenditures made under this contract, and the costs properly applicable to the contract shall be readily ascertainable therefrom.

13.0 Record Ownership

All records, reports, documents, or other material related to any contract resulting from this RFP and/or obtained or prepared by Contractor in connection with the performance of the services contracted for herein shall become the property of the State, and shall, upon request, be returned by Contractor to State, at Contractor's expense, at termination or expiration of this contract.

14.0 Amendments in Writing

Any alteration, variation, modification, or waiver of provisions of this contract shall be valid only when they have been reduced to writing, duly signed. No amendment shall be valid until it has been executed by all parties and approved by the Director of the Office of Contractual Review, Division of Administration.

15.0 Fund Use

Contractor agrees not to use funds received for services rendered under this Contract to urge any elector to vote for or against any candidate or proposition on an election ballot nor shall such funds be used to lobby for or against any proposition or matter having the effect of law being considered by the Louisiana Legislature or any local governing authority. This provision shall not prevent the normal dissemination of factual information relative to a proposition on any election ballot or a proposition or matter having the effect of law being considered by the Louisiana Legislature or any local governing authority.

16.0 Non-Discrimination and Civil Rights

Contractor agrees to abide by the requirements of the following as applicable: Title VI and VII of the Civil Rights Act of 1964, as amended by the Equal Opportunity Act of 1972, Federal Executive Order 11246, the Federal Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, the Age Act of 1975, and Contractor agrees to abide by the requirements of the Americans with Disabilities Act of 1990. Contractor agrees not to discriminate in its employment practices, and will render services under this contract without regard to race, color, religion, sex, national origin, veteran status, political affiliation, disabilities, or because of an individual's sexual orientation. Any act of discrimination committed by Contractor, or failure to comply with these obligations when applicable shall be grounds for termination of this contract.

Furthermore, both parties shall take Affirmative Action pursuant to Executive Order #11246 and the National Vocational Rehabilitation Act of 1973 to provide for positive posture in employing and upgrading persons without regard to race, color, religion, sex, disability or national origin, and shall take Affirmative Action as provided in the Vietnam Era Veteran's Readjustment Act of 1974. Both parties shall also abide by the requirements of Title VI of the Civil Rights Act of 1964 and the Vocational Rehabilitation Act of 1973 to ensure that all services are delivered without discrimination due to race, color, national origin or disability.

17.0 Anti-Kickback Clause

Contractor agrees to adhere to the mandate dictated by the Copeland "Anti-Kickback" Act which provides that each Contractor or sub-grantee shall be prohibited from inducing, by any means, any person employed in the completion of work, to give up any part of the compensation to which he is otherwise entitled.

18.0 Clean Air Act

Contractor agrees to adhere to the provisions that require compliance with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act that prohibits the use under nonexempt Federal contracts, grants or loans of facilities included on the EPA list of Violating Facilities.

19.0 Energy Policy and Conservation Act

Contractor recognizes the mandatory standards and policies relating to energy efficiency that are contained in the State energy conservation plan issued in compliance with the Energy Policy and Conservation Act (P.L. 94-163).

20.0 Clean Water Act

Contractor agrees to adhere to all applicable standards, orders, or requirements issued under Section 508 of the Clean Water Act that prohibits the use under nonexempt Federal contracts, grants, or loans of facilities included on the EPA List of Violating Facilities.

21.0 Anti-Lobbying and Debarment Act

The Contractor will be expected to comply with Federal statutes required in the Anti-Lobbying Act and the Debarment Act. Contractor certifies to State that it and its principals are not

debarred, suspended, or otherwise excluded from or ineligible for, participation in federal or state government contracts. Contractor certifies that it shall not contract with a Subcontractor that is so debarred or suspended.

22.0 Headings

Descriptive headings in this contract are for convenience only and shall not affect the construction or meaning of contractual language.

23.0 Force Majeure

The Contractor or State of Louisiana shall be exempted from performance under the contract for any period that the Contractor or State of Louisiana is prevented from performing any services in whole or in part as a result of an act of God, strike, war, civil disturbance, lockouts, riots, acts of war, epidemics, acts of government, fire, power failures, nuclear accidents, earthquakes, hurricanes or unusually severe weather, acts of terrorism, or other disasters, whether or not similar to the foregoing, court order, or other event outside its reasonable control, provided the Contractor or State has prudently and promptly acted to make any and all corrective steps that the Contractor or State can promptly perform. Subject to this provision, such non-performance shall not be considered cause or grounds for termination for the contract.

24.0 Governing Law

All activities associated with this RFP process and the contract shall be interpreted under Louisiana law. All proposals and contracts submitted are subject to provisions of the laws of the State of Louisiana including but not limited to L.R.S. 39:1498-1526; executive orders; standard terms and conditions; special terms and conditions; and specifications listed in this RFP.

25.0 Entire Agreement and Order of Precedence

This contract (together with the Request for Proposals and addenda issued thereto by the State, the Proposal, and any exhibits specifically incorporated herein by reference) constitutes the entire agreement between the parties with respect to the subject matter. This contract shall, to the extent possible, be construed to give effect to all provisions contained therein: however, where provisions are in conflict, the following order of precedence shall apply:

Applicable federal and state laws, regulations and policies;

The terms and conditions in the body of this contract;

Change Orders;

The Specifications (except as otherwise listed below);

The Work Plan;

Other Deliverables;

The Attachments in descending order except Attachment X;

The RFP;

Attachment X; and

The Proposal.

26.0 Supplemental Contracts

State may undertake or award supplemental contracts for work related to this contract, or any portion thereof. Contractor shall cooperate with such other contractors and State in all such cases. Contractor shall ensure that all Subcontractors shall abide by this provision. It is understood and agreed by the parties hereto that Contractor shall not be responsible for the acts or failures to act of any such other contractors or for any delays which may be caused by any such other contractors, except that Contractor shall be responsible for delays of, or acts or failures to act of, such other contractors to the extent such delays, or acts or failures to act are caused by or due to the fault of Contractor.

27.0 Authority

Neither party shall have authority to bind, obligate or commit the other party by any representation or promise without the prior written approval of the other party.

28.0 Binding Effect

Each party agrees that the contract binds it and each of its employees, agents, independent contractors, and representatives.

29.0 Counterparts

This contract may be executed in counterparts or in duplicate originals. Each counterpart or each duplicate shall be deemed an original copy of this contract signed by each party, for all purposes.

30.0 Covenant Against Contingent Fees

Contractor warrants that no person or selling agency has been employed or retained to solicit or secure this contract upon any contract or understanding for a commission, percentage, brokerage, or contingent fee, except bona fide employees or a bona fide established commercial or selling agency of Contractor.

In the event of breach of this Section by Contractor, State shall have the right to either annul this contract without liability to State, or, in State's discretion, deduct from payments due to Contractor, or otherwise recover from Contractor, the full amount of such commission, percentage, brokerage, or contingent fee.

31.0 Cooperation of Parties

The parties agree to fully cooperate with each other in connection with the performance of their respective obligations and covenants under this contract.

32.0 Independent Status of Contractor

The parties hereto, in the performance of this contract, will be acting in their individual, corporate or governmental capacities and not as agents, employees, partners, joint ventures, or associates of one another. The parties intend that an independent contractor relationship will be created by this contract. The employees or agents of one party shall not be deemed or construed to be the employees or agents of the other party for any purpose whatsoever.

33.0 Legal and Regulatory Compliance

The Services and System shall comply with all applicable federal, state, and State laws, regulations, codes, standards and ordinances during the term. In the event that any Services performed or the System provided by Contractor are subsequently found to be in violation of such laws, regulations, codes, standards and ordinances, it shall be the sole responsibility of Contractor to bring the Services and System into compliance at no additional cost to State.

34.0 Nonwaiver

Except as otherwise specifically provided herein, any failure or delay by either party to exercise or partially exercise any right, power or privilege under the contract shall not be deemed a waiver of any such right, power, or privilege under the contract. Any waivers granted by State for breaches hereof shall not indicate a course of dealing of excusing other or subsequent breaches. Contractor agrees that State's neither pursuit nor nonpursuit of a remedy under this contract for Contractor's breach of its obligations will neither constitute a waiver of any such remedies or any other remedy that State may have at law or equity for any other occurrence of the same or similar breach, nor estop State from pursuing such remedy.

35.0 Notice of Delay

When either party has knowledge that any actual or potential situation is delaying or threatens to delay the timely performance of this contract, that party shall, within five working days, give notice thereof, including all relevant information with respect thereto, to the other party.

36.0 Notices

Any notice or demand or other communication required or permitted to be given under this contract or applicable law shall be effective if and only if it is in writing, properly addressed, and either delivered in person, or by a recognized courier service, or deposited with the United States Postal Service as first class certified mail, postage prepaid, certified mail, return receipt requested, via facsimile or by electronic mail, to the parties at the addresses and fax number, and e mail addresses provided in this Section.

To Contractor at:

_____

_____

_____

To State at:

State of Louisiana

Department of Social Services

CAFÉ Project Director

627 North Fourth Street, Room 5-232

Baton Rouge, LA 70821

Notices shall be effective upon receipt or four business days after mailing, whichever is earlier. The Notice address as provided herein may be changed by Notice given as provided above.

37.0 Publicity

The award of this contract to Contractor is not in any way an endorsement of Contractor or Contractor's Services by State and shall not be so construed by Contractor in any advertising or publicity materials. Contractor agrees to submit to the Project Director all advertising, sales promotion, and other publicity matters relating to this contract wherein State's name is mentioned or language used from which the connection of State's name therewith may, in State's judgment, be inferred or implied. Contractor further agrees not to publish or use such advertising, sales promotion, or publicity matter without the prior written consent of State. Contractor shall not in any way contract on behalf of or in the name of State. Nor shall Contractor release any informational pamphlets, notices, press releases, research reports, or similar public notices concerning this project without obtaining the prior written approval of State.

38.0 Remedies

No remedy conferred by any of the specific provisions of the contract is intended to be exclusive of any other remedy, and each and every remedy shall be cumulative and shall be in addition to every other remedy given hereunder, now or hereafter existing at law or in equity or by statute or otherwise. The election of any one or more remedies by either party shall not constitute a waiver of the right to pursue other available remedies.

39.0 Severability

If any term or condition of this contract or the application thereof to any person(s) or circumstances is held invalid, such invalidity shall not affect other terms, conditions, or

applications which can be given effect without the invalid term, condition, or application; to this end the terms and conditions of this contract are declared severable.

40.0 Sovereign Immunity

The parties expressly agree that no provision of this contract is in any way intended to constitute a waiver by State or the State of Louisiana of any immunities from suit or from liability that State or the State of Louisiana may have by operation of law.

41.0 Subcontractors

Contractor may, with prior written permission from the State CAFÉ Project Director, which consent shall not be unreasonably withheld, enter into subcontracts with third parties for its performance of any part of Contractor's duties and obligations. Subject to the other provisions of this Section 41.0, State expressly consents to Contractor's use of the Subcontractors designated in its Proposal for the provision of the Services specified in the Proposal. Any such approval may be rescinded in State's sole discretion. Contractor is responsible and liable for the proper performance of and the quality of any work performed by any and all Subcontractors. In no event shall the existence of a subcontract operate to release or reduce the liability of Contractor to State for any breach in the performance of Contractor's duties. In addition, Contractor's use of any Subcontractor shall not cause the loss of any warranty from Contractor. All subcontracts will be made in writing and copies provided to State upon request. State has the right to refuse reimbursement for obligations incurred under any subcontract that do not comply with the terms and conditions of this contract. For purposes of this contract, Contractor agrees to indemnify, defend, and hold State harmless from and against any and all claims, actions, losses, liabilities, damages, costs and expenses (including reasonable attorney fees) arising out of or related to acts or omissions of Contractor's Subcontractors, their agents, or employees. At State's request, Contractor shall forward copies of subcontracts and fiscal, programmatic and other material pertaining to any and all subcontracts. For any Subcontractor, Contractor shall:

(1)   Be responsible for Subcontractor compliance with the contract and the subcontract terms and conditions; and

(2)   Ensure that the Subcontractor follows State's reporting formats and procedures as specified by State.

(3)   Include in the Subcontractor's subcontract substantially similar terms as are provided in 2.7, 3.5.E, 11.0, 12.0, 16.0, 17.0, 24.0, 26.0, and 31.0.

(4)   Upon expiration or termination of this contract for any reason, State and/or the State will have the right to enter into direct agreements with any of the Subcontractors. Contractor agrees that its arrangements with Subcontractors will not prohibit or restrict such Subcontractors from entering into direct agreements with State.

42.0 Subpoena

In the event that a subpoena or other legal process commenced by a third party in any way concerning the Software or Services provided pursuant to this contract is served upon Contractor or State, such party agrees to notify the other party in the most expeditious fashion possible following receipt of such subpoena or other legal process. Contractor and State further

agree to cooperate with the other party in any lawful effort by the such other party to contest the legal validity of such subpoena or other legal process commenced by a third party as may be reasonably required and at the expense of the party to whom the legal process is directed, except as otherwise provided herein in connection with defense obligations by Contractor for State.

43.0 Survival

All Services performed and Deliverables delivered pursuant to the authority of this contract are subject to all of the terms, conditions, price discounts and rates set forth herein, notwithstanding the expiration of the initial term of this contract or any extension thereof. Further, the terms, conditions and warranties contained in this contract that by their sense and context are intended to survive the completion of the performance, cancellation or termination of this contract shall so survive. In addition, the terms of 2.6, 2.7, 5.1.F, 5.1.H, 5.2.A, 5.2.B, 5.2.E, 5.4, 6.2, 6.5, 6.6, 6.8, 7.0, 9.0, 10.0, 11.0, 12.0, 24.0, 34.0, 36.0, 38.0, 39.0, 40.0, 44.0, 45.0, Attachment IV Section 8, and Attachment IX shall survive the termination of this contract.

44.0 Waiver

Waiver of any breach of any term or condition of this contract shall not be deemed a waiver of any prior or subsequent breach. No term or condition of this contract shall be held to be waived, modified or deleted except by a written instrument signed by the parties hereto.

45.0 Damages Disclaimers and Limitations

State's Disclaimer of Damages. State shall not be liable, regardless of the form of action, whether in contract, tort, negligence, strict liability or by statute or otherwise, for any claim related to or arising under this contract for consequential, incidental, indirect or special damages.

State's Limitation of Liability. In no event shall State's aggregate liability to Contractor under this contract, regardless of the form of action, whether in contract, tort, negligence, strict liability or by statute or otherwise, for any claim related to or arising under this contract exceed the maximum amount of the contract.

Contractor's Disclaimers of Damages. Except as provided in Section 45.0.E, Contractor shall not be liable, regardless of the form of action, whether in contract, tort, negligence, strict liability or by statute or otherwise, for any claim related to or arising under this contract for consequential, incidental, indirect or special damages, including without limitation lost profits and lost business opportunities.

Contractor's Limitation of Liability. Except as provided in Section 45.0.E, in no event shall Contractor's aggregate liability to State under this contract, regardless of the form of action, whether in contract, tort, negligence, strict liability or by statute or otherwise, for any claim related to or arising under this contract exceed the maximum amount of the contract.

Exceptions to Damages Disclaimers and Limitations. The disclaimers of certain damages and the damages limitations in Section 45.0.C-45.0.D shall not apply to damages, expenses, losses,

fees, liabilities, costs, disallowances, sanctions, fines, penalties or other amounts arising from indemnification obligations.

THUS DONE AND SIGNED on the date(s) noted below:

_____ __/__/____   _____ __/__/____

Contractor's Signature   Date   State's Signature   Date

_____   _____

Printed Name   Printed Name

_____   _____

Title   Title

CONTRACT ATTACHMENT I

STATEMENT OF WORK

1.0 DESCRIPTION OF SERVICES/TASKS

The Contractor shall perform the tasks identified in the RFP Statement of Work.

2.0 DELIVERABLES

Contractor agrees to provide the following deliverables within the time frames specified herein:

(List of deliverables and due dates here)

3.0 PERFORMANCE MEASUREMENT

The Contractor shall abide by the requirements stipulated in the RFP Statement of Work

4.0 GOALS AND OBJECTIVES

The Contractor shall abide by the requirements stipulated in the RFP Project Overview and Objectives.

5.0 CRITICAL EVENTS

The following Critical Events represent major milestones in the project and as such have significant importance and significant payments. Time shall be of the essence in connection with performance of the Services and Acceptance of Deliverables to achieve these Critical Events.

Establishment and occupancy of a fully functioning Project Office Site shall occur within 2 months of contract effective date.

Acceptance of the installation, upgrade and migration of code and data of the system to the latest release of the proposed software product (e.g. Cúram v5.x) within   months of contract effective date.

Acceptance of the Detailed System Design Deliverable for the initial Release shall occur within months of contract effective date.

Acceptance of the readiness of the initial system Release for User Acceptance Testing as guaranteed in the System Testing Certification letter shall occur within   months of Detailed System Design Deliverable Acceptance.

Acceptance of the readiness of the initial system Release for Pilot Testing as guaranteed in the Pilot Testing Certification letter shall occur within   months of System Testing Certification letter Acceptance.

Acceptance of the readiness of the initial system Release for Implementation Roll-out as guaranteed in the Statewide Implementation Readiness Certification letter shall occur within months of Pilot Testing Certification letter Acceptance.

Acceptance of the Detailed System Design Deliverable for the second Release shall occur within   months of contract effective date.

Acceptance of the readiness of the second system Release for User Acceptance Testing as guaranteed in the second system Release System Testing Certification letter shall occur within months of the second system Release Detailed System Design Deliverable Acceptance.

Acceptance of the readiness of the second system Release for Pilot Testing as guaranteed in the second system Release Pilot Testing Certification letter shall occur within   months of second system Release System Testing Certification letter Acceptance.

Acceptance of the readiness of the second system Release for Implementation Roll-out as guaranteed in the second system Release Statewide Implementation Readiness Certification letter shall occur within   months of the second system Release Pilot Testing Certification letter Acceptance.

For each subsequent system Release there shall exist Critical Events for Acceptance of subsequent Detailed System Design Deliverables, System Testing Certification letters, Pilot Testing Certification letters and Statewide Implementation Readiness Certification letters.

Failure to Meet Critical Events. Parties agree that meeting the Project Critical Event schedule is critical to the success of the Project. Except for factors beyond the Contractor's reasonable control, any Critical Event that has not been able to be Accepted by the State within one month of the official Project Work Plan scheduled Acceptance date, and such delay is determined detrimental to the Project by the State CAFÉ Project Director, the Contractor shall pay to the State as liquidated damages an amount not to exceed $1,000 per day or a total of $500,000 per Critical Event per Release. Such sums shall be treated as liquidated damages in lieu of actual damages and not as a penalty. The State may deduct such liquidated damages from any sums due the Contractor.

CONTRACT ATTACHMENT II

CONTRACTOR PERSONNEL AND OTHER RESOURCES

1.0 CONTRACTOR PERSONNEL

The State, at its option, may interview and approve each contract employee proposed for these services. The State reserves the right to request that the contractor replace any contract personnel after assignment, if it is determined that: (a) personnel does not demonstrate adequate skills to perform assigned duties within the project schedule, or (b) personnel does not possess the necessary human relations skills to work effectively with the users. The contractor will have two (2) weeks to provide a replacement from date of notification.

Substitution of Personnel: If, during the term of the contract, the Contractor or subcontractor cannot provide the personnel as proposed and requests a substitution, that substitution will meet or exceed the requirements stated herein. A detailed resume of qualifications and justification must be submitted to the State for approval prior to any personnel substitution. It must be acknowledged by the Contractor that every reasonable attempt must be made to assign the personnel listed in the Contractor's proposal.

The following individuals are assigned to the project, on a full time basis (unless otherwise indicated), and in the capacities set forth below:

Name   Company   Responsibilities/Classification   Rate   Expected
Duration

...

...

[List here all personnel, including subcontractors, who will be assigned to the project. Personnel who will be assigned at a future date may be listed by job classification. Contract may also specify qualifications for each unnamed person.]

2.0 NETWORK CONNECTIVITY

Any Contractor-provided workstations or devices to be connected to the State's network, must comply with State network and security standards. All hardware and software must be reviewed before it is used on the Local Area Network, and may be made operable on the Local Area Network with written approval of the State.

3.0 PC WORKSTATIONS

Contractor will provide its own workstations, any workstation resident software and maintenance thereof.

CONTRACT ATTACHMENT III

STATE FURNISHED RESOURCES

Any resources of the State furnished to the Contractor shall be used only for the performance of this Contract. State will make available to the Contractor, for Contractor's use in fulfillment of this contract, resources as described below:

1.0 PROJECT DIRECTOR

The Project Director appointed by the State is the principal point of contact for this contract on behalf of the State.

2.0 OFFICE FACILITIES

Vendor will provide reasonable and normal office space for up to xxx (#) contractor staff, State staff, vendor staff, local telephone service, and limited usage of supplies and copiers.

3.0 COMPUTER FACILITIES

State will make available use of computer facilities at reasonable times and in reasonable time increments to support system development, test, and installation activities. Special facility requirements, such as stress testing or conversion, shall be addressed in the appropriate planning documents or documented by the Contractor in a memorandum.

4.0 PC WORKSTATIONS

The State will not provide Contractor with workstations, workstation resident software or maintenance thereof.

5.0 TECHNICAL STAFF

State will provide xxx (#) technical employees to be manpower loaded at no more than ##% of normal work hours. The level of effort required and time frames will be documented in a memorandum based upon the work plan. Reasonable access to other technical specialists on a limited basis will be coordinated through the State CAFÉ Project Director.

6.0 FUNCTIONAL STAFF

State will provide xxx (#) functional employees to be manpower loaded at no more than ##% of normal work hours. The level of effort required and time frames will be documented in a memorandum based upon the work plan. Reasonable access to other functional personnel on a limited basis will be coordinated through the State CAFÉ Project Director.

7.0 STATE PROPERTY OWNERSHIP

Title to all Property furnished by State shall remain in State. Title to all Property purchased by Contractor, for which Contractor has been reimbursed by State under this contract, shall pass to and vest in State upon the earlier of Acceptance of the applicable Deliverable in which the Property is included, or Acceptance of the System, unless otherwise provided in the contract.

8.0 USE OF PROPERTY

Any Property furnished to Contractor shall, unless otherwise provided herein, or approved in writing by the State CAFÉ Project Director, be used only for the performance of its obligations under and subject to the terms of this contract.

9.0 DAMAGE TO PROPERTY

Contractor shall protect and be responsible for any loss, destruction, or damage to Property which results from or is caused by Contractor's willful misconduct or negligent acts or omissions or from the failure on the part of Contractor to maintain and administer that Property in accordance with sound management practices. Notwithstanding anything to the contrary herein, Contractor shall be liable to State for any damages resulting from damage to Property, which damages result from or are caused by Contractor's willful misconduct or negligence. Contractor shall ensure that the Property is returned to State in like condition to that in which it was furnished to Contractor, reasonable wear and tear excepted. Contractor shall repair or make good any such damage, destruction or loss at any State Site, and shall do so without requesting contribution from State or assistance from State officers or employees.

10.0 NOTICE OF DAMAGE

Upon the loss of, destruction of, or damage to any of the Property, Contractor shall notify the State CAFÉ Project Director thereof and shall take all reasonable steps to protect that Property from further damage.

11.0 SURRENDER OF PROPERTY

Contractor shall surrender to State all Property upon the earliest of completion, termination, or cancellation of this contract.

12.0 INFRASTRUCTURE OVERVIEW

The description of the DCFS IT infrastructure (hardware/software/network) is itemized in RFP Appendix H which shall be incorporated herein by this reference.

CONTRACT ATTACHMENT IV

INSURANCE REQUIREMENTS FOR CONTRACTORS

1.0 MINIMUM SCOPE OF INSURANCE

Coverage shall be at least as broad as:

1. Insurance Services Office form number GL 0002 (Ed. 1/73) covering Comprehensive General Liability and Insurance Services Office form number GL 0404 covering Broad Form Comprehensive General Liability; or Insurance Services Office Commercial General Liability coverage ("occurrence" form CG 001). "Claims Made" form is unacceptable. The "occurrence form" shall not have a "sunset clause".

2. Insurance Services Office form number CA 0001 (Ed 1/78) covering Automobile Liability and endorsement CA 0025 or CA 0001 12 90. The policy shall provide coverage for owned, hired, and non-owned coverage. If an automobile is to be utilized in the execution of this contract, and the contractor does not own a vehicle, then proof of hired and non-owned coverage is sufficient.

3. Workers' Compensation insurance as required by the Labor Code of the State of Louisiana, including Employers Liability insurance.

2.0 MINIMUM LIMITS OF INSURANCE

Contractor shall maintain limits no less than:

1. Commercial General Liability: $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.

2. Automobile Liability: $1,000,000 combined single limit per accident, for bodily injury and property damage.

3. Workers Compensation and Employers Liability: Workers' Compensation limits as required by the Labor Code of the State of Louisiana and Employers Liability coverage. Exception: Employers liability limit is to be $1,000,000 when work is to be over water and involves maritime exposure.

4. Professional Liability Errors and Omissions, with a deductible not to exceed $25,000, and coverage of not less than $1 million per occurrence/$2 million general aggregate.

5. Crime Coverage with a deductible not to exceed $1 million, and coverage of not less than $5 million single limit per occurrence and $10 million in the aggregate, which shall at a minimum cover occurrences falling in the following categories: Computer Fraud; Forgery; Money and Securities; and Employee Dishonesty.

3.0 DEDUCTIBLES AND SELF-INSURED RETENTIONS

Any deductibles or self-insured retentions must be declared to and approved by the Agency. At the option of the Agency, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the Agency, its officers, officials, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

4.0 OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

a. The Agency, its officials, employees, Boards and Commissions and volunteers are to be added as "additional insureds" as respects liability arising out of activities performed by or on behalf of the Contractor; products and completed operations of the Contractor, premises owned, occupied or used by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the Agency, its officers, officials, employees or volunteers. It is understood that the business auto policy under "Who is an Insured" automatically provides liability coverage in favor of the State of Louisiana.

b. Any failure to comply with reporting provision of the policy shall not affect coverage provided to the Agency, its officers, officials, employees Boards and Commissions or volunteers.

c. The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

2. Workers' Compensation and Employers Liability Coverage

The insurer shall agree to waive all rights of subrogation against the Agency, its officers, officials, employees and volunteers for losses arising from work performed by the Contractor for the Agency.

3. All Coverages

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, or reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Agency.

5.0 ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a Best's rating of A-:VI or higher. This rating requirement may be waived for workers' compensation coverage only.

6.0 VERIFICATION OF COVERAGE

Contractor shall furnish the Agency with certificates of insurance affecting coverage required by this clause. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates are to be received and approved by the Agency before work commences. The Agency reserves the right to require complete, certified copies of all required insurance policies, at any time.

7.0 SUBCONTRACTORS

Contractor shall include all subcontractors as insureds under its policies or shall furnish separate certificates for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

8.0 INDEMNIFICATION

Contractor shall, at its expense, indemnify, defend, and hold harmless State, its employees, officers, directors, contractors and agents from and against any losses, liabilities, damages, penalties, costs, fees, including without limitation reasonable attorneys' fees, and expenses from any claim or action, including without limitation for property damage, bodily injury or death, caused by or arising from the negligent acts or omissions or willful misconduct of Contractor, its officers, employees, agents, or Subcontractors. Contractor also shall indemnify, defend and hold harmless State against any fines, penalties, sanctions, or disallowances which are imposed on State and which arise from any noncompliance with federal and state laws, regulations, codes, policies and guidelines that affect the Services or Deliverables which are to be provided or which have been provided by Contractor, or their Subcontractors or from Contractor's failure to perform its objections herein.. State shall promptly give Contractor notice of any such claims.

CONTRACT ATTACHMENT V

HARDWARE/SOFTWARE ENVIRONMENT

The system to be installed must be able to operate on the State data processing facility and configuration as follows:

1.0 HARDWARE AND OPERATING SYSTEM SOFTWARE

[List and/or describe here the hardware devices, operating system software, and network infrastructures on which the proposed system must operate, such as: CPU, Operating System/System Utility Software, Disk, Workstations, Teleprocessing Monitor, Networking Protocols, etc.]

2.0 SPECIAL REQUIREMENTS

[List here additional software or equipment necessary to support or augment the software to be installed, such as: Database Management System, Data Dictionary, 4 GL, Query Language, GUI Tools, etc.]

3.0 STANDARDS AND GUIDELINES

[List here references to applicable standards and/or guidelines or indicate "NONE". Also, describe any exceptions to State standards and guidelines that will be permitted under this project. However, the State should take steps to assure control over matters affecting its technical direction. Accordingly, specific emphasis should be given to assure that technologies promoting common infrastructure services (TCP/IP, SNMP), interoperability (both statewide and intra-department), and an open (non-proprietary) systems environment are used.]

CONTRACT ATTACHMENT VI

WARRANTY SERVICES

1.0 General Responsibilities. During the Warranty Period, Contractor shall provide Services as described in this Attachment VI as the Warranty Services at no additional cost to correct Deficiencies in the System, repair and maintain the System in accordance with the Specifications. Contractor's Service responsibilities shall include but not be limited to the following while assisting State in implementing the System:

1.1 Promptly repair or replace the System, or any portion thereof, that has Deficiencies;

1.2 Maintain the System in accordance with the Specifications and terms of this contract;

1.3 Upon request by State, re-perform any Service that fails to meet the requirements of this contract at no additional cost;

1.4 Provide these Services 24 hours a day, Monday through Sunday;

1.5 Propose revisions to the Software as necessary to meet State's Processing needs;

1.6 Coordinate with State all tasks related to correcting problems and Deficiencies connected with the Software or the Equipment; and

1.7 Execute on line diagnostics from a remote Contractor location solely to assist in the identification and isolation of suspected Deficiencies.

2.0 Inquiry Assistance. Contractor shall provide second tier help desk services and support staff as described in the RFP and shall respond to an inquiry from State as applicable:

2.1 Responses to questions relating to the Software, including without limitation isolating problems to the Software, Data or Equipment;

2.2 The development, on a best efforts basis, of a temporary solution to or an emergency bypass of a Deficiency;

2.3 Corrections and repairs of errors, problems or Deficiencies with the Software, to the extent technically feasible; and

2.4 Clarification of Documentation.

3.0 Additional Assistance.

3.1   Contractor shall dispatch trained and qualified Services Staff to State's applicable Site in the event that: (i) such assistance as described above does not resolve Deficiencies or problems related to State's inquiries regarding Equipment or Software at such Site within the Service Level Agreement timelines after Contractor's response to State; (ii) the System is non Operational; and (iii) State requests additional assistance. If the System is non Operational, such Contractor staff shall remain at the Site on a 24 hour, seven day a week basis repairing the System until it operates in accordance with its Specifications.

3.2   Contractor shall provide a plan to resolve Deficiencies in accordance with the Service Level Agreement timelines after notice by State to Contractor of such Deficiency or problems.

3.3   Database. Contractor shall maintain and make available online to State a database of all Change Requests, Deficiencies, other problems reported by State or known to Contractor in the Software, and each visit by such Services Staff. The database shall include, as a minimum, the following:

    1.   Date and time Contractor was notified;

    2.   Date and time of arrival or inquiry response;

    3.   Time spent for resolution of Deficiencies;

    4.   Description of Deficiency;

    5.   Description of severity level of Deficiency, e.g., emergency;

    6.   Description of Deficiency resolution; and

    7.   Date of resolution.

4.0   Enhancements.

4.1   Contractor shall provide State with all Enhancements and associated Documentation that are provided to other similar situated Customers, in whole or in part, at no additional cost. Such Documentation shall be adequate to inform State of the problems resolved including any significant differences resulting from the release which are known by Contractor. Contractor certifies that each such Enhancement has been tested and performs according to the Specifications. Contractor agrees to correct corrupted Data that may result from any System Deficiency introduced by the Enhancement.

4.2   In addition, Contractor shall produce such Enhancements as State requests in a commercially reasonable time and form at an additional charge in accordance with the Change Order process described herein. Enhancements to correct any Deficiency shall be provided to State at no additional cost and without the need for a Change Order during the Warranty Period.

4.3   Exclusion. Contractor shall have no obligation or liability to State under this Section 4.0 to the extent that a Deficiency results from modifications to the System by State where such modification was not made pursuant to the Documentation or Contractor's guidance, instruction, training or recommendation.

5.0   Post-Implementation Support. Contractor shall provide Post-Implementation Support Services to correct Deficiencies in the System and support, repair and maintain the System in accordance with the RFP and Proposal, the Work Plan and this contract. Contractor's Post-Implementation Support Services responsibilities shall include but not be limited to maintaining the System in accordance with the Specifications and the terms of this contract, and developing, on a best efforts basis, of a temporary solution to or an emergency bypass of a Deficiency. Contractor Staff shall be resident at Contractor's Baton Rouge, Louisiana facilities during the first three months after Acceptance of the System and other Staff shall be available throughout the Warranty Period and thereafter as described in this contract to provide these Warranty Services.

6.0   Performance Standard Measurement. Contractor shall maintain the System, in whole and in part, to meet the Performance Standards. Contractor will conduct tests for measuring and certifying the achievement of the Performance Standards. Contractor must implement all testing, measurement and monitoring tools and procedures required to measure and report Contractor's performance of the Services and System against the applicable Performance Standards. Such testing, measurement and monitoring must permit reporting at a level of detail sufficient to verify compliance with the Performance Standards, and will be subject to audit by State. Contractor will provide State with information and access to all information or work product produced by such tools and procedures upon request for purposes of verification.

7.0   Maintenance Services. State shall also have the right to obtain maintenance Services as described in the RFP. Such Services shall include but not be limited to producing Enhancements pursuant to Change Orders, providing expertise in support of the System, data base administration, and other Services described in Change Orders.

CONTRACT ATTACHMENT VII

CHANGE ORDERS

1.0   Issuance of Change Requests. State may, at any time by a written Change Request, request changes within the scope of the contract. Such changes may include, without limitation, revisions to Deliverables or Services.

2.0   Contractor Proposal to Change Request. Contractor shall respond in writing to a Change Request within 20 days of receipt, advising State of any cost and Schedule impacts. When there is a cost impact, i.e., increase or decrease in Charges or Purchase Prices, Contractor shall advise State in writing of the increase or decrease involved, including a breakdown of the number of Staff hours by level of Contractor and State personnel needed to effect this change.

3.0   Agreement on Change Order. The Contractor Project Manager and the State Project Director shall negotiate in good faith and in a timely manner as to the price for amounts over the limitations specified in the RFP and the impact on the Schedule of any Change Request. If the parties reach an agreement on a Change Order in writing, and the Change Order is executed by authorized representatives of the parties, the terms of this contract shall be modified accordingly. The parties will execute a formal contract amendment for any Change Order that increases or decreases the Maximum Amount. Non-financial Change Orders may be approved in writing by the State Project Director. However, all other Change Orders must be executed by the State Project Director. Contractor will incorporate all Change Orders affecting the Services and Deliverables into applicable System Documentation as described in the RFP. In no event shall the Charges or Purchase Prices be increased nor shall the Schedule be extended in a Change Order to correct errors or omissions in the Proposal.

4.0   Disagreement. If federal or state laws, rules, regulations, policies or guidelines are adopted, promulgated, judicially interpreted or changed, the effect of which is to alter the ability of either party to fulfill its obligations under this contract, the parties will promptly negotiate in good faith appropriate modifications or alterations to the contract and any appropriate Change Orders for amounts over the limitations specified in the RFP. If State submits to Contractor a Change Request to comply with such laws, rules, regulations, policies or guidelines and if the parties are unable to reach an agreement in writing within 15 days of Contractor's response to such a Change Request, the State Project Director may make a determination of the revised price and Schedule, and Contractor shall proceed with the work according to such price and Schedule which shall be included in the resulting Change Order, subject to Contractor's right to appeal the State Project Director's determination of the price and/or Schedule to the dispute resolution process under Section 7.0 of the contract. Nothing in this Section 4.0 shall in any

manner excuse Contractor from proceeding diligently with the contract as changed by the Change Order.

5.0   Termination. If Contractor fails or refuses to perform its Services pursuant to a Change Order, Contractor shall be in material breach of this contract, and State shall have the right to terminate the contract for such a breach.

6.0   Contractor Submission of Change Request. Contractor may also submit a Change Request to State to propose changes that should be made within the scope of the contract. Any such Change Request shall include proposed costs and Schedule impacts, including a breakdown of the number of Staff hours by level of Contractor and State personnel needed to effect this change. State will attempt to respond to such Change Requests from Contractor within 20 days of receipt. If the parties reach an agreement on a Change Order in writing, and the Change Order is executed by authorized representatives of the Parties, the terms of this contract shall be modified accordingly. If the parties are unable to reach an agreement in writing on a Change Request submitted by Contractor, the State Project Director will be deemed to have rejected the requested Change Request.

CONTRACT ATTACHMENT VIII

ESCROW AGREEMENT

THIS ESCROW AGREEMENT (the "Agreement") is made as of this _____ day of _____, 200___ (the "Effective Date"), among _____ ("ESCROW AGENT"), _____ ("LICENSOR"), and the State of Louisiana acting by and through Department of Social Services, an agency of Louisiana State government ("LICENSEE").

RECITALS

LICENSOR and LICENSEE have entered into a contract dated the Effective Date (the "Contract") to license certain Third Party Software (as defined in the Contract) (the "Software") upon specified terms and conditions; and

To assure the continued availability and usefulness of such Software, LICENSOR has agreed to establish and maintain in escrow with ESCROW AGENT the Software source code and certain documentation therefore.

NOW, THEREFORE, in consideration of the foregoing premises and the mutual covenants contained herein and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

1.   Deposit in Escrow.

1.1   Within 30 days of the Effective Date as defined in the Contract, LICENSOR shall deliver to ESCROW AGENT a sealed package containing the same current version of the source code for the Software which is owned by third parties, licensed to LICENSEE by LICENSOR, and is described as the Proprietary Software in the Contract, programmer notes, its database schema and architecture, and its related documentation (collectively, the "Source Materials"). LICENSOR shall identify each item in said package and certify the completeness and accuracy of the Source Materials in a letter forwarding the same to ESCROW AGENT, with a copy of each letter to LICENSEE. Immediately upon receipt of the package, ESCROW AGENT shall give notice to LICENSEE of such receipt.

1.2   LICENSOR shall deliver revisions of the Source Materials, including the Source Code for the Software, to ESCROW AGENT as and when corresponding revisions of the Object Code for the Software are delivered to LICENSEE in accordance with the Contract. At such time as any modifications or revisions to the Source Materials are deposited with ESCROW AGENT, LICENSOR shall give written notice of such deposits to LICENSEE.

1.3   ESCROW AGENT shall acknowledge receipt of all revisions of or additions to the Source Materials by sending written acknowledgment thereof to both LICENSOR and LICENSEE.

1.4   Upon receipt of a new revision, ESCROW AGENT agrees to return to LICENSOR all such Source Materials from previous revisions as specified by LICENSOR in writing to ESCROW AGENT.

2.   Release From Escrow.

2.1   ESCROW AGENT shall seven days following receipt of an affidavit, which is from an officer of LICENSEE to ESCROW AGENT sent via certified mail with return receipt requested, and which states that one of the following events has occurred, proceed in accordance with the procedure described in Sections 2.1 through 2.7 below if:

2.1.1   LICENSOR has made an assignment for the benefit of creditors; or

2.1.2   LICENSOR institutes or becomes subject to a liquidation or bankruptcy proceeding of any kind; or

2.1.3   A receiver or similar officer has been appointed to take charge of all or part of LICENSOR's assets; or

2.1.4   LICENSOR terminates its maintenance and support services for LICENSEE for the Software or breaches its support and maintenance obligations for the Software for LICENSEE, whether due to its ceasing to conduct business generally or otherwise; or

2.1.5   LICENSOR fails to make timely payments of fees and other costs required under this Agreement.

2.2   LICENSEE shall send a copy of the affidavit to LICENSOR via certified mail with return receipt requested, simultaneously with its affidavit to ESCROW AGENT. Upon its receipt of the affidavit as provided above in <u>Section 2.1</u>, ESCROW AGENT shall immediately give written notice to LICENSOR, attaching a copy of the affidavit to the notice, via certified mail with return receipt requested.

2.3   Upon receipt of such notices in accordance with <u>Sections 2.2</u> and <u>2.9</u>, LICENSOR shall have 30 days to review LICENSEE's affidavit requesting release from escrow as provided for in <u>Section 2.1</u> above.

2.4   If LICENSOR does not give notice to ESCROW AGENT within the 30 days provided in <u>Section 2.3</u> that LICENSEE's request for release from escrow is contested by LICENSOR, ESCROW AGENT shall automatically release the Source Materials to LICENSEE. The Source Materials shall be used by LICENSEE subject to the Contract and solely for support and maintenance for the Software within the provisions of the Contract. Delivery of the Source Materials to LICENSEE in accordance with provisions hereof shall automatically terminate this Escrow Agreement.

2.5   If LICENSOR does give ESCROW AGENT notice within the 30 days provided in <u>Section 2.3</u> that LICENSEE's request for release from escrow is contested by LICENSOR, ESCROW AGENT shall retain the Source Materials in escrow while LICENSOR and LICENSEE either:

2.5.1   Settle the dispute among themselves and jointly give notice to ESCROW AGENT in writing of the result; or

2.5.2   Submit the dispute to litigation for resolution in accordance with the terms of this Agreement.

2.6   In the event of litigation, ESCROW AGENT shall dispose of the Source Materials as directed by the court of competent jurisdiction's finding given in writing to all parties.

2.7   Each party shall bear its own costs incurred in any litigation as set forth in Section 2.5.2 above.

3.   Ownership of Source Material.

3.1   The tangible medium comprising the escrowed Source Materials, but not the source code or technical specifications and other information embodied in such tangible media, shall be in the possession of ESCROW AGENT as soon as such material is received by ESCROW AGENT and at all times until the Source Materials are provided to LICENSOR or to LICENSEE as outlined in Sections 2.4 and 2.6 above.

3.2   ESCROW AGENT, LICENSOR, and LICENSEE recognize and acknowledge that ownership of the source code itself shall remain the sole and exclusive proprietary property of LICENSOR at all times and that nothing in this Agreement shall be interpreted to deprive LICENSOR of any right, title or interest in or to the Source Materials.

3.3   It is expressly understood and agreed that LICENSEE's right to obtain the source code and other documentation from escrow is subject to the terms described in Sections 4.5 and 9.2 of the Contract and that LICENSEE shall have no right or claim to LICENSOR's proprietary rights in the Software.

4.   Storage and Security.

4.1   ESCROW AGENT will act as custodian of the Source Materials until the escrow is terminated. ESCROW AGENT shall establish, under its control, a secure receptacle for the purpose of storing the Source Materials.

4.2   The Source Materials deposited with ESCROW AGENT by LICENSOR pursuant to this Escrow Agreement shall remain the exclusive property of the LICENSOR, except as otherwise provided in Section 2.4.

4.3   Except as provided in this Agreement, ESCROW AGENT agrees that:

4.3.1   It shall not divulge, disclose or otherwise make available to any parties other than LICENSOR or LICENSEE, or make any use whatsoever, of the Source Materials;

4.3.2   It shall not permit any person access to the Source Materials, except as may be necessary for ESCROW AGENT's authorized representatives to perform its functions under this Agreement;

4.3.3   Access to the Source Materials by LICENSOR shall be granted by ESCROW AGENT only to those persons duly authorized in writing by a competent officer of LICENSOR or as provided herein; and

4.3.4   Access to the Source Materials shall not be granted without compliance with all security and identification procedures instituted by ESCROW AGENT.

4.4   ESCROW AGENT shall, upon LICENSEE's request, verify or determine that the Source Materials deposited with ESCROW AGENT by LICENSOR do, in fact, consist of those items which LICENSOR is obligated to deliver under any agreement.

4.5   ESCROW AGENT shall accept, store and deliver the Source Materials deposited with it by LICENSOR, in accordance with the terms and conditions of this Agreement.

4.6   If any of the Source Materials held in escrow by ESCROW AGENT shall be attached, garnished or levied upon pursuant to an order of court, or the delivery thereof shall be stayed or enjoined by an order of court, or any other order, judgment or decree shall be made or entered by any court affecting the Source Materials or any part thereof of any act of ESCROW AGENT, ESCROW AGENT is hereby expressly authorized in its sole discretion to obey and comply with all orders, judgments or decrees so entered or issued by any court, without the necessity of inquiring whether such court had jurisdiction, and in case ESCROW AGENT obeys or complies with any such order, judgment or decree, ESCROW AGENT shall not be liable to LICENSEE, LICENSOR or any third party by reason of such compliance, notwithstanding that such order, judgment or decree may subsequently be reversed, modified or vacated.

5.   Termination.   LICENSEE and LICENSOR may terminate this Agreement by mutual written agreement, giving 60 days notice to ESCROW AGENT. This Agreement may also be terminated in accordance with the terms of Section 2.4.

6.   Good Faith Reliance. ESCROW AGENT shall act in good faith reliance upon any instruction, instrument, or signature believed in good faith to be genuine and may assume that any person purported to give any writing, notice, respect, advice, or instruction in connection with or relating to this Agreement has been duly authorized to do so.

7.   Fees. ESCROW AGENT shall be entitled to reasonable compensation for performance of its duties hereunder and for establishment of the escrow described herein. LICENSOR shall pay for the costs to establish, maintain, and verify the escrow described herein.

8.   Entire Agreement. Except to the extent this Agreement incorporates by reference specific sections of or definitions from the Contract, this Agreement constitutes the entire Agreement among the parties, including the subject matter hereof and shall supersede all previous communications, representations, understandings and agreements, either oral or written between the parties. This Escrow Agreement is intended to be and shall be treated as an agreement separate and distinct from the Contract.

9.   Notice. Notice will deemed to be given by the parties under the Agreement if in writing and delivered personally or by messenger, by telecopier or facsimile, or mailed by first class, registered, or certified mail, postage prepaid, to the addresses noted below the signatures on the Agreement. Each party will provide notice to the other of changes to such addresses.

10.   Governing Law. This Agreement shall be governed by and construed according to the laws of the State of Louisiana. LICENSOR and ESCROW AGENT consent to personal jurisdiction in that State. The exclusive venue of any action hereunder, including arbitration (if any), shall be in State courts of East Baton Rouge Parish, Louisiana.

11.   Severability. In the event any of the provisions of this Agreement shall be held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

12.   Headings. The headings in this Agreement do not form a part of it, but are for convenience only and shall not limit or affect the meaning of the provisions.

13.   Contract Terms. Capitalized terms not defined in this Agreement shall have the meanings provided in the Contract. However, to the extent this Agreement is in conflict with the Contract, the terms of this Agreement shall prevail.

IN WITNESS WHEREOF, the parties hereto have executed this Escrow Agreement as of the Effective Date.

STATE OF LOUISIANA,   LICENSOR

DEPARTMENT OF SOCIAL SERVICES

Name: _____   Name: _____

Title: _____   Title: _____

Date: _____   Date: _____

Notice Address: _____   Notice Address: _____

_____   _____

_____   _____

Attn: _____   Attn: _____

Facsimile No.: _____   Facsimile No.: _____

APPROVED AS TO FORM:

ATTORNEY GENERAL'S OFFICE

By: _____

Printed Name: _____

Title: _____

Date: _____

ESCROW AGENT

By: _____

Printed Name: _____

Title: _____

Date: _____

CONTRACT ATTACHMENT IX

LETTER OF CREDIT

Bank _____

_____, 200____

Irrevocable Letter of Credit

Number: _____

Amount: <u>US $</u>

To whom it may concern:

At the request and for the account of the State of Louisiana Department of Social Services we hereby establish our Irrevocable Letter of Credit Number _____ in your favor, available by draft(s) at sight on Bank _____, up to the aggregate sum of $_____ (United States Dollars), inclusive of any banking charges effective as of today's date and expiring on Acceptance of the System as defined in contract # _____ dated as of _____, ___, 20____.

Partial drawings are permitted. Drafts drawn under this Letter of Credit must be accompanied by the following document:

A Certificate signed by the _____ to the effect that the amount drawn represents funds due and payable to you because of the following reason:

Nonperformance of the Contractor (_____) pursuant to contract #_____ dated as of _____ ___, 20____ for designing, developing, implementing, operating and maintaining the new System described in such contract.

We hereby agree with the drawers, endorsers and holders in due course of any draft under this Letter of Credit that such drafts shall be duly honored on presentation provided that all terms and conditions of the Letter of Credit have been complied with.

This Letter of Credit is subject to the Uniform Customs and Practices for Documentary Credits (1993 Revision) International Chamber of Commerce Publication Number 500, as modified from time to time.

Yours faithfully,

For and on behalf of

Bank _____

By: _____

Title: _____

Date: _____

CONTRACT ATTACHMENT X

PROPOSAL REVISIONS

Attachment 3 - Cost Proposal

The Proposer must submit the Cost Sheet Summary and supporting spreadsheets. Spreadsheets must be in Microsoft Excel 2003. The spreadsheets printed here are available as Excel files in the RFP package.

Cost Sheet Summary

Project Tasks	Proposer Cost State Cost - if applicable Total Cost	Brief assumptions, dependencies and constraints including Proposer's expectation of any additional State resources.
1. Project Management & Project Initiation	P: S: T:	(Include all facility and start-up costs here)
1.1 COTS required third party software	P: S: T:	(Likely to require additional State dollars for acquiring or increasing license counts of 3rd party software)
1.2 Technical Infrastructure TCO	P: S: T:	(Include all required hardware, software, facilities and training costs from Technical Infrastructure TCO worksheets.)
2 System Analysis and Design	P: S: T:	
3. System Development	P: S: T:	
4. System Testing and UAT Support	P: S: T:	
5. Culture Change Readiness	P: S: T:	
6. Training	P: S: T:	
7. Conversion	P: S: T:	
8. Pilot Testing	P: S: T:	

9. Statewide Implementation.	P: S: T:	
10. Post-Implementation Support	P: S: T:	
11. Support Federal Approval	P: S: T:	
15% Pool Work for Change Requests identified during Contract period	P: S: T:	(15% of the sum of items 1, 2, 3, 4, 5 & 6) Note: do not include 1.1, 1.2, 7, 8, 9, 10 or 11 in calculation
10,000 hours Pool Work for optional post-contract work	P: S: T:	
7.3.1.2 TOTALS **Cost for Evaluation Use ⇨⇨⇨**	P: S:⎯⎯⎯⎯⎯ T:	(See RFP for description of Cost Evaluation and use of final Total price in scoring) ⇦⇦⇦ **Cost for Evaluation Use**

The State reserves the right to purchase items from alternate sources that are advantageous to the State.

Additional cost charts as outlined in RFP – Phase 3 Cost Analysis have been verified to be consistent with and support totals reporte above. Prices are valid for 180 days.

Proposer: _____ Date: _____

Signature: _____ Title: _____

The following is an example from the Excel spreadsheets included in the RFP package. It is the Budget Detail tab of the CAFÉ Detailed Costs by Month spreadsheet.

CAFÉ Proposal

COSTS	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FFY 10-11
		FFY 2010 - 2011											
1. Project Management & Project Initiation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1.1 COTS required third party software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1.2 Technical Infrastructure TCO	do not use. Use separate TCO workbook												
2 System Analysis and Design	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
3. System Development	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4. System Testing and UAT Support	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
5. Culture Change Readiness	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
6. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7. Conversion	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
8. Pilot Testing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
9. Statewide Implementation.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
10. Post-Implementation Support	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
11. Support Federal Approval	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total													$0

Staff-Hours	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FFY 10-11
1. Project Management & Project Initiation	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1 COTS required third party software	do not use												
1.2 Technical Infrastructure TCO	do not use												
2 System Analysis and Design	-	-	-	-	-	-	-	-	-	-	-	-	-
3. System Development	-	-	-	-	-	-	-	-	-	-	-	-	-
4. System Testing and UAT Support	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Culture Change Readiness	-	-	-	-	-	-	-	-	-	-	-	-	-
6. Training	-	-	-	-	-	-	-	-	-	-	-	-	-
7. Conversion	-	-	-	-	-	-	-	-	-	-	-	-	-
8. Pilot Testing	-	-	-	-	-	-	-	-	-	-	-	-	-
9. Statewide Implementation.	-	-	-	-	-	-	-	-	-	-	-	-	-
10. Post-Implementation Support	-	-	-	-	-	-	-	-	-	-	-	-	-
11. Support Federal Approval	-	-	-	-	-	-	-	-	-	-	-	-	-
Total													-

FFY 2011 - 2012													
COSTS	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FFY 11-12
1. Project Management & Project Initiation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1.1 COTS required third party software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1.2 Technical Infrastructure TCO													
2 System Analysis and Design	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
3. System Development	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4. System Testing and UAT Support	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
5. Culture Change Readiness	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
6. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7. Conversion	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
8. Pilot Testing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
9. Statewide Implementation.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
10. Post-Implementation Support	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
11. Support Federal Approval	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total													$0

Staff-Hours	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FFY 11-12
1. Project Management & Project Initiation	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1 COTS required third party software													
1.2 Technical Infrastructure TCO													
2 System Analysis and Design	-	-	-	-	-	-	-	-	-	-	-	-	-
3. System Development	-	-	-	-	-	-	-	-	-	-	-	-	-
4. System Testing and UAT Support	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Culture Change Readiness	-	-	-	-	-	-	-	-	-	-	-	-	-
6. Training	-	-	-	-	-	-	-	-	-	-	-	-	-
7. Conversion	-	-	-	-	-	-	-	-	-	-	-	-	-
8. Pilot Testing	-	-	-	-	-	-	-	-	-	-	-	-	-
9. Statewide Implementation.	-	-	-	-	-	-	-	-	-	-	-	-	-
10. Post-Implementation Support	-	-	-	-	-	-	-	-	-	-	-	-	-
11. Support Federal Approval	-	-	-	-	-	-	-	-	-	-	-	-	-
Total													-

COSTS	FFY 2013 - 2014												FFY 12-13	Total
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug		
1. Project Management & Project Initiation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1.1 COTS required third party software	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1.2 Technical Infrastructure TCO														
2 System Analysis and Design	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
3. System Development	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4. System Testing and UAT Support	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
5. Culture Change Readiness	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
6. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7. Conversion	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
8. Pilot Testing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
9. Statewide Implementation.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
10. Post-Implementation Support	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
11. Support Federal Approval	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total													$0	$0

Staff-Hours	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FFY 12-13	Total
1. Project Management & Project Initiation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1 COTS required third party software														
1.2 Technical Infrastructure TCO														
2 System Analysis and Design	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3. System Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4. System Testing and UAT Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Culture Change Readiness	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6. Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7. Conversion	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8. Pilot Testing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9. Statewide Implementation.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10. Post-Implementation Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11. Support Federal Approval	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total													-	-

Attachment 4 - Current Infrastructure

The following describes the current infrastructure in use by Department of Children and Family Services (DCFS) and the current infrastructure in use at the Division of Administration (DOA). The proposed CAFÉ system must be compatible with and interface with this infrastructure. As DCFS consolidates offices and deploys a more mobile workforce through the expanded use of laptops, the number of computers will vary.

Computer Center Coverage:

The Department of Children and Family Services, Division of Information Services (DIS) is a 24/7 computer operation providing services to the Department of Children and Family Services (DCFS), the Department of Health and Hospitals (DHH) and Disability Determination Services(DDS). All data center equipment, with the exception of printer and file services, is located at a remote site within the Division of Administration's Information Services Building Computer Center.

The Division of Information Services supports over 50 application systems for both DCFS, DHH and DDS. DCFS supports a network connecting 167 offices across the state and provides on-line services to approximately 10,000 devices, either through LANET or directly to numerous other state and federal agencies and to selected contractors providing services to DCFS.

DCFS operates its current enterprise framework application (Cúram) on an IBM 2084-302 mainframe (24x7) over a TCP/IP network in a z/OS IBM Operating environment with IBM DB2 Version 8 or higher as the database and IBM Web Sphere Version 6 using such products like Web Sphere Business Integrator and MQ Series as the middleware connector for web-based system to legacy-based system messaging. Mainframe legacy systems are based on an ADABAS platform and coded in Natural with Shadow as the middleware connector for several of their web-based applications. These legacy systems operate on an IBM 2098 S03 mainframe generally available to users 12 hours a day 5 days a week. These legacy systems can be made available to staff on an exception basis after hours. The disaster recovery mainframe is an IBM 2098 E10 located on the LSU Baton Rouge campus. Several of the legacy Mainframe applications also have or are in the process of developing several JAVA/DB2 web applications most of which use JBOSS instead of Web Sphere. Desktop computers with Windows XP Professional SP3 are the current minimum standard. SUSE Linux operates on DCFS Kiosk pc's.

OPERATIONS RECAP (monthly):

- Batched Jobs Processed   20,000
- Checks Printed   45,000
- Total Cartridge Library   15,800
- Mainframe Printer Print Images   19,225,000
- Mail Items   2,300,000

Operating Environment – DCFS:

Mainframes

IBM 2098-S03 CPU (851 million instructions per second) with one (1) Integrated Facility for Linux (IFL) and one (1) zIIP – Located at the Information Services Building.

- z/OS- V1.9
- z/VM – V5.03
- z/Linux-SUSE Enterprise Server for z/Series V9.0

- 32 GB of processor storage
- 56 channels

IBM 2084-302 (A08) – (853 million instructions per second) with two (2) zAAPS - Z990 ACESS – Located at the Information Services Building.

- z/OS V1.9
- 48 GB of processor storage
- 40 Channels

IBM 2098-A01 – (26 million instructions per second scalable) One (1) IFL – Located at LSU Fry Computer Center.

- z/VM – V5.3
- z/Linux-SUSE Enterprise Server for z/Series V9.0
- 48 GB of processor storage
- z/OS V1.9

Connectivity between these two locations is via **D**ense **W**ave **D**ivision **M**ultiplexor (**DWDM**) technology.

Tape I/O Subsystem:

The tape I/O environment consists of:

(2) – Storagetek Robotic Silos and cartridge systems:

- (1) 9310 Automated Cartridge System located at the ISB complex
- (6) 9490 Timberline Transports
- (4) 9840 transports
- Each transport is connected via an Escon fiber link. The drives are capable of reading 18 and 36 track-recorded media. The transports only write in the more efficient 36-track mode.
- (1) 9310 Automated Cartridge System located at the LSU complex
- (8) 9490 Timberline Transports
- (18) 9840 transports. The 9840 devices require specially designed Cartridges that are numerically separate from our regular pool of cartridges. This silo system is located in an offsite Data Center on the campus of Louisiana State University and is connected via five (5) Escon Fiber Link Channels. This silo is primarily used for offsite backups and Disaster Recovery.

Virtual Tape:

1 – Storagetek Virtual Storage Manager (VSM).

- 180GB of disk buffer capacity and adds sixty-four (64) 3490-E virtual tape drives to our operating environment.
- Utilizes the STK 9840 tape drive technology for the migration and recall of virtual volumes.

DASD I/O Subsystem:

1 – DS8100 Model 2107 DASD (40 Terabytes) – Information Services Building

1 – DS8100 Model 2107 DASD (40 Terabytes) - LSU

Print Operations:

1 – IBM Infoprint 4000

1 – IBM Infoprint 4000 with MICR

Teleprocessing:

There are approximately 6,500 devices in the DCFS communications network. DCFS also supports approximately 4000 devices in the DHH network. The network is built on 7 backbone sites, including the LSU disaster site. Backbone sites are connected to each other via multiple T1 links and to end user sites via single T1 links.

DCFS supports 167 Ethernet LANs. DCFS supports Ethernet LANS at all 7 POP sites.

Connectivity to the mainframe is primarily a direct connection using TN3270. DCFS communicates with other entities via traditional SNA/SNI (using Enterprise Extender, TCP/IP), FTP, SFTP, Connect Direct, Cyberfusion, Tumbleweed and various tn3270 solutions; primarily Attachmate's Reflection. DCFS connects to the Internet via the LANET 16 megabyte Ethernet Switched connection and Microsoft's Internet Explorer. Secured access is also available through Cisco's Virtual Private Network (VPN).

PC's, Laptops, and Workstations:

DCFS has deployed the following Dell and IBM computers:

Dell computer models: Dell GX 260, 620, SX280, 745, and 755.

Dell Laptop models: Dell D600, 610, 520, E5500, E6500, and Minis

IBM computer models: IBM 8215, 8212, and 8807

IBM Laptop models: IBM T60, and T61

Memory ranges are 256k, 512k, has been upgraded to 1GB of RAM. Currently, not all DCFS users have been upgraded to 1GB.

Laptops - Model and Deployed Count

Model	Count
D600	50
D610	650
520	200
E5500	800
E6500	400
T60	150

Computers/Model and Deployed Count

Model	Count
260	150
620	600

280	450
745	600
755	1600
8215	30

Uninterruptible Power Supply (UPS)/ Battery:

- Powers nine Power Distribution Units (PDUs) throughout the building
- Automatic transfer to battery on interruptions
- Four cabinets each holding forty 12 volt batteries (up to an hour of backup power)
- Batteries individually tested twice a year
- Shower required by OSHA

DCFS Installed Software

Vendor	Application	Version	Description
Absolute	Computrace Web	8.0	Laptop security and tracking
Accord	Chase Viewer	7.01	Check image archival software
ACF / Children's Bureau	NCANDS Validation System	FFY 2006	National Child Abuse and Neglect Data System
Achievement Technologies	Computer Learning Works	5.52	Assessment tool for basic educational skills
Achievement Technologies	EWMS	3.5	Employability and Work Maturity Skills tutor
Achievement Technologies	MySkillsTutor	web	Assessment tool for basic educational skills
ACL	ACL for Windows	7.2.1	Audit analysis and fraud detection software
ACF / Children's Bureau	AFCARS		Adoption and Foster Care Analysis and Reporting
Adobe	Acrobat Reader	8.0.0	Viewer for PDF documents
Adobe	Acrobat Professional	8.0.0	PDF creation and editing software
Adobe	Flash Player	8.0.24	Player for flash-based animation
Adobe	InDesign CS2	4.0.0	Web design platform (multi-product suite)

Vendor	Application	Version	Description
Adobe	LiveCycle Designer	8.2	Editable forms generation software
Adobe	LiveCycle Workflow	8.2	Editable forms generation software
Adobe	Photoshop Elements	5.0	Photo editing software
Adobe	RoboHelp Office	X5	Help tutorial and knowledge base publisher
Adobe	Shockwave Player	10.1	Player for shockwave-based animation
Adobe	SVG Viewer	3.0.3	Viewer for scalable vector graphics
Ahead	Nero Ultra	7.01	CD and DVD burning software
AMS	1099-etc	D-2.0	1099 and W-2 tax form filing software
Apache	ANT	1.6.2	
Apple	QuickTime	7.1	
Aquire	OrgPublisher	7.1	
ASG	DocuAnalyzer	6.01	
ASG	DocumentDirect	4.2.3	
ASG	Zena Client	2.0.1	
Attachmate	Extra	7.11	
Attachmate	Reflections	10.18.0	latest version
Attachmate	Computers At Work	3.5.1	
Avery	Wizard for MS Word 2003	2.10	
Bank One	The One Net	Web	
BMC	Remedy Action Request System	5.01	
Boolean Dream	ReplaceEm	2.0	
Bridges	Choices	2009	
Business Objects	Crystal Reports Viewer	9.2	
Cisco	Access Control Server		
Cisco	VPN Client	5.0.0	
Citrix	Presentation Server Client	9.150	

Vendor	Application	Version	Description
Core FTP	Core FTP LE	2.0.1531	
Corel	PaintShop Pro Photo	X1	
Corel	Quattro Pro	2000	
Corel	WordPerfect Office	X3	
Cúram	Cúram GISS	4.4	
Cyberlink	PowerDVD	5.7	
Daemon Tools	Daemon Tools	4.03	
Dameware Development	Dameware Utilities	6.3	
DataDirect / Neon Systems	Shadow Client	6.1.1	
DataDirect / Neon Systems	Shadow Studio	1.2.1	
Datalect	FORMQuest Publisher	3.0	
DESI	DESI Lite	2.76	
DCFS	BLAS	1.0.211	
DCFS	QATS	1.0.65	
Dymo	Dymo Label Software	7.5	
ESRI	ArcGIS ArcReader	9.1	
EWA	Phoenix	5.0	
EWA	Phoenix Tutorial Maker	1.0	
Faronics	Deep Freeze	6.0	
Helios	TextPad	5.0	
Hummingbird	Exceed	9.0	
IBI	Visual Discovery	3.6	
IBI	WebFocus Developer Studio	7.62	
IBI	WebFocus iWay Data Migrator	7.62	
IBM	Content Producer	3.1	

Vendor	Application	Version	Description
IBM	DB2 Enterprise Edition	9.0	
IBM	Host On Demand	10.0	unsupported
IBM	IBM Java	1.4.2	
IBM	InfoPrint Manager	4.2	
IMSI	TurboCAD	12	
InCircuit	Protégé	Web	
Intekron	Easy Street	Web	
Intuit	QuickBooks Enterprise Solutions	6.0	
JPMorganChase	EBT Browser Admin		
Kofax	Ascent Capture	7.5	Document Imaging Scan Utility
LabF	WinaXe Plus	8.1	
LDNR	Budget Manager	1.0	
LDOC	CAJUN		
Letter Chase	Typing Tutor	3.7	
Macromedia	Studio MX 2004	7.0	
Macrovision	AdminStudio Professional	8.5	
Macrovision	InstallScript	11.5	
MeadCo	ScriptX	6.1.432	
MetaStorm	e-Work Designer	6.5	
Microsoft	Access	2003	
Microsoft	ClearType Tuner	1.01	
Microsoft	Digital Image Suite 2006	11.0	
Microsoft	Excel	2003	
Microsoft	Frontpage	2003	
Microsoft	IEMenu ActiveX	4.71	
Microsoft	InfoPath	2003	
Microsoft	Internet Explorer	6.0	

Vendor	Application	Version	Description
Microsoft	OneNote	2003	
Microsoft	Orca	2.0	
Microsoft	Outlook	2003	
Microsoft	PowerPoint	2003	
Microsoft	Project	2003	
Microsoft	Publisher	2003	
Microsoft	SQL Query Analyzer	8.0	
GenuitecMy Eclipse	MyEclipse	6.0.1	
IBMMy Eclipse	Personal Communications	5.7.0.4	
IBMMy Eclipse	Rational Application Developer	6.0.2	
IBMMy Eclipse	Rational Build Forge Agent	7.0.2	
IBMMy Eclipse	Rational ClearCase	7.0.1.4	Versioned Software Development Management
IBMMy Eclipse	Rational ClearQuest	7.0.1.4	
IBMMy Eclipse	Rational Method Composer	7.0.1	
IBMMy Eclipse	Rational RequisitePro	7.0.1.4	
IBMMy Eclipse	Rational Robot	7.0.1.1	
IBMMy Eclipse	Rational Rose	7.0.0.1	
IBMMy Eclipse	Rational SoDA	7.0.1.1	
IBMMy Eclipse	Rational TestManager	7.0.1.1	
IBMMy Eclipse	Simulation Producer	4.2	
IBMMy Eclipse	Visual Explain	8.0	
Microsoft	SQL Profiler	8.0	
Microsoft	Virtual PC	2004	
Microsoft	Visio	2003	
Microsoft	Windows Media Player	10	
Microsoft	Word	2003	

Vendor	Application	Version	Description
Mozilla	Firefox	1.5	
NCMEC	Locater Online	6.8	
Novell	ConsoleOne	1.36h	
Novell	Groupwise	7.0.3	
Novell	Groupwise Messenger	2.0.4	
Novell	iFolder	3	
Novell	iPrint Client	4.30	
Novell	Netware Administrator	5.1.9f	
Novell	OpenOffice.org	2.0.1	
Novell	OpenOffice.org Base	2.0.1	
Novell	OpenOffice.org Calc	2.0.1	
Novell	OpenOffice.org Draw	2.0.1	
Novell	OpenOffice.org Impress	2.0.1	
Novell	OpenOffice.org Math	2.0.1	
Novell	OpenOffice.org Writer	2.0.1	
Nuance/ScanSoft	Dragon Naturally Speaking	9.0.1	
Nuance/ScanSoft	OmniForm	5.0	
Nuance/ScanSoft	OmniForm Filler	5.0	
Olympus	Digital Recorder Light		
Olympus	DSS Player	6.3.1	
Oracle	OLEDB	8.1.7	
Pathlore	Learning Management System	4.3.2	
PureEdge	ICS Viewer for Grants.gov	6.0.2	
PuTTY	PuTTY	0.58	
RealNetworks	RealPlayer Enterprise	6.0.11	
Red Egg Software	ieSpell	2.1.1	
Research In Motion	Blackberry Desktop	4.1.6	

Vendor	Application	Version	Description
	Manager		
Roxio	Easy CD Creator	5.3	
RSS Products	ReadySetSign	5.1	
SAI	IMS		
SAI	IMS Bank Recon		
SAP	SAP Logon Pad	6.20	
Seagate	Smart Viewer	1.0	
ShoreTel	ShoreWare Call Manager	6.1	
SkillTRAN	Job Browser Pro	1.5	
Software AG	Entire Connect	4.2.1	
SPSS	SPSS	15.0	
Steelray	Steelray Project Viewer	3.1.1	
Stylus Studio	XML Enterprise Suite	2008	
Sun	Java J2RE SE	1.42_06	
Sun	Java SDK	1.42_06	
Syntellect	Teloquent Interchange Agent	6.1.0	
Syntellect	Teloquent Preview Agent	6.5	
Sysinternals	BGInfo	4.05	
Sysinternals	PsKill	1.10	
Tall Tower	ZENith Professional	5.00	
TALX	The Work Number	Web	
Vertek	OASYS	3.4.5	
VMWare	VMWare Server	1.04	
VMWare	VMWare Workstation	5.5	
VMWare	VMWare Player	1.0	
Thompson West	WestLaw	Web	
Thompson West	WestMate	7.38	

Vendor	Application	Version	Description
VRI	CareerScope	8.0	
WareCentral	PrintKey	2000 v5.10	
WatchFire	WebQA	4.0	
WinZip	WinZip	11.1	
WS_FTP	FTP Client for Windows	3.00	

Division of Administration – Technical Environment

As of December 2009

LOCAL AREA NETWORK

SOFTWARE

Workstation Operating System	Windows XP SP3
Server Operating System	Windows Server 2003 & Windows Server 2008
Web Server	IIS 6.0 and IIS 7.0
Email/Collaboration	Microsoft Exchange 2007 SP1
Word Processing	Microsoft Word 2007
Spreadsheet	Microsoft Excel 2007
Electronic Mail/Scheduler	Microsoft Outlook 2007 / Exchange
Database	Microsoft Access 2007, SQL Server 2005
Communications	TCP/IP v4
Graphics	Publisher 2007, Microsoft PowerPoint 2007
Applications Development	PowerBuilder, ColdFusion 7.0
Ad Hoc Reporting	Business Objects
Middleware	DB2Connect, SQL Server 2005
Browser	Internet Explorer 7.0
Client Management	Systems Center Configuration Manager 2007
Intrusion Detection	Cisco Security Agent 6.0
Server Defrag	DiskKeeper 2009 Server
Antivirus	Symantec Endpoint Protection 11 MR4
Viewer:	QuickViewPlus 10.0

HARDWARE

Typical Personal Computer Workstation   1 - 2 GB (or more) memory

Dell Pentium Processors   40 GB (or more) hard disk

2.8 GHz (or faster)   Ethernet

3.5" 1.44 MB floppy drive

CD or DVD

17" Flat Panel Monitor

Printers

Various Hewlett Packard LaserJet/Colorjet series

Various Xerox Phaser series

Various DELL Color Laser

Multi-function printers from various vendors

Network Management

HP OpenView

MS Systems Center Configuration Manager 2007

Microsoft Windows Server Update Services 3.0

Minimum Network Storage

Dell Pentium Dual-Processor (2.8 GHz, minimum)

2 GB (or more) memory

3-73 GB hard disk, RAID1

Ethernet

3.5" 1.44 MB floppy drive

Rack Mounted

Other Common Server Components or

Technologies Utilized

SAN Connectivity

SAN Storage

VMWare

Microsoft Clustering

Miscellaneous Peripheral Hardware

CD-ROM, DVD-ROM,

Modems

UPS

Scanners

JetDirect printer sharing devices

MID-RANGE

SOFTWARE

IBM AIX, Solaris,

System Control Programs

SUSE Linux Enterprise Server, CentOS,

VMware ESX   SAP R/3

Teleprocessing Software   Resource Administration

Korn shell   SMIT (AIX tool)

C shell   SMC (Solaris tool)

Bourne Again shell   YaSt (Linux tool)

Programming Languages   Network Performance Monitoring

ANSI-C, PERL,   HP OpenView

ksh, bash, awk, expect

                                                    Database and Supporting Software

ERP Software   DB2   UDB

HARDWARE

Enterprise Mid-Range Hardware   Pentium Processor 2.8 GHz (or faster)

IBM pSeries P550, P6 570   1 GB (or more) memory

Sun Sunfire V120, V210, V250, V440, V480   10 GB (or more) RAID disks

                                                    Ethernet

                                                    UPS

STORAGE AREA NETWORK

SOFTWARE

SQL Server Enterprise 2000   EMC Control Center Navisphere V 6.26.2.6.5

Panagon IS Shared User License V 3.x   EMC Control Center Navisphere V 6.26.2.6.5

Panagon Web Services 3.x   Visual SAN V 4.1.0 SP2

Panagon Workgroup IS V 3.6

HARDWARE

1 PV51F – 8 Port Fiber Channel Switch

1 STK 9714 DLT Library 5 DLT 7000 Drives 100 Slots

1 HP 2200 MX Optical Jukebox

1 Dell PowerVault 660F 14 – 36 GB Drives

1 Dell PowerVault 224S 14 – 36 GB Drives

1 Dell 6450 Sequel/Image Server 2 - 36 GB Drives, 2 GB memory

Dell 550 Web Server 2 - 9GB Drives, 2 GB memory

10 Dell Exchange Clustered Blade Servers using Fiber connected SAN

Onsite

   2 Dell/EMC CX3-80

   1 Brocade Silkworm 3900 Switch

   2 Brocade Silkworm 4020 Switches

   7 Brocade Silkworm 4100 Switches

   1 EMC Centera

Remote/DPS

   2 Dell/EMC CX3-80

   1 Brocade Silkworm 3900 Switch

   4 Brocade Silkworm 4100 Switches

   1 EMC Centera

   2 IBM DS4800

   1 IBM DS5300

MAINFRAME

SOFTWARE

System Control Programs

z/OS V1.10

Language Environment

JAVA

Teleprocessing Software

ACF/VTAM

TSO / ISPF

TCP/IP for MVS

CICS

Resource Administration

CAFC

DFDSS

DSF

RMF

SMF

CA-1

CIMS / ITUAM

Text Manipulation

PMF

PSF

OGL

PPFA

ISPF

Database and Supporting Software

DB2 V9

DB2 Administration Tool

Programming Languages

HLASM

C

PL1

MVS COBOL

CA-Insight Performance Monitor

DB2 Table Editor

DB2 Automation Tool

CA-Detector

DB2 Log Analysis Tool

CA-Subsystem Analyzer

Other Software

OPS/MVS

Abend-Aid

IPCS

DFSort

File Aid

DFSMS

MVS/Quickref

BUNDL

ZEKE

ZEBB

EREP

Book Manager

SDSF

XPEDITER/TSO

XPEDITER/CICS

Performance Monitoring

TMON for MVS

TMON for CICS

Statistical/Graphics Packages

SAS / MXG

GDDM/PGF

HARDWARE

<u>CPU</u>

IBM 2097-602 processor with 64 GB storage

IBM 2098-L02 processor with 16 GB storage

<u>DASD</u>

1 IBM DS8100

1 IBM DS8300

<u>Magnetic Tape Onsite</u>

2 STK Powderhorn 9310 Tape Libraries with:

     12 - 4490 Cartridge Drives

     8 - 9490 Cartridge Drives

2 STK 4490 Standalone Cartridge Drives

2 STK 4480 Standalone Cartridge Drives

1 STK 9330 LMU (Library Management Unit)

<u>Magnetic Tape Annex/Remote</u>

2 STK Powderhorn 9310 Tape Libraries with:

     12 - 9490 Cartridge Drives

     22 - 9840 Cartridge Drives

1 STK 9930 LMU (Library Management Unit)

<u>Magnetic Tape DPS/Remote</u>

1 IBM 3494 Tape Library with:

16 - 3592 Cartridge Drives

Printers

2 IBM Infoprint 2085 Laser Printer1 STK VSM4 (Virtual Storage Manager)

Servers for all platforms are physically housed in the Information Services Building. Servers accessed outside the Division of Administration 9 offices are logically contained within the Office of Telecommunications Management's public DMZ.

Attachment 5 - Interconnectivity/Interfaces

The developed system required by this RFP must provide real-time connectivity to a variety of legacy systems managed by the Louisiana Department of Children and Family Services. Additionally, this system must have the capability to periodically send and receive data from many other data sources.

With the exception of the DCFS CLIENT, Provider Directory and BLAS functionality, that are required to be fully replaced by the CAFÉ System, integration to other DCFS legacy systems must occur during the system development work defined for this procurement. It is assumed that interfacing and integration work will require rework as each roll-out of an incremental system component occurs. If an early roll-out of functionality does not entirely replace the DCFS CLIENT, Provider Directory or BLAS systems, then integration to these systems is required until replacement.

The following listing contains a brief description of the legacy systems requiring replacement or interconnectivity and the expectation of the real-time interconnectivity requirement of this RFP. The majority of DCFS systems exist on an ADABAS database platform. Changes to legacy system internal interfaces are the responsibility of the state staff. Every interface may not result in an automatic update to the receiving system. Some changes in CAFÉ will result in notification to a specific knowledge worker to review the change and take an action to accept or reject the change. It should be further noted that a separate procurement may secure a contractor to replace TIPS and all other child welfare related systems. This work (known as the Child Welfare legacy replacement) may overlap with the work of the CAFÉ Implementation Contractor. There exists the potential that the CAFÉ contractor will be required to interface to the legacy Child Welfare systems until replacement occurs.

DCFS Systems to be replaced by CAFÉ

BLAS - Bureau of Licensing

> This Bureau of Licensing Application System (BLAS) is used to establish and maintain information relating to the licenses for Class A and B child care centers and/or social care programs. The system is used to generate letters, licenses, and statistical reports. Integration/Interface to this system is required until CAFÉ replaces all BLAS functionality

> **Environment: Server**

CLIENT - Centralized Record Clearance

> This system is an integration of the Centralized Clearance and the Interim State Identification Issuance System adding a higher degree of client tracking and security of access to client/case information. The system provides access to client/case information via on-line inquiry with read only access to identify clients receiving DCFS services in 21 program areas. Information is updated nightly from the client record data of each DCFS legacy system. Integration/Interface to this system is required until CAFÉ replaces all CLIENT functionality.

Environment: Mainframe ADABAS

DCFS Systems to be interfaced to CAFÉ

AS - Administrative Services Driving Records

This system is a reporting system of DCFS employee driving records from the Department of Public Safety. The system prints out a copy of the employee driving record to be maintained in the personnel folder, and produces a variety of reports monthly, quarterly, and annually.

Environment: Mainframe ADABAS

AP - Bureau of Appeals

This system is used to establish and maintain cases where citizens have appealed administrative decisions regarding services provided by the Department of Children and Family Services. The system tracks case information, generates letters, and produces statistical reports.

Environment: Mainframe ADABAS

BATS - Billing and Tracking System

This system is composed of on-line data capture modules and batch procedures which compile information on personnel time allocated and expended, user/research/trouble report request status, hardware resources used, teleprocessing network configuration and utilization, and Data Processing hardware/software inventory.

Environment: Mainframe ADABAS

CAPS - Childcare Assistance Program System

This system is used to determine eligibility for child care assistance based upon Federal and State guidelines. TANF referrals are processed online through the Find Work system (JAS). Accordingly, these clients are categorically eligible for Low Income Childcare Assistance (LICC) CAPS. Accept applications and determine eligibility for Low Income clients. "Regular childcare payment" check-write and the reissue check-write process nightly. Electronic payments via a stored value card or direct deposit to a bank account (replacing paper checks) were implemented 8/31/2006.

Environment: Mainframe ADABAS

Case Review System (FA)

The system provides an automated web-based process for the review of SNAP, FITAP, KCSP, STEP, and Child Care cases; and the capture of results (correct reviews, error trends, reviews and error codes, etc.) in a database for reporting. The system also provides a link to the Policy Management System.

Environment: JAVA, JBOSS, DB2

CMIS - Fraud and Recovery Case Management Information System

The Fraud CMIS system is a database-driven (SQL), browser-based Case Management Information System developed by local contractor Blue Streak Technologies for the Fraud and Recovery Section (FRS). It provides powerful automation of key processes involved in fraud investigations and allows FRS staff to track DCFS fraud cases very efficiently.

Environment: Mainframe ADABAS

Contracts Tracking System

Contract Tracking System contains information for tracking the status and content of contracts. Staff need to add, update and query contracts. Interface may be unnecessary if functionality is built into system.

Environment: Server

CR - Centralized Bank Reconciliation

Standardized system to handle the reconciliation of all DCFS bank accounts. Each program that writes checks creates interface files for the bank reconciliation system. These files contain information for checks that are issued, cancelled, voided, and/or replaced. The banks also provide interface files containing the paid check information. All interface files are used to update check information stored on the bank recon master file. A history file is maintained to allow users to view the disposition of all checks. Monthly reconciliation reports and annual paid analysis reports are produced for the fiscal section.

Environment: Mainframe ADABAS

Customer Notification System

This is an outbound calling and e-mail notification system to remind customers of important dates (appointments, court hearings, DNA test appointments) and it also has the capability to tell them that a payment came in or a payment was missed for the month, etc.

DCFS Bank Reconciliation System

Interface to track financial transactions transmitted to banks.

DCFS Data Warehouse

Interface to transfer data for more in-depth analysis and research

DCFS Mail List

A list of entities exists to enable production of mailing labels for ad hoc and routine mail-outs of correspondence, policy, information, etc. As most entities would exist as providers in new system, an interface to keep mailing addresses in sync should occur. Interface may be unnecessary if functionality is built into system.

Environment: Server

FRS Fraud and Recovery System

Used to track payments collected, as well as balances.

JAS - (Job Opportunity and Basic Skills Training Program System - Find Work-STEP)

System to aid JOBS (STEP) field case managers in their assistance to TANF clients (Temporary Assistance to Needy Families) in their effort to become self-sufficient by access to education, job readiness, jobs skills training, job search, on-the-job training, and community work experience.

Environment: Mainframe ADABAS

L'AMI - Louisiana Automated Management Information System

This is an eligibility determination and benefit-calculation system encompassing these human services ESSS programs including: FITAP Basic, Refugee Cash Assistance (Medical referrals only), SNAP, Disaster SNAP, LaCap, and Kinship Care Subsidy Program. This system provides a full range of human services applications as mandated by state and federal legislation.

Environment: Mainframe ADABAS

L'AMI Web Applications

L'AMI Web-Based Inquiry System

This system provides a summary of case information from L'AMI and displays that data on one screen in a web-based environment. This system was created to aid in making job tasks more efficient for the L'AMI field staff in offices all over Louisiana.

Environment: Web-based

Ad Hoc Reporting

Used by ESSS to produce reports that are not stored in INFOPAC.

Environment: JAVA web-based.

LASES - (Louisiana Automated Support Enforcement System)

The Louisiana Automated Support Enforcement System (LASES) is a system designed to implement the Title IV-D program for the State of Louisiana. Its function is to collect and maintain data on all child support cases and perform automated functions pertaining to locating non-custodial parents, establishing paternity and child/medical support orders, enforcing, collecting and distributing support payments.

Environment: Mainframe ADABAS

LASES Web Applications

Louisiana's Automated Support Enforcement System (LASES) has established web pages that are used by state staff and contract staff to conduct Child Support Business. These web pages are accessible from the DCFS Intranet and have been designed as a "front-end" to the LASES mainframe system. It is expected that aggregating the contents of several mainframe screens into a single web page along with usability enhancements will greatly reduce the number of key strokes and overall time required for each business process. It is important to note that any data that is updated using the web page is immediately updated on the LASES database.

Case Inquiry

This web application allows users to search for cases related to a client by SSN, Id, and Name. The application also displays a summary of predetermined case and demographic information with the ability to drill down to see additional case and/ or client information and make updates as needed to the database.

Environment: JAVA web-based, ADABAS, Shadow Direct.

Correspondence

The Correspondence web pages were designed for those LASES users who handle employer related mass incoming correspondence such as updates to Employer Demographic Maintenance, Employer Address Change, Employee Leave of Absences Notifications, Notices of Termination of Employment and Member address changes

Environment: JAVA web-based, ADABAS, Shadow Direct

Performance Measures

This application tracks compares and provides trends regarding various performance statistics on the monthly and annual basis for caseloads, Units, Office, Regions and State.

Environment: JAVA web-based, ADABAS, Shadow Direct

Child Support Payment Inquiry

Application that allows both the Custodial and Non-Custodial parents the ability to make inquires about payment information.

Client Message Center Application that allows both the Custodial and Non-Custodial parents the ability to submit inquires about activities on their case(s).

Appointments Application that allows case workers to create and maintain appointment calendars and allows customer service representatives to cancel and change appointment times for clients.

Child Support Application Application that allows both the Custodial and Non-Custodial parents the ability to apply on line for child support services.

Ad hoc Reporting Application that allows the managers and supervisors the ability to create reports on an as needed basis.

Document Generation Application that allows case workers to generate forms and notices on an as needed basis.

Environment: JAVA web-based, ADABAS, Shadow Direct

LASES Case Notes

A web-based application with data residing on the mainframe that provides for automated, semi-automated, and manual case notes related to child support enforcement.

Environment: JAVA web-based, ADABAS, Shadow Direct

QRS (Quality Rating System)

Interface to link to child care provider performance data. Interface may be unnecessary if functionality is built into system.

Environment: MS Access database

RAS - DCFS Recovery Accounts System

This computerized system maintains loss histories for bad debts owed to the state for ten DCFS programs. The primary purpose of the system is to process monies collected from clients to repay over issuances they received from any of the welfare programs maintained by the RA system. Some of these programs are: SNAP, AFDC/FITAP, Support Enforcement, Medical Vendor Payments, and Disaster Relief.

Environment: Mainframe ADABAS

RMS - Random Moment Sampling

This system is a method of work measurement for all regional and local operations. The purposes for which work sampling is used include: cost allocation of salaries and other costs, providing a basis for quantitative analysis, documentation of staffing needs and budgetary requests, reporting to federal government to determine program funding, and work simplifications and other efficiency related projects.

Environment: Server

RP - DCFS Pending Referrals

This is an on-line system that tracks and processes data on potential recovery clients. There is a daily automated interface with the recovery accounts system to create new RAS cases. In 1987, an automated form letters sub-system was added to Pending Referrals.

Environment: Mainframe ADABAS

SIEVS - Statewide Income and Eligibility Verification System

Provides the state with additional sources of useful information in verifying applicant and recipient reported circumstances. The primary requirements of the system are to obtain and use data from the Social Security Administration Wage and Benefit files, the Internal Revenue Service Unearned Income file and the state wage information collection agency wage and benefit files. The interface data is compared to client data reported to the Welfare Information System (WIS) and the Food Stamp Management Information System (FSMIS) in order to produce discrepancy reports for the parish offices. Delinquency reports and statistical reports are also generated.

Environment: Mainframe ADABAS

SOLQ - State Online Query

The State Online Query system provides the State Human Services agencies (FITAP, SNAP, and Medicaid programs) with online access to SSA's enumeration verification service, Title II, and Title XVI benefit data. The system is functionally similar to the State Verification and Exchange System (SVES) except for restriction to queries only. SOLQ is an enhancement, which provides the State with the capability to retrieve data in real time.

Environment: Mainframe ADABAS

TANF Provider Database- Temporary Assistance for Needy Families

The TANF Office was created by the Legislature in 2001 to oversee and evaluate newly created initiatives funded with Federal Temporary Assistance to Needy Families (TANF) funds. These initiatives include 11 state agencies and 22 different service initiatives. TANF mission is to provide effective leadership in the

oversight and evaluation of TANF funded initiatives and services, and to provide policy guidance and recommendations supported by empirical data and assessment tools in the delivery of quality supportive services and programs to help Louisiana's needy families attain self-sufficiency. TANF ensures that the expenditure of funds and the operation of TANF-funded initiatives are done in a manner consistent with legislative intent and comply with federal guidelines to ensure maximum flexibility and performance accountability.

Environment: Web

TINA - GIS Fraud and Recovery Geographical Information System

TINA-GIS is a Business Intelligence and GIS Application used by DCFS, executive management,, USDA-FNS, and FEMA to analyze DCFS program data information including SNAP, Disaster SNAP, FITAP, KCSP, foster care, and child care. TINA-GIS Business Intelligence is primarily used to identify suspicious trends and potentially fraudulent activity and to manage the DCFS Disaster SNAP and to monitor the DCFS SNAP.

Environment: SQL Server

ACESS - (A Comprehensive Enterprise Social Services System)

DCFS plans to develop an enterprise system using a framework software approach to support the business activities of the Department. Currently, Child Protection Investigations and common intake are in production.

Environment: Mainframe DB2 & Cúram

Adoption Petition

This is a subsystem of TIPS. AP TIPS captures data related to all adoption petitions filed in Louisiana to include foster care, private and intra-family, private agency and inter-country type adoptions. AP case records are established upon the agency's receipt of service of an adoption petition once filed.

CEP (Clinical Evaluation Program System)

CEP contains case and member information for child welfare clients requiring evaluations. Interface may be unnecessary if functionality is built into system

Environment: Server

Family Resource Center

This database is used to record and track Child Welfare clients served by the Family Resource Centers statewide to include the type and amount of services received and also some pre and post service delivery assessments and related to client outcomes. It is a web-based application. FRC has contractors at different locations in the Louisiana who enter data into web-based screens from paper applications to support their work.

Environment: JSP, Java, Servlets, Struts framework, JavaScript, CSS, Web Sphere Developer Studio 5.1, ClearCase.

FATS (Family Assessment Tracking System)

Used by Foster Care and Family Service Worker to maintain information regarding Family Case Plans.

ICPC (Interstate Compact Placement of Children)

This is a PC based system that tracks child welfare activity arranged between states. The system tracks requests for studies and placement for foster children across state lines.

Environment: Server (web-based)

LARE - Louisiana Adoption Resource Exchange

This is a legally mandated system for managing information related to children available for adoption and families certified as adoptive homes. LARE is an on-line statewide computer sub-system of TIPS, which enhances the TIPS Client Sub-system to focus agency and staff efforts on achieving timely permanent placements for every child in foster care with emphasis on adoption. LARE also enhances the TIPS Provider Sub-system to focus agency and staff efforts on efficient and timely approval and selection of adoptive and foster family homes. The primary purpose of LARE is to bring families and children together so that any child can be placed in a certified adoptive home as quickly as possible.

Environment: Mainframe ADABAS

National Youth in Transition

The rule establishes the National Youth in Transition Database (NYTD) and requires that States engage in two data collection activities. First, the State is to collect information on each youth who receives independent living services paid for or provided by the State and transmit this information to ACF biannually. Second, the State is to collect demographic and outcome information on certain youth in foster care whom the State will follow over time to collect additional outcome information. This information will allow ACF to track which independent living services States provide and assess the collective outcomes of youth.

Environment: This system is in planning stage

Child Welfare/Structured Decision Making

Interface to Children Resource Center Structured Decision Making System until functionality is built into new system. See:

http://www.nccd-crc.org/crc/c_sdm_about.html

Peer Case Review

Peer Case Review is the agency's quarterly case record review process, which includes a review of cases in all areas of service delivery. It is designed to improve the quality of the Child Welfare service delivery system. The Peer Case Review process utilizes staff from all levels and all program areas, provides the agency with a viable method for evaluating and improving service delivery and coordinates with the Federal Child and Family Service Review process whenever feasible.

Environment: Server

TIPS - Tracking Information Payment System

This is a computerized on-line, statewide interagency information management and payment system, which is capable of tracking client information and generating payments for Child Welfare clients. The TIPS system serves as the State of Louisiana's legally mandated Central Registry and the Louisiana Adoption Resource Exchange (LARE). Also tracks CCAP and QRS provider information. *(It should be noted that responsibility for functionality to replace the majority of the components of TIPS will reside with the Child Welfare legacy replacement (SACWIS) contractor procured separately. Some components related to providers are the responsibility of the CAFÉ contractor.)*

Environment: Mainframe ADABAS

MOODLE (Modular Object Oriented Dynamic Learning Environment)

Used by DCFS to track staff training.

Environment: open source software - PHP

DCFS Vendors to be Integrated With CAFÉ

Child Care Time & Attendance (CC-TA/TOTS)

An electronic system for accurate and timely capturing, tracking and reporting of time and attendance data utilizing primarily biometric technology, specifically, finger imaging for larger child care centers. Mobile units will be deployed for facilities that transport children. A web-based system, Automated Response Unit (ARU) and/or Interactive Voice Response (IVR) technology will be used for smaller providers. The system will not issue payments to providers, but will provide the time and attendance data to DCFS to facilitate payment out of the CAPS and TIPS system.

Customer Service Center

Provide a single point of contact for all DCFS customers, the general public, other governmental agency staff, and all other interested parties to find and receive information about DCFS services and benefits. The CSC will include Integrated Voice Response (IVR) system and Customer Service Representatives to answer calls that cannot be handled by the IVR

Document Imaging & Content Management System

Provide a centralized point of collection, imaging, and cataloging for all DCFS customer documentation.

IVARS (Interactive Voice Response System)

Interface to provide primarily payment data to child welfare providers over the telephone. Interface may be unnecessary if functionality built into system or becomes absorbed into Call Center – see below.

OFA Case Notes

CAFÉ will need to interface with this system. Currently close to deployment to production.

Environment: JAVA web-based.

NON-DCFS Systems to be Integrated With CAFÉ

The following systems will be necessary for CAFÉ to integrate, read, or share data. The nature and content of the interfaces might change as DCFS transitions to a single state agency.

Louisiana Division of Administration

ISIS (Integrated Statewide Information System) or ERP replacement system LaGov - DOA

Interface to track and possibly disburse all financial transactions.

LaCarte (DOA)

Interface to track all charge card financial transactions.

Louisiana Department of Civil Service

Provide demographic information about all state employees.

DOE (Department of Education)

Interface to transmit and receive education related data concerning DCFS clients.

ERS (Environment Rating System)

ERS is a proprietary system that automates the extensive rating criteria and scoring rules of a "one-of-a-kind" environmental rating methodology developed exclusively for assessing early childhood development environments. This methodology is the national standard for evaluations of this type in both education and government services, and the automated ERS system is the only product in the market for capturing the extensive data and evaluation information at the point of review. Interface to link to child care provider data.

Department of Health and Hospitals

MEDS (Medicaid Eligibility Data System)

MEDS contains Medicaid information. DCFS staff needs to query MEDS for parent/child eligibility information and child welfare staff needs to have automation of the setup, certification, status change and closure of clients.

Environment: Mainframe ADABAS

Vital Records

Vital Records contains birth and death certificate data. DCFS staff needs access to this data for identity verification purposes.

IJJIS (Integrated Juvenile Justice Information System)

Interface to provide online sharing of information (i.e. court reports, docket, minutes, orders) among DCFS staff, Judges and appropriate legal personnel.

JIRMS (Juvenile Information Records Management System) - DPSC/OYD

Interface would provide DCFS and DPSC with client eligibility, address and status changes as well as data required for Federal AFCARS reporting.

LWFC (Louisiana Workforce Commission)

* Client training, contract performance and attendance records of clients.

An on-line query system used by DCFS staff to obtain verifications of child and parent wage information and UCB information.

NACCRRAware

NACCRRA, the National Association of Child Care Resource & Referral Agencies, work with more than 700 State and local Child Care Resource and Referral agencies nationwide. It is an online referral tracking system that enables CCR&R's to collect, report, and distribute complete and accurate information in an efficient, meaningful, and cost-effective manner. NACCRRA mission is to lead projects that increase the quality and availability of child care professionals, undertake research, and advocate child care policies that

positively impact the lives of children and families. Interface to link to child care provider referral data

NAE (National Adoption Exchange)

Provide automated transmission of data regarding children available for adoption and prospective adoptive parents.

NSU - Louisiana Pathways Child Care Career Development System

A statewide program designed to help child care employees receive the recognition that they deserve. Participation is voluntary and there are no fees for enrolling. Enrolling in the system provides a means of tracking training providers receive so that they can be recognized as professionals. Interface to track child care provider staff training and credential data.

Department of Public Safety and Corrections

State Police (Criminal Records System) - DPSC

DCFS is required to acquire criminal records background checks on selected staff and provider staff that handle certain sensitive data and have a certain responsibility in providing services to children.

MVR (Motor Vehicles Records) - DPSC

Provides online reports of electronic request from new system to DPSC for staff driving record checks, client and provider verifications, and serves as another source for locating missing parents.

Department of Revenue and Taxation

A series of interface files from various programs used to intercept tax refunds for past due payments for or overpayments from various DCFS programs.

211 Agencies

DCFS is the central repository for all resources collected by the six local 211 Agencies across Louisiana. Each agency FTP's a data set of current resources monthly.

Middleware/Connectivity Products

For some of the existing legacy systems, Middleware products are required. Two of the middleware products being used are:

Neon Shadow Direct

Used by several web-based systems, within DCFS and DHH.

WebSphere MQSeries

Used with ACESS and the Disaster SNAP

COTS Products to Be Integrated With CAFÉ

Several Commercial-Off-The-Shelf products are expected to be incorporated with CAFÉ. A list of the types of applications expected includes:

- **Address Verification**

- **Data Matching/Scrubbing**

- **Intrusion Detection**

- **Random Moment Sampling for Cost Allocation**

- **Reporting**

- **Rules Engine**

- **Search Engine**

- **Security**

Master Count of DCFS Interfaces

The table below is presented to depict the magnitude of effort and to provide another level of detail concerning the current system interfacing in place. Each interface will need to be assessed to determine necessary changes due to the deployment of CAFÉ. Some interfaces will cease, some will be altered and some will remain as is.

DCFS Master Interface Count Breakdown	
Case Management: DCFS interfaces that contain data to be used by workers for updating, maintaining, and/or managing case information.	
DCFS	34
Federal	34
State	27
Vendor	21
Total	**116**
Call Center: DCFS interfaces that will contain data that will be used by the Call Center	
Vendor	3
Total	**3**
Financial: DCFS interfaces that will contain financial data such as the collections and money files that will be processed or transferred to other entities.	
DCFS	92
Federal	57
State	44
Vendor	44
Total	**237**
Quality Assurance: DCFS interfaces that contain data to be used to verify data.	
DCFS	5
State	3
Total	**8**
Referrals: DCFS interfaces that contains data to be exchanged with other business entities to either establish or update data in their system.	
City	1
DCFS	41
Federal	8
State	12
Vendor	4
Total	**66**
Reporting: DCFS interfaces that will contain data used to create needed reports.	
DCFS	18
Federal	9
State	34
Vendor	5
Total	**66**
Obsolete: DCFS interfaces that contain data that is no longer used.	
DCFS	25
State	2
Vendor	2
Total	**29**
Grand Total Interfaces	**525**

Attachment 6 - Reference Questionnaire

See next page for instructions to be completed by Proposer References. Proposer may complete their name and forward to reference responder with instructions to complete and deliver directly to the State CAFÉ Project Director by the proposal due date.

Reference Response Questionnaire

Due Date is _____

You have been requested to serve as a reference for an upcoming project by:

Proposer's Name: _____

Please complete the following questions and mail, fax or e-mail directly to:

CAFÉ Project
Department of Children and Family Services
627 North Fourth Street, Room 5-232
Baton Rouge, LA 70802
FAX: 225-342-5558
E-mail: [CAFE @la.gov]
Telephone: 225-342-3963 if you have questions concerning this questionnaire.

Reference   Organization   Name:
_____

Person Responding To This Request for Reference Information:

Signature:_____

Name and Title: _____

Telephone: _____ E-mail:_____

Date Reference Form Completed: _____

627 North Fourth Street, 8th Floor • Post Office Box 3776 • Baton Rouge, Louisiana 70821 • (225) 342-0286 • Fax (225) 342-8636

An Equal Opportunity Employer

Louisiana CAFÉ RFP   160   September 9, 2010

Type of Products/Services/Work provided by Proposer:
_____
_____
_____

When were Products/Services/Work provided and approximate dollar values?

_____

_____

Note: Complete the questions on following pages for the products or services or work described above.

Reference Satisfaction Factors

Scoring System: 0=Not Applicable, 1=Very Dissatisfied, 2=Dissatisfied, 3=Satisfied, 4=Very Satisfied

Score	Factor:
	A. The Proposer's Project Management Staff was knowledgeable, skilled, trustworthy, and balanced in terms of being task-oriented and person-oriented. Comments:
	B. The Proposer's Project line-level program subject matter expert staff was knowledgeable, skilled, trustworthy, and balanced in terms of being task-oriented and person-oriented. Comments:
	C. The Proposer's Project line-level technical staff was knowledgeable, skilled, trustworthy, and balanced in terms of being task-oriented and person-oriented. Comments:

	D. The Proposer lived up to the expectations, commitments and representations made during the procurement process. Comments:
	E. The Proposer demonstrated the ability to promptly negotiate an equitable contract within the terms and conditions that were important to us and was acceptable. Comments:
	F. The Proposer adhered to the terms of the contract and scope of work without undeserved complaint or unnecessary pressure. Comments:
	G. The Proposer was responsive and solution-oriented when there were issues or problems with the contract, timeline, scope or deliverables. Comments:

| | H. The Proposer adhered to a sound project management methodology, using a comprehensive set of tools, processes and templates.

Comments: |
| --- | --- |
| | I. The Proposer utilized an appropriate mix of needed staff onsite and offsite and invested an appropriate number of staff-hours to meet the demands and requirements of the project. Proposer brought in additional staff or needed expertise when needed.

Comments: |
| | J. The Proposer was willing to sacrifice, accommodate and not "knit-pick" when conditions seemed warranted and "go-the-extra-mile" when necessary.

Comments: |
| | K. The Proposer created a work environment that was collaborative, constructive and cooperative as opposed to adversarial, uncomfortable and confrontational.

Comments: |
| | L. The Proposer was able to deliver a stable, reliable product/service that we use and value.

Comments: |

	M. In retrospect the Proposer is one that we are glad we worked with. Comments:
	N. In the future the Proposer is one that we would like to work with again. Comments:
	O. What other advice or general observations would you like to pass along to Louisiana as we evaluate this Proposer?

Please provide the following:

Original (proposed) price from this vendor $_____
Actual delivered price $_____

Original (proposed) date of completion   _____
Actual date of completion   _____

If there were changes to the price or schedule, what was the cause of change?

How was user satisfaction measured?

How satisfied are the users?

Feel free to attach any documentation (e.g. commendation correspondence, warning correspondence, sample work product, lessons learned, QA or audit findings, etc.) that may provide additional insight into Proposer's performance.

Attachment 7 Requirements

	FUNCTIONAL REQUIREMENTS
	The following requirements encompass the Functional and Technical requirements for CAFÉ, the requirements for Interface and Conversion, the Call Center requirements, and the requirements for Document Imaging. All requirements listed in this document are intended to enhance legacy applications not replace existing functionality. In some cases, the functionality may exist in a legacy system, but be missing in one or more other legacy systems, that functionality will be developed only for those systems that lack it.
	GENERAL
1.	The system shall provide the capability to track the status of changes to records, display transactions when appropriate, and prompt for actions such as closures.
2.	The system shall provide the capability to maintain both current and historical information and be capable of providing a snapshot record of pre-defined actions taken at specified decisions points.
3.	The system shall provide the capability to maintain and display Program-specific activity logs for each type of service.
4.	The system shall provide the capability to add, update, and associate and de-associate a new service provided by a Program or different programs.
5.	The system shall provide the capability to provide for appropriate sharing of information to facilitate coordination and collaboration, including a link to the DCFS policy system.
6.	The system shall provide the capability to provide an electronic signature on work items as allowed by State and Federal Regulations.
7.	The system shall provide the capability to provide for an electronic case record.
8.	The system shall provide the capability to utilize existing DCFS MS Outlook email and calendaring functions within CAFÉ.
9.	The system shall provide the capability for automated workflow and online approvals by authorized staff.
10.	The system shall provide the capability to track complaints and inquires from internal or external sources, by phone, email, text, Customer Portal, Provider Portal and have the capability to escalate to an investigation and report and track through disposition in accordance with DCFS Program rules.
	SEARCH
11.	The system shall provide the capability to provide Google like soundex/sound-alike, partial, wildcard, exact, and fuzzy search capabilities.

12.	The search engines must be based on algorithms or rules that will provide matches that meet the search criteria entered in a Google like return.
13.	The system shall provide the capability to display search results which will include sufficient identifying data (including roles) to allow the user to match a person or provider being registered within the system to a person or provider record already contained in the system.
14.	The system shall provide the capability to perform, group, sort, and display multiple searches in the "background" while user continues to interact with system to perform other work.(Limitations based on time and server space need to be incorporated and 508 compliance must be adhered to).
15.	The user must be able to search multiple customer and/or Providers system without re-entering search parameters.
16.	The system shall provide the capability to support searches of all appropriate sources without necessarily requiring worker intervention to trigger and/or select system or databases to search. For example, the system should be capable of searching for Document Imaging records automatically pulling up identity/residency verification and documents already scanned & obtained by any DCFS Program.
17.	The system shall provide the capability to provide parameter fields for user to narrow or broaden search criteria. As an example, user may want to limit search to specific geographic area or for customers with specific age ranges.
18.	The system shall provide the capability to allow the user to sort using column headings of the search results page.
19.	The system shall provide workers the ability to search and view designated provider data by customers. This includes providing a listing of all providers associated to a specific customer or case and ability to hyperlink to provider data from customer record.
20.	The system shall provide a prompt to prevent a user from creating a duplicate role within the same record.
21.	The system shall provide the capability to allow the user to copy relevant data from the search result to the record from which the search was launched.
22.	The system shall provide the capability to maintain a provider registry and allow users to search for providers in the provider registry using soundex-like, partial, wildcard, exact and fuzzy search capabilities. As mentioned in no. 10
23.	The system shall provide the capability to provide multiple methods for searching and retrieving all providers based on status and a combination of: identification numbers, cross references, names, addresses, temporary, current or historical and across multiple legacy systems and geographic area.
	MASTER CLIENT RECORD
24.	The system shall provide the capability to create a master client record and link or de-link that record to other master client records to form cases according to specific DCFS

	Program rules.
25.	The system shall provide the capability to update the agency master client record.
26.	The system shall provide for a master provider index which shall include but is not limited to: provider name, Federal ID or equivalent, type of service, address, etc., and if the provider is also a person and has a master client record number the master client record number will be used as the master provider number wherever possible.
27.	The system shall provide the capability to create a list of all services provided to a client as well as a snapshot of current services being received, and alert the user/service provider of any duplication or potential duplication of services to the client.
28.	The system shall provide the capability to depict client/case status at points in time as appropriate.
	CUSTOMER PORTAL
29.	The system shall allow a customer to create and maintain a unique user id, PIN, and profile through the Customer Portal.
30.	The system shall provide the capability to use the same unique PIN across all CAFÉ applications.
31.	The system shall provide the capability to allow the customer to choose the preferred method of receiving notifications, such as US mail, email, Customer Portal Inbox, or text.
32.	The system shall provide the capability to transfer information from the screening tool to an online application, and submit for further processing.
33.	The system shall provide the capability to provide a common screening tool for online application to DCFS Programs/services/benefits.
34.	The system shall provide the capability for a caseworker to receive and edit an online application from a customer through the Customer Portal.
35.	The system shall provide the capability to post messages to the customer profile and notify the customer either through text message, personal email or through "My Account".
36.	The system shall calculate and notify the customer of the effective date of the application even when the application is submitted after hours, on weekends, or on a holiday.
37.	The system shall provide the capability to generate and send event driven notifications to queues when applications are submitted from the Customer Portal.
38.	The system shall provide the capability to provide an automated application that allows the applicant to view status or actions taken.
39.	The system shall allow customer/providers to consent to release information, or to opt out clause for any specific Program.

40.	The system shall provide the capability to access specific Program information links from all online applications as defined by DCFS rules.
41.	The system shall provide the capability for a customer to withdraw an application submitted through the Customer Portal, according to specific Program rules.
42.	The system shall provide the capability to merge a unique Customer ID to an existing Customer ID when necessary.
43.	The system shall provide the capability to allow customers to view their profile and their status on any DCFS waiting list that may apply.
44.	The system shall provide the capability to create a customer needs assessment as part of a screening tool, which can feed the online application. As mentioned in no. 31
45.	The system shall provide the capability to provide a rolodex-like function accessible through the Internet to facilitate query and retrieval of resource profile information.
46.	The system shall provide the capability to notify the DCFS office or assigned staff, depending upon specific Program rules, through the portal.
47.	The system shall provide the capability to collect payments from customers, such as Child Support, application fees, recoupments through credit card, debit card, or any ACH processing.
48.	The system shall provide the capability to provide employment information links.
49.	The system shall provide educational training links both to external agencies that provide training and DCFS provided training, including online videos and scheduled classes.
50.	The system shall provide the capability to track required training customers have completed.
51.	The system shall allow youth transitioning from Foster Care to Independent Living to establish a "Facebook" type page to maintain critical documents and information such as medical records, school records, birth certificates, social security cards, drivers licenses, awards, etc.
52.	The system shall provide status of the customer's completion of the online application, (Example: 50% complete or Step 4 of 7 complete.
53.	The system shall provide the capability to print and save PDF versions of the online application that they have completed and submitted.
54.	The system shall provide the capability for customers to reset password for My Account and address when user id, password, or PIN is forgotten. This process should be automated so that state staff intervention is minimal at the least.
	PROVIDER PORTAL

55.	The system shall allow a provider to create and maintain a unique user ID, PIN, and profile through the Provider Portal.
56.	The system shall provide the capability to use the same unique PIN across all CAFÉ applications.
57.	The system shall provide the capability for a search-engine function to facilitate query and retrieval of provider profile data, including the status of provider payments.
58.	The system shall provide the capability for Call Center staff to create a case log entry in the same way as DCFS staff based on specific Program requirements.
59.	The system shall provide the capability to document referrals to external providers with confirmation of acceptance, rejection, or outcome through a case log entry.
60.	The system shall provide the capability to provide educational training links both to external agencies that provide training and DCFS provided training, including online videos and scheduled classes.
61.	The system shall provide the capability to track required training providers have completed.
62.	The system shall provide the capability to provide employment information links.
63.	The system shall allow providers to maintain their own business and service related information online as allowed by DCFS policy.
64.	The system shall track changes made by a provider and provide appropriate notification to other entities as allowed by DCFS Policy or as requested by the provider.
65.	The system shall provide the ability for an on-line application accessible for providers and sent to a queue using event driven rules with associated notification to the appropriate staff.
66.	The system shall provide a guided application process which will enable the Provider to enter required information using intelligent interactive questions and which can branch to additional questions.
67.	The system shall allow a provider to process and screen applications online and/or submit formal applications for multiple DCFS Programs, services, or benefits.
68.	The system shall provide the capability to collect payments or fees from providers, such as Child Care or Residential Licensing fee, through credit card, debit card, or ACH processing.
69.	The system shall support the ability to pay attorney legal fees, and associate and assign these fees to appropriate customers or cases.
70.	The system shall provide the capability to allow providers to view and query DCFS published reports and information.
	STAFF MANAGEMENT

71.	The system shall provide the capability to automatically assign cases and/or tasks based on a workflow engine, or through a manual process to individual workers, multiple workers, and to designate primary/secondary roles (when appropriate).
72.	The system shall provide the appropriate user the ability to override the automated system when assigning cases if a case assignment has been made.
73.	The system shall provide the capability to automatically assign tasks based on a workflow engine, or through a manual process to individual workers, multiple workers, and to designate primary/secondary roles when appropriate.
74.	The system shall allow supervisors to assign and reassign tasks to appropriate staff.
75.	The system shall provide the capability to notify appropriate staff when assignments are made.
76.	The systems shall provide the capability to prompt the supervisor when the worker is over recommended caseload size as defined by the specific DCFS program.
77.	The system shall provide the capability to create, track, and display worker appraisals including: notes, supervisor/worker conferences, trainings completed.
78.	The system shall provide the capability to track and display credentials and training for appropriate staff.
79.	The system shall provide the capability to track and display worker productivity, performance, and profile information.
80.	The system shall provide the capability to manage and document the worker training courses or accreditation by worker that is needed to meet the necessary training requirements of a job by interfacing to a departmental training system.
81.	The system shall provide the capability to display worker planned and attended training events and conferences.
82.	The system shall provide the capability to maintain and display a history of all worker job titles, roles and office locations.
83.	The system shall provide the capability to create, assign, route, categorize, and manage tasks.
84.	The system shall provide the capability to create and assign a temporary "generic" worker to a case record.
85.	The system shall provide the capability to inactivate the association between a worker and a case while maintaining a history, including dates of the association.
86.	The system shall provide the capability to communicate a change in a worker assignment and notify the appropriate parties.
87.	The system shall provide the capability to add a worker to the system.

88.	The system shall provide the capability to update a worker profile in the system.
89.	The system shall permit access to CAFÉ for all DCFS workers and any other appropriate workers from other agencies or providers, as appropriate based on user security.
90.	The system shall provide the capability to update the association between a worker and an organizational unit.
91.	The system shall provide the capability to accommodate the tracking of data related to emergency preparedness such as contact names and numbers of multiple family members, disaster plans and roles of staff.
92.	The system shall provide the capability to assist in overall workload management by providing an explorer type view of subordinates and caseloads. In other words, a supervisor would have a view that includes a list of the supervisor's current assignments, as well as a list of persons that supervisor manages and their assignments.
93.	The system shall provide the capability to allow the supervisor to view, manage, and access the case assignments of a supervisee through a drill-down function.
94.	The system shall provide the capability to support monitoring of workload and case progress for completion in required time frames and successful outcomes.
95.	The system shall provide the capability to track designated skills as part of a person profile, which are included as a search criterion for persons.
96.	The system shall provide the capability to generate organizational charts by organizational unit and subdivisions and based on information maintained in the organization/security tables with the system.
97.	The system shall provide the capability to notify users of milestone deadlines; DCFS defined events, expiration dates.
98.	The system shall provide the capability to allow users to create and manage selected milestone deadlines, events, expiration dates.
99.	The system shall provide the capability for notification of customer status changes through alerts to other Programs.
100.	The system shall provide the capability to support communication to users via the DCFS e-mail system (e.g., urgent tasks generate an e-mail).
101.	The system shall provide the capability to track workers changes in role and thus restrict access to the information areas that are needed and approved for the current role/job.
	INTAKE
102.	The system shall provide the capability of date stamping applications for the appropriate business day, when application is submitted after hours, on a holiday, or weekends according to specific Programmatic rules.

103.	The system shall provide the capability to send applications, re-applications and reported changes, and automatically transfer to the mail queue for assignment, and provide a notification to any other appropriate worker.
104.	The system shall provide the capability to record, display, and maintain the customer's application for benefits or services.
105.	The system shall track, display, and maintain the explanation and acceptance of customer rights and responsibilities as validated by the worker.
106.	The system shall prominently display confidentiality statements and privacy protections wherever appropriate.
107.	The system shall provide the capability to provide validations for online application processing and passing of applications to appropriate legacy systems with notifications to appropriate office or worker according to specific Programmatic rules.
108.	The system shall provide capability to add, close, transfer, change, merge, delete, expunge, archive and purge customers/cases, but the history for audit purposes will be maintained as permitted by Program rules.
109.	The system shall have the capability to allow access to customer/case records simultaneously with initiation of intake record. (The limitation is that the same data can be updated by one user at a time).
110.	The system shall provide the capability for portions of the automated application to reside on mobile and remote devices (i.e. PDA's, laptop computers) with download, update and upload capabilities.
111.	The system shall provide the capability to present multiple views of case/customer record information depending on the roles and responsibilities of the user.
112.	The system shall provide for role based access to all specified data or functions within the system based on DCFS data ownership/confidentiality agreements and Program rules.
113.	The system shall provide for the matching of placement and service needs of customers with available resources including the flexibility to seek alternative options by changing characteristics or customer, resource, or need.
114.	The system shall provide the capability for the user to be able to search multiple customer and/or Providers within the system without re-entering search parameters.
115.	The system shall provide the capability to link the roles for persons and providers who have multiple participant roles.
	ASSESSMENT
116.	The system shall provide the capability to display the results of assessments done within DCFS legacy systems for active cases.
117.	The system shall provide the capability to record customer's needs and determine

	potential appropriate services by geographic area.
118.	The system shall provide the capability to assign a case priority based on policy.
119.	The system shall provide the capability to track multiple referrals whether case is in open or closed status.
120.	The system shall provide the capability to automatically produce alert if more than one assessment exists for the same customer.
121.	The system shall provide the capability to permit users to access, import, save and print available information from other legacy system databases where permitted.
122.	The system shall provide the capability of creating assessments based upon Program rules and requirements using intelligent interactive questions to the extent this does not duplicate existing legacy functionality.
123.	The system shall track, display, and maintain historical information on customer need assessment.
124.	The system shall provide the capability to track and maintain data related to individual or family assessments.
125.	The system shall provide the capability for an authorized user to easily modify assessments maintained within the system for ongoing use.
126.	The system shall allow the user to specify the individuals to be included in the assessment.
127.	The system shall provide the ability to link more than one individual within a case to an assessment.
128.	The system shall provide the ability to respond to questions regarding assessment factors specific to each type of assessment and specific Program rules.
129.	The system shall provide the capability to track, display, and maintain specific questions that are based on the assessment type and the specific set of assessment factors (for those assessments with more than one set of assessment factors).
130.	The system shall provide the capability for users to add and remove individuals from an assessment that is 'In Progress'.
131.	The system shall provide the capability to link online to existing assessment tools used by DCFS where appropriate. The system must support the importing of appropriate data from those external assessment tools for display within the system.
132.	The system shall provide the capability to associate assessments with cases, customers, and providers.
133.	The system shall provide the capability to use the Copy function to create a new Assessment by copying information from the selected Assessment. This function will be available on an assessment in any status and will not change the original Assessment.

134.	The system shall provide the capability to automate the routing process to submit assessments or other case actions for review and/or approval as required by Program rules.
135.	The system shall provide the capability to populate case plans or other specified documents with data tracked or generated as part of the assessment functionality.
136.	The system shall provide the capability to generate an alert to the primary worker of the need to complete a reassessment.
137.	The system shall provide the capability for rules-based assessments, a list of results sets, representing an individual instance that an assessment was run to the extent this does not duplicate existing legacy functionality.
138.	The system shall provide the capability for rules-based assessments, recommendations for each set of results from the assessments to the extent this does not duplicate existing legacy functionality...
139.	The system shall provide the capability for rules-based assessments, to accept or override/modify individual recommendations and explain the basis for the decision as narrative based upon Program requirements to the extent this does not duplicate existing legacy functionality.
140.	The system shall require the workers to provide a reason for the override(s), if a user overrides any system-generated recommendation, before allowing submission of the assessment.
141.	The system shall provide, for non-rules-based assessments, the ability for workers to enter results and recommendations and be available for display and update.
142.	The system shall provide the capability to track changes made to assessment data and track user, time, and date that each assessment was completed. Specifics will be defined during design of CAFE.
143.	The system shall provide the capability for Community Partners, providers, DCFS and non-DCFS staff and customer's access to assessment data as outlined by DCFS policy.
144.	The system shall provide the capability to accommodate the creation and reporting on targeted outcome and performance measures.
145.	The system shall provide the capability to collect identified gaps in resources or unmet service needs.
146.	The system shall provide the capability to record any restrictions or limitations a resource may have (e.g. age ranges, areas served, eligibility requirements, capacities, etc.)
	ELIGIBILITY
147.	The system shall provide the capability to populate the various DCFS applications with customer information maintained in the system.

148.	The system shall provide the capability to track, display, and update the customer's eligibility, benefits, payments, and Program history.
149.	The system shall provide the capability to display re-calculated benefits, and track associated changes and time frames through a rules-based engine.
150.	The system will automatically update within applicable legacy systems (Program cases) when a change is made to 'Active' verification information.
151.	The system will allow for the display and maintenance of historical effective-dated verification information to be used in determining eligibility retrospectively as required.
152.	The system shall display automated verifications from internal and external data sources as required by Program rules.
153.	The system shall provide the capability for automated verifications that are based on verification standards of evidence per application or Program.
154.	The system shall provide the capability for bi-directional, real-time interfaces to internal legacy systems for eligibility determination and update processes.
155.	The system shall provide for the capability to use the shared application questions in any interview-based eligibility determination modules.
156.	The system shall display customer's eligibility factors, such as total resources/assets and deductibles, to users according to appropriate DCFS Program rules.
157.	The system shall validate that eligibility factors and determination data has been input as required.
158.	The system shall create and display sanctions, disqualifications, disregards, and deductibles.
159.	The system shall provide a process for display of budget denoting calculation of deductibles.
160.	The system shall provide the capability to display the services the customer requested.
161.	The system shall provide the capability to display and/or complete mass changes based on changes to eligibility rules.
162.	The system shall provide the capability to limit or turn off eligibility and evidence rules based upon specific criteria such as, but not limited to, geographic location to the extent this does not duplicate existing legacy functionality.
163.	The system shall provide the capability to display and track eligibility and financial information.
164.	The system shall provide the capability to display shared evidence at the household/person level and at the Program case level.
165.	The system shall provide the capability to share evidence as required among Programs.

166.	The system shall provide the capability to allow only one instance of a particular piece of evidence to be in Active status for a given effective period.
167.	The system shall provide the capability to notify appropriate parties (worker, customer and service provider) as to eligibility re-assessment/re-application outcomes as determined in legacy systems.
168.	The system shall provide the capability to allow the user to navigate to specific verification groups and verification types within each group.
169.	The system shall provide the capability to provide a summary screen to enable the user to view information regarding verification types completed or pending.
170.	The system shall provide the capability to display the re-determination due dates and allow dates to be updated by the user as appropriate for the Program type.
171.	The system shall provide the capability to utilize the existing DCFS email, and calendaring MS Outlook software to schedule re-determinations to coincide with the end date of the certification periods for appropriate Programs and then notify workers regarding scheduling. It should also send a redetermination notice to customers by US mail, email, text, or through posting to the customers Customer Portal Inbox via My Accounts page with an email to the customer indicating You've got Mail.
172.	The system shall provide the capability to track the method of verification when information is verified manually or automated.
173.	The system shall provide the capability to include required verifications in the eligibility rule set, so that a customer without appropriate verifications will fail potential eligibility.
174.	The system shall provide the capability to determine potential eligibility based on active and reported evidence, including Intentional Program Violation (IPV) information to the extent this does not duplicate existing legacy functionality.
175.	The system shall provide the capability to alert the worker if multiple Program re-determinations are due concurrently or in close proximity.
176.	The system shall provide the capability to allow the re-determination due dates to be updated by the user, except where disallowed by Program rules.
	CASE MANAGEMENT
177.	The system shall provide the capability to update a case in a legacy system by sending data to the appropriate legacy system.
178.	The system shall provide the capability to archive a case based on set criteria.
179.	The system shall provide the capability to associate a master customer record with an established provider, contract, worker, court, community partner, or other entity as necessary.
180.	The system shall provide the capability to transfer and assign a task or case or group of cases to another office, individual, or Program.

181.	The system shall display the reason for case closure, rejection, or approval as appropriate.
182.	The system shall provide the capability to establish and change relationships within a case(s) in one or more Programs.
183.	The system shall provide the capability to establish relationships using a common taxonomy that is consistent across all Programs.
184.	The system shall provide the capability to update and display case status.
185.	The system shall provide the capability to display the results of a case review for a specified type of change.
186.	The system shall provide the capability to uniquely identify each case by a case number.
187.	The system shall provide the capability to allow individuals in a household to receive separate services and benefits even though a household may represent a single case.
188.	The system shall track verification timeframes with state and federal policy and prepare notices such as notice of closure, notice of rejection, reduction of benefits, medical examination that could be sent to the affected provider or customer.
189.	The system shall track, display, and maintain system generated documents.
190.	The system shall provide the capability to record case narratives according to Program specific rules such as Event Date, Event Time, Entry Date, Entry Time, multiple Participants, Event Type (e.g. first interview), Contact Type (e.g. phone, office home, letter), and up to 5k of narrative text.
191.	The system shall provide the capability to create, update and maintain service plans or Family Service Agreements and goals.
CASE PLANS	
192.	The system shall provide the capability to close a service plan.
193.	The system shall provide the capability to update service plan goals.
194.	The system shall record customer's Program specific responsibilities.
195.	The system shall associate a service plan to a case/and service agreement.
196.	The system shall present service plan history in multiple formats. (I.e. by customer, as developed by specific worker, for all workers associated with customer, for selected service types, etc.).
197.	The system shall provide templates/wizard to assist in developing a plan for families (with template pre-populate known information).
198.	The system shall record a service plan agreement sign-off by customer, worker, or other parties required by DCFS rules.

199.	The system shall provide the capability to record, track, and display service plans and periodic progress reviews with customer.
200.	The system shall provide the capability to date stamp entries into CAFÉ.
201.	The system shall provide the capability to cancel service plan events.
202.	The system shall provide the capability to update service plan events.
203.	The system shall provide the capability to record service plan events.
204.	The system shall provide for a real-time verification system for authorized entities (Dashboard).
205.	The system shall uniquely identify and reformat data elements as necessary, for data to be verified by outsourced vendors.
206.	The system shall provide the capability to display participation in Programs (e.g. STEP) and/or activities against time limitations and/or Program expectations.
207.	The system shall provide the capability to document community service referral information and reporting of ongoing services by external provider whether the case/customer is open and managed by State staff or has been closed and no longer managed by State staff.
208.	The system shall provide the capability for the recording of referrals to resource providers; any service barriers and the outcomes and progress toward goals.
209.	The system shall provide the capability to display checklists of needed actions depending on status or type of case.
210.	The system shall provide the capability to display case decision making and planning.
211.	The system shall provide the capability to display status information - includes a variety of specific information such as legal status and custody, placement category and location, reason for placement, court of jurisdiction, judicial orders, eligibility status, and information about case priority or activity level.
212.	The system shall provide the capability to display service delivery information - information that focuses on the specific services provided in order to facilitate an evaluation of the child's or family's progress, identify any shared responsibility for the customer, and permit an assessment of the case outcome in terms of services utilized.
213.	The system shall provide the capability to automate referral for services to the appropriate service queues.
214.	The system shall provide the capability to support automated workflow process for required requests, approvals, authorizations, confirmations or denials.
215.	The system shall provide the capability for the user to select a Program case type when creating the new Program delivery case and select sub-types for Programs.

216.	The system shall generate a 'Request for Paper Record Retrieval.
217.	The system shall provide the capability to establish when a customer or provider case can be archived according to Program specific rules.
218.	The system shall provide the capability to create, modify and maintain multiple types of case/service plans.
219.	The system shall provide the capability to present users with pre-defined case/service plan types specific to the Program case in which they are working.
220.	The system shall provide the capability to support the association of a case/service plans to a household or Program case level as needed.
221.	The system shall provide the capability to present users with a Case/Service Plan structure that includes information such as, but not limited to: objectives, activities, case owners, start and end dates, barriers, progress measures, and comments.
222.	The system shall provide the capability to auto coordinate common / conflicting case service plan elements across Programs with alerts / notices to varied case owners.
223.	The system shall provide the capability to pre-populate each case/service plan type with predefined data such as objectives, activities and owners based upon Program rules. Where appropriate, users may select which predefined objectives or activities apply to a specific cases/service plan to the extent this does not duplicate existing legacy functionality.
224.	The system shall provide the capability to allow users to add an unlimited number of new objectives or activities associated with an objective in a specific plan.
225.	The system shall provide the capability to provide edits such that users can only select activities that are associated with the specific objective that has been selected.
226.	The system shall provide the capability to establish progress measures for each plan as well as objectives or activities within those plans.
227.	The system shall provide the capability to generate a status for every plan.
228.	The system shall provide the capability to maintain a history of approval status for every plan. Review criteria and approval statuses will be specific to case/service plan types.
229.	The system shall provide the capability to trigger tasks to case owners and supervisors to review and/or update plans based on Program-specific criteria.
230.	The system shall provide the capability to support links from the case /service plan to supporting pages of information elsewhere in system (e.g., a link to the Visitation Page).
231.	The system shall provide the capability to maintain a history of the case/service plans including imaged documents and associate them with the case until the case is purged or expunged.
232.	The system shall provide the capability to support effective dates (past, present and future) on case/service plans and automatically change the case plan status based upon

	Program rules.
233.	The system shall provide the capability to record the action of a creation or a change of a case service plan on the case activity log.
234.	The system shall provide the capability to automatically close all of the appropriate case/service plans that are associated with the case when the case is closed.
235.	The system shall restrict access to case service plans for viewing and/or update based upon DCFS data ownership and sharing rules.
236.	For plans with future effective dates, the system will allow the user to modify the future effective date.
237.	The system shall provide the capability to allow users to copy an existing case/service plan to create a new plan within that same case or create a new plan based on a pre-defined case/service plan type.
238.	The system shall provide the capability to support the ability to copy parts of an existing plan to a new plan, such as objectives, activities, and owners, without copying other parts, such as dates or progress fields.
239.	The system shall provide the capability to restrict updating or changing plans and to audit those actions once they have closed.
240.	The system shall provide the capability to freeze or create a snapshot of a case plan once the plan has been approved and finalized.
241.	The system shall provide the capability to maintain historical plan and assessment data with ability to look at success of plans/activities over time.
242.	The system shall provide the capability for users to indicate progress of a plan, objectives and activities.
243.	The system shall provide the capability to view and print case/service plans at anytime for a specific timeframe.
244.	The system shall provide the capability to maintain multiple service types and information about each service.
245.	The system shall provide the capability to track and display the status for every service.
246.	The system shall provide the capability to require that services receive the appropriate approvals, as required by the service type and allow supervisors and approval authorities to enter comments when approving or disapproving a service.
247.	The system shall provide the capability to generate an alert to the case owner when a service is approved by a supervisor or higher level official as defined by DCFS business rules.
248.	The system shall provide the capability to approve services automatically if the worker who submits the service is also authorized to approve the service.

249.	The system shall provide the capability to allow a customer to receive multiple service types at the same time and will allow a customer to receive more than one active service of the same service type when appropriate.
250.	The system shall provide the capability to notify and track customers, providers and staff in times of one or multiple emergencies.
251.	The system shall provide the capability to provide for individuals to report status and to receive information on each specific event.
252.	The system shall provide the capability to be able to track temporary and multiple movements of customers as the may need to relocate prior to and after a disaster.
253.	The system shall provide the capability to interface to other disaster related data systems (e.g. state provided transportation registration, shelter registries, emergency SNAP, etc.) to discover and track customer whereabouts.
254.	The system shall provide the capability to utilize the AIRS Taxonomy for services classification.
255.	The system shall provide the capability to manage track, display, and maintain customer educational, substance abuse, mental health, disability, medical, dental, genetic and prescriptive medication information.
WAITING LIST	
256.	The system shall provide the capability to create a waiting list for customer services when services or funds are not available.
257.	The system shall provide the capability to support the maintenance of waiting lists at various levels such as by service category, Program, sub-Programs, funding levels, service levels, geography and characteristics of customers.
258.	The system shall provide the capability to store and display information regarding a customer or group of customers included on any waiting list.
259.	The system shall provide the capability to allow an administrator to indicate the number of customers on the waiting list who should be notified to re-apply when funding is restored and remove them from the waiting list.
260.	The system shall provide the capability to generate reports for all cases on the waiting list at the Program, service category, and geographic region.
QUALITY ASSURANCE	
261.	The system shall provide the capability to display the results of DCFS QA findings.
262.	The system shall provide the capability to generate and perform automated sampling based on multiple parameters.
263.	The system shall provide the capability to indicate when a case has been previously sampled during a designated time period for designated Programs to prevent duplicate

	sampling based on specific DCFS rules.
264.	The system shall provide the capability to create, update, and store QA reviews and aggregate results for different Program types and all relevant provider contracts.
265.	The system shall provide the capability to populate QA instruments with the relevant persons, case, Program, worker, provider, contract and any other data necessary to begin the QA review.
266.	The system shall provide the capability to calculate benefits or determine accuracy of eligibility decisions based on federal/state quality assurance guidelines and in accordance with business rules.
267.	The system shall provide the capability to identify error prone profiles as a result of trends identified through the quality assurance process and make available those results to identified parties.
268.	The system shall provide the capability to report on Program effectiveness, outcome and quality assurance measures.
269.	The system shall provide the capability to assign workers to conduct QA reviews on the selected cases.
270.	The system shall provide the capability to allow designated users to override an automated assignment if such assignment has been made.
271.	The system shall provide the capability to notify management, workers, customers and/or named-providers of QA review events as appropriate.
272.	The system shall provide the capability for capturing post-review conference comments.
273.	The system shall provide the capability to conduct an assessment, document, and track comments regarding decisions based on the review results and track corrective action plans.
274.	The system shall provide the capability for named persons or entities to fill-out their portion of the review.
275.	The system shall provide the capability to identify timeliness factors, missing and invalid information.
276.	The system shall provide the capability to identify Provider contract non-compliance and contract timeliness factors.
277.	The system shall provide the capability to report on Program effectiveness, outcome and quality assurance measures.
278.	The system shall provide the capability to create and update QA review instruments. Authorized users will have the ability to activate, deactivate or modify parts of a review instruments as well as add parts to existing instruments. The system will maintain historical versions of the actual instruments used during reviews. The system will self-generate reports based on new or revised review instruments created in the system.

279.	The system shall provide the capability to support all facets of the peer case review.
280.	The system shall provide the capability to support the use of QA tools and functionality at varying levels in the organization structure.
	211 AGENCIES
281.	The system shall provide the capability to provide a uniform way to incorporate, link, and display 211 agencies and other community and state resources.
282.	The system shall provide the capability to capture, maintain, and display identifying information on agencies covered by Memorandum of Understanding or Cooperative Agreements.
283.	The system shall provide the capability to distinguish between resources uploaded from 211 agencies, those managed or contracted by DCFS, Memorandum of Understanding or Cooperative Agreements, or other State agencies.
	RESOURCE & PROVIDER MANAGEMENT
284.	The system shall provide the capability to provide an indicator as to the date when the data was last updated.
285.	The system shall provide the capability to provide basic summary information of a provider directory of Programs, services, and agencies. This may include location, telephone and fax numbers, contact persons, e-mail addresses, hours of operation, potential customers, and fee structure of service providers.
286.	The system shall provide the capability to track and communicate provider resource availability information.
287.	The system shall provide the capability to update resources manually or by automated updates via interfaces with providers or other entities according to security rules.
288.	The system shall provide the capability to provide resource, community, or Program, brochures and internet links to provider sites.
289.	The system shall provide the capability to provide access to Web site information and referral database of other state and local services that can be searched based on a needs or contextual basis.
290.	The system shall provide the capability to provide automatic links to service providers.
291.	The system shall provide the capability to provide resource or service provider information such as recruitment method, characteristic of provider, services provided, intake criteria, geographic area (using GIS) and resource availability.
292.	The system shall provide the capability to provide contract and provider management including recruitment, solicitation, evaluation, selection, award, monitoring and auditing.
293.	The system shall provide the capability to record and report contracts, Cooperative or Interagency Agreements, and Memoranda of Understanding.

294.	The system shall provide the capability to maintain through add, update, amend, merge and delete functions contract and provider records.
295.	The system shall provide the capability to associate contract and provider records to other records as necessary.
296.	The system shall provide the capability to document when approvals of provider and contracts are finalized.
297.	The system shall provide the capability to track, update, and display the relationship between a provider and a DCFS office, service, Program, other provider, and customers.
298.	The system shall provide the capability to inactivate a relationship between a provider and other entity like an office, service, Program, other provider, customer, etc.
299.	The system shall provide the capability of capturing feedback about the provider and their provision of service, relationships with other providers, and their relationships with customers.
300.	The system shall provide the capability to automatically communicate feedback about or by a provider to the appropriate parties.
301.	The system shall provide the capability to add and update provider productivity goals.
302.	The system shall provide the capability to record and track specified provider and provider staff training.
303.	The system shall provide the capability to submit information on prospective or registered providers at any stage even when making a service decision.
304.	The system shall provide the capability to notify appropriate entities when changes affect the status of the provider.
305.	The system shall provide the capability to maintain a history of all changes and notifications.
	RECRUITMENT
306.	The system shall capture, display, maintain, and date stamp all necessary potential provider information.
307.	The system shall capture, display, and maintain all recruitment activities for targeted groups such as child care family home providers, foster parents, adoptive parents, etc.
308.	The system shall provide the capability to capture, display, and maintain information concerning specific populations, such as providers that accept children with special needs.
309.	The system shall provide the capability to capture, display, and maintain information of why potential providers withdraw from the process.
310.	The system shall track and display all provider inquiries.

311.	The system shall provide the capability to track the annual provider Recruitment and Retention Plans and provide the capability to enter budgets, multiple recruitment goals and their related action steps in the Recruitment and Retention Plan.
312.	The system shall provide the capability to generate and attach an annual statistical report to the Recruitment and Retention Plan for designated timeframes of the previous fiscal year to which the Plan applies. Other relevant reports should also be generated as needed.
313.	The system shall provide the capability to control the creation, update approval, and viewing of Recruitment and Retention Plans by appropriate organization and security roles.
314.	The system shall provide the capability to track attendance of potential providers at recruitment activities.
315.	The system shall provide the capability to support the generation of invitation letters, information packets, and other materials needed during the recruitment process.
316.	The system shall provide the capability to track, display, and maintain the receipt of provider documentation submitted either at recruitment activities, through the US mail, by email, or through the provider portal.
317.	The system shall provide the capability to track different types of recruitment events and record recruitment events and associated details as well as track recruitment expenditures.
318.	The system shall provide the capability to link recruitments activities and the outcomes specific to those activities, such as how many providers followed through on to become certified and the characteristics and geographic location of the providers.
	PROSPECTIVE PROVIDERS
319.	The system shall provide the capability to create a prospective or registered provider that is either a person or an organization and associate multiple provider types and sub-types with a prospect or registered provider.
320.	The system shall provide the capability to enter and modify basic details on a prospect or registered providers.
321.	The system shall provide the capability to associate a contact person with a prospective provider.
322.	The system shall provide the capability to associate a status of active or inactive with prospective or registered provider and record status reason.
323.	The system shall provide the capability to create mailing labels for prospective or current providers.
324.	The system shall provide the capability to track RFP related events such as whether a prospective or registered provider adhered to RFP procedures (e.g. attended required meetings or delivered proposal on time).

325.	The system shall provide the capability to track and display RFP proposal evaluations and the scores of provider proposals and generate results and reports.
326.	The system shall provide the capability to require the user to perform a search to confirm that a provider is not already registered in the system before creating a new provider.
NEW PROVIDERS	
327.	The system shall provide the capability to create a new provider from a prospective provider using existing provider information.
328.	The system shall provide the capability to merge duplicate provider records as required.
329.	The system shall provide the capability for the user to view the history of a provider's types and sub-types as well as their associated statuses.
330.	The system shall provide the capability to associate a provider with an organization.
331.	The system shall provide the capability to track, maintain, and display the names, phone number, addresses, and date of birth of birth for all owner, directors, and board members.
332.	The system shall provide the capability for specific users to associate and disassociate agency/facility directors, board members and owners from licenses included in the system.
333.	The system shall provide the capability to track licenses that a specific agency/facility director, owner, board member, or staff has been associated with over time.
334.	The system shall provide the capability to associate a worker with a provider and allow a worker to have a provider caseload.
335.	The system shall provide the capability to view all of the providers associated with a worker.
336.	The system shall provide the capability to transfer a single provider, multiple providers, or an entire caseload of providers from one worker to another.
337.	The system shall provide the capability to record and display data for provider employees such as credentialing.
338.	The system shall provide the capability to store staffing data such that when an employee moves from one provider to another the existing staffing data can be linked to that new provider.
339.	The system shall provide the capability to complete a rules-based evaluation of providers and staff.
340.	The system shall provide the capability to display an indicator denoting the existence of special circumstances such as: child protection investigation, facility license suspension for a provider, base on DCFS data sharing and security rules.

341.	The system shall provide the capability to maintain an activity log for the provider record.
342.	The system shall provide the capability to allow users the log to be updated manually or automatically.
343.	The system shall provide the capability to collect, display and report data that would allow tracking outcomes to specific recruitment activities.
344.	The system shall provide the capability to upload performance and/or quality data from outside sources Examples include but are not limited to time and attendance or quality review data.
345.	The system shall provide the capability to track the status of provider certifications that have expired or will be expiring and send alerts to appropriate parties.
346.	The system shall provide the capability to track correspondence and forms to support the application process for becoming or remaining a certified provider.
347.	The system shall provide the capability to generate a certification renewal packet, track its status and receive it from provider.
348.	The system shall provide the capability to track, display and maintain information about federal, state, and military background checks, as well as child abuse and neglect checks on a provider or provider employees.
349.	The system shall provide the capability to automatically rerun federal, state, and military background checks.
350.	The system shall provide the capability to record and display information about waivers and exceptions to provider qualification requirements and the associated status of those waivers and exceptions.
351.	The system shall provide the capability to enter data obtained during provider assessments, their results and associate a status with provider assessments.
352.	The system shall provide the capability to generate correspondence to invite a provider to orientation and pre-service training.
353.	The system shall provide the capability to record, display, and track the status of providers and/or provider staff training.
354.	The system shall provide the capability to track the results of provider employment verification.
355.	The system shall provide the capability to track and display the information related to the collection of fees that must be paid by the provider.
356.	The system shall provide the capability to display the cases and/or customers associated with a specific provider.
357.	The system shall provide the capability to track and display a history of services delivered or placements made with each provider.

358.	The system shall provide the capability to allow for date range display of placements and services and allow users to sort the records in a history by each column header displayed.
359.	The system shall provide the capability to track demographic and service information about persons based on system security and user rules.
360.	The system shall provide the capability to maintain and display provider status at points in time as appropriate.
361.	The system shall provide the capability to generate a shared or common application for all DCFS provider Programs/services/benefits to collect and process provider information.
362.	The system shall provide the capability to generate and assign a unique provider identification number.
363.	The system shall provide the capability to add, close, transfer, change, merge, delete, and archive providers.
364.	The system shall provide the capability to expunge a specific adverse action from a provider record.
365.	The system shall provide the capability to present multiple views of provider record information depending on the roles and responsibilities of the user.
366.	The system shall provide the capability to automate the provider review due dates and allow dates to be updated by the user as appropriate.
367.	The system shall provide the capability to track the method of verification when provider data is verified manually.
368.	The system shall provide the capability to require verification or withhold approval.
369.	The system shall provide the capability to notify the appropriate staff when a provider's review is coming due in accordance with DCFS Program rules.
	LICENSING
370.	The system shall provide the capability to license, certify, and re-certify, child care and child welfare facilities or homes.
371.	The system shall provide the capability to track timeframes, violations, incidents, adverse actions, placement moratoriums and revocations.
372.	The system shall provide the capability to create and track the status of corrective action plans including provider-met milestones and outcome.
373.	The system shall allow inspectors to electronically document inspections, as well as corrective action plans, while in the field.

374.	The system shall provide the capability to support tracking of inquiries and recruitment activities and pre-licensing or pre-certification activities for care-giving providers such as foster parents, adoptive parents, child-placing agencies, day care and residential care facilities.
375.	The system shall provide the capability to provide a rules-based process to determine if providers meet established requirements according to provider type, either at application, renewal, or if an on-going update occurs.
376.	The system shall provide the capability to maintain a history of all licenses and certifications of renewals, and on-going updates, and include when the information was input and who entered the information.
377.	The system shall provide the capability to notify the appropriate licensing staff when a license, renewal, or ongoing action has been completed.
378.	The system shall have the capability for appropriate staff to access licensing/certification information and complete all additional actions necessary to issue a license or certificate.
379.	The system shall provide the capability to generate licenses and certificates.
380.	The system shall provide the capability to complete mass changes for providers when specific changes occur that affect all providers or a sub-group of providers (e.g., suspension of all providers in a geographical location or rate change).
381.	The system shall provide the capability to record and display a provider's license or certification capacity and calculate vacancies based on occupancy/use.
382.	The system shall provide the capability to waive specific licensing or quality requirements and to track, display, or maintain the waivers.
383.	The system shall provide the capability to track provider's quality rating and eligibility information.
384.	The system shall provide the capability to provide report capability from the deficiencies cited at licensing visits.
385.	The system shall provide the capability to track input of licensing deficiencies, complaints, adverse actions, revocations, or other actions taken on licensed or certified entities and make automatic referral to appropriate quality ratings.
386.	The system shall provide the capability to track when licensing deficiencies have been cleared and make automatic referral to the appropriate users.
	INSPECTIONS
387.	The system shall provide the capability to allow the inspector to print the signed inspection, and supporting information (such as a corrective action plan), while in the field.
388.	The system shall provide the capability to allow users to load previous inspection data

	on the field tool for use in subsequent inspections.
389.	The system shall provide the capability to allow users to document notes regarding when an inspection visit was attempted but not completed. Needed data are the date, time, and notes regarding the attempted visit.
390.	The system shall provide the capability to display completed inspection data on the inspection template that was in use at the time of the inspection.
391.	The system shall provide the capability to associate an inspection with an applicant, provider, or complaint and the address where the inspection occurred.
392.	The system shall provide the capability to allow the user to specify the provider type, and action code and display the appropriate inspection template.
393.	The system shall provide the capability to record and track the purpose of the inspection. Examples of purpose include but are not limited to initial application, compliance, recertification, follow-up, complaint, or other.
394.	The system shall provide the capability to record and track the date and time of the inspection and the worker performing the inspection.
395.	The system shall provide the capability to track and record narrative notes, comments, or images applicable to the inspection as a whole.
396.	The system shall automatically log any action taken through licensing.
397.	The system shall provide the capability to track, display and maintain for each compliance item, the evaluation of the item.
398.	The system shall provide the capability to track, display, and maintain for each compliance item verification cues/helps.
399.	The system shall provide the capability to allow the inspector to select a specific finding from a pre-defined list for each item evaluated as out of compliance.
400.	The system shall provide the capability to allow the inspector to update the selected finding text or enter additional findings not on the pre-defined list.
401.	The system shall provide the capability to require an evaluation of each compliance item and, at minimum, one finding for each out-of-Compliance item.
402.	The system shall provide the capability to create a corrective action plan that summarizes the out-of-compliance items and findings.
403.	The system shall provide the capability to track, display and maintain the corrective action information including but not limited to noncompliance findings, statement of needed correction, date by which correction must be completed, consequences of non-completion, statement that provider may appeal findings.
404.	The system shall provide the capability to auto-generate dates for corrections of each finding according to rules established in the system.

405.	The system shall provide the capability to allow correction timeframes for each finding, not to exceed those established by agency policies.
406.	The system shall provide the capability to allow inspectors to adjust dates for corrections, as allowed by DCFS policy.
407.	The system shall provide the capability to notify the appropriate worker when a provider has not submitted a correction letter by the documented correction date.
408.	The system shall provide the capability to automatically generate a reminder letter to the provider regarding the corrective action deadlines.
409.	The system shall provide the capability to record and track the date that the inspection and corrective action plan were given to the provider.
410.	The system shall provide the capability to notify the worker if corrective action plan has not been sent to the applicant/provider who had an out of compliance item(s).
411.	The system shall provide the capability to allow an authorized worker to print a copy of an inspection, with or without confidential information.
412.	The system shall provide the capability to generate a follow-up inspection template including the corrective action plan.
413.	The system shall provide the capability to allow users to change the correction dates for items on a follow-up visit that need additional attention.
414.	The system shall provide the capability for workers to monitor providers out of compliance items to identify items repeatedly out of compliance.
415.	The system shall provide the capability to maintain inspection templates specific to provider certification types.
416.	The system shall provide the capability to allow authorized users to group compliance items for ease of use.
417.	The system shall provide the capability to allow each category to contain multiple compliance items.
418.	The system shall provide the capability to allow authorized users to add, update, and delete compliance items, associated cues, indications of risk-level, and needed supporting data on the inspection templates.
419.	The system shall provide the capability to allow authorized users to change the category associated with a compliance item.
420.	The system shall provide the capability to allow authorized users to add, update, and delete the pre-defined findings associated with each compliance item.
421.	The system shall provide the capability to allow authorized users to define and update the correction timeframes associated with each pre-defined finding.
422.	The system shall provide the capability to maintain a history of all changes made to

	inspection templates.
423.	The system shall provide the capability to provide the ability to pre-populate a new certification with data from an existing license or certification.
424.	The system shall provide the capability to identify all providers due for license or certification renewal based on the expiration date of the current certificate.
425.	The system shall provide the capability to notify the appropriate worker(s) prior to the license or certification end date.
426.	The system shall notify the provider prior to the license or certification end date.
427.	The system shall provide the capability to support the preparation of renewal materials to be completed by the provider.
428.	The system shall provide the capability to track if the provider has submitted required renewal materials in the appropriate time frames.
429.	The system shall provide the capability to issue renewed license or certifications and validate that the certification worker has completed all of the tasks associated with issuing the license certification.
430.	The system shall provide the capability to set the expiration date for the renewal of a provider's license, certification, or rating by considering the licensing or certification type.
431.	The system shall provide the capability to allow authorized users to adjust the expiration date of a license or certificate to less than the system-generated time frame.
432.	The system shall provide the capability to notify the appropriate worker when the provider has neglected to complete a requirement (paperwork, ongoing training, inspection issue, or other) which would indicate application denial or certification revocation.
433.	The system shall provide the capability to allow authorized users to deny an application for certification prior to issuance of the certification.
434.	The system shall provide the capability to track and record a date and reason associated with the denial of an application.
435.	The system shall provide the capability to allow users to generate a Denial Letter to be sent to the provider, which shall include the reason for the denial, their right to appeal, and other necessary information.
436.	The system shall provide the capability to automatically deny an application for certain reasons defined by DCFS rules.
437.	The system shall provide the capability to allow authorized users to revoke a provider's current certification.
438.	The system shall track and record a date, reason, and narrative associated with the revocation of a certification.

439.	The system shall provide the capability to allow users to indicate a date in the future on which the revocation should be in effect.
440.	The system shall provide the capability to enforce the revoked certification through system actions such as, but not limited to, not allowing new children to be authorized with the provider and not generating payment for care provided after the revocation date.
441.	The system shall provide the capability to allow users to generate a letter to be sent to parents that notifies the parents of the revocation of their child care provider's certification and the end date of the certification.
442.	The system shall provide the capability to notify the children's eligibility worker(s) when their provider's certification has been revoked.
443.	The system shall provide the capability to notify the appropriate worker at the end of the appropriate time period in which the provider can appeal, so that the adverse action process can proceed.
444.	The system shall provide the capability to allow users to generate other forms, notices and correspondence that are part of adverse actions to the extent this does not duplicate existing legacy functionality.
445.	The system shall provide the capability to track and record the provider's request for appeal.
446.	The system shall provide the capability to provide the capability to track scheduled appeal dates and whether or not the hearing needed to be rescheduled.
447.	The system shall provide the capability to record and track all appeal information including but not limited to dates, times, appeal issues, attendees at the appeal, hearing decisions, dollar amounts, and other required information.
448.	The system shall provide the capability to generate forms, notices, and correspondence that are part of the appeals process.
449.	The system shall provide the capability to electronically notify appropriate parties, such as staff, hearing officers, parents, and providers of appeal activities.
INCENTIVES	
450.	The system shall provide the capability to track and display bonuses for qualified providers and interface with the appropriate legacy system for payment of bonuses.
451.	The system shall provide the capability to send a file to the Department of Revenue through an interface indicating which providers or provider staff or customer are eligible for a tax credit.
452.	The system shall provide the capability to receive a file through and interface with the Department of Revenue indicating those providers, provider staff, parents, or businesses that are receiving a tax credit.
453.	The system shall provide the capability to track and display all providers, provider staff,

	parents, or businesses that are receiving a tax credit.
	QUALITY RATING SCALES
454.	The system shall provide the ability to publish star ratings to the Customer Portal.
455.	The system shall provide the ability to support quality related user roles such as mentors/coaches, and raters.
456.	The system shall provide the ability to track national accreditations for each provider.
457.	The system shall provide the capability to store multiple national accreditations as approved accreditations that can be linked to a provider.
458.	The system shall provide the ability to automatically assign a star rating to an accredited provider.
459.	The system shall provide the ability for providers to complete a quality self assessment and submit for review by mentors/coaches.
460.	The system shall provide the ability for mentors/coaches to review quality self assessments.
461.	The system shall provide the ability for mentors/coaches to schedule provider visits.
462.	The system shall provide the ability for mentors/coaches to complete a quality assessment during the provider visit. Specific data fields that will be captured in the assessment will be defined during detailed design.
463.	The system shall provide the ability for mentors/coaches to define a quality improvement plan for a provider.
464.	The system shall provide the ability for provider to record actions completed in response to quality improvement plan.
465.	The system shall provide the capability for "raters" to schedule "rating" visits with providers who have completed quality improvement actions as noted by mentors/coaches.
466.	The system shall provide the ability for raters to document findings during quality rating visits and assign a star rating to a provider.
	PROVIDER ASSESSMENTS
467.	The system shall provide the capability to support online and imaged hard copy provider assessment templates based on DCFS Program rules.
468.	The system shall provide the capability to track, display, and maintain the receipt of provider documentation submitted either at recruitment activities, through the US mail, by email, or through the provider portal.
469.	The system shall provide the capability to query the information obtained during the

	provider assessments process for statistical and reporting purposes.
470.	The system shall provide the capability to track, display, and maintain the source of all provider assessments.
471.	The system shall provide the capability to automatically generate a re-evaluation letter and/or application to the customer according to Program specific requirements.
LEGAL MANAGEMENT	
472.	The system shall provide the capability to record and track fair hearings, administrative hearings and all court hearings by individuals, household members, or providers.
473.	The system shall provide the capability to provide for the preparation, notification and distribution of court documents. (i.e. judgments; court reports, petitions, orders, affidavits, notice of change of placements).
474.	The system shall provide the capability to track court related events, such as hearing dates, related parties, outcomes and dispositional reviews and their associated court related parties, such as judge, ad hoc judge, involved attorneys, CASA representative, and DCFS staff.
475.	The system shall provide the capability to provide for creation, view, and modification of court actions involving legal activities/events timeframes that require compliance with federal regulation and state guidelines. This also involves capturing decisions made by the court and efforts made by the agency to comply.
476.	The system shall provide the capability to track and alert as to legal and court event that may be at risk of being out of compliance with law regulation, policy, etc.
477.	The system shall provide the capability to receive documents from the Courts and associate these with the appropriate cases in the form of electronic files, scanned documents, or links to document imaging system.
478.	The system shall provide the capability to interface with the federal and state criminal justices systems and judicial systems within the State to obtain court data electronically.
479.	The system shall provide the capability to provide a list of all legal processes from which the user can select a legal process in order to create and maintain legal events associated with that process.
480.	The system shall provide the capability to provide a list of all existing legal events associated with the selected legal process and enable the user to view, edit, or copy one of the existing items or to create a new legal event associated with that process.
481.	The system shall provide the capability to display alerts from a legacy system when triggered by Program specific events.
482.	The system shall provide the capability to schedule legal activities.
483.	The system shall provide the capability to add, view, and modify a list of all participants associated with specific legal events.

484.	The system shall provide the capability to provide a list of all legal documents and enable the user to view, edit, or copy existing legal documents or to create a new legal document.
485.	The system shall provide the capability to store unalterable version of final legal documents.
486.	The system shall provide the capability to allow the user to select multiple members of a household to associate with a single legal event.
487.	The system shall provide the capability to allow the user to enter a court-ordered activity and, if the Program case has one active case service plan, will use the following data elements activity to create a new activity in the case service plan.
488.	The system shall provide the capability to provide functionality to track and display required information to generate reports and communications to support the judicial and administrative legal processes.
489.	The system shall provide the capability to support downloading data to provide staff the ability to identify customer, provider, and employee fraud.
	ALERTS
490.	The system shall provide the capability to create and maintain alerts by defining the message received, the triggering events, the condition under which the alert is satisfied, and the level and timing related to alert escalation. Most alerts will be defined during the design sessions for CAFE.
491.	The system shall provide the capability to send alerts to appropriate users regarding the need to check for periodic (e.g. annual) updates that need to be incorporated into the rules engine or tables regarding Program eligibility factors and rules as defined by specific Program rules.
492.	The system shall provide the capability to create and publish alerts through multiple means such as, email, automated phone message or text messages.
493.	The system shall provide the capability to tag cases/persons and alert workers even while in the field of potential elevated risk of violent or threatening behavior or worker danger.
494.	The system shall provide capability to produce an alert when events occur that may impact the ability to recover an overpayment claim.
495.	The system shall provide the capability to produce alerts for coming due or overdue dates, or completed dates as described by DCFS rules and to transfer those alerts individually or en masse to other staff.
496.	The system shall provide the capability to automatically delete an alert once the task associated with an alert has been satisfied.
	NOTIFICATIONS

497.	The system shall provide the capability to notify appropriate parties in advance of required training or accreditation requirements and when met or missed.
498.	The system shall provide the capability to receive notice of update to their appraisal record.
499.	The system shall provide the capability to notify customers of certification outcomes and benefit levels to the extent this does not duplicate existing legacy functionality.
500.	The system shall provide the capability to notify customers with approvals, disapprovals, and changes with appropriate reasons as defined by DCFS Program rules to the extent this does not duplicate existing legacy functionality.
501.	The system shall provide the capability to notify customers, families, providers such as Foster Families, FITAP, SNAP families and workers to potential eligibility in other Programs when status changes.
502.	The system shall provide the capability to alert customers, service providers and workers when items need to be updated or re-verified or reviewed.
503.	The system shall provide the capability to alert customers, service providers and workers when questionable or fraudulent or contradictory data or transactions are discovered.
504.	The system shall provide the capability to notify case owners having contracted provider involved in case as service provider.
505.	The system shall provide the capability to notify appropriate Program staff when key data shared across Programs for a resource or provider is changed via a manual or automated update process.
506.	The system shall provide the capability for a user to notify appropriate Program staff, provider, or groups of providers of an event. (e.g. reporting change, moratorium, or closure).
507.	The system shall provide the capability to notify the appropriate staff if a provider or their staff member has a past violation or disqualification.
508.	The system shall provide the capability to notify the appropriate staff if an agency/facility member had a complaint recorded against them.
509.	The system shall provide the capability to auto-populate notices defined by DCFS rules.
	TICKLERS
510.	The system shall provide the capability for users to create their own user defined Ticklers. Specific Ticklers will be defined during design of CAFÉ.
511.	The system shall provide the capability to create a Tickler for a worker, and the worker completes the associated task, the system shall automatically clear the Tickler.
512.	The system shall provide the capability to automatically system generate Ticklers.

513.	The system shall provide the capability to produce alerts for various inspections on a provider and the associated status of inspection that are coming due, overdue, or completed.
514.	The system shall provide the capability to create ticklers for upcoming case management activities and court dates.
	REPORT MANAGEMENT
515.	The system shall provide the capability to accept a request for a report from an outside source, assign a request id # and then log and track the request and its resolution according to DCFS business rules.
516.	The system shall provide the capability to create Ad Hoc reports using a query tool and maintain the reporting criteria for reuse.
517.	The system shall provide the capability to archive Ad Hoc documents, queries and reports.
518.	The system shall provide the capability to produce application outcome report.
519.	The system shall provide the capability to include a Frequently Asked Question (FAQ) database which contains a collection of questions, issues, feedback etc. that can be manipulated and display the results in a FAQ format using search capabilities.
520.	The system shall provide the capability to produce statistical reports displaying system activity, such as usage of online screening tool, number of applications submitted through the Customer Portal, provider online enrollment, how often the FAQ database was used.
521.	The system shall provide the capability to report outcomes of court cases.
522.	The system shall provide the capability to report outcomes successes, obstacles, and noncompliance based on data captured within the system.
523.	The system shall provide the capability to report service gaps.
524.	The system shall provide the capability to report expected outcomes vs. actual outcomes.
525.	The system shall provide the capability to link to external DCFS tools such as Survey Monkey to track customer and provider feedback and satisfaction.
526.	The system shall provide the capability to allow for a "My Reports" page where links to commonly used standard and ad hoc report templates can be stored for quick and easy reference.
527.	The system shall provide the capability to provide notification of availability of standard reports through a subscription service with results to be displayed in an "inbox" format as part of the "My Reports" page.
528.	The system shall provide the capability to directly send a report through email to

	selected parties.
529.	The system shall provide the capability to generate LAMI inquiry and LASES web information accessible through the customer, and provider portal, including the ability to print the information as defined by DCFS business rules.
530.	The system shall provide the capability of real-time access to information and reports on demand to meet service level agreements.
531.	The system shall provide the capability to view reports, sorted in multiple ways such as by column, subtotaling, or by geographical area.
532.	The system shall provide the capability to employ business intelligence tools to create and maintain reports containing dashboards, tables, drill-downs, drill-through, charts, and graphs that can be manipulated, and modified by users in a Web environment to meet performance related SLA's.
533.	The system shall provide the capability to generate "dashboard" "drill-down" "drill-through" operational, tactical and strategic reports to provide summarized aggregate dimensional data and visual queues to management and staff as to progress and status of an area, Program, provider, group, cohort, household, case, and/or customer.
534.	The system shall provide the capability to archive historical standardized reports automatically.
535.	The system shall provide the capability to automate the creation of regularly filed Court Summaries, Quarterly dictations, etc. as prescribed by particular court systems and the ability to dynamically define these reports by the user.
536.	The system shall provide the capability to ensure that all data will be available for use with reporting tools.
537.	The system shall provide DCFS with automated reports to satisfy SACWIS, AFCARS, NCANDS, NYTD, CFSR, TANF, Child Care, Quality Start, Child Support, SNAP, DSAP, and legislative reporting and submission requirements through the collection, maintenance, integrity checking and electronic transmission of data, detail, and summary reports to the extent this does not duplicate existing legacy functionality.
538.	The system shall provide the capability to produce and disseminate management reports that contain descriptive, statistical and trend data on DCFS customers, providers, and staff by specific Programs.
539.	The system shall provide the capability to provide for interagency historical tracking system of DCFS customers receiving services by which to analyze movement patterns within and across specific Programs.
540.	The system shall provide the capability to allow for the GIS presentation capabilities for any data set.
541.	The system shall provide the capability to export information to EXCEL, Power Point, or other report formats.

542.	The system shall provide the capability to allow for processing and reporting of various types of general trend analysis relating to changes in referral or placement rates and bottlenecks in the service delivery process.
543.	The system shall provide the capability to provide a query and report structure that satisfies DCFS organizational structure.
544.	The system shall provide the capability to interface with automatic random moment sampling systems related to cost allocation through CAFÉ for all required DCFS staff.
545.	The system shall provide the capability to provide user accessible audit reports from audit trails throughout the system.
546.	The system shall provide the capability to generate reports and maps based on geo-coding within the system.
547.	The system shall provide the capability to provide reports with multiple formats to deliver a number of views (Web, PDA, and Mobile Devices).
	IMAGING
548.	The system shall provide the capability to link and unlink imaged documents to appropriate records according to specific DCFS rules.
549.	The system shall provide the capability to seamlessly integrate with a commercially available document content management and imaging solutions to efficiently address the need to collect, index, compress, store, relate and retrieve external items.
550.	The system shall provide the capability to link to electronic documents received from third party, wave file of recorded interview files, e-mail to/from workers/customers/service providers, system generated notifications, etc. associated with any case participant and to generate alerts based upon the receipt of certain documents.
551.	The system shall provide the capability to validate the document types before storing to the database to avoid overwhelming the database with invalid documents that do not have an associated Program for viewing.
552.	The system shall provide the capability to tag and update the status of external documents associated with case(s).
553.	The system shall provide the capability to interface with the system responsible for indexing and retrieval of scanned documents.
554.	The system shall provide the capability to interface with the system responsible for indexing and retrieval of linked documents to scanned and other pertinent electronic documents in the repository/case file.
555.	The system shall provide the capability to link to scanned paper applications and store as images and/or OCR transformed documents and with bar-codes to load data and connect to appropriate providers in line with 508 compliance.

	FINANCIAL
556.	The system shall have the capability to record, track and display expenditures.
557.	The system shall have the capability to generate automatic payments based on set customer, service and provider criteria.
558.	The system shall have the capability to accept payment for application fees by credit/debit card or EFT from bank account.
559.	The system shall have the capability to setup, issue and track bids then record bid information received from vendors.
560.	The system shall have the capability to issue purchase orders, track receipt of goods and services, accept online invoices and generate payments following proper approvals.
561.	The system shall have the capability to record, track, display and report on spending by varying and multiple factors such as but not limited to by customer, household grouping, provider, contract, office, service type, program, funding source, timeframe, geographic area.
562.	The system shall have the capability to record, track, display and report on budgeted vs. actual and encumbered expenditures for varying individual and grouping of entities by various criteria.
563.	The system shall have the capability to record, track, display and report on the obtainment and distribution of vouchers (e.g. bus passes) by Office location, providers and customers.
564.	The system shall have the capability to enable designated users to generate special messages (informational announcements) to accompany payments.
565.	The system shall have the capability to calculate and pay partial payment amounts (e.g. part of a month).
566.	The system shall have the capability to record, track, display, reconcile and pay advance payments and supplemental payment amounts.
567.	The system shall have the ability to record, accept, track, display and report on payments or collections received from cash, EFT, credit/debit cards, recoupment, and collection intercepts.
568.	The system shall have the ability to record, track, display and report on payments and their funding sources and allocate it to the correct federal claim.
569.	The system shall have the capability of offsetting outstanding federal claims as necessary.
570.	The system shall have the ability to allocate, adjust, collect, refund and transfer amounts across one or more federal claims.
571.	The system shall record audit trail and history of adjustment and collection transactions

	that debit or credit a claim or an overpayment or underpayment claim.
572.	The system shall have the capability to make payments to a variety of entities including customers, providers, vendors, contracts and DCFS staff.
573.	The system shall perform edits that ensure that all required and appropriate data is present prior to processing and/or authorizing payment.
574.	The system shall provide a mechanism for automated workflow and online approvals by authorized staff.
575.	The system shall have the ability to process any financial transaction including payment by check, payment by electronic funds transfer, split checks, recoupment of overpayments, refunds, etc. and to link to external financial systems so as to ensure appropriate reporting by funding source.
576.	The system shall record, track, display and report on financial information regarding payments, checks, rates, audits, budgets, payables, encumbrances, receivables, customer contributions, funding rules and funding sources.
577.	The system shall have the capability to create, display and save for future use standard and ad hoc financial reports.
578.	System must be capable of interfacing with internal and external financial systems and send notifications or e-mails to appropriate parties with interfaces.
579.	The system shall have the capability to record, track, display and report on the date/time of service request, service authorization, service delivery, invoice or payment request submission, invoice or payment request approval, chain-of-command approvals, payable setup, payment issuance, and confirmation of EFT or check posting.
580.	The system shall have the capability to record, track, display and report on contract expenditures and trends.
581.	The system shall have the capability to provide federal grant management functionality such as setting up and maintaining grant awards, their amounts and time periods and generating federally required reports.
582.	The system shall have the ability to record and track revenue and collections (application fees, processing fees, SSI, SSA VA benefits, child support etc.) associated with a specific customer or provider.
583.	System must facilitate auditing of computer transactions and provide for audit trails throughout the system and produce summarized audit reports based on user input parameters such as specific types of transactions covering specific time periods for specific customers, providers or users.
584.	The system shall have the capability to set and adjust and historically track rates such as day care rate, foster care board rate, mileage reimbursement rate, and other various services that have a unit rate.
585.	The system shall automate work flow of payment requests, approvals and payment with appropriate edits and safeguards to facilitate prompt and accurate payments are made

	to providers, customers and DCFS staff.
586.	The system shall automate fiscal and accounting functions to include tracking of federal funding eligibility rules for services and financial reporting and cost allocation.
587.	The system shall automate calculation of provider reimbursement and rate of pay.
588.	The system shall automate the generation and amending of contracts and agreements.
589.	The system shall provide the ability to issue and/or record the issuance of emergency/manual checks.
590.	The system shall provide an automated monthly bank reconciliation process including but not limited to the tracking of check status and date cleared the bank.
591.	The system shall accommodate financial activities and processes associated with the payment of providers/customers and the ongoing maximization of revenue sources.
592.	The system shall provide business functions that address: a) Determination of allowability/eligibility of funding source for use with service/customer/provider, b) Determination of most appropriate funding source to use when multiple are available, c) Cost Accounting, Allocation & Utilization d) Processing Costs & Claims & Adjustments, and e) Federal Financial Reporting to the extent these don't replicate existing legacy functions. .
593.	The system shall accommodate assignment/reassignment of multiple funding sources to a single payment.
594.	The system shall be able to enforce any minimum or maximum benefit or payment levels per calendar or state or federal fiscal year: This also applies to any deductions as well to the extent these don't replicate existing legacy functions.
595.	The system shall be able to enforce timeframe limits for receipt of benefits or service payments including lifetime limitations to the extent these don't replicate existing legacy functions.
596.	The system shall provide the capability to calculate payments based on defined factors and specific program rules. Examples of these factors include, but are not limited to: • Base Payment (such as a board rate or unit rate) • Additional Payments (such as special board rates, graduated rates) • Stipends • Incentives
597.	The system shall calculate and display the payment summary to the provider for each service and customer served (if customer related).
598.	The system shall include the ability to require approval at varying levels (for example, local, regional, or state office) for specific conditions that are set by the program. For example, supervisory approval may be required where authorized rates are less than or greater than minimum or maximum rates.

599.	The system shall have the ability to capture, track, display and report on data associated with the creation and maintenance of budgets and expenditures at varying levels such as state, region, district and local office budgets and for varying programs or service categories.
600.	The system shall support a reporting hierarchy with respect to budget entities (state, region, district, local office).
601.	The system shall have the capability to ensure that higher level budget entities are a roll up (sum of parts) of the lower (e.g., region/district /local office) levels and the lower levels must be consistent with their respective parent budget entities/orgs.
602.	The system shall prompt users (i.e. budget administrators) to adjust associated budgets when making budget adjustments if not automatically adjusted.
603.	The system shall have the capability to allow budgeting in a service category comprised of multiple service types.
604.	The system shall have the ability to set up spending limits criteria based on program case type, service category and type and funding source.
605.	The system shall create a new record when a change is made to an element of the budget, service category/type or means of financing (MOF) record.
606.	The system shall allow security to be established so that only authorized staff can create budgets for the geographic or program or service area for which they are allowed.
607.	The system shall provide the ability to create and/or modify and store multiple planning budgets in a "what if" mode to determine impact of budgetary changes.
608.	The system shall provide for automated grant ledgers.
609.	The system shall have the capability to capture all appropriate grants and revenue sources.
610.	The system shall allow designated users to establish and change funding rules as necessary.
611.	The system shall have the capability to capture data associated with the establishment of "means of financing" (MOF).
612.	The system shall have the capability to capture and maintain the appropriate state/federal matching percentages. (FMAP) and IV-E Penetration rate.
613.	The system shall have the capability to calculate the SGF percentage based on the Federal Financial Participation (FFP) percentage entered by the user.
614.	The system shall have the capability to notify appropriate staff when spending limits reach a predetermined level.
615.	The system shall have the capability to capture data associated with provider contracts/agreements.

616.	The system shall support edit checks to ensure that the "service types" and "provider types" are consistent (e.g. will not be able to pay the cab company for a therapy service).
617.	The system shall support the capability to add, delete and modify reporting category detail throughout the year. System must provide for multiple levels of categories.
618.	The system shall provide the ability for date-effect expenditure and deductible data maintained in the system.
619.	The system shall have the capability to perform retroactive calculations that will adjust the amount and/or funding source to which expenditure was recorded.
620.	The system shall have the capability to associate each financial transaction with the appropriate grant or other revenue source(s).
621.	The system shall have the capability to record, track, display and report on service and placement categories and types.
622.	The system shall have the capability to record, track, display and report on expenditures by federal fiscal year, grant year, State fiscal year, quarterly, and monthly including cumulative year-to-date.
623.	The system shall have the capability to record, track, display and report on the necessary data to be used in reporting budgeted vs. actual expenditures.
624.	The system shall have the capability to record, track, display and report on the amount per funding source associated with a customer within a specified time period.
625.	The system shall have the capability to record, track, display and report on spending by customer, case, worker, provider, contract, office, program, service category/type.
626.	The system shall have the capability to record, track, display and report on expenditures and trends associated with provider contracts/agreements.
627.	The system shall maintain a history of all service types and service categories.
628.	The system shall have the capability to record, track, display and report on data associated with Service Categories/sub-categories and Service Types/sub-types.
629.	The system shall only make available the appropriate service types for the selected service category/sub-category within a given program.
630.	The system shall provide the ability for authorized users to capture, track, display and report expenditures for specific customers, workers, or groups of workers based on security rules.
631.	The system shall notify appropriate parties when a child in state custody has an account in which parental contributions and/or federal benefits such as SSI, SSA & VA reaches a designated threshold amount.
632.	The system shall have the capability to record, track, display and report on account information for individual child wards of the State for contributions from parents and

	federal sources such as SSI, SSA & VA...
633.	The system shall have the capability to update a child's account with parental contributions and update child support information via an interface with the child support system (LASES).
634.	The system shall have the capability to update the child's account with federal contributions (SSI, SSA and VA) information via an interface with designated financial institutions.
635.	The system shall allow designated staff to manually create contributions in the child's account for deposits not received through previously identified data transfers.
636.	The system shall support the creation of a Trust Fund, Dedicated Fund and/or Settlement Fund as appropriate for each child in the State's custody.
637.	The system shall have the capability to update the child's Trust Fund, Dedicated Fund and/or Settlement Fund with contributions and interest via an interface with designated financial institutions.
638.	The system shall have the capability to distribute interest income on a monthly basis between eligible child accounts on a percentage basis based on the child's percentage of the total funds in the account.
639.	The system shall allow designated staff to manually create contributions in the child's Trust Fund, Dedicated Fund and/or Settlement Fund for deposits not received through previously identified data transfers
640.	The system shall allow designated staff to transfer dollars from a child's Running Account into the same child's Trust Fund or Settlement Fund.
641.	The system shall allow designated staff to view, track, edit and report on the history of deposits into the Trust Fund, Dedicated Fund and/or Settlement Fund.
642.	The system shall deduct from the child's contribution account all available funds up to the amount of a payable coming due to apply as a funding source for the payable.
643.	The system shall, at the point of check write or EFT, deduct the appropriate dollar amount from the appropriate funding source, according to the funding rules.
644.	The system shall have the capability to reconcile funding sources based on both state and federal fiscal years.
645.	The system shall allow designated staff to update funding sources for an existing payment record by manually changing Service Category/sub-category and Type/sub-type fields on the payment record.
646.	The system shall have the capability to reconcile adjustments of payments to the correct funding sources.
647.	The system shall, through a daily interface with ISIS or LaGov, provide updates of all adjustments made to the funding sources relative to the current state fiscal year.

648.	The system shall automatically update funding sources for affected existing payment records when funding rules are changed retro-actively.
649.	The system shall allow for changes to funding rules.
650.	The system shall automatically adjust funding sources when a customer's eligibility changes retro-actively.
651.	The system shall interface to the DCFS Bank Reconciliation System as necessary.
652.	The system shall generate a check number or trace number and assign it to each payment.
653.	The system shall create a daily check; EFT and SVC reconciliation file for interfacing with designated financial institutions.
654.	The system shall be able to receive from designated financial institution a daily reconciliation file of all paid items.
655.	The systems shall include information from checks as well as EFTs.
656.	The system shall automatically update each payment record with reconciliation data received from designated financial institutions. Payment status will be updated to reflect that it has been paid and the disposition date will be populated on the payment record.
657.	The system shall allow for manually updating the status of the check for reconciliation purposes (e.g. updating status to paid).
658.	The system shall generate appropriate reports necessary to reconcile bank transactions as defined by the State.
659.	The system shall notify appropriate parties for checks outstanding for over 180 days with designated financial institutions.
660.	The system shall restrict access to Reconcile Account functionality based on specified organization/security roles.
661.	The system shall automatically generate invoices based upon selected service authorizations and purchase requisitions.
662.	The system shall allow providers to submit invoice information via the web.
663.	The system shall provide the ability to accept electronic signatures as defined by the State.
664.	The system shall allow the user to submit updates to the system generated online invoice.
665.	The system shall allow for multiple invoices to be open simultaneously for various service periods and the same service period for each provider.
666.	The system shall process each item on the invoice independently, managing the

	exceptions without stopping the rest of the invoice items.
667.	The system shall automatically approve online invoices with no exceptions that were based upon Customer/Case Authorizations.
668.	The system shall automatically update the invoice status once the invoice has been system approved.
669.	The system shall generate notifications to appropriate parties when an update has been made to the submitted online invoice.
670.	The system shall automatically update the system generated invoice when relevant customer or service information is updated.
671.	The system shall generate an Invoice file for the DCFS reporting systems (currently WebFocus and InfoPac).
672.	The system shall record the CFMS voucher number and will automatically update the contract provider invoice using the CFMS number with payment details once the ISIS/LaGov file has been received.
673.	The system shall enable designated DCFS staff the ability to establish a levy against a provider.
674.	The system shall enable designated DCFS staff the ability to specify whether the levy is with or without a lien.
675.	The system shall enable designated DCFS staff the ability to cancel a levy against a provider.
676.	The system shall provide functionality to enable workers to record and receive reimbursements of employee expenses.
677.	The system shall associate payments created for worker reimbursements to be associated to most appropriate funding source based on such factors as the type of customer and service provided.
678.	The system shall provide the capability for authorized staff to establish withholding percentages for providers and then reduce payments by that percentage.
679.	The system shall support service/payment totals that reflect payments to the provider and other entities such as the IRS.
680.	The system shall capture Contract Payment information including the ability to indicate to whom payments should be made (for example, provider or directly to the customer).
681.	The system shall provide a single efficient method for worker reimbursement of all work-related expenses.
682.	The system shall provide the ability to create a manual payment directly to a customer.
683.	The system shall capture LaCarte expense information.

684.	The system shall provide a list of all LaCarte expense reports that have been submitted for the current month.
685.	The system shall allow the worker to submit LaCarte expense reports for approval by their supervisor.
686.	The system shall automatically import LaCarte Expense statements from designated financial institution.
687.	The system shall automatically reconcile open payables against the designated financial institution LaCarte Expense Statement and then shall generate an exception report for items that cannot be reconciled between the designated financial institution LaCarte Expense Statement and the LaCarte Expense open payables.
688.	The system shall provide a list of items that could not be reconciled to allow the financial worker to review and manually process (approve, authorize, cancel, etc.) the expense item.
689.	The system shall generate a Missing LaCarte Expense Report task to the appropriate worker indicating that the worker has missing LaCarte expense reports.
690.	The system shall provide the ability to escalate the Missing LaCarte Expense Report Task to the appropriate supervisor if the worker does not close the task within a specified time-limit.
691.	The system shall generate LaCarte payment instruments which will be the payables that have been authorized.
692.	The system shall automatically submit the LaCarte payment instruments to ISIS or LaGov via an interface.
693.	The system shall provide the ability to direct LaCarte payments to the designated financial institution or other designated financial institution as appropriate.
694.	The system shall have the capability to send notifications to the appropriate designated financial institution system (i.e., EBT EFT SVC, etc).
695.	The system shall provide the ability for appropriate financial staff to validate specific types of authorized payments prior to their release based on rules defined by the State. For example, the State may choose to not review payments based on rules based system calculations. The State may choose to review payments that are not a result of a direct calculation of the system.
696.	The system shall provide the ability to retroactively calculate automatic payments when specific data within the system changes. An example would be a rate change that is effective for a date in the past.
697.	The system shall provide the ability to generate mass changes that would authorize one-time payments to providers such as, but not limited to, disaster payments, extraordinary payments.
698.	The system shall provide the ability to access time and attendance data from other system/sources (e.g. card-swipe or biometric capture) and use that data to generate

	automated payments.
699.	The system shall provide the ability to capture bank information for anyone to be paid via EFT.
700.	The system shall provide the ability to suspend payments when necessary.
701.	The system shall process manual payments on a nightly basis.
702.	The system shall only allow payments to be made only if validation edits are passed.
703.	The system shall provide the ability to specify approval requirements based upon the type of payment.
704.	The system shall provide the ability to apply rules to identify cases to be sent to fraud and recovery.
705.	The system shall automatically create overpayment receivables based upon changes to relevant case and provider data.
706.	The system shall separate the overpayment receivables by month to match the original payables (payment instruction) when the overpayment receivable spans across multiple months.
707.	The system shall separate the overpayment receivables by customer and provider.
708.	The system shall provide the ability to manually create an overpayment receivable.
709.	The system shall provide an overpayment/underpayment queue to manage the assignment of overpayment and underpayment cases.
710.	The system shall automatically generate demand letters to request repayment of overpayment receivables.
711.	The system shall run an overpayment batch process to create the overpayment financial receivables for all approved overpayments.
712.	The system shall provide online access to remittance advices for payments rendered to providers.
713.	The system shall automatically create underpayment payables based upon changes to relevant case and provider data. The system will separate the underpayment by month to match the original payables (payment instructions – where applicable) when the underpayment payable spans across multiple months. The system will separate the underpayment payables by customer and provider.
714.	The system shall provide the ability to manually create an underpayment payable.
715.	The system shall run an underpayment batch process to create the underpayment financial payables for all approved underpayments.
716.	The system shall determine if there are outstanding overpayment receivables that can

	be satisfied with the underpayment amount prior to creating the underpayment payable.
717.	The system shall restrict access to Refunds and Adjustments functionality based on specified organization/security roles.
718.	The system shall support overpayment and underpayment claim creation and claim review.
719.	The system shall provide for overpayment claim establishment functions by recalculating benefits for prior periods based on applicable policy.
720.	The system shall have the capability of offsetting outstanding claims with benefit underpayments.
721.	The system shall have the ability to allocate collections across one or more claims.
722.	The system shall have the ability to adjust, refund, and transfer a claim balance and/or payment.
723.	The system shall provide the ability to establish a repayment agreement.
724.	The system shall generate a monthly statement to providers and customers for their overpayment claims.
725.	The system shall determine if an overpayment receivable exists for the payee prior to issuing payments.
726.	The system shall provide the ability to create a manual payment deduction from payments flagged as suspense due to 'outstanding overpayment'.
727.	The system shall provide the ability to allocate payments received to a single overpayment receivable or to multiple overpayment receivables.
728.	The system shall provide the ability to reverse payments received which have been posted to an overpayment receivable.
729.	The system shall provide the ability to reverse or write-off outstanding overpayment receivables.
730.	The system shall have the ability to track the payment and its source and allocate to the correct claim.
731.	The system shall provide the ability to create a recoupment plan to deduct future payments to offset the outstanding overpayment receivable.
732.	The system shall provide the ability to deduct the specified monthly recoupment amount from the first payment issued to the provider within the month.
733.	The system shall provide the ability to deduct the specified monthly recoupment amount from each future payment made to the customer until the overpayment obligation is satisfied on overpayment receivables related to benefit program cases.

734.	The system shall provide the ability to flag a payment received as one that should be applied to a prior period to enable the posting of the credit to the prior period after that period has closed.
735.	The system shall provide the ability to automatically and manually create refunds for moneys that DCFS owes to customers, providers, or funding agencies.
736.	The system shall allow the user to generate a refund for any payments received beyond the amount applied to posted receivables.
737.	The system shall provide the ability to draw down dollars from the appropriate federal funding source or customer contributions to manually create a refund.
738.	The system shall create and maintain a history of refund transactions.
739.	The system shall support the ability to reverse allocated (partial or full) and unallocated receivables.
740.	The system shall enable the user to reverse all or part (individual line items) of the receivables.
741.	The system shall enable the user to specify a dollar amount to be reversed from all or part of the receivable.
742.	The system shall require multiple levels of approval for program-related reversals.
743.	The system shall update the status of an overpayment claim after the processing of a reversal transaction.
744.	The system shall create and maintain a history of reversal transactions.
745.	The system shall enable the user to write off all or part (individual line items) of the receivables.
746.	The system shall enable the user to specify a dollar amount to be written off from all or part of the receivable.
747.	The system shall require multiple levels of approval for program-related write offs.
748.	The system shall create and maintain a history of write-off transactions.
749.	The system shall update the status of an overpayment claim after the processing of a write-off transaction.
750.	The system shall provide the capability to apply specific rules to create a write-off for worker consideration. Examples would include age of claim or dollar value.
751.	The system shall provide the ability to alert staff when specific claims are approaching milestones such as age or dollar amount and create necessary correspondence to support the write-off process.
752.	The system shall create and maintain a history of payable cancellation transactions.

753.	The system shall update the status of a payable after the processing of a cancellation transaction.
754.	The system shall enable the user to cancel a payment that has not been paid to or by the bank.
755.	The system shall create cancellations and maintain a history of cancellation transactions.
756.	The system shall update the status of a payment and all related payables after the processing of a cancellation transaction.
757.	The system shall provide the ability to reissue a payment.
758.	The system shall prevent the user to cancel a payment that has been paid.
759.	The system shall reassess eligibility prior to regenerating the payment instruction.
760.	The system shall rerun the financial rules prior to regenerating the payment instruction.
761.	The system shall create and maintain a history of reissued payments and establish a link to the original payment that was cancelled.
762.	The system shall provide the capability to recalculate payments based on retroactive changes and capture or pay as a part of current payment.
763.	The system shall provide the ability to adjust previously-issued payment data.
764.	The system shall apply validations (edits) that have been defined for payments and only allow the changes to be made if the validations are passed.
765.	The system shall re-run the financial rules after a prior-period adjustment is made.
766.	The system shall record a history of prior-period adjustments made.
767.	The system shall require multiple-level approvals on all prior-period history adjustments.
768.	The system shall send funding source adjustment data to ISIS/LaGov or current system.
769.	The system shall import, use and display information on child support customer contributions from LASES.
770.	The system shall record audit trail and history of adjustment and collection transactions that debit or credit an overpayment claim.
771.	The system shall provide the ability to perform a search for all payments in a variety of ways such as by those that have been made within a specific means of financing category, funding source, provider type, provider, customer type, customer, worker, payments that have been made within a specific date range, etc.
772.	The system shall provide an administrative function to initiate global changes to the means of financing.

773.	The system shall provide the ability to associate one to many means of financing sources to a single instruction line item.
774.	The system shall modify means of financing to the lowest level based on changes made in administrative, provider, or customer service authorization screens.
775.	The system shall provide ability to provide for separation of duties concerning the ability of users to create then approve instructions for payment.
776.	The system shall provide the ability to record and maintain audit trails on all financial data and associated entry or changes to that data.
777.	The system shall generate the ISIS Conversion report for each EFT/Check write for interfacing with ISIS/LaGov.
778.	The system shall enable OM&F Fiscal to hold/release the payable account on the levy provider.
779.	The system shall provide the ability to automatically cancel the EFT returned from Bank.
780.	The system shall provide the ability to automatically cancel the EFT returned from Bank with the recoupment and set up the receivable without input from OM&F Fiscal.
781.	The system shall enable designated DCFS staff the ability to change the payment due date or status of an entire document or specified lines of a document.
782.	The system shall provide the ability for designated DCFS staff to set up or remove the backup withholding for vendor/provider.
783.	The system shall automatically set up a receivable when a refund adjustment is made.
784.	The system shall allow designated DCFS staff the ability to disposition a refund or a refund adjustment during the 45 day SFY closeout period between July 1 and August 14 or 15, after the last EFT/check write in June. This method will be used to interface these adjustments in ISIS/LaGov effective for the Prior Fiscal Year.
785.	The system shall have the capability to accept the Reversal Debit files and Returned Credit files from Bank.
786.	The system shall have the edit to prevent designated DCFS staff the ability to disposition the refund on the EFT/check that has been cancelled.
787.	The system shall have the edit to prevent designated DCFS staff the ability to replace the EFT/Check that has been cancelled.
788.	The system shall allow the user to repay after the EFT/Check that has been cancelled.
789.	The system shall provide search capabilities that can match based on partial data such as by the last four digits of SSN.
790.	The system shall provide the statements for recipients of miscellaneous taxable income in compliance with IRS tax regulations (1099).

791.	The system shall provide notifications to appropriate parties regarding federal reports coming due.
792.	The system shall provide notifications to appropriate parties regarding expiring service authorizations and purchase requisitions that typically concern recurring services (e.g. foster care board, child care utilities, rent, etc.).
793.	The system shall have the capability to produce list of all grants and grant balances.
794.	The system shall have capability to produce inception to date reports of expenditures for each grant.
795.	The system shall have the capability to produce grant ledger reports using effective dates.
796.	The system shall have the capability to change/adjust/make corrections in the grant ledger.
797.	The system shall have the capability to reconcile expenditures to grant-award at any effective date.
798.	The system shall have the capability to display the issue date and the effective date (2 business days after the issue date – thus does not include Saturday/Sunday/Holiday) for EFT payment.
799.	The system shall support the ability to load federally prescribed drawdown percentages and calculate the projected daily revenue needed to cover payments generated.
800.	The system shall track and report on the check payment clearance history as defined by federal regulations.
801.	The system shall support the collection, assignment and distribution of child support payments from individuals, providers and employers.
802.	The system shall support the capability to extract, transform and load budget data from budget spreadsheets to appropriate budget fields for use by appropriate parties to track, update, spread, display and report against.
803.	The system shall support the capability to extract, transform and load budget data to budget spreadsheets budget fields for use by appropriate parties to track, update, spread, display and report against
804.	The system shall have the capability to download budget and expenditure from ISIS/LaGov system into appropriate budget and expenditure fields for use by appropriate parties to track, display and report against
	TECHNICAL REQUIREMENTS
	TECHNICAL ARCHITECTURE CONCEPTS
805.	The system shall be based on an n-tier architecture that supports flexibility by separating a software application into tiers or layers that can remain unaffected when changes are

	made to other layers.
806.	The system shall employ Service Oriented Architecture applications and concepts where practical and appropriate.
807.	The system shall include middleware and software capable of integrating legacy systems written in Natural/ADABAS or other code base as accepted in accordance with response to the RFP with the new framework as new system development is to be rolled out in numerous phases.
808.	The system shall be deployed primarily as an ultra-thin topology, except where functional requirements cannot be met with this topology. In these cases, the application should have a small footprint on the user interface device.
809.	The system shall operate under an encapsulated developer environment.
810.	The system shall provide the appropriate tools for conducting Gap Analysis.
811.	The system shall support the use of Gap Analysis to analyze the impact of system changes.
812.	The system shall support the use of Gap Analysis to document the potential impact of system changes.
813.	The system architecture shall contain a centralized web portal.
814.	The system shall utilize architecture that will allow users to select which system programs services they will work for a particular case or individual customer. The architecture shall allow users to utilize one or multiple system programs at the same time.
815.	The system shall utilize a web portal that will display systems and content based upon the role of the user
816.	The system shall utilize a web portal that is scalable and have the ability to accommodate additional systems and content in the future.
817.	The system shall utilize a web portal that is based on open standards and allows for the State to leverage existing IT investments.
818.	The system shall utilize a web portal that provides for collaboration capability particularly for the broadcasting and sharing of messages for a specific team of users.
819.	System architecture shall support varying access levels to data based on security roles.
820.	The system shall utilize a web portal that allows internal and external access using secure authentication through Single Sign On (SSO).
821.	The system shall only require users to sign on once to access all program services.
822.	The system shall employ SSO that will record, encrypt, and store credentials when a user logs on the system programs.

823.	The system shall utilize an SSO that is compatible with Novell's LDAP.
824.	The system shall utilize an SSO that will match an individual's security role with his or her ability to view, enter, modify, and delete information in the systems.
825.	The system shall employ DCFS CAFÉ business process rules for SSO inactivity timeout functionality.
826.	The system architecture shall require that services be created for information sharing between the system programs.
827.	The system architecture shall prevent duplicate entry by system users.
828.	The system shall employ data governance by allowing security roles to govern user access to data.
829.	The system architecture shall support a common customer index that is facilitated by services.
	PRESENTATION MANAGEMENT
830.	The system shall provide GUI controls including menus, tree views, text boxes, labels, drop-down lists, list boxes, radio buttons, check boxes, tabs, frames, toolbars wizards, etc. It is expected that all of the system functionality especially the user interface components should be 508 compliant. Note that the color of the print on the screen in conjunction with screen background color shall be acceptable for 508 compliance as well.
831.	The system shall support drag and drop functionality within the browser (to improve user productivity).
832.	The system shall provide ADE DHTML/HTML Generator Tool (to improve developer productivity) in accordance with DCFS standards.
833.	The system shall support multiple fonts.
834.	The system shall offer context sensitive help to assist users in navigations through business functions.
835.	The system shall support wireless access to expand access capabilities to mobile users.
	SECURITY MANAGEMENT
836.	The system shall adhere to NIST SP 800-53: Recommended Security Controls for Federal Information Systems and Organizations.
837.	The system shall integrate/interface with RACF security packages currently used on the CICS-based legacy systems.
838.	The system shall include single sign-on UserID and password for authentication including access from mobile devices, which shall be encrypted.

839.	The system shall include Digital Certificates X.509 for external user verification and non-repudiation.
840.	The system shall use Advanced Encryption Standard (AES), which is a symmetric based encryption standard approved by NIST for confidentiality.
841.	The system shall include administration and auditing tools for manageability and maintainability.
842.	The system shall include intrusion detection/malicious attack prevention capabilities in accordance with draft NIST SP 800-117 and SP800-126 version 1.0 Security Content Automation Protocol (SCAP).
843.	The system shall include data integrity security to ensure the contents of a transaction have not been altered in some way by an unauthorized user (external and internal).
844.	The system shall allow for special security restrictions such as limited-view Web access for external stakeholders.
845.	The system shall provide screen-level and field-level security.
846.	The system shall provide multiple access points and include IDs, passwords, and PINs offering security capabilities for multi-tiered user groups and "all" stakeholders such as customers and providers.
847.	The system shall provide capability to maintain system user security roles and allow an administrator to assign users to groups with similar access capabilities.
848.	The system shall provide an auditing mechanism in accordance with NIST SP 800-14 section 3.13 to capture, record, and report on all database access by authorized and unauthorized users including 'before and after' database modifications and simple inquiries.
849.	The system shall maintain current and historical electronic data for particular customers, families, or providers with appropriate audit trails when data is viewed, entered and/or changed. Audit trails shall also identify user associated with action, what information was changed, and when. Historical data including audit trails shall be easily obtained by users and in a useable format by users of the system. Audit trails shall be protected from user access but made available to administrators in a useable format in accordance with NIST SP 800-14 section 3.13.
850.	The system shall provide for a connection disconnect countdown timer and timeout notification to inform the user that connection termination from the system is imminent unless user takes action to sustain connection.
851.	The system shall use HTTPS/SSL for connections between interfaces or securing Web content. (Payment Information).Depending upon the interface, other options may be used if deemed appropriate by DCFS standards and approved by the DCFS security unit.
852.	The system shall use GNUPG file encryption for data transfer between agencies. The system shall use SFTP for encrypted internal data transfers. Depending upon the interface, other options may be used if deemed appropriate by DCFS standards and

	approved by the DCFS security unit.
853.	The system shall provide HTML development code use vulnerability assessment software scanning tools to be applied before being published into a production environment.
854.	The system shall support providing access to functions and/or data within the system based on roles assigned to the user, while keeping a separation of duties.
855.	The system shall provide the ability for user to have multiple roles within the system.
856.	The system shall provide the capability to restrict access to data based on the type of function or customer.
857.	The system shall provide the ability for user to generate requests to access selected data from customer owner and owner has the ability to grant time-limited access to selected data. The request, reason for request, documentation of customer authorization for access if applicable, users involved and the data shared shall be tracked.
	MECHANISMS TO SUPPORT ENCAPSULATION OF BUSINESS RULES
858.	The system shall use object-oriented development principles (encapsulation, inheritance, polymorphism, etc.) to support UML design processes.
859.	The system shall support an object modeling interface in order to standardize development of object classes and quickly build foundation of application business logic.
860.	The system shall include XML support and generation in order to improve standardization of data and processing of that data.
861.	The system shall include Simple Object Access Protocol (SOAP) in order to provide a framework for developers to define XML messages and execute processing on the data contained in the XML.
862.	The system shall include CSS and XSL support and generation in order to provide developers with standard mechanisms to present validate and process data.
863.	The system shall include thread/serialization management in order to improve control of an extremely process intensive coding technique.
864.	The system shall include built-in self-documentation support in order to improve maintainability and development.
865.	The system shall include heavily-typed language support in order to improve application stability.
866.	The system shall include built-in memory management and garbage collection support in order to improve application stability.
867.	The system shall include line-by-line debug mode for objects and server pages in order

	to improve developer productivity.
868.	The system shall include a developer tool that generates code to define classes, attributes and methods as well as integrates server page development application server processes.
869.	The system shall include an impact analysis tool in order to improve developer productivity by identifying the impact of code changes across the entire development project.
870.	The system shall allow scalability of application hardware to address increased user loads.
871.	The system shall provide portable application code in order to improve manageability and maintainability.
872.	The system shall provide fault tolerance and fail over of Web and application servers in order to manage/improve availability/reliability.
873.	The system shall provide load balancing of Web and application servers in order to improve performance.
874.	The system shall provide built-in data-management functions such as date, string, and mathematical functions in order to improve developer productivity.
875.	The system shall manage business rules via a robust business rules engine or comparable technology.
876.	The system shall support modeling using entity relationships, function hierarchy, data flows, matrix modeling, or process model definitions shall exist to reveal the system structure and interrelationship of all system objects. Use of design wizards and templates along with a centralized repository of components are required to assure ease of maintenance and consistent enterprise-wide standards. Models should be able to not only include multiple screen layouts and multiple navigational choices (menus, buttons, pop-up-lists, scroll bars) but also offer multiple controls and deliver native look and feel whether accessed directly or via Web.
	DATA ACCESS DESIGN ELEMENTS
877.	The system shall support multiple data types such as characters, strings, integers, decimals, blobs, precision decimals in order to ensure all application data can be stored. The system shall include a separate data system for query capability that is independent of the production databases.
878.	The system shall include SQL generators for trained individuals to pull custom reports.
879.	The system shall include connection pooling.
880.	The system shall include a query analyzer.
881.	The system shall include a database engine monitor in order to manage application resource utilization.

882.	The system shall include backup/restore processing in order to protect data.
883.	The system shall use publish/subscribe replication method in order to support decentralized applications.
884.	The system shall offer offline database re-synchronization in order to support offline-traveling users.
885.	The system shall contain OLAP tools in order to support decision support data analysis.
886.	The system shall include XML support in order to reduce/eliminate data transformation processing within the application.
887.	The system shall use row level locking in order to control data access most effectively for users.
888.	The system shall use English-like query language support to improve usability.
889.	The system shall use indexed views to improve performance.
890.	The system shall uses soundex type search keys and fuzzy search logic to improve search results.
891.	The system shall use ERD/Object Modeling Integration in order to synchronize logical, physical and object models.
892.	The system shall be able to log, track, and report on all actions and attempts performed on the system including screen and database create, update, delete and read.
893.	The system shall provide real-time access to data through the application including creation, read, update, and deletion of database fields and records as well as providing a fully functional and efficient batch environment capability.
	MESSAGE-ORIENTED MIDDLEWARE
894.	The system shall provide host integration support in order to support data access from mainframe-based legacy systems written in Natural/ADABAS, JAVA/DB2, COBOL, SQL (structured query language) and any other existing language that will remain intact after the inception of this project.
895.	The system shall provide guaranteed message delivery in order to enable "submit and forget" processing to improve application performance.
896.	The system shall provide monitoring tools in order to improve performance.
897.	The system shall use the Enterprise Service Bus (ESB) to provide service orchestration that supports process automation.
898.	The system shall be able to support a variety of standard messaging protocols.
899.	The system shall manage messages so that they are intelligently routed between services.

900.	The system shall support message transformation functionality to enable communication among system program services.
901.	The system shall transform data into a common data format that is understood by both the sending and receiving systems.
902.	The system shall support content-based routing functionality that determines the destination of a given message based on its content.
903.	The system shall provide real time message tracking and distributed flow control debugging. It shall allow for the diagnosis and management of problems in complex distributed systems.
904.	The system shall support publishing and subscribing functionality that employ an event-driven model in which an event occurring in one system program can trigger an action in another.
905.	The system shall provide the capability to link services across the organization with both queuing, publish, and subscribe behavior.
906.	The system shall be fault tolerant and provide high availability within a reliable infrastructure even if a component and its distributed infrastructure should fail.
907.	The system shall allow the ability to change orchestration, rules, data mapping, and relationships between systems with minimal effort and disruption.
908.	The system shall provide logging and auditing of services as well as the monitoring of faults, service and process status, and detailed performance statistics.
909.	The system shall provide auditing of services that include, but not be limited to, date/timestamp of transactions, origination/requestor of the transactions, destination of the transactions, and content of the transactions.
910.	The system shall ensure that routed messages are encrypted and enforce authorized use of services, information, and data.
911.	The system shall be scalable and have the ability to accommodate additional systems and services in the future.
912.	The system shall be based on open standards and allow for the State to leverage existing IT investments.
	CONFIGURATION MANAGEMENT
913.	The system shall support version tracking.
914.	The system shall support coordinated promotion of all application components.
915.	The system shall use check-in check-out concepts to support multiple developers towards a common project.
	QA TOOLS

916.	The system shall use regression testing of a browser-based application in order to support iterative development and testing. The system shall use additional types of system testing including: conversion testing, performance testing, recovery testing, robustness testing, security testing, stress testing, temporal event testing and volume testing.
917.	The system shall support the use of a central repository in order to maximize maintainability.
918.	The system shall support the use of the COBIT 4.1 Framework, CoMIT Tools, and any other applicable auditing tool sets that will allow successful audit finding results from Internal, State, and Federal auditing offices such as, but not limited to, Office of Legislative Auditors (OLA) and the Internal Revenue Service (IRS).
	APPLICATIONS DEVELOPMENT ENVIRONMENT
919.	The system shall provide multiple development and user acceptance test (UAT) environments (production, test, training, etc) in which the production environment is prepared for the redundancy required for load balancing and reliability. This will include the population of data in the test environments so as to predict system performance and behavior.
920.	The system development tools shall include a training certification system. Example: Microsoft offers a MCSA certification system.
921.	The system shall include tools for profiling and performance tuning.
922.	The system shall provide an API for integrating third-party tools.
923.	The system shall support open architecture including outside tools to design, debug, test, etc.
924.	The system shall provide tools/components for integrating with middleware and/or legacy systems.
925.	The system shall allow developers to generate, import and edit interface libraries.
926.	The system shall support XML, parser, libraries, components, and visual tools.
927.	The system shall integrate with industry leading HTML editors.
928.	The system shall support CDMA and PKI security.
929.	The system shall conform to recognized Web application industry standards, including Section 508 compliance.
930.	The system shall provide tutorials (i.e. customer tutorials, provider tutorials, worker tutorials, etc.), task-oriented users' guides, and context-sensitive help. The vendor shall ensure that each is 508 compliant and developed for the specific user-type.
931.	The system shall ensure all API's including standard library/component functions are fully documented.

932.	The system shall be able to reverse engineer programmatic representation to a visual one.
933.	The system shall support a code analyzer.
934.	The system shall contain distributed debugging facilities.
935.	The system shall provide wizards.
936.	The system shall allow for additional objects to be added to its palette.
937.	The system shall contain drag and drop support of placing objects on the GUI.
938.	The system shall allow for selecting/copying/changing attributes of multiple objects at the same time.
939.	The system shall allow visual wiring of all elements.
940.	The system shall be able to access all methods/objects.
941.	The system shall be able to edit existing interactions.
942.	The system shall be able to selectively show interactions.
943.	The system shall provide query and transaction building wizards.
944.	The system shall be able to run on multiple platforms.
945.	The system interfaces shall be able to be changed independently of the tool version.
946.	The system shall provide support for data modeling.
947.	The system shall provide support for process modeling.
948.	The system shall contain its own version control tools and repositories.
949.	The system shall interface to third-party version control tools if not self-contained.
950.	The system shall provide access to additional GUI classes/libraries. The system shall be flexible and able to quickly respond to changes in State or Federal programs, and able to incorporate new technologies.
	GENERAL TECHNICAL CONCEPTS
951.	The system shall be able to coexist with other State agency applications (such as ISIS HR) residing on the desktop without creating configuration issues or response time issues.
952.	The system shall have the ability for offices and agencies within the system scope to operate continuously in the event of a system interruption within another office.

953.	The system shall have the flexibility to help handle the constant program/policy and technical changes occurring in the industry federal and the state level.
954.	The system shall take advantage of existing State network infrastructure and resources, leveraging the significant investment the State already has in place.
955.	The system shall use the DCFS Wide Area Backbone as its underlying telecommunication network.
956.	The system shall be able to operate in a 24x7 online and batch environments depending upon the needs of the individual programs. (Downtime needed for batch process for legacy systems).
957.	The system shall provide system health--monitoring tools to detect issues as part of a proactive problem-solving approach.
958.	The system shall meet response time requirements for multiple users and multiple levels of users.
959.	The system software applications shall be independent of the technical components. Example: There should be little effect on an application if a technical component, such as the TCP/IP stack, is changed or updated.
960.	The system shall be able to share common components (network, hardware, software and services) among several applications.
961.	The system shall be scalable and appropriately tuned as workload increases.
962.	The system shall utilize product(s) that are mature, reliable, maintainable, and manageable.
963.	The system shall be able to execute under multiple tiers and be portable to each tier, if applicable, propagate changes to other tiers through automated tools without the need for re-coding through manual assistance or intervention, and have a small application footprint on the desktop device.
964.	The system shall be able to seamlessly integrate with current and future desktop applications with no degradation in performance or functionality.
965.	The system framework shall have been successfully used by other companies/agencies.
966.	The system framework shall support applications that are Web-based or Web-enabled.
967.	The system shall provide for interaction and transactions relevant to kiosk devices that can operate 24/7 or during business hours where they are located with printing capability. These kiosk devices shall be able to link with the information repository, synchronize with the internet, access e-mails, activate benefit cards, and request case status reports. Information from the kiosk transaction details shall be loaded into the relevant customer activity log and into the specific area updated.
968.	The system shall be capable of providing information in English as well as other appropriate languages.

969.	The system shall support integrated use of FAX, telephone, e-mail, text messaging, instant messaging, and document imaging.
970.	The system shall support magnetic card-swiping functionality.
971.	The system shall support/provide a unified front end for accessing multiple systems.
972.	The system shall have the ability to support bar-coding for document management.
973.	The system shall accommodate conversion of all necessary data from legacy systems.
974.	The system shall edit and validate the entry of all required data.
975.	The system shall refrain from constructing database queries with appended user inputs. It should rely on parameterized queries in order to guarantee that the user input will not be treated as part of, for example in SQL query, but merely as data.
976.	The system shall be designed in such a manner as to prevent Cross-Site Scripting attacks as the result of improper filtering of input obtained from un-trusted sources.
977.	The system shall have the ability to support security verification methodology in external-facing customer portal screens such as using CAPTCHA code.
978.	The system shall track and manage access to resources based upon personnel transactions. It should also make use of automated close of business timeframes to activate or deactivate access to resources for standard HR transactions, while at the same time maintaining the flexibility to deploy emergency transactions. The Security infrastructure should be designed to allow for the easy management of resources to applications, hardware and software. For example, an employee retirement should trigger the disabling of access to resources across platforms formerly used to perform their job. It should also track the availability of these resources for future assignment.
979.	The system shall maximize the automation of the interface between Human Resources and Security.
980.	The system shall track and audit resource access regardless of the path taken to access these resources.
981.	The system shall have functionality to track and restrict access to shared data repositories based upon business needs. The system shall be able to identify which entities the worker, customer or providers are querying about and only allow access to information about these entities. Random online trolling of information not tied to a specific customer, case, provider or household shall be prohibited unless within program guidelines or user profile. All accesses to resources shall result in the generation of an audit record.
982.	The system shall be designed to have the DCFS security unit manage access to resources but the assignment of role and profiles shall be managed by state office or an administrative group.
983.	The system shall have a security infrastructure that will prevent hacking by internal and external entities, restrict the download of restricted or sensitive resources, or allow access to any resource that would result in a competitive advantage for one entity over another. The system will need to alert vendor and the state of internal and external

	violations in a manner that will facilitate the vendor's and state's ability to aggressively pursue corrective action.
984.	The system shall be designed to accommodate the need for administrative intervention based upon predefined security roles and profiles.
985.	The system shall provide automated flow in logical progression of data and windows to enhance usability for customers, providers and other interested stakeholders.
986.	The system should be table driven as much as possible.
987.	The system shall assure manual override for authorized level user for all rules based process flows applied by the system. Override shall capture ID of authorized user, date / time, mandatory explanation of reason.
988.	The system shall provide a modeling tool to present proposed system changes / modifications to end users in a graphic manner which may be more easily understood.
989.	The system shall assure that third party software for ancillary aspects of solution that require distribution or maintenance to remote desktops or servers shall be capable of being distributed and configured on customer from a central site and not require onsite intervention. In other words software shall support "silent" or unattended installation functionality.
ENTERPRISE FRAMEWORK CONCEPTS	
990.	The system shall be able to incorporate multiple methodologies into a single framework.
991.	The system code and documentation shall be traceable and auditable from business requirements to functional requirements to technical requirements to all testing scenarios to implementation.
992.	The system shall be able to modify and automate business processes and activities across functional groups to improve efficiency and cohesion and to eliminate conflicting initiatives.
993.	The system shall be able to visually view the progress of modeling efforts within a larger framework.
994.	The system shall share data and definitions within a common, multi-user repository, promoting standards for global data capture and management and supporting data reuse.
995.	The system framework shall provide a mature runtime functionality providing design and implementation solutions for increasingly difficult applications.
996.	The system framework, serving as the basis for constructing and delivering applications, shall be extensible, tailorable, auditable, scalable, and customizable.
997.	The system framework shall provide a catalog of business objects and enduring business themes from ready-to-use objects to objects that are available as templates for constructing new business objects based on specific and changing operational

	scenarios within the department.
998.	The system framework shall support software stability by providing components that are modifiable without reengineering and by identifying and catering to enduring business processes.
999.	The system framework shall provide the structure and tools for easy integration of multiple application frameworks and legacy components.
1000.	The system framework shall be platform independent and portable and able to support all of the platforms currently in use by the department.
1001.	The system framework shall provide mature documentation describing the purpose of the framework, how to use the framework, and the detailed design of the framework and also include concise documentation of the framework architecture, configuration and development tools as well as all object and API references.
1002.	The system framework shall be intuitive and easy to understand and use with minimal learning curve for all users of the framework including software support personnel, applications programmers, end-users and database administrators.
1003.	The system framework shall be "Web-ready".
1004.	The system framework shall support a relatively simple interface among objects.
1005.	The system framework shall provide the capability to connect to and use e-mail functionality.
1006.	The system shall provide a robust archiving component allowing administrators the ability to control by data object /file/class and all parameters associated with archiving such as length of retention as well as a fully-functional retrieval from archive capability.
	RESPONSE TIME PERFORMANCE STANDARDS (Compliance with performance measured will be calculated based upon 24 hour periods)
1007.	The system shall display results of search for records by ID or number within two seconds 95% of the time.
1008.	The systems shall display results of search for records by exact name or character match within four seconds 95% of the time.
1009.	The system shall display results of search for records by soundex name within six seconds 95% of the time.
1010.	The system shall display results of search for records using "wildcards" within six seconds 95% of the time.
1011.	The system shall display results of search for records by an address field within six seconds 95% of the time.
1012.	The system shall display results of sorting an online list by column heading within four

	seconds 95% of the time.
1013.	Editing records shall provide screen refresh and message notification (success/error) within four seconds 95% of the time.
1014.	The system shall communicate print requests to the printer for notices, forms and reports within eight seconds 95% of the time
1015.	Response time shall be no more than two seconds when navigating between screens 95% of the time.
1016.	Response time required to functionally access DCFS legacy systems from the framework shall be within four seconds 95% of the time.
1017.	Response time required to open any supporting applications (e.g. Microsoft Word, GroupWise, Outlook E-mail, WebFocus, Imaging, Mapping, etc) shall be within eight seconds in 95% of the time.
1018.	Response time required to open and associate or link any documentation (e.g. images, sounds, e-mails, Word documents, etc) to a case or customer(s) shall be within eight seconds in 95% of the time.
1019.	Response time required to open and display and drill-down to supporting data contained in WebFocus reports shall be within four seconds 95% of the time.
1020.	Response time required to open and graphically display geo-coded mapping results shall be within eight seconds in 95% of the time.
1021.	Response time required to calculate and display results for Automated Assessments shall be within eight seconds in 95% of the time.
1022.	The system shall be available for access by users to conduct typical transactions twenty (24) hours a day seven days a week, fifty-two weeks a year without dependency on the daily batch processes with the exception of planned maintenance outages
1023.	The system shall be able to conduct routine backups of all transactions and data for a specific period within a minimum of four (4) hours.
1024.	The system shall be able to restore routine backups of all transactions and data for a specific period within a minimum of eight (8) hours.
CONVERSION & INTERFACES REQUIREMENTS	
1025.	The system implementer will be responsible for creating an interface between AS - Administrative Services Driving Records system and CAFE.
1026.	The system implementer will be responsible for creating an interface between AP - Bureau of Appeals system and CAFE.
1027.	The system implementer will be responsible for creating an interface between BATS - Billing and Tracking System and CAFE.

1028.	The system implementer will be responsible for creating an interface between CAPS - Childcare Assistance Program System
1029.	The system implementer will be responsible for creating an interface between the Case Review System (FA) and CAFÉ
1030.	The system implementer will be responsible for creating an interface between the CR – Centralized Bank Reconciliation and CAFE
1031.	The system implementer will be responsible for creating an interface between the DCFS Bank Recon System and CAFE
1032.	The system implementer will be responsible for creating an interface between the DCFS Data Warehouse and CAFE
1033.	The system implementer will be responsible for creating an interface between the DCFS Mail List and CAFE
1034.	The system implementer will be responsible for creating an interface between the FRS/FRSZ Fraud and Recovery System and CAFE
1035.	The system implementer will be responsible for creating an interface between the ISIS Integrated Statewide Information System and CAFE.
1036.	The system implementer will be responsible for creating an interface between LaCarte and CAFE
1037.	The system implementer will be responsible for creating an interface between the CMIS -Fraud and Recovery Case Management Information System and CAFÉ
1038.	The system implementer will be responsible for creating an interface between the JAS - (Job Opportunity and Basic Skills Training Program System - Find Work-STEP) and CAFÉ
1039.	The system implementer will be responsible for creating an interface between the L'AMI - Louisiana Automated Management Information System and CAFÉ
1040.	The system implementer will be responsible for creating an interface between the L'AMI Web Based Inquiry System and CAFÉ
1041.	The system implementer will be responsible for creating an interface between the L'AMI Web Based Adhoc Reporting System and CAFÉ
1042.	The system implementer will be responsible for creating an interface between the LASES- (Louisiana Automated Support Enforcement System) and CAFÉ
1043.	The system implementer will be responsible for creating an interface between the LASES Web-based applications and CAFÉ. Includes Case Inquiry, Correspondence, Performance Measures, Child support Payment Inquiry, Client Message Center, Appointments, Child Support Application Adhoc Reporting Document Generation, and LASES Case notes.

1044.	The system implementer will be responsible for creating an interface between the RAS-DCFS Recovery Accounts System and Café.
1045.	The system implementer will be responsible for creating an interface between CAFE and the Random Moment Sampling system (RMS)
1046.	The system implementer will be responsible for creating an interface between the CAFÉ and RP- DCFS Pending Referrals
1047.	The system implementer will be responsible for creating an interface between the CAFÉ and SIEVS.
1048.	The system implementer will be responsible for creating an interface between the CAFÉ and SOLQ -State Online Query
1049.	The system implementer will be responsible for creating an interface between the CAFÉ and TANF Provider Database- Temporary Assistance for Needy Families
1050.	The system implementer will be responsible for creating an interface between the CAFÉ and TINA –GIS -OFS Fraud and Recovery Geographical Information System
1051.	The system implementer will be responsible for creating an interface between the CAFÉ and ACESS
1052.	The system implementer will be responsible for creating an interface between the CAFÉ and Adoption Petition
1053.	The system implementer will be responsible for creating an interface between the CAFÉ and Customer Service Center
1054.	The system implementer will be responsible for creating an interface between the CAFÉ and IVRS (Interactive Voice Response System)
1055.	The system implementer will be responsible for creating an interface between the CAFÉ and CEP (Clinical Evaluation Program System)
1056.	The system implementer will be responsible for creating an interface between the CAFÉ and OFA Case Notes
1057.	The system implementer will be responsible for creating an interface between the CAFÉ and Family Resource Center
1058.	The system implementer will be responsible for creating an interface between the CAFÉ and the FATS (Family Assessment Tracking System)
1059.	The system implementer will be responsible for creating an interface between the CAFÉ and MVR (Motor Vehicles Records) - DPSC
1060.	The system implementer will be responsible for creating an interface between the CAFÉ and State Police (Criminal Records System) - DPSC
1061.	The system implementer will be responsible for creating an interface between the CAFÉ

	and NAE (National Adoption Exchange)
1062.	The system implementer will be responsible for creating an interface between the CAFÉ and ICPC (Interstate Compact Placement of Children)
1063.	The system implementer will be responsible for creating an interface between the CAFÉ and LARE - Louisiana Adoption Resource Exchange
1064.	The system implementer will be responsible for creating an interface between the CAFÉ and National Youth in Transition System.
1065.	The system implementer will be responsible for creating an interface between the CAFÉ and OCS/Structured Decision Making
1066.	The system implementer will be responsible for creating an interface between the CAFÉ and National Association of Child Care Resource & Referral Agencies (NACCRRAware)
1067.	The system implementer will be responsible for creating an interface between the CAFÉ and the Peer Case Review System
1068.	The system implementer will be responsible for creating an interface between the CAFÉ and LWFC (Louisiana Workforce Commission)
1069.	The system implementer will be responsible for creating an interface between the CAFÉ and JIRMS (Juvenile Information Records Management System) - DPSC/OYD
1070.	The system implementer will be responsible for creating an interface between the CAFÉ and TIPS – Tracking Information Payment System
1071.	The system implementer will be responsible for creating an interface between the CAFÉ and IJJIS (Integrated Juvenile Justice Information System)
1072.	The system implementer will be responsible for creating an interface between the CAFÉ and the MOODLE (Modular Object Oriented Dynamic Learning Environment)
1073.	The system implementer will be responsible for creating an interface between the CAFÉ and Environment Rating System
1074.	The system implementer will be responsible for creating an interface between the CAFÉ and the QRS (Quality Rating System)
1075.	The system implementer will be responsible for creating an interface between the CAFÉ and Document Imaging & Content Management System
1076.	The system implementer will be responsible for creating an interface between the CAFÉ and Louisiana Department of Civil Service
1077.	The system implementer will be responsible for creating an interface between the CAFÉ and MEDS (Medicaid Eligibility Data System)
1078.	The system implementer will be responsible for creating an interface between the CAFÉ and Vital Records

1079.	The system implementer will be responsible for creating an interface between the CAFÉ and NSU-Louisiana Pathways Child Care Career Development System
1080.	The system implementer will be responsible for creating an interface between the CAFÉ and 211 Agencies
1081.	The system implementer will be responsible for creating an interface between the CAFÉ and Child Care Time & Attendance (CC-TA)
1082.	The system implementer will be responsible for creating an interface between the CAFÉ and Department of Education
1083.	The system implementer will convert necessary data from the Legacy Systems needed to create the Master Client Index (MCI), the Master Provider Index (MPI) and the Electronic Case Records needed for Case Management.
1084.	The system implementer will be responsible for creating an interface between the CAFÉ and Customer Notification System

Attachment 8 - Statement of Work

Project Description

In order to transform and modernize the Louisiana Department of Children and Family Services (DCFS) to deliver services to customers in a holistic and collaborative manner DCFS has determined it necessary to build and deploy a Common Access Front End (CAFÉ) system. To fulfill the requirements of the CAFÉ system, it is essential that all DCFS IT systems be able to share information, where permitted supported by a business case, security and privacy requirements. The primary focus of this project is the implementation of web-based portals to be the outward facing view of information and services provided by DCFS. These portals will ultimately integrate with each of the department's standalone information system "silos" supporting the program offices in accessing and sharing data across program areas. The general key features of these portals are described below.

- The customer portal will be composed of online applications, reapplications and renewals where permitted, screening tools, calculators, reference library, resource directory, notices, customer change of data and other automated processes that will result in reduction of enrollment time and duplicative effort of customers and staff. It will increase customer access to needed services by providing the ability to access services online as well as by telephone or in person.

- The employee portal will be composed of a presentation layer that reflects data and services provided by the legacy systems as well as electronic case notes and documents. This "Front End" will enable employees to provide intake case management, renewals, reporting requirements and screening across the multiple services DCFS provides, ensuring customers and providers are served efficiently and without duplication.

- The provider portal is envisioned to reduce the time and paperwork needed to enroll as a provider; make more efficient the processes for payment authorization, payment, and reconciliation for accounts payable; and increase accountability. Providers will be able to access and update their own demographic data, invoice for services, check payment status, pay fees, and receive payments electronically.

DCFS recognizes that the critical first step in building this integrated system is to develop a system that supports common functions and utilizes common data about service recipients, service providers, and DCFS personnel. CAFÉ will include the following common functionality:

- Intake and screening will be implemented to support the recording of all requests for service, reports of possible need, requests for information, and initial screening to determine how to meet the need if the request cannot be addressed completely through the initial contact.

- Case notes, regardless of program, will be maintained using the same basic structure and will link to the appropriate individuals and cases. To the extent permitted by confidentiality requirements or other state and federal rules, regulations and or mandates, case notes will be available to all DCFS personnel with permission to access the record.

- A master client index will be established to create and maintain the record for each person served by DCFS and maintain the disparate linkages among individuals that constitute a "case" in the various programs managed by DCFS.

- A master provider index will be established to create and maintain a record for any organization or individual that provides service to a DCFS customer in response to a department referral or payment, or is contracted to provide service to DCFS in general. Providers will be able to update their profiles online, update their capacity, within the limitation established by DCFS, state and federal policies, bill for services rendered, track payment status, etc. All information required for contract management will be included.

- Licensing of child care or residential service providers, consistent with state and federal law and regulation, will be managed in CAFÉ. All information regarding licensure applications, assessment, monitoring, status, and decisions will be incorporated into the licensing component of CAFÉ.

CAFÉ will operate in combination with its two companion projects of a Document Imaging & Content Management system and a Customer Service Center (CSC) to facilitate access to information to all DCFS programs. With the added functionality provided by these systems, customers will be able to call for general information or go online and seek services or apply for assistance at their convenience. The CAFÉ component of this three-pronged engagement has the following targeted objectives:

i. Web-based Customer and Provider Portals – envisions the effective design of portals to allow "self-service" access to information online, thus reducing the amount of staff time spent answering simple questions related to case/provider information;

ii. Program Enrollment - envisions establishing a customer portal composed of on-line applications, reapplications and renewals where permitted, screening tools, calculators, reference library, resource directory notices, customer change of data and other automated processes that will result in reduction of enrollment time and duplication of effort for the customer and staff;

iii. Electronic Case Management - envisions the effective design of the employee portal with an integrated case management component, which will interoperate with the case management functions of the legacy systems, to assist staff in eliminating duplication of effort and reducing errors in decision making;

iv. Provider/Payment Management - envisions the reduction of the time and paperwork needed to enroll as a provider, efficient processes for payment authorization, payment, fee payments and reconciliation for accounts payable and accountability; and

v. Paperless Processing - envisions the creation of electronic case records as well as paper reduction for customers, providers, and staff in support of office functions such as document imaging, content management, online program enrollment, online provider and customer management, and electronic invoicing and payments.

In addition to the CSC and Imaging contractors, several other contractors will be engaged concurrently in this effort, thus requiring significant coordination of activities. The chart below

depicts that the CAFÉ Project and resulting system requires the collaborative efforts of six contractors.
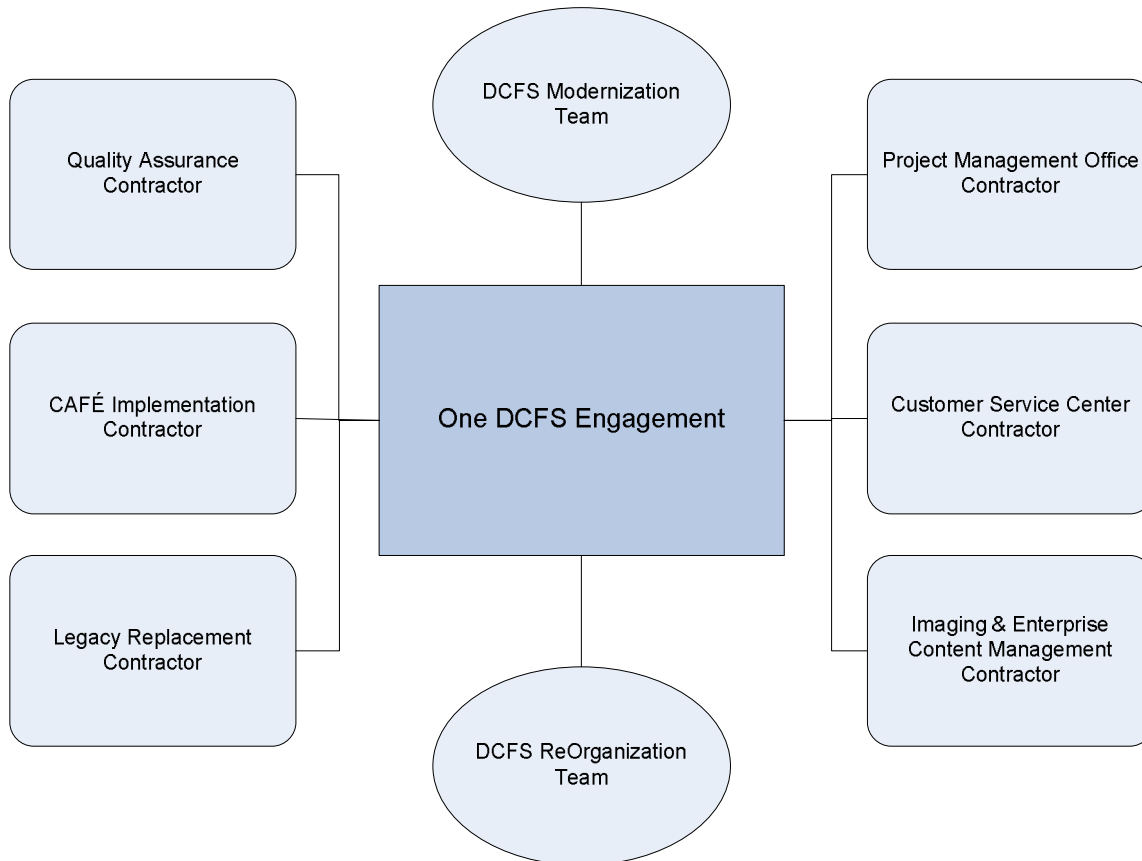
For purposes of this engagement, the CAFÉ Implementation Contractor will be responsible for implementing both common and program specific components that provide the functionality described in this RFP using a combination of COTS, custom build, or transfer products, SOA, linkages to the legacy environments for real-time bi-directional integration, and customized programming as necessary. Design of the proposed solution, including a prototype, as well as each step in the system development life cycle shall be reviewed for approval by DCFS. All updates and modifications are subject to same.

This RFP is requesting Contractor services related to:

a) Use of a SOA software solution, including COTS, custom build, or transfer products whenever practical to provide a common front end portal and to address the components of the DCFS To-Be processes designed to depict the direction of the One DCFS service model;

b) Detail analysis, design, development, testing, and implementation of all component concepts are mandatory. It is acknowledged that the robustness of some components may be incomplete at times due to targeted or incremental implementation strategies;

c) All work, work products, and deliverables be approached in an iterative manner emphasizing release of components in prioritized clusters to deliver early and continuous value to stakeholders;

d) Extensive support, formal scheduled training and mentoring of State IT staff in the architecture, system application development environment and methodology; and

e) Comprehensive integration of CAFÉ with existing legacy systems, which must remain operational and fully functional, as the incremental roll out strategy will only affect selected legacy components per increment or release. It is acknowledged that each release may require iterative adjustments to the integration requirements.

The CAFÉ system must use data from and provide data updates to those legacy environments where the data is required for legacy system integrity. Existing legacy system functions such as the determination of eligibility will not be supplanted by the implementation of CAFÉ. The components developed must provide for any new legacy system correspondence, notifications, communications, and reports. In other words, CAFÉ and any companion reporting environment must be implemented in such a manner that existing legacy processes are unnecessary to generate said items.

For the system application delivered and with appropriate DCFS approvals, the contractor will be responsible for the following:

a) Review and validate DCFS infrastructure, DCFS legacy systems architecture, capacity analysis, existing CAFÉ requirements in RFP Attachment 7, and CAFÉ to-be workflow process designs;

b) Conduct efforts to define and identify gaps in any COTS, custom build, or transfer product out-of-the-box functionality with the requested requirements to more accurately and thoroughly calculate the scope of work for development and implementation of program specific and unique components;

c) Work closely with State staff to efficiently design, develop, code, construct, test, deploy, and support components and systems;

d) Specify and provide any and all necessary infrastructure software (e.g. operating systems, data base management systems; development tools, geo-coding mapping software, data matching/cleansing software, training creation software, transcription software/service, address verification service, etc) necessary to implement and operate the proposed solution;

e) Specify and provide any and all infrastructure hardware necessary to implement and operate the proposed solution;

f) Provide and maintain multiple development, test, training, sandbox, prototyping, staging, mobile, offline, backup, and production environments and platforms;

g) Prepare all necessary step-by-step user, operations, system, technical, help and other relevant documentation;

h) Identify and provide the various levels of help desk procedures; mentoring and knowledge transfer of state staff for the support of post implementation help desk activities.

i) Assist State staff in the development and maintenance of user acceptance test plans;

j) Assist State staff in the development and maintenance of automated and manual user acceptance test scripts, scenarios, and test data;

k) Prepare, provide, and update as necessary all user and technical training materials using a variety of training methods, including but not limited to webinars, on-line videos, CBT's, and other effective on-line training modules;

l) Conduct user and technical training in formal classroom and web-based settings that covers topics in a detailed end-to-end functional manner;

m) Provide complete, detailed, end-to-end training of system, environment, configuration and application to all members of the DCFS IT maintenance support team;

n) Provide extensive change readiness (management) services, mentoring and knowledge transfer for state project team;

o) Develop where necessary automated data conversion and assist with manual data conversion processes;

p) Develop data purification and conversion strategy, processes and procedures;

q) Develop processes and procedures to capture and populate non-automated data elements;

r) Provide for and perform extraction, cleansing, transformation, and loading of any conversion data;

s) Provide for and identify default values for data as a result of conversion strategies,

t) Conduct separate pilot tests per release or roll out of scheduled functionality;

u) Implement DCFS approved system incremental functionality component releases statewide;

v) Provide statewide implementation system support and maintenance from implementation date through contract end date;

w) Provide ongoing system support, maintenance and rollouts of any mini-releases or new builds to deal with problems, issues, or "glitches" from each implementation date through contract end date;

x) Warrant delivered system, including any integrated COTS, custom build, or transfer supplied products starting with contract inception for a minimum of a one-year warranty period following contract termination;

y) Provide for the transfer and manufacturer warranty associated with any COTS supplied products;

z) Staff a level two help desk beginning with the user acceptance testing task and continuing through the end of the mandatory post-implementation support task;

aa) Provide an interface to the LASES Web Application and subsystems currently in use by DCFS Child Support Enforcement;

bb) Provide an interface to the web applications currently in use by DCFS Economic Stability and Self Sufficiency.

cc) Provide appropriate documentation and assistance to the Customer Service Center contractor to facilitate their ability to efficiently and effectively access data and interface as needed;

dd) Provide appropriate documentation and assistance to the Document Content Management Imaging contractor to facilitate their ability to efficiently and effectively access data and interface as needed

ee) Provide appropriate documentation and assistance to the Child Welfare replacement system contractor to facilitate their ability to access and to the extent possible, seamlessly integrate with the CAFÉ system components to deliver a SACWIS compliant system;

ff) Provide appropriate documentation and assistance to legacy replacement system contractor(s) to facilitate their ability to access and to the extent possible, seamlessly integrate with CAFÉ; and

gg) Provide appropriate documentation and assistance to the Quality Assurance contractor to facilitate their ability to perform oversight of the project.

DCFS is seeking a contractor to incrementally build, customize, roll out, and support a common access front end system that includes integrated case management and interfaces with all DCFS existing legacy systems and that is able to be enhanced or interfaced with by succeeding projects to replace legacy systems. The solution must be capable of handling the DCFS-specific functional and technical requirements outlined in Attachment 7 Requirements and be developed in accordance with DCFS and Office of Information Technology (OIT) standards and must adhere to (Temporary Assistance to Needy Families (TANF), Child Care, Child Welfare, Child Support Enforcement, Medicaid and Department of Agriculture/Food and Nutrition Service requirements, including all associated data security requirements. The delivered system must provide for the efficient, economical, and effective administration of the programs as presented in the State's numerous federally approved plans. Thus the system must, where and when practical, interface with federal and state data collection systems to provide mandatory data.

Objectives and Concepts

The overarching objective of the CAFÉ project is to provide a solution to improve service delivery to DCFS customers, enhance worker productivity, eliminate duplication of effort, and automate workflow.

Project Objectives

The successful Contractor will be responsible for all software licenses, implementation, integration, maintenance, support, documentation, software upgrades, conversion, training, mentoring and knowledge transfer to the State team. The vendor is expected to work collaboratively with the State team to provide change management, culture change readiness and stakeholder communication activities. It is the State's contention that an appropriate solution-based proposal must offer a SOA software product/suite utilizing COTS, custom build, or transfer products to the extent practical to immediately address the entire line of functionality to implement CAFÉ. Adherence to DCFS IT standards is expected, however, Contractor may propose standard extension or equivalent alternative standards to more efficiently meet the technical aspects of the solution proposed. Rationale for any deviation from standards is required. DCFS IT standards will be made available upon request.

DCFS currently maintains a number of in-house developed systems and packaged solutions to conduct its business. The major systems include CLIENT, TIPS, JAS, CAPS, BLAS, L'AMI, LASES, and ACESS as well as other in-house developed systems and modules to support various functions for data warehousing capabilities and service integration with other agencies serving children and families This CAFÉ procurement will minimally require the replacement of CLIENT and BLAS with electronic case record functionality to support integrated case management for multiple programs. DCFS continues to pursue a SOA approach to accomplish four major objectives:

a) To support the business and program priorities of each business unit that comprises DCFS. It will enable new applications and business processes to be developed faster and modified more quickly as business needs and program requirements continue to change more frequently. Proposer shall outline the tools and processes that will support the faster development and modification. Proposer shall also describe in detail how DCFS staff will be able to continue these development/modification processes after the Contractor is no longer on board.

b) To meet the DCFS vision to deliver services in an efficient, integrated, and coordinated approach using a common front end system capable of accommodating all DCFS programs including a bi-directional integration with the legacy systems.

c) To simplify the support of operations, so that DCFS' technical infrastructure is managed efficiently and reliably while ensuring a high level of system availability and timely deployment. The new architecture must permit old and new systems to work together. This approach should facilitate greater use of common components to be shared on a department-wide and statewide scale to enable the information technology infrastructure to be managed in a more cost-effective manner.

d) To capitalize on DCFS' existing investment in applications and technology, as appropriate, while enabling a more efficient approach to implementing, maintaining and

sun-setting computer systems. New applications and subsequent modifications and enhancements must conform to the SOA approach of standard, modular and reusable components.

System Objectives

To capitalize on DCFS' existing investment in applications and technology, as appropriate, while establishing a more efficient approach to implementing, maintaining and sun-setting computer systems, new applications and subsequent modifications and enhancements that must conform to the approach of standard, modular and reusable components. For any additional COTS, custom build, or transfer products proposed to meet the functional requirements, the Contractor is expected to integrate them (following DCFS approval) with the current legacy systems in a manner that is seamless and intuitive to the end-user and retains the following technical characteristics and features:

a) Modular design,

b) Pre-built common components and services,

c) Component reusability,

d) Based on Service-Oriented Architecture principles,

e) Non-duplication of existing component functionality,

f) Reliability of components and operations,

g) Interoperable and standard components,

h) Adherence to agreed-upon standards,

i) Secured sharing of information,

j) Flexible and robust role-based access security,

k) Ultra-thin Browser-based common presentations,

l) Common look and feel across multiple applications,

m) Maximized use of existing resources while transitioning,

n) Scalable,

o) Measurable service level and service availability compliance,

p) Use of standard based interfaces internal and external to the DCFS,

q) Efficient use of middleware for messaging and transmission of data real-time, and

r) Efficient use of current infrastructure, specifically bandwidth specifications.

Functional Objectives

CAFÉ will assist each DCFS program office to meet a wide range of functional objectives, as follows:

a) Provide tracking and management of cases, including coordination/collaboration among multiple DCFS workers, thus facilitating that customers are served as promptly, holistically, and as effectively as possible;

b) Reduce manual and administrative work requirements to help increase worker and supervisor time to perform key service and case management functions;

c) Provide maximization of one-time data entry of information through CAFÉ to be shared by DCFS staff with a business reason to access data and in accordance with applicable state and federal law and regulation;

d) Provide maximization of one-time capture of identification and evidence documents (e.g. birth certificate, social security card, pay check stubs) with prescribed expiration periods and confidentiality criteria;

e) Provide a One DCFS service delivery model to minimize the number of contacts customers must make to acquire needed services from DCFS or Community Partners to promote the opportunity for a customer to apply for and receive assistance for any and all DCFS offerings at a single site – physical or virtual;

f) Provide a team approach to case decision making and planning, by providing improved information for decision making to multi-disciplinary team members, thus facilitating cases being reviewed and acted upon after a thorough assessment of the customer's strengths, risks, and needs;

g) Implement support for automated provider management processes;

h) Provide financial management, particularly for assistance in implementing eligibility determination where permitted, cost distribution/allocation, and payment procedures/processes and adjustments;

i) Provide overall management and supervisory control, including a more timely and less burdensome management reporting;

j) Provide interfaces with other existing State systems and agencies, to best use and share the data and systems already developed by the State; in accordance with business requirements, data safeguarding rules and limitations;

k) Provide for exchange of data by adhering to applicable standards including but not limited to National Information Exchange Model (NIEM) core data elements and the IVD-IVE-NIEM human service domain exchanged with State courts;

l) Provide mobile online (wireless access) and offline (data records checked out, updated and later uploaded and synchronized) access to the system for the mobile DCFS workforce;

m) Provide customer and provider self-service functionality to allow querying and updates to data according to both state and federal law and regulation;

n) Provide "My Account" type functionality to allow for ownership and personalization of presentation and content of data to user, including secure personal online mailboxes for communications to ensure data integrity;

o) Enhance staff efficiencies by providing workers with a professional, intuitive, reliable, and flexible information system;

p) Provide sufficient functionality to allow workers the ability to conduct all program related work tasks through the CAFÉ system without requiring workers to manually log in to multiple systems in order to use the interfacing legacy systems for data entry or query;

q) Provide evidence-based outcome-related information for evaluating services and service needs, and for determining and supporting future planning and resource requirements;

r) Produce those reports, communications, notifications, and alerts where it is more appropriate and effective rather than creating or continuing to produce such items from each legacy system.

s) Provide for security, auditing, disaster recovery and business continuity functionality to meet the requirements of National Institute of Standards and Technology (NIST) and Federal Information Security Management Act of 2002 (FISMA) 44 U.S.C. § 3541 See http://www.nist.gov/itl/ ;

t) Provide for the functionality to capture and report appropriate metrics for use in operational cost allocation to accurately distribute costs based on such things as system usage by program (e.g. IV-E vs. SSBG vs. IV-D vs. TANF vs. CCDF vs. SNAP vs. XIX, etc.) and user accounts;

u) Meet the requirements of external entities that support accreditation processes; and

v) Ensure that Federal and State system certification, compliance and reporting requirements are not compromised.

w) Provide for the functionality to interface with the Random Moment Sampling system to ensure accurate Cost Allocation

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Through interagency collaboration, DCFS will create an environment of teamwork for workers and produce better outcomes for customers. In addition, better coordination among agencies will provide more comprehensive and integrated information, which will assist with reporting, funding requests and program development discussions at the State level.

To facilitate data sharing and collaboration, yet ensure the confidentiality of customer records, DCFS recognizes that the system must be designed to allow the user to request access to selected protected data, in accordance with federal regulations, from the case or client owner. A legitimate business reason to share information must exist and confirmation of the receipt of

permission from the client must exist before the owner will be able to grant time-limited access to such data. In addition to this first line of security, it is DCFS intention to create a security subsystem that will identify each worker by program, job title, role and area of responsibility within the program and organization in an effort to manage access and navigation to system resources. This functionality will support DCFS ability to link the request and requestor to the documentation giving the client's authorization for such sharing and would maintain an easily accessible audit trail of the transactions by requestor and the grantee of access. It would also have to be consistent with federal data safeguarding rules including OCSE AT 08-11 and IRS Publication 1075. DCFS requires built-in security measures that allow control of and track how the data is distributed to other users, including users from other agencies and outside service providers. DCFS will enter into formal data sharing agreements with other entities that will be accessing and sharing CAFÉ data to ensure that those other agencies and their computer systems and their users which may acquire access to the shared data, are bound to necessary and enforceable confidentiality terms.

In that Louisiana has experienced a number of natural disasters, most recently Hurricanes Gustav, Ike, Katrina and Rita, the system must contain functionality to capture relevant data in preparation for an emergency and contain the flexibility to track the movement, activities and needs of customers, providers, and workers impacted by the event. Strategies to enable the reconnecting of families should include web-based self-reporting, call centers and voice response systems. This same strategy applies to locating and providing information and receiving updates from providers and workers. As the media and executive management require continuous accurate and timely updates, the generation of reports to reveal the status of recovery and reunification efforts is critical. It is believed this process can be improved by interfacing with other disaster-related data systems involved in evacuation transportation registration, shelter registration, Disaster SNAP issuance, etc.

Recognizing the importance of outcomes, it is suggested that the Project be sensitive to such measures as:

a) Enhanced family-focused, customer-centric service delivery,

b) Time between initial contact and successful outcome,

c) Enhance customer and worker awareness of eligibility and services,

d) Customer satisfaction indicators,

e) Timely provision of appropriate services,

f) Intra and inter-agency coordination of services,

g) Seamless and multiple avenues of access to services,

h) Enhanced process efficiency to improve effectiveness of case management,

i) Percentage of successful outcomes,

j) Cost per successful outcome,

k) Cycle time for each of contact, assessment, eligibility determination, service delivery and case management,

l) Improved data accuracy, usefulness, and accessibility to support case management, accountability, and decision-making at all levels,

m) Redundancy of customer information,

n) Collection of useful information,

o) Data availability,

p) Manual vs. automated reporting, and

q) Performance measures/outcomes (as determined by the State).

System Concepts

The DCFS concept of a common front-end approach is based on the recognition that social service applications have many common components. Rather than recreating these common elements for each system, DCFS envisions creating a set of common service components that will be used across applications. The DCFS concept, however, extends beyond sharing code. As allowed by regulation, policy and a business need, DCFS also envisions sharing data among programs to promote the concept of coordinated case management of customers by DCFS workers. DCFS intends to pursue such case management practices without creating a "super-worker" that is responsible for all tasks or processes that may jeopardize case quality or timeliness expectations. It is assumed that any proposed solution will maximize the use of integrated business rules that will facilitate support by expert workers in the appropriate circumstances. Although multiple workers will be engaged in case management, DCFS is sensitive to customer confidentiality and mandates that system security be in place to provide data to only staff that have a legitimate business reason to need to access any piece of customer data. The Implementation Contractor shall be responsible for delivering a solution that addresses the data sharing/ownership/confidentiality issues inherent in a single system shared by multiple programs.

CAFÉ will provide DCFS staff, customers, service providers, and other stakeholders a web-based, comprehensive, integrated, robust, responsive, centralized portal to promote collaborative, holistic, effective, and efficient approaches to:

a) Outreach, Screening, Pre-Eligibility and Referrals,

b) Intake, Assessment, Monitoring and Planning,

c) Provision of Services and Benefits,

d) Provision of Data and Reports,

e) Fiscal and Payment Matters,

f) Documentation, Notifications, and Tracking,

g) Provider Recruitment and Management,

h) Staff Management,

i) Administrative and Technology Matters,

j) Quality Assurance,

k) Training , and

l) Accessibility with minimal disruption to family integrity and routine.

DCFS has charted a course to assure that design, development, testing, deployment, and management of information systems and technology is done in a web-based agency-wide manner and meets DCFS needs to deliver information to people when, where, and how they need it. The CAFÉ System must be a web-based system that through the functionality to be implemented will extend the concepts of e-government to all DCFS workers, providers, courts, government agencies and other interested stakeholders. The following system concepts are CAFÉ requirements:

a) Where appropriate, take advantage of existing state infrastructure;

b) Provide fully web-based systems for all DCFS functions including an expanding array of user interface options such as web browsers, Tablet PC's and PDA's;

c) Flexibility to support multiple alternate access methods to the data ranging from interactive voice response (IVR) units, mobile devices and Data Warehousing;

d) Flexibility to support multiple alternate delivery methods of data and messaging to appropriate parties ranging from outbound telephone calls, text messages, pod casts, e-mail, fax, mail, etc. and be multi-lingual (English, French, Spanish, and Vietnamese, at a minimum) and ADA compliant in all mediums;

e) Provide optimized, multi-indexed, efficiently modeled dataset extracts for rapid processing of queries and drill downs within the DCFS existing data warehouse environments;

f) Use Middleware to allow applications to communicate with each other, access data residing on different platforms, and access shared services;

g) Deploy primarily as an n-tier application with an ultra-thin topology;

h) Employ an integrated, up-to-date, state-of-the-art set of development and configuration management tools that promote and simplify adherence to appropriate development standards and provide traceability;

i) Employ and incorporate commercially available search algorithms to provide users with robust, powerful, flexible search engine(s) to locate data, customers, records, providers, subjects, etc.;

j) Employ commercially available data scrubbing tools to extract, analyze and transform data from multiple systems to detect duplicates and potential duplicates for reconciliation, clean up, and conversion;

k) Employ commercially available address verification tools and resources to confirm that addresses entered are accurate and geo-coded for mapping purposes;

l) Seamlessly integrate with the Document Imaging & Content Management solution that will be developed under a separate RFP to efficiently address the need to collect, index, compress, store, relate, and retrieve external items (e.g. scanned image of SSN card, photograph of abused customer, PDF or other electronic document received from third party, wave file of a request for assistance, e-mail to/from workers/customers/service providers, system generated notifications, etc.) associated with a subject, case, customer, provider, worker, requestor, submitter, responder, and/or process. Collaboratively working with the Imaging Contractor, the CAFÉ Contractor must ensure that the Document Imaging & Content Management solution validates the document types before storing to the database to avoid overwhelming the database with invalid documents that do not have an associated entity for viewing;

m) Employ commercially available transcription software or services to convert worker recorded voice notes with automated importing into correct record in CAFÉ;

n) Utilize the Alliance of Information and Referral Systems (AIRS) Taxonomy for services classification;

o) Seamlessly interface with the federal government, other state agencies, other applications within DCFS, and other non-government entities;

p) Use six core interrelated 'security building blocks' consisting of authentication, authorization, confidentiality, integrity, auditing, and non-repudiation;

q) Provide single sign-on UserID and password for authentication including access from mobile devices, which shall be encrypted. The proposed tools should adhere to appropriate Single Sign-On (SSO) standards such as Security Assertion Markup Language (SAML).

r) Provide security structure with flexibility to accommodate temporary and restricted access to selected data such that individual users can grant time-limited access to other users to collaborate on specific customers, cases, providers, payments, etc.;

s) Employ enterprise access management, network security, content security, host security, and data security;

t) Employ biometric technology, smart-card, and card-swipe technology where appropriate and efficient;

u) Utilize Unified Modeling Language (UML) products to capture requirements, design, changes and serve as the official repository for project and application work products;

v) Utilize COTS, custom build, or transfer products to support the use of the COBIT 4.1 Framework, CoMIT Tools, and any other applicable configuration management and auditing tool sets that will facilitate tracking of all changes and successful audit finding results from Internal, State, and Federal auditing offices such as, but not limited to, Office of Legislative Auditors (OLA) and the Internal Revenue Service (IRS).

w) Provide capability to concurrently integrate and accommodate multiple e-mail platforms as DCFS incrementally migrates from GroupWise to Outlook across the state;

x) Where practicable and cost efficient, use COTS or transfer product modules rather than custom build functionality and adhere to out-of-the-box functionality;

y) Emphasize standardization, modularization and reuse of code by packaging into components to be easily reused by other applications;

z) Support a model driven process that includes rapid development and expandability and flexibility through modifications and extensions; and

aa) Use an iterative incremental process to design, prototype, develop, and deploy, with extensive transition support as components are placed in production for State IT staff maintenance.

The above concepts should be represented in the Proposer's solution with the understanding that each item will be scrutinized for simplicity and comprehensiveness and are subject to approval. Specific solution elements may be challenged and substitutions may be required. For products and services such as search engines, rules based engines, workflow engines, address verification services, transcription services, data scrubbing software, intrusion detection software, etc., Proposer shall specify product, service, acquisition/leasing or service costs rates and ongoing costs to DCFS once contract ends. Licenses and ownership of all third party products shall be placed in the name of DCFS.

The contract resulting from this RFP is not intended to build yet another customer or provider database; rather, it is intended to deploy a structure that will be able to link DCFS' major service delivery systems by uniquely identifying each DCFS customer and provider. DCFS staff will then be presented with a single consolidated view of each entity's program history and current activity and provide department-wide scheduling/referring/messaging capability and ability to electronically retrieve relevant data, images, multi-media content, documents, communications, reports, etc. from any PC in a timely manner. This concept further supports the DCFS goal to encourage integrated, coordinated case management services whenever practicable.

The CAFÉ intended outcome of an electronic case record is that everyone benefits from the ability to inquire once (customer and staff only have to discuss data once); then, input only once to reduce the need to obtain basic discrepancy free identification and demographic information repeatedly as customers apply or become eligible or need different services. The ultimate benefit for customers, of course, is a more coordinated and holistic service approach, as well as being able to engage in self-service when preferred. Frontline worker benefits include reduced data entry, simplified access to systems, improved scheduling capability, and document management. Indeed, there will be more accurate, timely, and comprehensive program information provided for the customers served. This information, in turn, allows staff to

collaborate with other workers involved, even indirectly, with the same individual to coordinate case planning, assessment, services and scheduling of activities.

As part of moving to the One DCFS model of service delivery, DCFS has developed a comprehensive set of process maps depicting the current state of "stovepipe" service delivery As-Is. The Department will soon also complete a comprehensive set of To-Be process maps depicting where the One DCFS organization is moving. Key State staff representing Child Welfare, TANF, SNAP, Child Care, and Child Support are involved and will remain engaged through the development of CAFÉ. Development of the To-Be model provides a vision for a more holistic approach to service delivery under One DCFS. The newly developed As-Is and To-Be process flows will be available and are expected to be a key component of development of CAFÉ.

Scope of Work

This section defines the general scope of work that the Implementation Contractor shall perform. The primary responsibility for the development and implementation of a system that meets the requirements described in this RFP lies with the Implementation Contractor. For discussion purposes, the State suggests dividing this project into eleven major tasks, each of which will iteratively be undertaken, as the State desires to implement selected functional components incrementally, in clusters or phases. Such an approach will require significant effort in managing change. Although experienced in specific subject matters, state resources will be a mix of staff with extensive experience to little or no experience with the proposed solution products, its underlying application development environment, nor experience in the structured methodology typical of an object oriented modeling engagement. The Implementation Contractor should carefully manage its approach to accomplishing the Scope of Work, within the general scope of these recommended tasks, while concurrently mentoring State staff to be able to support, modify, and maintain all artifacts, processes, and components. The eleven major project tasks are:

Task 1 Project Initiation and Management,

Task 2 System Requirements Gathering, Analysis, and Design,

Task 3 System Development and Testing,

Task 4 User Acceptance Testing,

Task 5 Change Readiness,

Task 6 User and Technical Training and Project Staff Mentoring,

Task 7 Conversion/Integration,

Task 8 Piloting,

Task 9 Statewide Implementation,

Task 10 Mandatory Post-Implementation Support, and

Task 11 Support Activities to Secure Federal Approval.

Although the tasks are described sequentially below, most methodologies will involve tasks that overlap, are iterative, and have complex dependencies. It is understood that because the State's preferred methodology involves an incremental implementation of clustered functionalities, most activities and tasks will be repeated for each period of analysis, design, development, testing, training, conversion, and implementation.

Project Initiation and Management

The State, with assistance from its Project Management Office (PMO) Contractor and Quality Assurance (QA) Contractor, will provide overall guidance and direction to the project. Some project management activities, however, will remain the responsibility of the Implementation Contractor. The State will maintain ultimate responsibility for project management through all phases of the project and takes ownership and responsibility for ensuring the success of the project. The Implementation Contractor is equally vital to ensuring project success and is responsible for the portion of the project that they have contracted for, and must provide the day-to-day management of its staff. The Implementation Contractor must provide administrative support for its staff and activities. Activities of State staff assigned to the project will be coordinated through and the responsibility of the State CAFÉ Project Director.

The State's CAFÉ Project Director, in conjunction with the Implementation Contractor, PMO Contractor, Call Center Contractor, Imaging Contractor and the QA Contractor, will design an effective and sufficiently formalized approach to project management that allows for the management of the project tasks and deliverables; assigning responsibilities for tasks; identifying task interdependencies; identifying critical paths; identifying major project milestones; identifying reporting needs; anticipation and avoidance of delays, risks, or problems; and formulation of corrective actions. Joint project management services will include such functions as initiation and monitoring of a comprehensive development methodology, development and maintenance of the project work plan, ongoing project control, scheduling and work assignments, review of all project deliverables, identification and management of project risks, implementation planning, and weekly project status reporting. The project work plan shall include a phased approach to the implementation of components with recommended sequence and time frames. Throughout the project management tasks and during all requirements and design activities, the Implementation Contractor will attend weekly status meetings and employ ongoing project management techniques to ensure a comprehensive project work plan is developed, monitored, and maintained.

In that Louisiana may experience an event (e.g. Weather, Man-made, Pandemic) that may significantly delay the course of this project; the Implementation Contractor must also submit a sample alternate "Plan B" work plan to describe the approach to such an event with several options that describes advantages and challenges with each option. To ensure consistency among proposed responses, Proposer should depict a secondary work plan that addresses an event that causes the project site to be without power for two or more weeks; state staff are unavailable for project activities for four or more weeks; and traveling contractor staff are unable to travel to the Project Site for six or more weeks. In general, Contractor should explain the impact of the loss of use of resources and the timing and tasks Contractor would undertake to restart project activities.

The detailed draft project work plan that was submitted with the proposal will serve as the basis of the plan to be used throughout the project. This draft project work plan is to be updated and submitted in electronic and paper form to the State CAFÉ Project Director for approval within

ten business days of contract award. The Implementation Contractor shall use a standard project management tool (e.g., Microsoft Project) for the project work plan and should use the same tool throughout the life of the project for updates and maintenance to the project work plan. The project work plan will have to meet the following general requirements:

- Be updated in conjunction with the weekly, monthly. and quarterly reporting requirements throughout the project;

- Notwithstanding the periodic updating of the plans, the written project work plan will be updated by the Implementation Contractor at least fifteen business days before the start of each major task (except the project management and project initiation tasks); and,

- Project work plan will allow adequate time for the State to review, comment and approve deliverables, revisions or corrections submitted by the Implementation Contractor. Contractors shall plan for ten business days for review by the State staff for deliverables.

Establish a Project Office Presence

Implementation Contractor is required within thirty days of execution of a contract to establish a Primary Project Site and have all appropriate staff on-site and equipped at the Primary Project Site. In that hundreds of meetings will occur at the Primary Project Site requiring state staff to travel, it is required that the location of the site be conveniently accessible and within a five mile radius of the DCFS State Office Headquarters at 627 North Fourth Street, Baton Rouge. Implementation Contractor is responsible for providing project site workspace, equipment, supplies and communication connectivity. Implementation Contractor is responsible for all workspace, equipment, supplies and communication connectivity for its own staff on-site or off. The Primary Project site shall have LAN/WAN/Voice connectivity and allow all project staff access to project servers, network printers and high speed internet connectivity. If wireless connectivity is provided, it must meet DCFS security protocols. DCFS will supply, manage and support a data line, router and Project site file server to securely connect to the DCFS network.

The Implementation Contractor must provide office space at the Primary Project Site as defined above for the duration of the project. This facility must provide adequate space to accommodate the Implementation Contractor's primary project staff as well as 100 full time State staff, up to ten state augmentation contractor staff, up to fifteen PMO staff; up to ten QA staff; up to two liaison staff from Customer Service Center contractor; and up to two liaison staff from the Document Imaging & Content Management Contractor. During User Acceptance Testing the number of State staff may increase by an additional ten team members. A minimum number of part-time Implementation Contractor personnel can be located remotely, but work performed by Implementation Contractor's personnel at remote sites must be transparent to the State and must be approved in advance by the State CAFÉ Project Director. Proposals should clearly delineate work to be performed on-site and off-site.

At a minimum, the Implementation Contractor must provide security, janitorial services, utilities, insurance, local and long distance telephone service, voice mail service, teleconference service, video conferencing services; office equipment such as fax machines, copiers, network printers; other peripherals, file cabinets, storage space, general desktop and office supplies, computer supplies, and provide parking within 100 yards of facility at no cost to state staff. All services and Project Site setup shall be presented to the State for review and approval. It should be noted that the State requires the ability for state staff to connect to the DCFS e-mail system which will remain in the control of state staff. The Primary Project site facility must

accommodate approximately 100 square feet of space for each onsite staff person. The facility must include the following:

a) Accessibility for persons with disabilities;

b) Restrooms located on the premises, accessible to persons with disabilities, and sufficient in capacity to accommodate not only the project staff, but the influx of individuals brought in to participate in requirement gathering, design, and review sessions;

c) Typical basic kitchen facilities;

d) Proper air-conditioning and heating;

e) Proper lighting;

f) Work areas and surfaces suitable for use with desktop computers;

g) Furniture, fixtures, equipment and supplies typical to a business office supporting over two hundred full-time onsite staff engaged in an IT system development project;

h) Access within the facility to a minimum of four conference/meeting/training rooms with white boards, projectors and capability to connect to DCFS' Polycom video conferencing systems to conduct video conferences or training when appropriate;

i) Access within facility to at least one conference/meeting/training room that is equipped to handle 200 participants;

j) Sufficient parking capacity to accommodate not only the project staff, but the influx of individuals brought in to participate in requirement gathering, design, and review sessions as well as user acceptance testing and training;

k) Security and a safety plan which is consistent with requirements for official domiciling of state employees (e.g. key cards or PINs); and

l) Access and use of the site office space 24/7 when needed.

The Implementation Contractor must assemble its primary project staff at the Primary Project Site in Baton Rouge, Louisiana in order to conduct the project tasks. The integrated project team will consist of the Implementation Contractor's primary project staff and State staff designated for the project. The State will work closely with the Implementation Contractor's primary project staff, but the Implementation Contractor has full responsibility for the successful completion of the project.

The Implementation Contractor must supply and install all hardware, software and telecommunication links required to support the project team. In addition, the Implementation Contractor must supply all needed telecommunications connections at the Primary Project Site for project staff use, which includes connections for printers and servers. DCFS will be responsible for installing, maintaining, and supporting DCFS supplied equipment such as desktop computers. The Implementation Contractor will be responsible for installing,

maintaining and supporting any equipment it supplies for the Project Site within the guidelines set forth by DCFS.

Project Roles and Staffing

This section describes the key roles identified by DCFS that shall be accommodated within the Implementation Contractor's organizational structure. Consistent with the needs of DCFS, the Implementation Contractor's assigned team must have prior experience in child welfare, child care assistance, child support enforcement, TANF, and SNAP implementations and the proposed software solution products. Experience in every program area must be accounted for on the team. If such experience is not depicted in the list of key personnel, then Implementation Contractor must include non-key staff in order to demonstrate the experience is present on the team. Key roles will require experience working with social services agencies. At a minimum, DCFS considers key personnel individuals acting in the roles of:

a) Project Manager,

b) Application Development Manager,

c) Technical Infrastructure Manager ,

d) Technical Architect ,

e) Database Administrator,

f) Conversion Manager ,

g) Interface/Integration Manager,

h) Software Testing Manager,

i) Implementation/Operation/Maintenance Manager,

j) Business Analyst Manager,

k) Change Readiness Manager,

l) Training Manager,

m) Usability Manager, and

n) Business Continuity/Disaster Recovery Manager.

Below are role definitions which briefly describe the purpose of each role and list the primary responsibilities. Key qualifications are also described for each role.

Project Manager

The Project Manager provides overall project management and coordination. Primary responsibilities are the development and maintenance of project work plans, identification and assignment of resources, coordination of project activities with staff from DCFS and from other

vendors, and communication and presentation to stakeholders. The Project Manager must be within the Implementation Contractor's organizational chain of command sufficient to acquire resources as needed to ensure project success.

The Project Manager must meet the following minimum experience requirements:

7 years of project management experience in systems development and implementation projects of similar scope and complexity;

5 years of project management experience in web development or large scale SOA implementation projects;

3 years of experience in management of human/social services projects or department-wide related projects;

Experience in the management of projects in accordance with the proposed development methodology;

Experience in the use of project management tools and techniques;

Experience in dealing with a diverse set of people and ideas and demonstrating a spirit of openness, adaptability, and willingness to work toward compromise when needed; and

Ability to contribute toward creating a harmonious results-oriented team.

The following additional experience requirements are preferred:

Experience in managing Child Welfare, Child Care, Child Support Enforcement, TANF, or SNAP Projects; and

Experience with the technical tools proposed for use on the CAFÉ Project.

Application Development Manager

The Application Development Manager's primary responsibility is planning and managing the development of the overall CAFÉ software application. This includes developing and managing software development plans, configuration management plans, and all activities and resources involved in the production of requisite deliverables.

The Application Development Manager must have the following experience:

5 years of experience implementing social services systems;

5 years experience managing application development analysts and programmers;

3 years of experience in the development of web-based applications;

3 years of experience using application development tools proposed for the CAFÉ Project;

3 years of experience using project management tools and techniques;

3 years of experience with the proposed development methodology; and

3 years of experience in mentoring staff.

The following additional experience requirements are preferred:

Experience in managing a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF, Project or SNAP Project; and

Previous experience working with large scale legacy applications.

Technical Infrastructure Manager

The Technical Infrastructure Manager is responsible for design, configuration, and management of the application development environment, the software testing environment, and the project facility network infrastructure, and other technologies necessary to support the services described in this RFP. While the Implementation Contractor is not responsible for actual infrastructure acquisition, a great deal of mutual planning and coordination will have to occur between the State and the Technical Infrastructure Manager concerning equipment sizing, capacity planning, infrastructure procurement and installation, deployment of application software and monitoring of the implementation.

The Technical Infrastructure Manager must have the following minimum skills:

3 years of experience in the implementation of large web-based applications;

3 years of experience working with the technical tools proposed for use on the CAFÉ Project;

Strong understanding of application systems and technical infrastructures;

Excellent communication and writing skills; and

Experience and proficiency in mentoring staff.

The following additional experience requirements are preferred:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF Project, or SNAP Project; and

Previous experience working with large scale legacy applications.

Technical Architect

The Lead Technical Architect is responsible for ensuring the technical feasibility and stability of the design and configuration of the application development environment, the software testing environment, and the project facility network infrastructure, and other technologies necessary to support the services described in this RFP. The Technical Architect must confirm that the system architecture not only meets the business program requirements, but also the IT requirements, particularly related to performance and maintainability.

The Technical Architect must have the following minimum skills:

3 years of experience in the implementation of large web-based applications;

3 years of experience working with the technical tools proposed for use on the CAFÉ Project;

Strong understanding of application systems and technical infrastructures;

Excellent communication and writing skills; and

Experience and proficiency in mentoring staff.

The following additional experience requirements are preferred:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF, Project or SNAP Project; and

Previous experience working with large scale legacy applications.

Database Administrator

The Database Administrator is responsible for planning and managing the overall design, construction, integration, and maintenance of the CAFÉ application database. The Database Administrator is responsible for database models and design during the development phase of the CAFÉ Project. Working closely with the Application Development Manager, the Database Manager will take the planning documents, especially the data model, refine them and develop the database structure for the application. The Database Manager will work with DCFS on the creation of tables and will assist in the initial loading, testing, conversion, implementation, and monitoring of CAFÉ.

The Database Manager must have the following experience:

5 years of experience in the administration of large relational databases;

3 years of experience using the database technologies proposed for the CAFÉ project;

3 years of experience designing applications for web-based applications;

Experience using application development tools proposed for CAFÉ Project;

Experience developing logical process and data models, and design specifications;

Experience using the proposed development methodology; and

Experience and proficiency in mentoring staff.

Conversion Manager

The Conversion Manager is responsible for the creation of data purification and conversion plans; identification of data requiring cleansing and all systems requiring conversion; analysis, design, development and testing of data purification/transformation and conversion programs; data purification and conversion scheduling including proper order of conversion elements and management of resources for conversion activities.

The Conversion Manager must have the following experience:

3 years experience working with converting multiple and multi-platform legacy systems into a single system;

3 years experience in the development of conversion cleanup reporting for staff utilization in data purification;

3 years successful management of the conversion of systems on previous project of similar scope and complexity;

3 years experience in managing application development analysts and programmers coding conversion routines;

Experience using the proposed development methodology and proposed data model for any proposed products;

Experience in NATURAL, Adabas, DB2, Java, SQL, and scripting tools; and

Experience and proficiency in mentoring staff.

Interface/Integration Manager

The Interface/Integration Manager is responsible for the creation of all interface/integration plans; identification of all systems requiring interface/integration; design, development and testing of interface/integration programs; and management of resources required to create interface/integration systems. As CAFÉ relies heavily on interfaces/integrations with legacy systems, this is a critical role.

The Interface/Integration Manager must have the following experience:

3 years experience in the management of the interface activities on a previous project of similar scope and complexity;

3 years experience in managing application development analysts and programmers;

Experience in NATURAL, Adabas, DB2, Java, SQL and scripting tools;

Experience using the proposed development methodology and proposed COTS, custom build, or transfer solution;

Experience and proficiency in mentoring staff; and.

Experience in MQ Series, Neon Shadow Direct, and mainstream commercial middleware.

Software Testing Manager

The Software Testing Manager is responsible for developing and managing all software verification and validation plans, activities and resources for unit testing, integration testing, system testing, regression testing, field testing, security testing, intrusion detection and vulnerability testing, temporal event testing, and assisting the State in user acceptance testing.

The Software Testing Manager must have the following experience:

3 years experience in the managing software testing activities on projects of similar scope and complexity;

Successful completion of one project as software testing manager;

3 years of experience using application development tools proposed for the CAFÉ Project;

Experience in creating software testing plans using automated planning tools;

Experience in traceability of requirements to test cases and test scenarios;

Experience in the proposed development methodology;

Experience in managing application development analysts and programmers;

Strong written and oral communication skills; and

Experience and proficiency in mentoring staff.

Implementation/Operational/Maintenance Manager

The Implementation Manager is responsible for planning implementation, coordinating implementation activities with DCFS and all stakeholders, coordinating implementation activities with other project teams, and managing overall implementation activities. Once implemented, this manager assumes Operational and Maintenance management duties.

The Implementation Manager must have the following experience:

5 years of experience in management of implementation activities on projects of similar scope and complexity;

3 years of experience with implementation activities on web projects;

3 years of experience using the technologies proposed for the CAFÉ Project;

Experience in managing application design analysts, programmers, and communication with customers;

Experience in the proposed development methodology; and

Experience and proficiency in mentoring staff.

The following additional experience requirements are preferred:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF Project, or SNAP Project;

Experience in the development of business process change methodologies; and

Experience in the development and management of defect, enhancement, and change request management methodologies.

Business Analyst Manager

The Business Analyst Manager has primary responsibility for managing the Business Analyst teams that conduct requirements review, requirements gathering and ensuring design meets programmatic needs. This requires in-depth knowledge of the business aspects of DCFS programs and skills to work with both program staff and technical staff to document and interpret the program requirements for the application.

The Business Analyst Manager must have the following experience:

3 years experience working with a social services agency's application systems;

3 years experience managing joint application requirement/design sessions;

3 years of experience in the design or development of web systems;

3 years of experience using application development tools proposed for the CAFÉ Project;

3 years of experience using project management tools and techniques;

3 years of experience with the proposed development methodology;

Experience within a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF Project, or SNAP Project; and

Experience and proficiency in mentoring staff.

The following additional experience requirements are preferred:

Experience in providing documentation necessary for any formal federal agency review of an information system.

Change Readiness/Communications Manager

The Cultural Change Readiness/Communications Manager is responsible for providing leadership and direction to the team responsible for developing and implementing the CAFÉ change readiness program, communicating the plan, and managing the overall change readiness strategy. This Manager has overall responsibility for planning, developing, and managing the DCFS-wide change readiness strategy, including communications.

The Change Readiness/Communications Manager must have the following experience:

Previous experience developing change readiness/management program for human services related implementation projects;

5 years of experience managing a change readiness/management program on projects of similar scope and complexity;

Formal training in change readiness/management methodology and techniques;

Experience in the development of business process change methodologies;

Excellent written and oral communication skills;

Excellent understanding of the impact of technology on users in environment where technology is of little current use;

Demonstrated ability to manage team members and work with customers; and

Experience and proficiency in mentoring staff.

The following experience is preferred for the Change Readiness/Communication Manager:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF, Project or SNAP Project;

Experience developing change readiness campaigns for bringing together multiple independent separate program staff into an integrated enterprise collaborative workforce; and

Experience in dealing with a diverse set of people and ideas and demonstrating a spirit of openness, adaptability, and willingness to work toward compromise when needed.

Training Manager

The Training Manager is responsible for developing training plans, developing curricula and training material, presentation of training materials as required, managing and coordinating the activities of training staff, scheduling training classes, scheduling staff for training, and monitoring staff completion of training.

The Training Manager must have the following experience:

5 years of experience as a training manager on technology projects of similar scope and complexity;

Experience developing a training program for human services related systems;

Formal training in the development and delivery of training programs;

Experience using the most current training methods in the industry;

Experience in managing trainers and working with end users; and

Experience and proficiency in mentoring staff.

The following experience is preferred for the Training Manager:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF, Project or SNAP Project;

Experience developing training program for users with little or no previous experience in use of technology;

Understanding of change readiness/management methodologies and their relationship to training.

Usability Manager

The Usability Manager is responsible for ensuring that the designed and delivered system is user-friendly. The Usability Manager will be responsible for assessing and determining if the system has learnability (ease in learning to use the system in a productive manner), memorability (ease in using the system productively after extended time lapse since last use), efficiency (ease in performing tasks quickly and correctly), safety (ease in which system prevents user from causing catastrophic error), and satisfaction (ease in which system promotes use in a manner that is considered valued, helpful, and not burdensome).

The Usability Manager must have the following experience:

5 years of experience developing and assessing usability on projects of similar scope and complexity;

Formal training in usability methodologies and techniques;

Excellent written and oral communication skills; and

Experience and proficiency in mentoring staff.

The following experience is preferred for the Usability Manager:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF Project, or SNAP Project; and

Experience in dealing with a diverse set of people and ideas and demonstrating a spirit of openness, adaptability, and willingness to work toward compromise when needed.

Business Continuity/Disaster Recovery Manager

The Business Continuity/Disaster Recovery Manager is responsible for ensuring proper controls, processes, documentation, and standards are adhered to in order to use the system following a catastrophic event. The manager has overall responsibility for planning, developing, and managing the business continuity processes and disaster recovery protocols to ensure timely, accurate and acceptable availability of system to meet agency requirements.

The Business Continuity/Disaster Recovery Manager must have the following experience:

5 years of experience developing, assessing, and conducting business continuity or disaster recovery processes on projects of similar scope and complexity;

Formal training in business continuity and disaster recovery methodologies and techniques;

Excellent written and oral communication skills; and

Experience and proficiency in mentoring staff.

The following experience is preferred for the Business Continuity/Disaster Recovery Manager:

Experience with a Child Welfare Project, Child Care Project, Child Support Enforcement Project, TANF Project, or SNAP Project; and

Experience in dealing with a diverse set of people and ideas and demonstrating a spirit of openness, adaptability, and willingness to work toward compromise when needed.

Project Initiation

The State believes that the first few weeks of work of the Implementation Contractor are critical for establishing a sound working relationship within the project team. The Implementation Contractor's primary project staff must review any available documentation to familiarize themselves with the scope and requirements of the project. Additionally, State Staff may provide an orientation session for the Implementation Contractor staff to familiarize them with the DCFS organization and its programs. Activities that the Implementation Contractor should address immediately (within thirty days) follow:

- Establish a vision and charter for the project. This should include contacting, establishing rapport with, and gaining appreciation for needs of project stakeholders as well as summarizing the project governance model, objectives, deliverables, milestones, constraints and risks;

- Develop a detailed baseline project work plan with complete resource loading. (The State requires resource loading to track progress and assess schedule risks). This plan shall be submitted to the State within 30 days of project commencement;

- Develop a staff development, retention and backup plan to ensure that members of the Implementation Contractor's team are trained, retained, and backed-up through the course of the project. This plan should not be limited to key staff;

- Develop a scope and change management plan to establish a change control process where changes to requirements, expectations, and design will be systematically tracked. The change control process will require that each change request be assessed for need, impact, and appropriateness;

- Develop a problem and issue resolution management plan to establish processes to ensure early identification and mutual resolution of issues at the lowest levels while enabling formal tracking, monitoring, escalation, and arbitration if needed;

- Develop a Control, Standards, and Procedures document to ensure appropriate levels of control and consistency across activities, tasks, work products, and deliverables. It should be noted that all deliverables and work products expected to be posted to the web or used in training, must have a 508 and W3C compliant version. Implementation Contractor shall adhere to DCFS standards and procedures outlined in the August 2007 DCFS IS System Development Life Cycle Manual v10 and follow DCFS IT Policy 5.1;

- Conduct a project kick-off meeting to formally announce project initiation. This meeting must focus specifically on the responsibilities of the Implementation Contractor and working relationships and interactions between the Implementation Contractor and State staff, which have been defined and approved. In addition, the project work plan and schedule will be reviewed.

During the first months of the project the Implementation Contractor must develop an approach to transition from the current systems environment to the proposed environment and any proposed new modules. During the course of the engagement it is probable that additional versions of proposed software components of a department wide solution will be released, thus Implementation Contractor must plan for these upgrades as well. In this task, the Implementation Contractor must develop high-level specifications and acceptance criteria that shall be subject to DCFS acceptance for the system implementation of each component that addresses, at a minimum, the following subjects:

a) Timing of the availability of specific application functionality (since incremental releases are preferred);

b) Timing of the installation of software upgrades, patches, and fixes;

c) Training (for internal and external users, technical staff and train-the-trainer assistance staff);

d) External interfaces and Enterprise Application Integration (EAI) processes;

e) Conversion/translation;

f) Testing;

g) Quality Assurance;

h) Monitoring and Improving system performance;

i) Working with parish personnel within work-day constraints;

j) Working with project team staff to mentor; and

k) Transition to new system.

To ensure a proper mentoring plan is in place the Implementation Contractor must develop an approach and a plan to transition from Implementation Contractor support to State support of the project within the first six months. The Implementation Contractor must develop high-level specifications for decreasing Implementation Contractor staff responsibilities and increasing State staff responsibilities for system operations, support and maintenance. The preliminary system turnover plan will result from the completion of this task. The transition strategy and the preliminary system turnover plan must be maintained and refined as the Implementation Contractor learns more information throughout the project.

Status Reports and Meetings

To keep abreast of progress and to identify and address issues as they arise, the State requires weekly status reports and meetings. Reports should be primarily in list form and will serve as agendas for meetings. Topics to be covered include:

a) A Gantt chart generated from Microsoft Project® comparing status with the baseline;

b) A listing of significant departures from the project work plan with explanations of causes and strategies to achieve realignment;

c) A listing of tasks or subtasks that were completed since the last report with descriptions of findings where appropriate;

d) Plans for activities scheduled for the next period;

e) Problems encountered, proposed resolutions, and actual resolutions;

f) A listing of any perceived new or significantly heightened risks to the project with recommendations for elimination or mitigation; and

g) A listing of any other topics that require attention from the State's CAFÉ Project Director or from higher levels of DCFS with action recommendations.

The State also requires access to an electronic version of the project work plan with full resource loading at least three months into the future so that it can assess schedule risk independently. Implementation Contractor will ensure that the schedules of the proposed project consulting staff have been designed to guarantee timely completion of deliverables and adequate coverage acceptable to the State. The Implementation Contractor shall maintain an up-to-date project work plan of all project tasks, activities, and resources including estimated start and completion dates, actual start and completion dates, estimated and actual task hours, and completion percentage for all in-process tasks. It is envisioned that the project work plan will be revised on a regular basis as provided in this contract and that it will incorporate all tasks, activities and resources, other than work performed by State personnel as part of their on-going, non-project responsibilities needed to complete the project. It is expected that the project work plan will be routinely reviewed as part of the project weekly status meetings and with the recognition that time is of the essence in the performance of obligations to ensure that the critical event milestone dates are firm and able to be met.

The weekly Status Report shall be e-mailed to the State Project Director and key stakeholders so that project progress can be monitored. This report is meant to reflect the major activities for

the reporting period. The CAFÉ Project Director, managers, and team leaders use the status report as a mechanism to monitor project activity and as a means for early detection of potential problems or delays. Although payments are deliverable based, accompanying each monthly status report, the Implementation Contractor shall submit time sheets to the State CAFÉ Project Director indicating effort expended and work performed by each member of its or its subcontractors' staff, participating in the contract. Time sheets shall, at a minimum, identify the name of the individual performing the work, and the number of hours worked during the period by project work plan task. The status reports include tasks completed during the time period by the project team, tasks delayed, reasons for delay, and tasks in-progress. Contractor shall also track and report hours expended in a manner that will allow the State and Federal authorities to calculate the level of effort expended by federal funding stream. In other words if hours are spent toward design of functionality that is specific to one federal funding program then the coding of those hours should be assigned to that specific funding stream. If time is spent on functionality that is shared by multiple federal program areas then coding of those hours should be assigned to the degree possible to the benefiting federal program in an equitable manner.

A narrative project status report and PowerPoint presentation shall be provided monthly, for presentation to the Executive Steering Committee, that details the progress of the project, reports expenditures against budget and specific federal funding sources, identifies the monthly activities of the project, documents upcoming key activities and identifies the issues and items needing Executive Steering Committee attention.

An Action Item Report will be maintained to track outstanding issues. This log will contain a description of the issue, the owner of the resolution, a priority code, a resolution needed by date, and a status code to report the resolution status.

Within ten days following the end of each quarter during the project the Implementation Contractor shall submit a written status report and PowerPoint presentation in a format approved by the State to the State CAFÉ Project Director for presentation to the various Advisory Committees. This document, in a format to be approved by the State, will also be a basic tool for reporting to federal officials and other state officials on funding issues and program matters. Quarterly reports will include, at a minimum, all items required in the status reports, as described above, a complete set of updated and current output, also a revised Gantt chart, along with the corresponding project work plan files.

At major milestones throughout the project, Implementation Contractor should plan to hold meetings with all project team members to prepare staff for upcoming tasks. Similarly, Implementation Contractor should plan to hold sessions as major milestones are accomplished and to review lessons learned. At project conclusion a final End of Project report shall be provided.

Web Presence

The Implementation Contractor is required within the first quarter of the project to establish and maintain a Project web site to facilitate communication among all stakeholders and project staff as to project status, activities, work products, milestones, accomplishments, etc. Use of the web site to capture and disseminate updates to the project work plan is encouraged. Use of the web site for Change Readiness and Communication Plan activities is expected. Use of site for potential early demonstration/training activities and prototype visibility for field staff is suggested. The Implementation Contractor shall support any required issuance of State communications as

directed by State Project Director. The Implementation Contractor should plan to host the CAFÉ Project web site platform on a DCFS Server.

Implementation Contractor Deliverables

The Implementation Contractor shall be required at a minimum to produce the following deliverables (suggested number assignment for deliverables is CAFÉ, followed by Task number, Deliverable number, Release number, Version number) for the State review and approval:

CAFÉ.101.r.v Project work plan and updates, in both electronic and paper form;

CAFÉ.102.r.v Project Office site operational as required;

CAFÉ.103.r.v Project Vision and Charter;

CAFÉ.104.r.v Project Kick-off event;

CAFÉ.105.r.v Contractor-State Staff Organizational Reporting Relationships & Responsibilities Plan;

CAFÉ.106.r.v Project Problem/Issue management plan updates as required;

CAFÉ.107.r.v Project Risk Mitigation management plan updates as required;

CAFÉ.108.r.v Project Scope and Change management plan updates as required;

CAFÉ.109.r.v Project Mentoring and Transition strategy;

CAFÉ.110.r.v Project Deliverable Repository, Control, Standards and Procedures Document;

CAFÉ.111.r.v Project Monitoring Standards and QA Checkpoints;

CAFÉ.112.r.v Staff Development, Retention and Back-up Plan;

CAFÉ.113.r.v Project web Site and updates;

CAFÉ.114.r.v Installation and migration of code and data;

CAFÉ.115.r.v Presence Certification Statement of project staff assignment, location and schedule;

CAFÉ.116.r.v Weekly status reports;

CAFÉ.117.r.v Monthly status reports;

CAFÉ.118.r.v Quarterly status reports;

CAFÉ.119.r.v Action item reports; and

CAFÉ.120.r.v Final End of Project report.

The Weekly status reports will require only a two-day deliverable review cycle. All status reports shall be provided to the PMO and QA Contractors for review, corrections, and to ensure incorporation of their activities, comments and concerns, as well as presenting a complete picture of the status and health of the project from an integrated team perspective.

State Responsibilities

The State CAFÉ Project Director, with the help of the project team, will be responsible for the following:

- Coordinating the reporting, review, and quality assurance process;

- Facilitating formal deliverable review;

- Facilitating the effective participation of State staff and external stakeholders;

- Monitoring the progress of all principal project participants;

- Facilitating the timely resolution of issues raised by the Implementation Contractor's Project Manager;

- Developing, with the Implementation Contractor's Project Manager, the agenda and topics for the monthly steering committee meetings and various quarterly/semi-annually advisory committee meetings;

- Scheduling the CAFÉ Project kick-off meeting and present the state project organization, staffing and role and responsibility definition; and

- Reviewing the overall project work plan and schedule with the Implementation Contractor.

- Providing background and supporting documentation through the bidder's library established by DCFS. Relevant documentation, including historical documentation such as Project Governance will be available in the library.

Project Management Office (PMO) Responsibilities

The Project Management Office (PMO) Contractor assists the State with project planning, coordination, procurement, and management services. The Implementation Contractor shall cooperate fully with the PMO Contractor who will assist the State by:

- Managing and executing procurement.

- Support evaluation of proposals.

- Monitor compliance with project management policies and procedures.

- Provide management level oversight of coordinated activities among vendors.

- Monitor vendors for compliance with project plans.

- Provide dashboard reporting of integrated activities.

Quality Assurance Responsibilities

A Quality Assurance Contractor will assist the State with project coordination, verification, validation, and quality assurance services. The Implementation Contractor shall cooperate fully with the selected QA Contractor who will assist the State by developing and implementing the following project monitoring controls and quality assurance procedures:

a) Collaboratively with State and Implementation Contractor review, critique and propose the deliverable content, review and submission process;

b) Collaboratively with State and Implementation Contractor facilitate JAD Sessions;

c) Collaboratively with State and Implementation Contractor review, critique and propose project schedule, milestones, scope, and expenditure controls;

d) Collaboratively with State and Implementation Contractor review, critique and propose risk mitigation and issue resolution/escalation procedures;

e) Evaluating/Assisting in Change Control Board activities and effectiveness;

f) Execute quality assurance tasks;

g) Evaluating/Validating Design Deliverables;

h) Evaluating, Validating and Monitoring Code, Objects, and Models;

i) Evaluating, Validating and Monitoring System Tests and procedures;

j) Evaluating, Validating and Monitoring Change Readiness procedures and effectiveness:

k) Evaluating, Validating and Monitoring interface/integration results and effectiveness;

l) Evaluating, Validating and Monitoring management of risks and issues

m) Evaluating, Validating and Monitoring performance and system capacity testing

n) Evaluating, Validating and Monitoring User Acceptance Tests and procedures;

o) Evaluating, Validating and Monitoring Training materials and effectiveness;

p) Evaluating, Validating and Monitoring Conversion results and effectiveness;

q) Evaluating, Validating and Monitoring Pilot Test effectiveness;

r) Evaluating, Validating and Monitoring Implementation success;

s) Evaluating, Validating and Monitoring Post-Implementation activities, and

t) Assisting in activities to secure Federal acceptance and approval.

The QA Contractor will develop a quality assurance plan that will be used as the basis for managing the quality assurance of project deliverables. The QA Contractor will assist the State in ensuring that all RFP requirements are not only met, but traceable among all documents,

models, deliverables, and similar artifacts, and accomplished in an efficient and effective manner. Each major deliverable will be reviewed by the QA Contractor against the quality control procedures to ensure that no requirements are overlooked. The QA Contractor will attend scheduled project status meetings and meet with the State CAFÉ Project Director to provide progress reports and provide input to resolve problems in a proactive manner. The QA Contractor will provide the State with an overall evaluation and assessment of the Implementation Contractor at the conclusion of the implementation effort. This assessment will include surveys, analysis of work products and processes, lessons learned and recommendations.

Change Control Process

Change Control Management procedures will provide a structure to document and track changes that develop during the course of a project. The procedures for the Change Control presented in this section are intended to specify to the Implementation Contractor the State's customary process; however, the Implementation Contractor has the liberty to propose different approaches that may better meld with Implementation Contractor's structured methodology and approach. DCFS recognizes three categories of change requests that fall into the control process: Scope change, requirements change, and accepted deliverable/product change. As potential changes to the scope of services or requirements are identified, analysis of the changes needs to be performed with respect to level of effort, cost, benefit, risk, and schedule. It is important that this analysis take into consideration the overall effect of the change across the project lifecycle such as requirements definition, design, coding, testing, conversion, change management, training, and documentation.

Any proposed Change Request shall be presented to a Project Change Control Committee (consisting of senior or key staff from Implementation Contractor, State, PMO and QA Contractor) with documentation to include a summary, issues related to the change request, associated (new or impacted) deliverables, level of effort, cost to implement the change, impact analysis, related change requests, related requirements, related issues, alternative design/development/deployment solutions if appropriate or necessary, references and attachments. Changes accepted for work shall be authorized in writing by the CAFÉ Project Director and contain from the Implementation Contractor Project Manager a written firm price quote, scheduled completion date, and statement of non-impact to other project tasks and deliverables. A pool of staff-hours equal to fifteen percent of the proposed total staff-hours must be included to provide for resources to be assigned to approved changes. Individual changes exceeding twenty percent of the staff-hour change request pool will require formal contract amendment(s).

System Requirements and Infrastructure Analysis and Design

In the system, requirements and infrastructure analysis and design task, the Implementation Contractor must perform detailed analysis and produce the detailed specifications required to install, configure, extend or construct and implement the CAFÉ System on the proposed hardware platform. Responsibilities of the Implementation Contractor shall include:

a) Reviewing existing legacy system requirements, data dictionaries and designs, with particular attention to components not inherent in the proposed solution;

b) Collecting and validating requirements, designs, including modifying and expanding designs to conform with additional requirements defined by the State;

c) Reviewing, analyzing, and updating existing architectural and technical designs;

d) Confirming and refining the requirements specified in this RFP and supporting documents as well as adding new or missed requirements as needed;

e) Working with State to jointly analyze and walkthrough design documents, models and transition strategies;

f) Reviewing and evaluating existing DCFS owned software products and hardware to determine adequacy for inclusion in proposed solution;

g) Installing, configuring, and analyzing requirements/integration issues of any proposed products necessary to support the proposed solution;

h) Developing comprehensive documentation that provides requirements traceability to map requirements to design, code, and test scripts, and

i) Developing and maintaining the detailed designs and working models for all components of the CAFÉ system necessary to support all DCFS programs and in all environments (e.g. development, UAT, training, sandbox, production, etc.) and potential Requirements and Design Impacts.

Existing requirements and draft designs may require change or enhancement for the following reasons:

a) DCFS needs to continue to evolve and growing understanding by DCFS staff gained through participation in design processes and use of the current system will lead to requests for reconsideration of designs that had previously been published;

b) With a change in administration additional opportunities for business re-engineering may impact business flow, organization and needed system processes;

c) DCFS processes are continuously impacted by changes necessitated from periodic issuance of new and clarifying federal and state regulations, rules, orders and laws; and

d) A limited number of forms and reports have been conceived. DCFS will require additional forms, notices and reports be developed. Implementation Contractor is encouraged to consolidate and streamline forms, notices and reports where warranted.

Implementation Contractor Infrastructure and Design Responsibilities

The Implementation Contractor must complete activities consistent with a methodology and approach approved by the State to accomplishing the task objectives and meeting all RFP requirements. At a minimum, completion of this task must include the following activities:

a) Conduct detailed analysis to confirm and refine requirements: The Implementation Contractor must thoroughly review and confirm all requirements specified in this RFP. The Implementation Contractor's project staff must familiarize themselves with

appropriate Louisiana programs, policies, and current information systems. In addition, the Implementation Contractor must work with State staff to fully understand the scope, purpose, and implications of each requirement. Requirement confirmation will require reviews with representatives from various user categories and selected local regional and parish DCFS offices to validate both central (State level) and field (region/parish level) requirements, workflows and procedures. Requirement analysis results must be thoroughly documented, with an explanation of how all functional requirements will be met and must be presented as the CAFÉ System Requirements Document;

b) Conduct Capacity Analysis: The Implementation Contractor must perform a capacity analysis of the DCFS platform environment. The purpose for conducting the capacity analysis is to document baseline performances and to assist DCFS to plan for the enhancement of the DCFS platform environment and overall improvement in the performance of the system. The Implementation Contractor must deliver a solution that either runs in the current DCFS environment and meets all performance standards or runs in the environment proposed by the Implementation Contractor. The cost of any proposed environment and its setup must be factored into the cost of the solution and clearly delineated in the Proposal;

c) Prepare Resource Requirements Document: The Implementation Contractor must prepare a resource requirements document detailing CPU, MIPS or processor capacity, data storage, print, memory, network bandwidth, and time estimates for transaction and batch processes required for test, development, conversion, pilot and implementation of the CAFÉ system. The Implementation Contractor must also layout the plan for the required infrastructure (including any needed monitoring tools and software) to meet the needed resource requirements. Resource Requirements also include staffing resources necessary to support the proposed infrastructure and system. Implementation Contractor must provide staffing estimates detailing roles, numbers and required skill sets for the state to adequately maintain the delivered solution and all supporting environments and interfaces;

d) Prepare Capacity Analysis/System Performance Document: The Implementation Contractor's methodology, findings, and recommendations from the capacity analysis and a summary of the resource requirements document must be contained in a capacity analysis document. This analysis must be updated and refined with the movement of the system to the production environment;

e) Prepare Service Level Agreements: Implementation Contractor shall enter into a Service Level Agreement with State to define minimum acceptable level of system availability and system response time prior to Pilot. This Service Level Agreement shall include performance standards in RFP and Attachment 7 Requirements, other parts of the RFP, and other performance standards mutually agreed to by the parties;

f) Prepare Detailed System Design (DSD): Based upon the CAFÉ general conceptual design documents and the supplied COTS, custom build, or transfer application solution suite of products, the Implementation Contractor must prepare a detailed system design (DSD) in accordance with industry best practices standards for the identified components. It is understood that to obtain a complete understanding of requirements and processes the Implementation Contractor shall conduct JAD sessions. DCFS prefers a structured design approach such as a Unified Process as a design

methodology with Unified Modeling Language (UML) standard notations in the production of work-products and deliverables. Work-products shall include Use Case models to describe the business processes/interactions in context and domain models to document the system entities and events. The DSD must address database design documentation including archiving and purging strategies as well as traceability to all requirements, entity-relationship diagrams, object models, data models, data flow diagrams, and data dictionaries. The DSD must include navigation techniques, screen and report layouts as well as notice, form, and messaging formats. Details of inputs, outputs, edits, defaults, exceptions, security, descriptions of functions and processes, and Enterprise Application Integration (EAI) processes must be addressed in the DSD. Appropriate diagrams of application software design, including back-up and recovery as well as archival and retrieval and purging and expunging must be included. In developing screen, report, or other layouts, the Implementation Contractor shall perform prototyping to demonstrate selected functionality of proposed solution to enable DCFS staff to more effectively review, validate, and approve designs throughout the design process. The Implementation Contractor must conduct walkthroughs and demonstrations with the State's project team and technical resources as assigned by the State CAFÉ Project Director during the DSD to enhance DCFS understanding and to facilitate the approval process. The DSD must be the basis for development of all applications software extension in the COTS, custom build, or transfer solution. Due to the nature and volume of communications, notifications, and forms it is suggested that these items be clustered into a separate work document or deliverables. Similarly a separate deliverable should be created for ad-hoc and standard reports;

g) Prepare Technical Service Oriented Architectural Design: Based upon the CAFÉ conceptual and detail design documents, the proposed product suite and any supplied COTS, custom build, or transfer packages, the Implementation Contractor must prepare a detailed technical architectural design in accordance with industry best practices standards for the identified components. The design must encompass all CAFÉ environments (e.g. development, test, training, UAT, sandbox, production, etc.) and depict use and placement of all hardware and software. Components that are standard out-of-the-box versus customized or extended elements must be clearly designated. Step by step configuration parameters, protocols, and procedures are required. The document must depict not only the purpose and features of each software component, but also how the software is used for/by CAFÉ and the flow of transactions or processes. Software and hardware configuration must adhere to the DCFS configuration management requirements which are based on NIST standards. It should be noted that test, UAT, and sandbox environments must be sized and set up to accommodate production and converted data;

h) Prepare Business Continuity and Disaster Recovery Plan: The Implementation Contractor will be required to assist in disaster recovery support of the CAFÉ system throughout the term of this Contract. The Implementation Contractor must develop and maintain a business continuity and detailed disaster recovery plan for the entire system. This plan must be designed to assure that the State does not lose revenue or data as a result of disaster or failure of the system. The plan must include provisions for data backup, off-site storage of backup, descriptions of recovery tasks and terms, and develop processes for timely restoration of operations without loss of data within 72 hours. The plan and support activities must be coordinated with the State's IS Disaster Recovery personnel. During the first year of the project at least one "live" test of the plan

shall occur to validate its adequacy. Additional tests and simulations will also be conducted by State staff periodically throughout the project. Contractor shall address any discovered deficiencies. As the project nears completion an updated Business Continuity and Disaster Recovery Plan shall be turned over to the State's IS Disaster Recovery personnel;

i) Prepare Case Workflow and Procedural Specifications: The implementation of the project will result in significant changes in the way day-to-day business is conducted by DCFS staff. A key component of the requirements analysis must be the identification of these changes for all users of the system. These specifications must include a complete description of operations workflow under the system. A business case activity diagram to graphically depict business entities, workflow, roles, and responsibilities shall be produced. Similarly, class and interaction diagrams to document relationships and collaboration among business workers and entities are expected. After detail design and pilot testing, the Implementation Contractor must revise as appropriate the workflow and procedural specifications to satisfy the needs of statewide and local variation in operations. The workflow and procedural specifications shall become a principal source of input to the process of developing a training program for the CAFÉ users and must be kept up-to-date throughout the project. The case workflow and procedural specification must accommodate plans to provide application access via direct connection, web-based and/or remotely whether wirelessly or through download/upload to mobile devices. The Implementation Contractor must conduct a walkthrough of the workflow and procedural specifications to enhance DCFS understanding and to facilitate the approval process;

j) Prepare Security and Auditing Plan: The Implementation Contractor must submit a detailed description proposing how security features will be implemented, including what products will be used. Proposed levels of security and auditing, limitations of capabilities and required protocols must be provided. The format and content of security and audit tables must be included, as well as the recommended starting point for establishing security profiles. A number of security and audit related reports are required. The Security and Auditing plan must complement the Vulnerability and Intrusion Detection plan and address intrusion detection testing and results. The Security and audit Plan must adhere to DCFS and NIST standards; and

k) Prepare Vulnerability and Intrusion Detection Plan: The Implementation Contractor must submit a detailed description proposing how to test for vulnerabilities and detect unauthorized access attempts. Proposed products and limitations of capabilities must be provided. The plan must also address level of effort and monitoring requirements. The plan must adhere to DCFS and NIST standards.

Contractor Infrastructure and Design Deliverables

Deliverables to be produced by the Implementation Contractor for State review and approval shall include at a minimum:

CAFÉ.201.r.v Installation and configuration of any acquired hardware and application modules, patches, upgrades, releases, and any required third-party software, utilities and tools;

CAFÉ.202.r.v CAFÉ System Requirements document;

CAFÉ.203.r.v Resource Requirements document;

CAFÉ.204.r.v Capacity Analysis/System Performance document;

CAFÉ.205.r.v Service Level Agreement document;

CAFÉ.206.r.v CAFÉ Detail System Design document;

CAFÉ.207.r.v CAFÉ Technical Service Oriented Architectural Design document;

CAFÉ.208.r.v Communications, Notifications and Forms document;

CAFÉ.209.r.v Report Layouts, Design and Specifications document;

CAFÉ.210.r.v Data Dictionary/Data Mapping document;

CAFÉ.211.r.v Iterative Prototypes;

CAFÉ.212.r.v Business Continuity and Disaster Recovery plan;

CAFÉ.213.r.v Case Workflow and Procedural specifications;

CAFÉ.214.r.v Security and Auditing plan; and

CAFÉ.215.r.v Vulnerability/Intrusion Detection plan.

The Implementation Contractor must propose additional deliverables for the system analysis and design task that are required by its proposed project methodology and are within the requirements of this RFP. Deliverable format and content must reflect the format required in this RFP, as specified, and the effective use of development tools, if any are proposed.

State Infrastructure and Design Responsibilities

In addition to the project management activities, the State will perform the following activities during the system analysis and design task:

a) Process deliverables in accordance with the provisions of the Contract;

b) Assign appropriate DCFS program and technical staff as required to participate in the system analysis and design task activities;

c) Resolve questions raised by the Implementation Contractor requiring clarification of State requirements, policies, and procedures; and

d) In conjunction with Implementation Contractor and PMO Contractor State staff will develop and implement strategies for assessing, managing, and mitigating the impact of changes in the user environment based upon the approved workflow and procedural specifications and change management plan deliverables.

System Development of Software Components

The Implementation Contractor must develop, code, test, install, and monitor all functionality required to meet the mandatory core components, functional and technical requirements identified in this RFP. All CAFÉ core software shall be coded, unit-tested, and system-tested by the Implementation Contractor as part of this task, and system documentation shall be produced according to DCFS documentation standards or industry best practice when DCFS standards are not available. The products of this task must be developed in accordance with the approved

DSD document produced during the system analysis and design task. Contractor shall participate in code reviews with state and QA staff to ensure adherence to agreed upon coding standards and to facilitate knowledge transfer.

Each program must be thoroughly documented, to ensure traceability, by mapping the requirements to the design, the design to the code, and the requirements to the test cases. The Implementation Contractor must develop test cases to simulate all case conditions that the system will support and must use these test cases for the system test. Developing components in a sequential fashion with sequence based on providing the most critical functionality soonest is preferred. Implementation Contractor must establish and acquire DCFS approval of appropriate configuration management and tracking processes to rectify software defects (items that fail to conform to or perform in accordance with applicable Specifications) in a timely fashion.

Contractor System Development Responsibilities

The Implementation Contractor must complete activities consistent with its proposed methodology and approach if accepted by the State or an alternative methodology and approach approved in advance by the State, to accomplish the task objectives and meet all RFP requirements. The Implementation Contractor responsibilities during this task include programming, unit, system and regression testing, and documentation on all system functions to ensure that components function in accordance with design. At a minimum, the activities of this task must include the following:

a) Affirm the DCFS platform environment: The Implementation Contractor must provide written affirmation that the DCFS platform environment or that environment provided by Contractor will support the Implementation Contractor's proposed solution, including all third party software (e.g. search engine, address verification – geo-coding, mapping, imaging, etc) acquired to implement the solution in a full production capacity and meet performance standards as specified in this RFP. The Implementation Contractor must provide detailed descriptions of any changes to the DCFS platform environment that would enhance the performance of the system; however the delivered system must meet the minimum performance requirements. DCFS accepted and approved changes shall be updated in the CAFÉ Technical Service Oriented Architectural Design Document. It should be noted that Implementation Contractor must affirm that the delivered solution shall perform in the required environment in accordance with performance standards over a period of three years while experiencing a growth rate of 10% per year. Additionally Implementation Contractor must advise as to point in time that DCFS infrastructure would not be capable of supporting delivered solution in accordance to performance standards while continuing to experience a 10% annual growth rate;

b) Develop the CAFÉ System Application Components: For each incremental roll out the Implementation Contractor must complete the development, configuration or extension of the application code. The Implementation Contractor must comply with industry best practices and existing State standards including, but not limited to, database management, coding, naming conventions, security, disaster recovery, and other related standards;

c) Develop or Provide Interface Software and Enterprise Application Integration: The Implementation Contractor must develop or use software for the required

interfaces/integration proposed to link CAFÉ to the legacy systems. The Implementation Contractor must integrate the interface software with the CAFÉ System application. The Implementation Contractor will not be responsible for modifying legacy systems software or legacy systems code that interface with the CAFÉ System, however if coding is required within a middleware product to interface/integrate with Adabas, or other databases, it will be the Implementation Contractor's responsibility. Implementation Contractor shall also be responsible for providing configuration requirements and troubleshoot as needed any ancillary infrastructure components (e.g. job scheduler systems, print systems, online help systems, reporting systems, document management systems, security and biometric systems, mobile synchronization systems, smartcard/EFT systems, voice response systems, transcription systems, etc.) required to implement and integrate the solution within the DCFS environment. Any DCFS accepted and approved changes shall be updated in the Technical Architectural Design Document;

d) Conduct Volumetric Testing, Analysis and Tuning: The Implementation Contractor must periodically rework and reassess the various performance related capacity analysis testing of the DCFS platform environment. The Implementation Contractor must analyze and evaluate performance of all project systems, telecommunication networks, hardware, and software. The Implementation Contractor must perform all application system modifications required to ensure system performance meets required SLA performance standards. The Implementation Contractor must work with State and Contracted Network support staff to make other modifications necessary to ensure system performance reaches required performance standards in a production environment based on the results of user acceptance testing. The Implementation Contractor must perform periodic stress tests to ensure proper performance and prepare reports that detail the outcome of the tests and recommend how to proceed or defines alternatives to be considered. Following testing and evaluation Implementation Contractor must make recommendations for system and/or environment alteration or upgrade to meet the performance SLA's of the CAFÉ System. It should be noted that the State shall not be obligated to upgrade hardware/software/network environment to meet SLA performance standards. The methodology, findings, recommendations and results from this re-evaluation must be contained in a Volumetric Testing, Analysis and Tuning document. The reports must also document any modifications made to the system which were required to improve performance;

e) Unit Test Software: The Implementation Contractor must unit test all software developed or provided for use as part of the CAFÉ System. Documentation of the inputs, outputs, problems identified, and corrections made will be required, in the form of a unit test results document;

f) Create Populated Security Tables: The Implementation Contractor must work closely with the State to define each user's roles. These users will be assigned access to the system based on need and job function. The Implementation Contractor will enter these values into the system's security tables for any system testing team member and other specified State staff in preparation for system testing;

g) Produce User Documentation: The Implementation Contractor must provide online user procedures, online help and online policy manual material. In addition, the Implementation Contractor must develop a hard-copy guide for CAFÉ System users that

provides log-on and log-off procedures and basic access and navigation instructions. Documentation (electronic and paper copy) must comply with the State Standards for document production and distribution;

h) Produce Operations Documentation: The Implementation Contractor must produce complete operations documentation for all environments (e.g. development, test, training, UAT, production, etc.) The operations documentation must include overviews of the application, system structure, configurations, required administrative tasks, major processing, and required interfaces. The operations documentation must also describe the overall process schedule, including dependencies, files accessed, critical sequencing, timing criteria, and provide operating instructions for each process and process step consistent with the chosen environment. The Implementation Contractor must develop the CAFÉ System backup operating instructions and online, batch, and database recovery procedures. The Implementation Contractor must provide help-desk procedures including problem identification, initial diagnosis along with checklists and problem resolution/referral procedures. The help desk procedures must be designed for use with Remedy, which is the DCFS standard help-desk software;

i) Produce System Documentation: The Implementation Contractor must produce complete system documentation for all environments (e.g. development, test, training, UAT, production, etc.). The Implementation Contractor must use industry best practices documentation standards, and COTS, custom build, or transfer related documentation modeling tools and adhere to sound modeling principles to ensure the standardization and traceability of all system documentation. The Implementation Contractor must maintain and update all documentation, until successful completion of system turnover. Documentation must detail all hardware and software and their functions and use and where applicable be presented in both written and graphical form;

j) Prepare for and support System Tests: For each incremental roll out, the Implementation Contractor is responsible for the system test initiative. In preparation for the system tests, at a minimum, the Implementation Contractor must: Install the system in the test environment; Install and configure any automated testing tools/packages; Create test environments, including sandbox and training environment to support simulated system functions for training staff; meet the specifications of the system test plans; ensure that sufficient test and converted data is located in the test system environments and keep test environments configured and available for ongoing testing as well as systems used to track results and progress of testing;

k) Co-Develop the System Test Plan: The Implementation Contractor must co-develop the system test plan with the state testing team. The plan must clearly set forth how the system test is designed to fully test CAFÉ System functions and features. The plan must identify the inputs to the test, the steps in the testing process and the expected results. The plan also must identify any software tools used during testing and any DCFS resources required. The plan must include the following types of testing approaches; sanity/smoke, white box, boundary, dynamic, integration, regression and static. The plan must address volume, capacity, scalability, stress, fail-over, recovery, back-outs, vulnerability, intrusion detection and security to simulate real environmental variables. The plan must provide detailed descriptions of the test environment, test scope/objectives, test methods, test data, all converted production data, time controls for temporal events, technical support, configuration management, test schedule, testers,

test case samples, workflow, training required, and the defect identification, communication and resolution processes to be executed during the system test. The test plan must be cross-walked to the requirements and detail design documents to validate all requirements have been addressed. The Implementation Contractor will retain the responsibility for the ultimate production of the plan. State staff will actively provide input and feedback during the plan's development. The State requires the Contractor to submit a plan that provides ample time between system testing and time required for State conducted User Acceptance testing. Periodic statistics and listings concerning the status flow of system test defects are required to keep the project management staff aware of the trends and issues;

l) Implementation Contractor's System Test of Software: The Implementation Contractor must test all CAFÉ System software to demonstrate functionality and performance characteristics before State conducted User Acceptance testing begins for a specific release. The software test must actively use all of the functions, test all interfaces, process all types of input, and produce all reports. The State may require that certain types of cases for all programs and transactions be included in the software test. Although ongoing communication concerning testing progress and issues is expected, a final software test results document must be prepared by the Implementation Contractor. The software test results document must include enough information to permit the State to validate that the test has been successfully executed in accordance with the approved work plan. Any software or automated testing packages used by the Implementation Contractor during the system test or the documentation thereof must be provided to the State. The Implementation Contractor must conduct walkthrough of the testing process and the test results to enhance DCFS understanding and to facilitate the approval process; and

m) Certify System and Provide Support for System and User Acceptance Testing: For each incremental roll out, the Implementation Contractor must provide a system testing certification letter that certifies, in writing, that the system is ready for User Acceptance testing and verifies that adequate unit, integration, and performance testing has been performed so that users may focus on testing functionality and usability. The Implementation Contractor must assist in co-developing user acceptance testing plans and procedures with the state testing team members and facilitate system testing by orienting and/or training the state testing team as to efficient methods in conducting tests, use of automated testing tools and being available to observe, comment on, and answer questions as testing is performed by state staff.

Contractor System Development Deliverables

The Implementation Contractor must provide deliverables for the system development task consistent with its proposed project methodology and approach and within the requirements of this RFP. Deliverable format and content must reflect industry best practices standards and the effective use of development tools, if any are proposed. Deliverables to be produced by the Implementation Contractor for State review and approval shall include at a minimum:

CAFÉ.301.r.v The affirmed DCFS platform environment;

CAFÉ.302.r.v Volumetric documentation and results of application tuning or environmental adjustments;

CAFÉ.303.r.v System test plan;

CAFÉ.304.r.v Programmed and configured modules including interfaces and EAI processes;

CAFÉ.305.r.v All Source code;

CAFÉ.306.r.v All updated models (i.e. Use Case, Object, Data, Security etc.);

CAFÉ.307.r.v Requirements Traceability Matrix;

CAFÉ.308.r.v System Test Scripts, Scenarios, Cases, Data Pools (automated and manual);

CAFÉ.309.r.v Unit test results document;

CAFÉ.310.r.v User documentation;

CAFÉ.311.r.v Operations documentation;

CAFÉ.312.r.v System documentation;

CAFÉ.313.r.v System test results document including security, audit, vulnerability and intrusion detection;

CAFÉ.314.r.v System testing certification letter, and

CAFÉ.315.r.v Fully functioning CAFÉ Components integrated/interfaced with necessary legacy systems and other systems external to DCFS that have been identified as critical, outside resources.

State System Development Responsibilities

In addition to the project management activities, the State will perform the following activities during system development:

- Process deliverables according to the provisions of the Contract;

- Assign DCFS staff to assist with the development of test cases;

- Assign DCFS staff to assist in developing security strategy and scenarios for systems;

- Provide interagency agreements of understanding concerning integration/interfacing with other systems;

- Provide a list of system testing team members and other specified State staff and their assigned roles for security access;

- Resolve questions raised by the Implementation Contractor requiring clarification of DCFS requirements, policies, and procedures;

- Provide specific input into the Implementation Contractor's system-testing and volumetric-testing processes;

- Validate and document that the Implementation Contractor's system test has been successfully executed in accordance with the approved work plan; and

- Co-develop the system test plan in conjunction with the Implementation Contractor.

User Acceptance Testing of Software Components

For each release, all system components must be subjected to structured system testing performed by an integrated test team. Additionally, all system documentation and training materials must pass through User Acceptance processes for determination of conformance, usability and accuracy. The State's User Acceptance test team will be composed of DCFS project team staff, DCFS IS staff and various Office program staff, and must be supported full-time by the Implementation Contractor on-site. Implementation Contractor assistance in development and use of automated scripts that cover at least 75% of system functionality (business functional components) is required. All scripts, test scenarios, test plans, tools and software use by Implementation Contractor to develop test scenarios, test data and test scripts shall become the property of the State at completion of UAT.

Implementation Contractor User Acceptance Testing Responsibilities

The State's user acceptance test team will function as system users during UAT testing and will evaluate and document all test outcomes. The Implementation Contractor must create and maintain stable responsive UAT environments in accordance with the testing plans and must monitor UAT testing. These environments and plans must account for conversion data and integration/interfacing with legacy systems. The Implementation Contractor must document and provide all error resolution and other technical support as required. Significant coordination and mentoring of state technical support staff regarding creation and maintenance of environments is required. At a minimum, the Implementation Contractor must perform the following activities during this phase:

Preparation for the State Conducted User Acceptance Testing must include:

- Training/Mentoring for the State's UAT test team on the application, the use of testing tools and the creation, modification and use of scenarios, test data and test scripts;

- Training/Mentoring for the State's technical staff on the environments and required rebuilds as new builds are released;

- Appropriately configured test environments to adequately emulate web real world system use, including use of system from mobile devices;

- Appropriately configuring and loading required data pools and managing batch cycles and timing to ensure sufficient testing of temporal events;

- Preparing and providing sample sets of program-specific structured test data, including converted data for use with test scripts;

- Preparing and providing system test scripts and results and recommendations for use by UAT team;

- Preparing and providing appropriate versions of system documentation and training materials for processing and evaluation by UAT team;

- Supporting the operation of the test system and delivery of system output to the State's UAT test team;

- Providing configuration requirements and troubleshooting as needed any ancillary infrastructure components required to process all tests (e.g. job scheduler systems, print systems, online help systems, reporting systems, document management systems, security and biometric systems, mobile synchronization systems, smartcard/EFT systems, voice response systems, transcription systems, vulnerability intrusion detection systems, etc.)

- Preparing and supporting for testing a back-out scenario with backup and recovery;

- Preparing and supporting for testing a fail-over scenario with backup and recovery;

- A plan for documenting and resolving any errors encountered during UAT testing;

- A plan for updating training materials and system documentation as needed; and

- Adequate technical and other staff dedicated to testing support and problem resolution while the test is in progress.

Support the UAT Tests: The state UAT test team will perform User Acceptance testing on the CAFÉ application. Once the Implementation Contractor has completed design, development and software testing and has certified, in writing, that the application is ready for UAT, the state UAT team will execute UAT testing at the Primary Project Site. If the Implementation Contractor solution proposed and accepted is an incremental implementation of functionality, testing will be designed to occur during each of the releases, with final UAT on the entire completed functionality occurring during the last roll out. The Implementation Contractor must assist the state UAT team in the development of test cases and scenarios by clarifying any questions on the design of the CAFÉ System. If defects or barriers are found during UAT testing, the entire test script must be re-initiated and the test period must begin again. The State anticipates that the time required for State conducted User Acceptance Testing will be approximately the same as the time required by Implementation Contractor for coding, unit and system testing; and

Resolve Defects: The Implementation Contractor shall provide two business days' turnaround, from the time the defect or discrepancy is logged, for correction of defects identified by the State User Acceptance Test team during testing. The Implementation Contractor must use a formal change control process when addressing corrections. Corrections anticipated requiring more time must be reported immediately to the State CAFÉ Project Director for assessment and determination of consequences. Periodic statistics and listings concerning the status flow of defects are required to keep the project management staff aware of the trends and issues.

Contractor User Acceptance Testing Deliverables

The activities and deliverables to be produced by the Implementation Contractor during user acceptance testing task for State review and approval shall include at a minimum the following:

CAFÉ.401.r.v Trained State UAT team;

CAFÉ.402.r.v Transfer to State of system test scripts and automated testing packages;

CAFÉ.403.r.v Structured sets of test data, including converted production data and longitudinal testing;

CAFÉ.404.r.v Defect Corrections report;

CAFÉ.405.r.v Integration and Outcomes report;

CAFÉ.406.r.v Adequacy of training materials and system documentation report;

CAFÉ.407.r.v System back-out, backup and recovery report;

CAFÉ.408.r.v System fail-over, backup and recovery report, and

CAFÉ.409.r.v Operationally ready system.

State User Acceptance Testing Responsibilities

In addition to the project management activities, the State will perform the following tasks during UAT:

- Process deliverables according to the provisions of the Contract;

- Review defect corrections, integration and outcomes, back-out, fail-over, backup and recovery reports then issue comments for Implementation Contractor explanation or correction and provide approval to proceed to Pilot and/or Statewide Implementation; and

- Form a User Acceptance Test team that will:

- Co-develop test cases, test data and scenarios,

- Receive training from the Implementation Contractor in the operation of the CAFÉ System application, use of testing tools, data pools and use of test scripts,

- Act as system users and primary result evaluators while performing testing and reviewing user and operational system documentation/guides/reference materials,

- Act as students to assess the adequacy, accuracy and effectiveness of training materials, and

- Document defects and discrepancies identified during the course of testing, and the severity level
- Document corrections of defects and discrepancies

Culture Change Readiness Management

The Implementation Contractor must take an active role to address the State's perceived need for a proactive publicity campaign to build interest, understanding, and enthusiasm about the CAFÉ System among DCFS staff and stakeholders. All culture change readiness plans and

communications must be coordinated with the Project Change Readiness Manager, PMO Change Readiness Manager, and the DCFS Communications Director. During the life of the project the Implementation Contractor must create and keep updated change readiness and communication plans to provide information about the CAFÉ System to all DCFS staff, focusing on how the system will help workers serve customers more efficiently and more effectively. Responsibilities of the Implementation Contractor related to cultural change readiness and management include assisting the State in:

a) Identifying business practices, processes, procedures, and organizational units that will be affected by the implementation of CAFÉ;

b) Documenting the approach and methodology to achieving the objectives listed above in the form of a Change Readiness Plan;

c) Defining achievable goals with accompanying measures of readiness;

d) Designing and implementing a campaign to enhance readiness;

e) Assessing the impact of and modifying the campaign as needed; and

f) Keeping CAFÉ Project team members and DCFS leaders apprised of progress.

Contractor Change Readiness Responsibilities

During the project, the Implementation Contractor must assist the State to define achievable goals, define campaign materials, design the campaign, target users and managers for review and comment, and establish a schedule for meeting with key state and parish staff and representative users from both state and parish offices regarding the parameters surrounding the campaign. The State has identified the need for a pro-active campaign to identify processes, procedures and organizational units that will be affected by the implementation of the project. The State requires Implementation Contractor support in this area due to the differences among geographic and programmatic offices. The Implementation Contractor must identify and document the affected processes, procedures, and organizational units and the areas of impact, then assist the State in the development of a campaign to prepare State Office, Regional and Parish staff for the expected changes. The approach and methodology must be documented in a change readiness plan. The focus of the change readiness campaign must be on determining and implementing ways to better prepare DCFS staff, at all levels and locations of the organization, for the implementation of the CAFÉ System. The Primary objectives of the campaign shall be as follows:

• To analyze staff perceptions of impact of system, then design and execute a communications program to address staff concerns and inform staff of benefits;

• To provide a baseline against which DCFS will later measure how the system actually impacted work productivity, citizen or provider complaints, and selected goals, objectives, and performance indicators;

• To provide information to increase awareness regarding CAFÉ Project status and schedules;

- To prepare staff, customers and providers for the impact of the changes initiated;

- To occasionally interact with staff through field visits to selected offices;

- To minimize disruption to the work of DCFS during and after implementation;

- To encourage users' acceptance of the new system including changes to users' jobs;

- To encourage users to employ and realize benefits associated with system as soon as practical; and

- To measure the success of CAFÉ implementation through surveys.

Contractor Change Readiness Deliverables

The deliverables to be produced by the Implementation Contractor for the culture change readiness management task for State review and approval shall include at a minimum the following:

CAFÉ.501.r.v Survey of staff, citizens and providers to ascertain perceptions pre-implementation;

CAFÉ.502.r.v Analysis, Findings and Recommendations related to staff readiness;

CAFÉ.503.r.v Change Readiness Plan;

CAFÉ.504.r.v Communications Plan;

CAFÉ.505.r.v Change Readiness Campaign Material;

CAFÉ.506.r.v Business Process Change Document; and

CAFÉ.507.r.v Survey and analysis of staff, customers and providers to ascertain perceptions post implementation.

State Change Readiness Responsibilities

In addition to project management activities, the State will perform the following activities during the culture change readiness task:

- Process deliverables in accordance with the provisions of the Contract;

- Assign appropriate DCFS program staff as required to participate in the task activities;

- Assist in the distribution of campaign materials as needed;

- Provide specific input into change readiness plan and communication plan content;

- Resolve questions raised by the Implementation Contractor requiring clarification of State requirements, policies, and procedures;

- In conjunction with Implementation Contractor and PMO Contractor State staff will develop and implement strategies for assessing, managing, and mitigating the impact of changes in the user environment based upon the approved workflow and procedural specifications and change management plan deliverables; and

- Engage field, regional and state office staff in developing local office processes which use system functionality.

Training

The Implementation Contractor must provide the lead trainers that will conduct the training for the project. The Implementation Contractor must provide a training plan, training materials, and user manuals that adhere to industry best practices training guidelines such as those developed by National Training Institute. The plan and materials must be approved by the State. The Implementation Contractor must plan for the training of approximately 4,000 state, region, district and parish personnel as well as 2,000 external users of the system. Typically, external users are service providers or other governmental related staff that have been granted licensed access. Variations in training must cover differences in staff composed of users, technical staff, and train-the-trainer staff. The Implementation Contractor is also responsible for providing training for the system test team, user acceptance team, conversion test team, and the pilot test team.

The State will provide training facilities and equipment at the state, regional and parish sites as needed, or at alternate sites if these facilities are not available. Prior to onset of training, the Implementation Contractor is responsible for setup of the training environment for the CAFÉ System training. All technical training must begin early in the development phase of the project to ensure that the state, parish, and any additional contractor staff (if used) are properly trained on the new technologies proposed. Training to prepare for the system testing, conversion and pilot testing must also be included in the technical training. Implementation Contractor is also responsible for setup and maintenance of sandbox environments to facilitate user ability to practice and research aspects of the system pre- and post- training.

Training must cover all aspects of the new system and must be provided in the following categories:

User Training

The Implementation Contractor must assist in the provision of formal user training on the functionality of the CAFÉ System to all State Office and field staff. User training can be classified as follows:

> **End User Training**: External end users (i.e. Providers with DCFS agreements/contracts) and Internal end users such as DCFS staff in local, regional and state offices including program support, administrative and support personnel, accounting and finance staff, specialized staff, and supervisors will require end user

training. This training will focus on both specific functions and general usage of the system and be available/provided in a number of formats as outlined in below. It must include computer-based training (CBT) for workflow. CBT presentation must not be dictated by screen, but rather by the logical flow of work as staff would use the system. CBT presentation can be server-based and/or web-based.

Management Training for Administrators and Managers: This training will focus on the various management tools and reports available in the system.

In addition to hardcopy training manuals, the system must provide online tutorials with information regarding how to use particular functions of the system. These online tutorials must be accessible through the online help function, but must also be accessible independent of online help functions. Use of ancillary applications for report generation, search functionality, mapping, document imaging, security and mobility must also be provided to ensure users have the ability to perform all needed system related functions to carry out their jobs.

Technical Training

Extensive support, training, and mentoring of State IT staff will need to occur as the requested architecture, system application development environment and methodology, and change management process will be new to many DCFS staff assigned to the project. The Implementation Contractor must provide technical training for system analysts who will be overseeing the development of the system. In addition, the Implementation Contractor must provide technical training on any additional software products required to support the Implementation Contractor's proposed solution and as necessary any training on the various hardware (i.e. scanners or mobile devices) and network components of the CAFÉ System. This training/mentoring must include:

Development Training: Development training/mentoring is required for programmers, analysts, and appropriate business analysts on the tools and techniques used to develop the system. The Implementation Contractor must also provide training on the detailed aspects of how the system functions and on system diagnosis;

User Acceptance Test Team training: UAT training/mentoring on the application and for any tools used to create, modify, run and/or automate test scripts is required. The Implementation Contractor must also provide training on the detailed aspects of how to extend the system test scripts for UAT purposes;

Help Desk training: Staff that support end-users through a Help Desk must receive training on the system functionality sufficient to walkthrough a user on how to navigate the system, enter and retrieve data, and take corrective action when responding to error messages.

Systems Administrators Training: Systems Administrators training/mentoring is required on the more technical aspects of the system required to perform ongoing operations, troubleshooting and maintenance and to assist in any future development needs;

Database Training: Database training/mentoring is required for database administrators and programmers to provide detailed plans for how the database is designed, configured, implemented and modified; and

System Management Tools Training: System Management training/mentoring is required for any tools added to the DCFS platform environment as a result of developing and implementing the CAFÉ System.

The State may choose to contract separately for infrastructure maintenance activities. If this decision is made, it is expected that the chosen contractor will be trained along with State staff in the tools and techniques used to operate, monitor, and maintain the system.

Train-the-Trainer

Train-the-trainer training shall be provided for State and field staff who also have the responsibility for assisting in the training of users, managers, specialists, or other train-the-trainer staff. This training shall consist of training on proper presentation and assisting techniques as well as training on the delivered application.

Contractor System Training Requirements

The training program includes Headquarters and field level trainees with varying computer skill levels. The Implementation Contractor must adhere to federal guidelines concerning training expectations and take the following training requirements into consideration when it develops the training materials.

The training program must identify potential impact to on-going business and determine methods to minimize impact to on-going business. Due to the nature of work performed at State, Region and Parish locations, all of the trainees for a particular location cannot be trained during the same session. There must be adequate coverage at offices for business functions to proceed. Some training may be offered following traditional work hours: between the hours of 5:00 to 8:00 p.m. and on Saturday.

The training program must use a "Just-In-Time" training approach. The Implementation Contractor shall train the users on the latest version of the system that is scheduled for statewide release. This version shall be loaded into the training environment. The program must be developed to adhere to a specified maximum amount of elapsed time (typically thirty days) between delivery of the training and system implementation at the trainees' work sites. Implementation Contractor must also develop a training program to deal with newly hired staff and refresher training for staff that may have knowledge or usage gaps.

The training plan must include course objectives and competency descriptions and delineate any pre-requisites. In order to estimate the readiness of those needing training, the training plan should provide for the opportunity for users to take a "self-assessment" survey to reveal strengths and weaknesses. Results of such a survey should be assessed to target course content and alert users as to knowledge and skills that may need to be acquired or improved before attending class-room based instructor-led training.

The Training program must be presented in distinct modules, with each subsequent module building on the skills and materials presented in earlier modules. Training must not be a single

event, but must encompass levels of training for specified audiences and provide introductory, intermediate, and advanced skills based upon the security levels and roles needed for different users. The Contractor shall provide training of the components of the applications that have been deemed appropriate for the mobile user and the training on the use of the mobile devices separate from the training provided to desktop users.

Training must be conducted with the users, not at them. Exercises that require use of the system is expected and classroom size should be limited to less than twenty students per trainer/assistant pairing. Implementation Contractor trainers must adhere to DCFS procedures in classroom setup, cleanup, decorum, attendance expectations, testing, and evaluations.

The presentation style must be varied and may include video conferencing, lectures, class participation, sample exercises, tutorials, CBT, webinars, hands-on, and one-on-one training. Implementation Contractor is responsible for collecting and reporting on the training opportunities presented and the details as to attendees. Records as to which internal and external staff completed the training venues must be provided to the CAFÉ and DCFS Training Managers on a periodic basis.

The Implementation Contractor, in planning for the training, must include CBT and instructor-led training. The State will not accept CBT or webinar type training as the only form of line staff training.

The Implementation Contractor must digitally capture sessions of the "ideal" training series for use by the State and field trainers as a tool to assist in refresher training or even new worker training in the future. The recording must be done professionally and all levels of training must be addressed. A master and backup suitable for use as a webinar for each course must be produced and delivered. The opportunity for an end user to retrieve specific training video stored in a jukebox or server and "play it" at their desktop PC shall be provided and tracked.

Trainees must be assessed frequently and allowed question and answer periods during the training program. This will assist the trainers in identifying specific concepts or functions that are not fully understood. Periodically the questions and answers collected shall be posted to the CAFÉ web site in a user friendly business accurate manner for broader consumption. In conjunction with the change readiness and communication plans, notification of users as to updates, "what's new" and FAQ shall occur. Notification may be via e-mail, system alerts, or other methods as deemed appropriate for the intended audience and type of message.

A major focus of the training program must be on working actual or simulated cases, either individually or in small groups. It is important to use converted cases to provide users with examples of the types of issues they will face once the system is operational.

Each training module must provide substantial handouts, which can be referred to as refresher or reference materials after the training program is completed. Training materials must be organized to present information based on the unique role of the user. For example Supervisor training should have content that varies from content for the frontline worker. Training materials must be constantly updated as clarifications are obtained and improvements occur. Annotated Instructor versions of the training materials will also be required to be provided to the State for its use. As a number of ancillary applications (e.g. reporting, address verification, imaging, document management, mapping, etc.) are integral to the intended required use of CAFÉ, training must incorporate use of these functions and instructional training materials must be

provided covering these applications. All training materials must also be formatted and organized for posting on the CAFÉ web site and accessible from the application as users seek help. The training materials must also be in a format that allows seamless transfer/loading and approval process for publishing to the DCFS on-line policy system.

The Implementation Contractor must provide technical staff to be available to assist each training session and maintain a stable training database to be used for the hands-on portions of the training. Creating, staging, and loading data to be used in training are the responsibility of the Implementation Contractor. This training package must be tested in the pilot site, as well as in the trainer's sessions. Alternative training approaches and materials must be prepared for those occasions that the system is unexpectedly unavailable and training must proceed for staff that have traveled from across the state and are gathered to be trained.

Contractor System Training Responsibilities

At a minimum, the Implementation Contractor activities for this task must include the following for the CAFÉ System:

Training Plan: In addition to an initial training plan, the Implementation Contractor must revise the training plan at least 30 days in advance of the initial training sessions and revise the plan again for ongoing and refresher training to address the following:

- Identify courses and describe course content required to train the following internal and external staff: users, managers, technical staff, and train-the-trainer assistant staff,

- Schedule and arrange or conduct technical staff training on a just-in-time needed manner,

- Schedule train-the-trainer assistant training for identified staff within 30 days or less of actual implementation of any rolled out functionality of each site,

- Describe the format and content of all training material to be developed, including ancillary applications tied to CAFÉ,

- Ensure the findings and suggestions of the UAT team are accounted for in training materials development and training delivery, as well as recommendations of suggested changes by pilot staff prior to statewide implementation.

- Plan for a training database and a "sandbox" of test cases and scenarios to be used during the hands-on training of users,

- Conduct user "self-assessment" surveys to measure what students have learned then assess and ensure findings/suggestions are addressed,

- Assess training materials and venues to measure how trainees evaluated training then ensure findings/suggestions are addressed,

- Develop plans that cover not only the initial roll out of the primary system, but plans that cover needed training for each new release, for training of new hires, and refresher training for selected staff, and

- Coordinate CAFÉ Training efforts with DCFS user agency training efforts, to ensure no conflict of personnel, resources, or training sites occurs.

Develop Training Material: The Implementation Contractor must develop all training materials including objectives and training competencies, to be used, incorporating the use of online help, and online policy and procedures manuals. Training material must be designed for both hands-on use in a classroom or lab situation and for future reference by users when the system is operational. A wide variety of training materials is expected. Examples include: training guides, handbooks, PowerPoint presentations, and quick-reference tip sheets. All training materials must be reviewed and approved by the State before the start of the training. Any materials developed for purposes of the training defined in this RFP and the software used to create it shall become the property of the State;

Conduct Training: As defined in the approved training plan the Implementation Contractor must conduct application training for approximately 100 train-the-trainer assistance staff and must conduct multiple sessions for up to 4000 internal users and 2000 external users as well as technical training for approximately 50 technical staff. The number of training sessions to be delivered is dependent on the Implementation Contractor's incremental release schedule and the division of training content into sessions and varying delivery formats;

Provide Ongoing Support for the Training Process: The Implementation Contractor must provide support during the project training in the following ways:

- Support the operation of a controlled, stable version of the CAFÉ System software with appropriately refreshed training database to be used for training during the Training task,

- Produce and maintain all training documentation and training database, including updates based upon feedback from the pilot test training, implementation training, and ongoing training for newly hired staff,

- Provide mentoring to state staff from the onset of the engagement on any and all training tools and training software utilized to achieve desired training goals,

- Provide Implementation Contractor user support personnel to help trainers and state trainer assistants with any issues or problems related to the CAFÉ System functions. Implementation Contractor must plan to provide on-site presence at training sites for each of the training sessions delivered, and

- Provide Implementation Contractor system personnel to resolve technical problems and respond to technical issues during the Training task. Implementation Contractor must plan to provide at least two days of on-site presence at local office field sites for each of the DCFS offices.

Prepare Feedback Survey Instrument and Training Effectiveness Evaluation Mechanism: The Implementation Contractor and State must collaboratively determine the expected performance and the expected outcomes of training. In conjunction with this, the Implementation Contractor must be responsible for developing an evaluation mechanism to determine whether training produced the desired results or not. It is anticipated this evaluation will consist of various tests or surveys administered to trainees at each training session. This tool must be used to identify weaknesses of the training program and specific

revisions that need to be made. This form must be used for pilot test training and the train-the-trainer's assistance sessions to assess the effectiveness of the training sessions. The survey tool must be implemented by the trainers for all training delivered throughout the State. It is the responsibility of the Implementation Contractor to collect, enter, tabulate, and analyze data from all training sessions. Any software acquired or databases created to track training delivered and results achieved shall become the property of the State;

Provide Technical Training: Training of users, technical staff and train-the-trainer assistance staff is critical to the success of the CAFÉ Project. The State anticipates that existing technical staff will not possess all of the specialized programming skills required to maintain and operate the CAFÉ System. Therefore, the Implementation Contractor must provide technical training to State technical staff beginning with the development phase, continuing through the implementation phase and then provide on-the-job training and extensive mentoring while the system is supported in the production environment. Skill sets to be improved by the provision of technical training include ability to not only configure and customize but diagnose and remedy problems in the provided application, database, middleware or equivalent Application Server, reporting tool, and ETL processes, UML tools, security related software, middleware messaging software, monitoring and performance management software, as well as any other software needed to run and support CAFÉ. Technical training must also be provided to the state Project Team staff engaged in training. Contractor must train state training staff on any software needed for production and delivery of training and any advanced Office Suite required techniques, including global templates and project formats and/or their counterparts;

Provide a Separate Training Systems Environment: A separate training and "sandbox" environment must be provided by the Implementation Contractor to avoid disruption of other development and implementation activities. This means that the Implementation Contractor must implement a training database that is installed in a separate technical environment from the development, test, or production environments. Routine refreshing and staging of database to meet needs of training activities and schedule will be necessary.   Test environments must be structured to allow multiple sites to conduct concurrent and overlapping sessions concerning same or different lesson plans. Implementation Contractor is responsible for creating, staging, and loading/reloading of data as well as mentoring state staff in support of maintaining training environments post implementation.;

Provide Survey Instrument Feedback: The Implementation Contractor must provide a written feedback analysis of survey data and provide feedback to the State about the effectiveness of the training delivered by Instructor, location, timing, group, and course. The feedback analysis must identity improvements that can be made to the training courses based on the input of trainees. Based on feedback, Implementation Contractor should be prepared to modify course content, material, case scenarios, examples, and participant groupings for use in any upcoming scheduled sessions; and

Provide Long Term Ongoing Training Materials as a part of New Worker Orientation: Once the statewide implementation roll-out has occurred there is a need for modification of training materials and delivery to be incorporated into the agency's New Worker Orientation Training program. Contractor shall work with agency New Worker trainers, assess current curriculum, and integrate CAFÉ related components as appropriate as well as a refresher training for season staff as needed.

Contractor Training Deliverables

For the training task, the State requires that the Implementation Contractor provide sufficient copies of all training materials to distribute to all users, plus a reserve equal to 10% of the total number of trainee copies. Deliverables required for State review and approval shall include at a minimum the following:

CAFÉ.601.r.v Training plan and updates for the CAFÉ System;

CAFÉ.602.r.v CBT modules;

CAFÉ.603.r.v CBT software (ownership must be turned over to the State) and CBT software training on creation, cataloging and maintenance of modules;

CAFÉ.604.r.v Delivery of training materials must be coordinated with State Training Manager to ensure sufficient time exists to distribute large volumes to remote sites;

CAFÉ.605.r.v Training of all State Trainer Assistants between 90 to 30 days of actual implementation of any or all functionality so that state users can be trained within 30 days of implementation;

CAFÉ.606.r.v Digital Recordings of Training Sessions set up for user access as a webinar;

CAFÉ.607.r.v Timely training of all technical staff regarding software, architecture, database, operation, and support;

CAFÉ.608.r.v Timely training of internal and external users, managers and administrators;

CAFÉ.609.r.v Training Feedback survey instruments;

CAFÉ.610.r.v Training Feedback analysis; and

CAFÉ.611.r.v Integration of CAFÉ training into ongoing New Worker Orientation and training curriculum.

State System Training Responsibilities

In addition to the project management activities, the State will perform the following activities during the training task:

Process deliverable according to the provisions of the Contract;

Provide CAFÉ System training coordinator(s) to facilitate scheduling of training for all trainees, according to Implementation Contractor's proposed training schedule;

Provide a minimum of nine training sites spread across the State to train up to 20 students per site.

Resolve questions raised by the Implementation Contractor requiring clarification of the State's training requirements, policies, and procedures;

Provide input to the training team regarding the training plan, training materials, and training schedules;

Work closely with the Implementation Contractor on the planning, development, and delivery of all training;

Identify and make available State Trainer Assistants to be trained;

Identify and make available State training facilities including video conferencing sites;

Identify Headquarters, and field staff to be trained;

Provide for the distribution of Implementation Contractor prepared training materials;

Provide for the publication of the training materials on DCFS website and policy link;

Monitor training provided by the Implementation Contractor;

Analyze the feedback survey instrument results and provide feedback to the Implementation Contractor to continuously improve training;

Review evaluation forms and provide feedback to the Implementation Contractor on training outcomes throughout the duration of the training task to continuously improve training; and

Participate in training activities as may be required.

Conversion

The Implementation Contractor is responsible for ensuring that all data in the current systems that is needed to meet CAFÉ System requirements for customer and provider registries is converted, and to the degree practicable unduplicated. The State recognizes that data from multiple systems with different formats, different values and differing integrities exists. Implementation Contractor must plan for and deal with the identification, standardization, purification and un-duplication of data as it is migrated or converted from multiple systems to the CAFÉ System. The Implementation Contractor shall engage in an early dialogue with the State to perform focused due diligence to acquire an in-depth understanding of the legacy data and application migration requirements. The Implementation Contractor must provide for extraction, purification, transformation and loading of all required customer/case/provider/worker related data elements and any historical data needed to support DCFS ongoing processes in the current systems or EAI procedures for access to such data. Additionally, the Implementation Contractor must plan for the initial loading and associating of any relevant information currently captured only on paper or in images that will be required in the new system.

The Implementation Contractor shall be prepared, as necessary, to revise its proposed conversion plan to present a comprehensive strategy for both the automated and manual conversion effort and that incorporates the State's schedule for the pilot testing and statewide implementation. The Implementation Contractor should provide for conversion and create or supply the software for the conversion of all current system electronic data into the CAFÉ System where possible and develop a process for data purification and un-duplication.

As early as possible during the project, the Implementation Contractor shall identify which exact data elements need to be converted in order to run the CAFÉ System and which data elements should be converted in order to gain the most benefit. Representatives from the State project team shall review and approve the recommended data elements. The State will work with the Implementation Contractor to formulate conversion algorithms to automate as much data conversion as possible.

The State anticipates that a significant manual conversion effort may be required to supplement the automated conversion. The Implementation Contractor shall provide software and training for the manual entry of case-related data required to meet functionality requirements in the

CAFÉ System. Although the Implementation Contractor will not be responsible for manual data entry, a minimum of two staff members are expected to be dedicated to researching conversion related problems and assisting in the correction of data in customers/cases. This shall include taking corrective action as necessary to merge and/or delete duplicate customers/cases/providers/contracts as well as separating inappropriately combined customers/cases or providers/contracts and associating/recombining such broken entities.

Contractor Conversion Responsibilities

At a minimum, the activities of this task must include the following for the CAFÉ System:

Conversion Plan: The Implementation Contractor must create and periodically update the conversion plan that establishes the conversion environment and outlines strategies for both the automated and manual conversion of DCFS legacy data to the CAFÉ System. The data conversion plan at a minimum must describe that all data elements in the current systems required for implementation of components shall be converted unless: the element met a requirement that no longer exists; the element existed for performance reasons only and was redundant; or the element was internally used by the system, (for example report formats, that are no longer needed). The plan must describe the method to identify and define the data elements and their values that must be converted and identify the sources from where the data will be converted. The plan must address a strategy for correcting data inconsistencies and inaccuracies and propose strategies for reconciliation and conversion of manual data to be converted. The plan must describe the pilot test vs. production conversion strategy and document the schedule for conversion activities;

Prepare Conversion Specification Document (CSD): The Implementation Contractor must review files and data elements to gain knowledge of their structure and content. The Implementation Contractor, with State assistance, must map data elements and values from the existing legacy systems to the CAFÉ System and define, edit and validity checks and any default values. Implementation Contractor must also identify which data elements are reasonably up to date and reliable for each system that will be converted. Where the same data element resides in more than one system, the Conversion Specification Document (CSD) must identify the processes and techniques to arrive at the value of the data element to be converted and whether or how data in legacy systems will be impacted. The Implementation Contractor must review the State's conversion requirements and include (in the CSD) the specific conversion criteria for all data elements in the current legacy systems as well as those targeted for manual conversion of manual data. The Implementation Contractor must identify what data elements must be converted in order to gain the most benefit from the system, and must assist the State in determining the ramifications of converting, or not converting, selected data elements. The Implementation Contractor must normalize data and employ strategies to minimize data storage requirements. The Implementation Contractor must provide the specifications for converting manual data and capturing data elements that are missing or are so unreliable, as defined in the CSD, that they can not be converted. For these data elements, the Implementation Contractor must build data collection forms and create methods to gather and capture that data. The Implementation Contractor must document how the data will be converted into the CAFÉ System. Although the Implementation Contractor will not be responsible for data entry a minimum of two Implementation Contractor staff members are expected to be dedicated to conversion

related data clean-up activities. The Implementation Contractor must review the data conversion criteria with appropriate State staff and design appropriate conversion reports to support the conversion process. The CSD must address the necessity of converting historical data and provide a correction plan for converting this data. The CSD must also include layouts of the reports produced as a result of conversion;

Develop or Provide Conversion Programs: The Implementation Contractor must develop or provide any training, documentation, maintenance or enhancement software identified in the CSD as being required to support the conversion from the existing legacy systems to the CAFÉ System. If Implementation Contractor elects to use third party software to assist in data integrity, purification, transformation and conversion, the software and licenses must be turned over to the State prior to the end of the contract. The State is responsible for developing and running legacy system extracts to load the data for conversion software use;

Test Conversion Software: The Implementation Contractor must unit-test and system-test all CAFÉ System conversion software to demonstrate its functionality before conversion. Documentation of the inputs, outputs, problems identified, and corrections made are required in a conversion software test results document. The system test must actively use all of the conversion functions, process all types of input, and produce all conversion reports. Before conducting the system test, the Implementation Contractor must submit, for State review and approval, a conversion test plan that clearly sets forth how the process is designed to fully test the functions and features of the conversion software. The plan must identify the inputs to the test, the steps in the testing process and the expected results, and any software tools used during testing. The State may require that certain types of cases or data be included in the conversion test. The Implementation Contractor must submit a conversion test results report that permits the State to validate that the test has been successfully executed in accordance with the approved plan;

Develop and Implement Data Purification/Transformation Strategy: The Implementation Contractor must develop a data purification strategy for any data that appears to exist with multiple values or does not convert and include the strategy and data in a data purification strategy document. The Implementation Contractor must document any instance categorized as a serious systematic data quality problem in the data purification strategy document. The Implementation Contractor must coordinate an effort with the State and field offices to cleanse any remaining data that do not convert under normal conversion or data purification tasks in a separate environment. As data integrity is critical, the Implementation Contractor must address the issue of data cleansing in legacy systems very early in the project and very aggressively. Implementation Contractor must propose successful strategies that facilitate data purification/transformation activities and minimizes the impact of manual processes. Strategies for accomplishing these objectives include the following requirements.

- Conduct JAD sessions to gather requirements for data cleansing/transformation

- Automate data analysis/profiling processes for all legacy systems

- Provide automated processes to identify, match, and merge duplicates when feasible

- Provide automated processes to address inconsistencies and incompleteness in data

- Recommend streamlined processes when manual activities for data cleansing such as de-duplication is required

- Implement and validate solution to incorporate corrected data identified in manual processes

- Develop plan to address exceptions that data cleansing/purification processes do not resolve

- Perform data transformation activities that map data from the multiple disparate legacy system into a standardized data dictionary for CAFÉ

- Collaborate with Integration manager and team to validate data transformation from legacy systems to CAFÉ back to legacy systems.

- Collaborate with the User Acceptance Team in the development of test scripts and scenarios to ensure data purification/transformation processes function as required.

- Implement data quality management solutions that monitor, identify, and resolve or facilitate resolution of future data integrity issues in CAFÉ and legacy systems.

The Implementation Contractor will produce iterations of clean-up reports to identify data duplication, errors and anomalies. For those customers/cases with data unable to be purified automatically through Implementation Contractor programming, lists will be generated, distributed to local offices and tracked for completion; and

Convert Data and Generate Conversion Reports: Sufficient converted data must be available for the unit test, system test, acceptance test, and pilot test. The data conversion software and procedures must be designed to be used in a phased roll out approach, to do just-in-time conversion before an office or function goes online. The Implementation Contractor must convert data before the pilot test task and the implementation of each site during the statewide implementation task and produce all necessary reports in the CSD. The Implementation Contractor must review the results of each conversion run to ensure the accuracy of the conversion before implementation in the site and before allowing user access to the system.

Contractor Conversion Deliverables

Deliverables to be produced by the Implementation Contractor for the conversion task for State review and approval shall include at a minimum the following:

CAFÉ.701.r.v Conversion plan;

CAFÉ.702.r.v Conversion specification document;

CAFÉ.703.r.v Data purification/transformation strategy document;

CAFÉ.704.r.v Data clean-up lists and results;

CAFÉ.705.r.v Conversion test plans;

CAFÉ.706.r.v Conversion programs and documentation;

CAFÉ.707.r.v Conversion software test results document;

CAFÉ.708.r.v Conversion test results reports; and

CAFÉ.709.r.v Clean, transformed and converted data.

State Conversion Responsibilities

In addition to the project management activities, the State will perform the following activities during the conversion task:

- Process deliverables according to the provisions of the Contract;

- Assign State and field staff to participate in conversion planning, testing of the conversion programs, and data correction;

- Resolve questions raised by the Implementation Contractor requiring clarification of DCFS requirements, policies, and procedures;

- Provide specific input into the system conversion process;

- Provide an approval process for purification and clean-up of data;

- Participate in the clean-up of data; and

- Provide approval of each phase of the conversion: CSD, programming, pilot and testing.

Pilot Testing

Pilot testing of the CAFÉ System must be conducted in at least two field office locations (to be specified at a later time) for a suggested period of sixty (60) days for each of the portals. It should be noted that defects discovered during pilot shall be required to be corrected and retested through the UAT process, thus Pilot Testing and UAT overlap.

The purpose of the pilot task will be to verify the functional and technical usability of CAFÉ System in a targeted production environment. Pilot testing will be the first production field user test of the CAFÉ System outside of the controlled development and system testing environments. The purpose is to focus not only on software functionality, but also on the adequacy of, and the effectiveness and efficiency of the procedures, workflow, and operational components required to implement and support the CAFÉ System. The pilot must be structured to reveal issues that may be related to handling converted customers/cases and dealing with cross-parish cases.

Before conducting pilot testing, the Implementation Contractor must train State staff selected for the pilot in the use of CAFÉ System. During pilot testing, State pilot test staff will perform all routine duties, yet instead of using the legacy system staff will use CAFÉ. The Implementation Contractor must ensure that the system is continually operational and must correct any system errors encountered in accordance with the correction procedures detailed under the system-testing task. The Implementation Contractor also must perform benchmark tests (to include

network tests and pre-quantified and approved response times) at the end of the pilot-testing task and perform any system tuning necessary based upon the results.

Pilot testing must be performed using converted data and must include all relevant existing and new interfaces and EAI processes. At the conclusion of the pilot-testing task, the Implementation Contractor must prepare a pilot operations report that certifies that the CAFÉ System is ready for statewide implementation. The State will review the Implementation Contractor's report and other available information and determine whether to proceed with the statewide implementation task according to the project schedule. The Pilot acceptance test and report must cover all activities that would take place during the actual statewide implementation. The test will verify the following:

- All functional aspects of the system;

- Operability and stability of software;

- Accuracy of conversion of legacy data and manual data;

- Impact of missing and erroneous data;

- Completeness and accuracy of system documentation;

- Effectiveness of training methods and materials;

- Impact on workflow and staff productivity;

- Impact on customer workflow and utility

- Response time and overall system performance;

- System hardware, software and telecommunications performance;

- Appropriateness of system, data and application security; and

- Accuracy/performance of system interfaces and EAI processes.

Contractor Pilot Testing Responsibilities

At a minimum, the activities of this task must include the following for the CAFÉ System:

Develop Pilot Test Plan: The Implementation Contractor must develop a pilot test plan that covers, at a minimum:

- Training of designated State pilot test staff before the actual pilot;

- The scope of the tests and expected outcomes for both software functionality and manual procedures;

- Plan for the Implementation Contractor's on-site support at the pilot sites;

- Method for reporting, reviewing, and correcting discrepancies identified during pilot testing;

- The performance of pilot benchmark tests and reporting the benchmark results to the State;

- Assistance provided to State pilot test staff, participating in the pilot testing task, in resolving issues and completing pilot testing;

- Contingency plan to be invoked if statewide implementation task is delayed for any reason due to issues identified during pilot testing;

Monitor the Pilot Case Data Conversion processes: The Implementation Contractor must monitor the progress and ensure the level of quality of the pilot data conversion processes. Implementation Contractor must review integrity of data converted for use by Pilot site and solve issues presented by staff regarding data anomalies or procedures for when data is missing;

Certify Pilot Readiness and Provide System Support during Pilot Testing: Once the State has approved the UAT results and the training materials needed for pilot, the Implementation Contractor must undertake a pilot "go-live" checklist process then provide a pilot testing certification letter that certifies, in writing, that the system is ready for pilot testing. Once pilot commences Implementation Contractor must provide ongoing support and verify that pilot testing has been conducted in a manner approved by the State;

Train Pilot Test Staff: The Implementation Contractor must train all appropriate State staff in the functions, features, and operations of the CAFÉ System before the start of the test;

Provide Ongoing Support for the Pilot Tests: State pilot test staff trained by the Implementation Contractor will conduct pilot testing. The Implementation Contractor must support this effort in the following ways:

- Provide full time, on-site CAFÉ System specialists at the pilot site to assist the staff from the beginning of pilot testing and throughout its duration,

- Support the operation of a controlled, stable version of CAFÉ System software to be used during pilot testing, and

- Provide correction of any defects, discrepancies or issues identified during pilot testing within the time agreed upon between the State and the Implementation Contractor. All corrections must be reported to the State CAFÉ Project Director.

Perform Benchmark Tests: To determine the growth and reliability of the system, the Implementation Contractor must design and perform benchmark tests before the completion of pilot testing. The benchmark must be designed to produce information that supports projections of system performance characteristics and capacity projections of the system under statewide operations for two years following statewide implementation. The benchmark must also address stress tests at each level of technology employed by the CAFÉ System. A capacity simulation and benchmark report documenting the projections must be submitted to DCFS for review and approval;

Provide Support for Capacity Simulation Modeling: The State may conduct independent capacity simulation models and, if the State so elects, the Implementation Contractor must provide all necessary support for that process;

System Tuning: The Implementation Contractor must perform all application software; file structure, database and system software modifications necessary to ensure system performance is within acceptable SLA expectations in production environments, based upon the results of the benchmarks or the capacity simulation models. If the State requires additional run-time improvements to meet performance requirements stated in this RFP, the Implementation Contractor must cooperate fully and support any such requests without delay or additional compensation;

Produce a Pilot Test Results Reports and Completion Certification Letter: The Implementation Contractor must prepare reports, based on the elements of the accepted pilot test plan, describing the activities and outcomes of the pilot testing and deliver a formal written opinion on any steps necessary to ensure the readiness of the system for the statewide implementation task. Near the conclusion of the pilot and upon accomplishment of pilot activities, Implementation Contractor shall prepare a Pilot Completion Certification Letter to indicate pilot has met success criteria and system is ready for statewide implementation; and

Support a CAFÉ System Help Desk: The Implementation Contractor must provide the written procedures and the staff required to respond to user questions regarding the CAFÉ System that State Help Desk staff are unable to solve. The Implementation Contractor shall establish a help desk before the beginning of the pilot-testing task and the help desk must remain in operation through the end of the mandatory post-implementation task. Descriptions of procedures for all systems used must be included, for example, procedures for managing incoming phone calls, busy signals, voice-mail options, etc. The help desk will use the DCFS standard help desk software, Remedy.

Contractor Pilot Testing Deliverables

Deliverables to be produced by the Implementation Contractor for the pilot-testing task for State review and approval shall include at a minimum the following:

CAFÉ.801.r.v Pilot test plan;

CAFÉ.802.r.v Pilot testing readiness certification letter;

CAFÉ.803.r.v Pilot test completion certification letter;

CAFÉ.804.r.v Capacity simulations, tuning and benchmark reports;

CAFÉ.805.r.v Written responses to defects, discrepancies and issues identified during pilot testing;

CAFÉ.806.r.v Pilot operations reports;

CAFÉ.807.r.v Implemented CAFÉ System Help Desk procedures;

CAFÉ.808.r.v Appropriately Staffed Level Two Help Desk Support and

CAFÉ.809.r.v Complete and operationally sound system ready for statewide implementation.

State Pilot Testing Responsibilities

In addition to the project management activities, the state will perform the following activities during the pilot-testing task:

- Process deliverables according to the provisions of the Contract;

- Attend pilot training;

- Resolve questions raised by the Implementation Contractor requiring clarification of DCFS requirements;

- Confirm and approve the pilot site;

- Jointly develop, with the Implementation Contractor, the scheduling portion of the pilot test plans;

- Assist in execution of pilot testing using the pilot test staff at the pilot site;

- Review the benchmark results and determine the need for an independent capacity simulation; and

- Determine the schedule for advancement to the statewide implementation task.

Statewide Implementation

During this task, the Implementation Contractor must, based upon the approved incremental implementation plan, execute statewide implementation of a specific set of components (release) of the CAFÉ System. During this period, the Implementation Contractor must maintain all CAFÉ System software until completion of system turnover, perform any remaining conversion and training activities, warrant the functionality and performance of the system, and turn the system component(s) release over to the State for final acceptance upon successful implementation of each CAFÉ System release in all parishes, regions and state offices. The Implementation Contractor must work with all of the appropriate parties to ensure that any problems that may arise with the operation of the system are quickly and effectively resolved.

Contractor Statewide Implementation Responsibilities

The Implementation Contractor must prepare a detailed plan for statewide incremental implementation. During each statewide implementation release, the Implementation Contractor will be responsible for assisting the State in the operation of the system release until the statewide implementation task is successfully completed.

The Implementation Contractor must convert the data as required in the conversion task. The Implementation Contractor must also monitor the progress and quality of the conversion process. The Implementation Contractor must develop automated tools to support monitoring and reporting on the progress of conversion by type of case within the site being implemented.

The Implementation Contractor must provide, configure and install any required CAFÉ System components on the hardware specified at the State's central site, regional sites and/or parish sites. Installation is anticipated to be on equipment identified as being part of the DCFS

platform environment described in RFP Attachment 4 – Current Infrastructure. The Contractor must provide, configure and install servers, workstations and any associated hardware, software and telecommunications equipment required for the DCFS platform environment at each implementation site.

The Implementation Contractor will be responsible for a CAFÉ System installation. Accordingly, the Implementation Contractor must provide large-scale legacy system knowledge and experience to ensure that the CAFÉ System will be able to access required data through the required interfaces or integration described in the RFP Attachment 5 - Interfaces. The required interfaces involve several applications that reside on mainframes. The Implementation Contractor is responsible for ensuring that the CAFÉ System is fully operational throughout the state.

During the statewide implementation task, the Implementation Contractor must provide training as required in the training task; provide and man a help desk; and produce the final implementation report detailing each site implemented and the date of implementation. The Implementation Contractor must complete a copy of a site implementation letter and secure required signatures from DCFS Office manager for each site certifying that implementation is complete, users have been trained and the system is operational in accordance with applicable specifications and in use.

At a minimum, the activities of the statewide implementation task include the following:

Update Statewide Implementation Plan: The Implementation Contractor must update its proposed statewide incremental implementation plan. The plan must include descriptions of the Implementation Contractor's coordinated approaches to the testing, conversion, training, and implementation of the defined CAFÉ System implementation releases and sites. The plan must contain details of the statewide implementation schedule and provide instructions for each release and site to prepare for CAFÉ System incremental roll out. The statewide implementation plan must include the staffing, by staff type and skill level, that the State will need to effectively operate and maintain each CAFÉ System release;

Implement CAFÉ System Releases Statewide: For each incremental release roll out the Implementation Contractor, upon approval by DCFS, must implement CAFÉ System in all identified locations within the specified implementation period. Once the State has approved the UAT and Pilot results, the Implementation Contractor must undertake an Implementation "go-live" checklist process then provide a certification letter that certifies, in writing, that the system is ready for implementation. Once implementation commences Implementation Contractor must provide ongoing support and verify that implementation support activities have been conducted in a manner approved by the State;

Assist in the Operation of each CAFÉ System release: The Implementation Contractor must provide the operational and technical staff required to mentor and assist the State staff in the operation of each CAFÉ System release at a level to meet the performance standards described in this RFP. Contractor shall develop a process to affirm periodically (each day) that system was operational per specifications and met performance standards during the last reporting period and is currently configured and

available to meet performance standards for the upcoming period or report specific areas of non-compliance and corrective action plan to correct;

Provide On-Site Support for the Statewide Implementation: Concurrent with the warranty, the Implementation Contractor must develop a strategy for providing the required implementation support and mentoring of state staff. For a period of 90 days after each approved release and site is certified as implemented and operational, the Implementation Contractor must assist with technical and user problems experienced during the initial 90 days of system operations and may be directed by the State to travel to specific sites to resolve issues. It should be noted that the State may elect to suspend statewide implementation if problems and risks merit such action;

Maintain CAFÉ System Production Software: The Implementation Contractor is responsible for software maintenance and defect correction during the warranty period and through the term of the contract and must assist and mentor the State staff in changes or enhancements to the application following implementation;

Provide the Services of a CAFÉ System Help Desk: Beginning with the pilot testing task and continuing through the end of the mandatory post-implementation task, the Implementation Contractor must support the State help desk staff by providing second tier expertise to respond to help desk staff user questions and to direct problems to the proper resolution entity when necessary. The help desk must be located at either the Primary Project Site or the State's operational help desk site. The help desk must be staffed in person from 7:30 AM to 5:00 PM (CST or CDT as applicable) on all State workdays. From 5:00 PM to 7:30 AM and on weekend and holidays, on-call staff must be assigned to support operations staff with any production, batch and back-up issues. All incoming questions are responded to within one hour and substantive responses to user queries must be provided within four hours, for 95 percent of user calls each day, regardless of the time or the day of the call. The Implementation Contractor must provide both detail and management summary reports at least monthly concerning all supported calls and requests. All calls must be recorded in the State's Help Desk Tracking system Remedy. The Implementation Contractor must describe in detail the procedures for reporting and escalating problems. State staff will work closely with the Implementation Contractor during the operation of the help desk to obtain experience in operating the second tier level help desk for the CAFÉ System. It is anticipated that the State will assume second tier level help desk responsibility at the end of the mandatory post-implementation support task and that the transition to a State operated help desk will be a gradual process. The Implementation Contractor must agree to cooperate with State Staff during help desk operations and fully inform State staff about the help desk procedures. Descriptions of procedures for handling typical questions and problems must be documented, for example, the procedure or script for assisting a user who needs to merge multiple customer records into a single entity. Implementation Contractor must post to the web on a regular basis the questions received and answers provided to facilitate users having access to solutions to known issues and to lessen the number of duplicate call-in problems. Answers to policy/business related issues will remain the responsibility of the State; and

Provide CAFÉ System Release for Statewide Acceptance: Upon successful implementation of each incremental release of the CAFÉ System in all parishes, the Implementation Contractor must present the CAFÉ System to the state for acceptance.

The system presented for acceptance must account for all required functionality, training, conversion, documentation and any other related requirements of the RFP for the components comprising the release. The Implementation Contractor must provide the certification of state acceptance document which involves completion of a site implementation letter with required signatures from the DCFS Area Director for each site certifying that implementation is complete, users have been trained, and the system is operational in accordance with applicable specifications and in productive use. This document must certify that the system release complies with all related release requirements and has been implemented in all defined locations. Upon independent assessment of the successful implementation and State approval of the certification document, the software warranty period and mandatory post-implementation support task will begin for that release.

Contractor Statewide Implementation Deliverables

Deliverables to be produced by the Implementation Contractor for the statewide implementation task for State review and approval shall include at a minimum the following:

CAFÉ.901.r.v Statewide incremental implementation deployment plan;

CAFÉ.902.r.v Statewide "go-live" checklist;

CAFÉ.903.r.v Statewide Implementation Readiness Assessment Certification letter;

CAFÉ.904.r.v Help Desk detail and management summary reports;

CAFÉ.905.r.v Procedures for reporting problems and escalation procedures;

CAFÉ.906.r.v Compilation and Posting of Implementation Q&A;

CAFÉ.907.r.v All CAFÉ System releases implemented statewide;

CAFÉ.908.r.v Release and Site implementation letters;

CAFÉ.909.r.v Final implementation report; and

CAFÉ.910.r.v Certification of state acceptance document.

State Statewide Implementation Responsibilities

In addition to the project management activities, the State will perform the following activities during the statewide implementation task:

- Process deliverables according to the provisions of the Contract;

- Resolve questions raised by the Implementation Contractor requiring clarification of the DCFS platform environment;

- Install the hardware, software and telecommunications equipment making up the DCFS platform environment;

- Assist with preparation of each release and site for CAFÉ System implementation;

- Assist with facilitation verification of each site's completed implementation;

- Measure CAFÉ System operational performance in terms of contractual performance standards; and

- Request modifications to the CAFÉ System release, based on discrepancies encountered in the production environment.

Post-Implementation Support

The Implementation Contractor must provide an adequate on-site support staff to maintain system after completion of each of the statewide implementation roll-outs to ensure a smooth transition to State operations. During the mandatory post-implementation support task, the Implementation Contractor must provide technical support, assistance in obtaining operational stability and keep the State support staff fully informed. Activities addressing defect correction or problem resolution during the post-implementation support period will adhere to the following Service Level Agreement requirements:

Severity/Priority	Description
1 – Critical	This code is assigned to a defect with the most urgent need of a fix. Incorrect results or failure have occurred that are critical to program execution. Case processing cannot continue until the defect is corrected. • Response within 2 hours, • Identification and Resolution within 12 hours, • Move fix to production within a 24-hour period.
2 – High	This code is associated with an error where incorrect results were received or a specific function was interrupted. Some processing is incorrect but most processing may continue. • Response within 24 hours, • Identification and Resolution within 48 hours, • Move fix to production within 7 days. The time period creates risk primarily by reducing the time available for testing.
3 – Medium	This code indicates unexpected behavior or a minor error where the result of the function is not interrupted but the results do not match those expected. • Response within 72 hours, Identification and Resolution within 10 working days. Move fix to production: within next scheduled build release or 90 days whichever is less. The time period allows for the standard process of identifying the defect, proposing a design or implementation fix, implementing the fix, unit test, integration test, system test, UAT regression test with focus on the defect

Severity/Priority	Description
	resolution and promotion to production.
4 – Low	This designation indicates an end user suggestion or a request for system enhancement. It does not impact production and is not necessary for a successful implementation. • Response within 30 days, • Identification and Resolution within 90 days. Move fix to production: as part of a regular scheduled build release whenever convenient. These defects, by virtue of their classification level, are not a priority. They will be accomplished as soon as possible, but, as much as possible, without extending the length of time for resolving Level 1-3 defects. In some cases these defects may not be fixed for extended periods due to newer higher priority items taking precedence.

During this task, the Implementation Contractor must assist the State in operating the CAFÉ System by providing technical support, conducting QA activities on system changes performed by State staff, and assisting in all other functions that are normally associated with operations support for a system like the CAFÉ System. Also, the Implementation Contractor must mentor and prepare the State staff or its agent, to take over the responsibility of providing maintenance for the system upon completion of this task.

The State will assume system operations of each release upon final statewide acceptance of the system release. Maintenance of the application software by the Implementation Contractor may not be required upon completion of the mandatory implementation support task, on-site mentoring of State staff and on-site technical support. The Implementation Contractor must still correct any defects and deficiencies in the CAFÉ System that fall within the warranty period.

Contractor Post-Implementation Responsibilities

Implementation Contractor must provide a minimum of four full time employees on-site to support the State for a minimum of nine (9) months after the acceptance date of the last CAFÉ System release to provide technical support of the CAFÉ System application. Earlier releases will be considered under warranty from roll-out through the contract end date. The Implementation Contractor and the State must agree upon whom from the project team will continue to provide support to the State during post-implementation of a specific release as development efforts continue on future releases. This support must be provided on-site as extensive mentoring of responsible state staffers is required. Support must be provided for the following:

Help desk staff support that provides disposition for all incoming calls related to problems, response to staff and users' questions, and response for technical application questions;

System performance monitoring and tuning;

Ongoing on-the-job training/mentoring for selected state technical staff;

QA review and guidance on system changes performed by state staff;

Database administration;

Application system maintenance;

Delivery and roll out of scheduled releases/versions;

Incorporation and integration of any other components (i.e. Document/Image Management, Voice Response Systems, Mobile Computing, etc.) including those that may have been developed by other Contractors;

Transition, transfer, documentation and mentoring of any tools that Implementation Contractor may have acquired for use during the project. Potential toolsets may include:

- o Upgrade tools – including analysis tools, "fix" and "patch" automated implementation tools, and full release or version automated upgrade tools,

- o Enterprise Application Interface (EAI) tools,

- o Extract, Transform, and Load (ETL) tools,

- o Production tools (schedulers, job automation and sequence scripting, job roll-back, etc.),

- o Performance related capture, measurement, analysis and enhancement tool,

- o Application test and automated script generation tools,

- o Configuration management tools,

- o Central identity, vulnerability and security management tools,

- o Documentation or code generating tools,

- o Training materials development and delivery tools, and

- o Training registration, attendance, performance and tracking tools.

Production control and system operations; and

Meetings with CAFÉ Project Director, Deputy Director, Assistant Directors and Project Management staff as requested.

During the mandatory post-implementation support task, the Implementation Contractor must prepare and submit the system release turnover plans per release and a final system turnover plan at the conclusion of the project. The system turnover plans shall include an analysis of the system against any existing or new federal and state mandates; any outstanding design considerations not part of the current Contract and an assessment of project structure and staffing to go forward. Once approved by the State, the Implementation Contractor must execute the system turnover plan and provide to the State the current and complete versions of

all CAFÉ System related software and documentation in a form and content consistent with all applicable State standards. Upon successful turnover to the State, at the conclusion of the mandatory post-implementation support task, the Implementation Contractor must prepare the turnover results report documenting completion and results of the turnover plans, as well as current system status information regarding outstanding problems and recommendations for system enhancements, if any.

Contractor Post-Implementation Deliverables

Deliverables to be produced by the Implementation Contractor for the mandatory post-implementation support task for State review and approval shall include at a minimum the following:

CAFÉ.1001.r.v All CAFÉ System documentation;

CAFÉ.1002.r.v All updated source code and models;

CAFÉ.1003.r.v Inventory and turnover of all work in progress;

CAFÉ.1004.r.v Inventory and turnover of any equipment, software and licenses;

CAFÉ.1005.r.v Status of any outstanding problems and recommendations for system enhancements;

CAFÉ.1006.r.v Status and critique of system changes performed by State Staff post-implementation;

CAFÉ.1007.r.v Final system turnover plan; and

CAFÉ.1008.r.v Turnover results report.

State Post-Implementation Responsibilities

In addition to the project management activities, the State will perform the following activities during the mandatory post-implementation support task for the CAFÉ System:

• Process deliverables according to the provisions of the Contract;

• Resolve questions raised by the Implementation Contractor requiring clarification of DCFS requirements, policies, and procedures;

• Notify the Implementation Contractor of deficiencies identified in the CAFÉ System using a standardized deficiency reporting tool;

• Establish priorities for system maintenance when multiple change requests are pending;

• Maintain control of the production implementation of any changes to the CAFÉ System;

• Coordinate incorporation and integration of other solution components developed outside this contract;

• Review the system turnover plans, issue comments for Contract explanation or correction and provide final approval of the plan; and

- Approve the turnover results report following concurrence with the report.

Support Federal Review

The contractor is required to provide support whenever federal authorities engage in project, documentation, or system reviews. Generally some federal partners conduct reviews prior to statewide implementation while others conduct reviews after implementation. Periodically federal reviewers request specific project documentation to ascertain the project's risks, status, and progress. The Implementation Contractor must produce a CAFÉ system that receives federal approval. All documentation, listings, test results, reports and data that are required to assist the federal review of the CAFÉ System must be produced and assembled in a manner to facilitate federal review. At a minimum the Implementation Contractor must participate in activities and prepare documentation required to complete and comply with any prescribed federal documentation requirements and guidelines.

Contractor Federal Review Responsibilities

Support Federal Approval: The Implementation Contractor must provide documentation required to assist in any and all reviews in preparation for or during the federal approval process and must correct all deficiencies identified to fulfill minimum federal requirements for final approval identified in the Scope of Work. If major deficiencies are discovered, the Implementation Contractor must submit a plan for correction of these deficiencies that is acceptable to the State. Work plans shall be crafted such that federal approval support tasks are accomplished within the contract period.

Contractor Federal Review Deliverables

The deliverables for the support of federal approval task to be submitted for State review and approval shall include at a minimum the following:

> CAFÉ.1101.r.v All necessary system documentation and support necessary to obtain federal approval; and

> CAFÉ.1102.r.v Plan for correcting system deficiencies identified as a result of federal review.

State Federal Review Responsibilities

In addition to the project management activities, the State will perform the following activities during the support federal approval task:

- Submit the CAFÉ System for federal review and approval;

- Identify, to the Implementation Contractor, any documentation necessary for federal review and approval;

- Notify the Implementation Contractor of deficiencies identified in the CAFÉ System; and

- Confirm the acceptance of the CAFÉ System when all requirements are met and either federal approval is attained or a determination that Federal review will be untimely.

Optional Post-Contract Maintenance

Upon completion of the contract, DCFS may request at its discretion maintenance services for 10,000 staff-hours of onsite support and ongoing operational assistance. Types of services needed are Application Server administration, Middleware administration, Database administration, Rational Suite administration, installation of software fixes and releases, code development, system testing, code deployment and troubleshooting performance, problems, issues and failures, etc. related to CAFÉ architecture, application and its interfaces and any integrated third party products.

Attachment 9 – Proposer Inquiry Format

Company Name:

Contact Name:

Contact Email Address:

Question #	Question	RFP Section #	RFP Page #	Paragraph or bullet #	Quotation from RFP for which question is posed	Reason for Question and why it impacts your response