



County of Santa Cruz

0205

HUMAN RESOURCES AGENCY

Cecilia Espinola, Administrator
1000 Emeline Avenue, Santa Cruz, CA 95060
(831) 454-4130 or 454-4045 FAX: (831) 454-4642

August 20, 2001

AGENDA: August 28, 2001

BOARD OF SUPERVISORS
county of Santa Cruz
701 Ocean Street
Santa Cruz, CA. 95060

AUTHORIZE EXECUTION OF AN AGREEMENT WITH GOVCONNECT INC. TO SUPPORT CALWIN PLANNING AND IMPLEMENTATION

Dear Members of the Board:

As you are aware, on January 11*, 2000, your Board granted approval for the Human Resources Agency (HRA) Administrator to execute a contract with the Electric Data Systems (EDS) Corporation for the design, implementation and ongoing maintenance of the CalWORKs Information Network (CalWIN) system. CalWIN is an automated client eligibility and case management system, which will replace the Welfare Case Data System (WCDS), and Gain Information System (GIS). At this time, HRA **seeks** your Board's approval to execute an agreement with GovConnect, Inc., to provide project management and quality assurance services to Santa Cruz County in support of CalWIN, which is scheduled for implementation in April 2003.

Successful implementation of CalWIN will involve all divisions within HRA and require coordination with other County Departments and outside agencies. As part of the preparation for the implementation of CalWIN in Santa Cruz County, it is essential that HRA undergo a major system, business, and organizational review of our current business practices.

As a result of a competitive Request for Proposal process, HRA recommends GovConnect **as** the vendor to assist HRA in reviewing and revising current business practices **as** appropriate to ensure a successful CalWIN implementation. GovConnect has a history of successfully assisting California counties realize their goals and objectives for improved human services through automation development and implementation.

The term of this contract is August 28, 2001 through August 30, 2003. Funds to provide these services have been identified and were included in the FY01/02 approved budget at no county cost. The first year estimated costs will not exceed \$500,000, and total cost for the agreement are estimated to be \$881,790.

Agenda: August 28, 2001

AUTHORIZE EXECUTION OF AN AGREEMENT WITH GOVCONNECT INC. TO SUPPORT CALWIN PLANNING AND IMPLEMENTATION

IT IS THEREFORE RECOMMENDED that your **Board**

1. Authorize the HRA Administrator to sign **and** execute the attached Agreement with GovConnect Inc.

Very truly yours,



CECILIA ESPINOLA
Administrator

Attachments: None

CEmp

RECOMMENDED:


SUSANA MAURIELLO

County Administrative Officer

CC: County Administrative Office
Auditor Controller
HRA-Fiscal

CONTRACT NO

AGREEMENT

THIS AGREEMENT is entered into this 8th day of August, 2001 by and between the COUNTY OF SANTA CRUZ, hereinafter called COUNTY, and, GOVCONNECT, INC., 5330 Primrose Drive, Suite 140, Fair Oaks, CA **95628**, hereinafter called CONTRACTOR. The parties agree as follows:

- I. DUTIES. CONTRACTOR agrees to exercise special skill to accomplish the following result:
 - A. Consulting Services as stated in ATTACHMENT A.
- II COMPENSATION. In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as follows:
 - A. Cost per unit of service as stated in ATTACHMENT B.
 - 8.** Submit invoices monthly based upon actual hours used to:

Human Resources Agency
Attn: FK 13
P.O. **Box** 1320
Santa Cruz, CA. **95060**
- III. TERM. The term of this contract shall be August **28**, 2001 through August 30, 2003.
- IV. EARLY TERMINATION. Either party hereto may terminate this contract **at** any time by giving thirty (30) days written notice to the other party.
- V. INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS. CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY (which for the purpose of paragraphs **5** and **6** shall include, without limitation, its officers, agents, employees and volunteers) from and against:
 - A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY may sustain or incur or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with the CONTRACTORS performance under the terms of this Agreement, excepting any liability arising out of the sole negligence of the COUNTY. Such indemnification includes any damage to the **person(s)**, or **property(ies)** of CONTRACTOR and third persons.
 - B. Any and all Federal, State and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTORS officers, employees and agents engaged in the performance of this Agreement (including, without limitation, unemployment insurance, social security and payroll tax withholding).
- VI. INSURANCE. CONTRACTOR, at its sole cost and expense, for the full term of this Agreement

Initials. 
Contractor/ County

(and any extensions thereof), shall obtain and maintain at minimum compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects COUNTY and any insurance or self-insurance maintained by COUNTY shall be excess of CONTRACTORS insurance coverage and shall not contribute to it.

- A. If CONTRACTOR utilizes one or more subcontractors in the performance of this Agreement, CONTRACTOR shall obtain and maintain Independent Contractor's Insurance as to each subcontractor or otherwise provide evidence of insurance coverage for each subcontractor equivalent to that required of CONTRACTOR in this Agreement, unless CONTRACTOR and COUNTY both initial here
- _____

VII. Types of Insurance and Minimum Limits

- A. Worker's Compensation in the minimum statutorily required coverage amounts. This insurance coverage shall not be required if the CONTRACTOR has no employees and certifies to this fact by initialing here
- _____
- B. Automobile Liability Insurance for each of CONTRACTORS vehicles used in the performance of this Agreement, including owned, non-owned (e.g., owned by CONTRACTORS employees), leased or hired vehicles, shall each be covered with Automobile Liability Insurance in the minimum amount of \$500,000.00 combined single limit per occurrence for bodily injury and property damage. This insurance coverage shall not be required if vehicle use by CONTRACTOR is not a material part of performance of this Agreement and CONTRACTOR and COUNTY both certify to this fact by initialing here
- _____
- C. Comprehensive or Commercial Liability Insurance coverage in the minimum amount of \$1,000,000.00 combined single limit, including coverage for: (a) bodily injury, (b) personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.
- D. Professional Liability Insurance in the minimum amount of \$1,000,000.00 combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and COUNTY
- /_____.

VIII. Other Insurance Provisions

- A. If any insurance coverage required in this Agreement is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees to maintain the required coverage for a period of three years after the expiration of the Agreement (hereinafter "post agreement coverage") and any extensions thereof. CONTRACTOR may maintain the required post agreement coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post agreement coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Agreement. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Agreement in order to

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Contractor/ County

purchase prior acts or tail coverage for post agreement coverage shall be deemed to be reasonable.

- B. All required Automobile and Comprehensive or Commercial General Liability Insurance shall be endorsed to contain the following clause:

1. "The County of Santa Cruz, its officials, employees, agents and volunteers are added as an additional insured as respects the operations and activities of, or on behalf of, the named insured performed under Agreement with the County of Santa Cruz."

- C. All the insurance policies shall be endorsed to contain the following clause:

1. "This insurance shall not be cancelled until after thirty (30) days prior written notice has been given to:

Human Resources Agency
1000 Emeline Avenue
Santa Cruz CA 95060 Attn: Maile K. Kinsella."

- D. CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide COUNTY on or before the effective date of this Agreement with Certificates of Insurance for all required coverage. All Certificates of Insurance shall be delivered or sent to:

Human Resources Agency
1000 Emeline Avenue
Santa Cruz, CA 95060 Attn: Maile K. Kinsella

- IX. EQUAL EMPLOYMENT OPPORTUNITY. During and in relation to the performance of this Agreement, CONTRACTOR agrees as follows:

- A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, disability, medical condition (cancer related), pregnancy, gender, marital status, sex, sexual orientation, age (over 18), veteran status or any other non-merit factor unrelated to job duties. Such non-discriminatory action shall include, but not be limited to the following: recruitment; advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.
- B. If this Agreement provides compensation in excess of \$50,000.00 to CONTRACTOR and if CONTRACTOR employs fifteen (15) or more employees, the following requirements shall apply:
1. The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, disability, medical condition (cancer related), pregnancy,

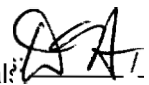
Initials: MA
Contractor/ County

gender, marital status, sex, sexual orientation, age (over 18), veteran status, or any other non-merit factor unrelated to job duties. In addition, the CONTRACTOR shall make a good faith effort to consider Minority NV Women/Disabled Owned Business Enterprises in CONTRACTOR's solicitation of goods and services. Definitions for Minority NV Women/Disabled Business Enterprises are available from the COUNTY general Services Purchasing Division.

2. The CONTRACTOR shall furnish COUNTY Affirmative Action Office information and reports in the prescribed reporting format (PER 4012) identifying the sex, race, handicap or disability, and job classification of its employees and the names, dates and methods of advertisement and direct solicitation efforts made to subcontract with Minority NV Women/Disabled Business Enterprises.
3. In the event of the CONTRACTOR's non-compliance with the non-discrimination clauses of this Agreement or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further agreements with the COUNTY.
4. The CONTRACTOR shall cause the foregoing provisions of this Subparagraph 7B. to be inserted in all subcontracts for any work covered under this Agreement by a subcontractor compensated more than \$50,000.00 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

X. INDEPENDENT CONTRACTOR STATUS. CONTRACTOR and COUNTY have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of COUNTY. CONTRACTOR is responsible for all insurance (worker's compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. COUNTY agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

- A. PRINCIPAL TEST. The CONTRACTOR rather than COUNTY has the right to control the manner and means of accomplishing the result contracted for.
- B. SECONDARY FACTORS. (a) The extent of control which, by agreement, COUNTY may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than the COUNTY supplies the instrumentalities, tools and workplace; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of COUNTY; (i) CONTRACTOR and COUNTY believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) The COUNTY conducts public business.
- C. It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary

Initial:  _____
Contractor/ County

considered judgement that the CONTRACTOR engaged under this Agreement is in fact an independent contractor.

- XI. **NON-ASSIGNMENT**. Contractor shall not assign this Agreement without the prior written consent of the COUNTY.
- XII. **RETENTION AND AUDIT OF RECORDS**. CONTRACTOR shall retain records pertinent to this Agreement for a period of not less than five **(5)** years after final payment under this Agreement or until a final audit report is accepted by COUNTY, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller, the Auditor General of the State of California, or the designee of either for a period of five **(5)** years after final payment under this Agreement.
- XIII. **PRESENTATION OF CLAIMS**. Presentation and processing of any or all claims arising out of or related to this Agreement shall be made in accordance with the provisions contained in Chapter **1.05** of the Santa Cruz County Code, which by this reference is incorporated herein.
- XIV. **ATTACHMENTS**. This Agreement includes the following attachments:

ATTACHMENT A	Description of Duties
ATTACHMENT B	Description of Tasks

Initials DA
Contractor/ County

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

COUNTY OF SANTA CRUZ

CONTRACTOR

By: _____

By: *Dan Hubbard for Charles Crin*
 Dan Hubbard, Western Area Manager *Regional V.P.*
 GovConnect Inc.

Address: 5330 Primrose Drive, Suite 140
 Fair Oaks, CA 95628

Telephone: *916.864.4824*

Tax ID#: *59-2957887*

APPROVED AS TO INSURANCE:

By: *Leticia G. Burt 8/14/16*
 Risk Management

APPROVED AS TO FORM:

By: *Jane M. Scott*
 County Counsel

DISTRIBUTION: County Administrative Office
 Auditor-Controller
 County Counsel
 Risk Management
 Contractor

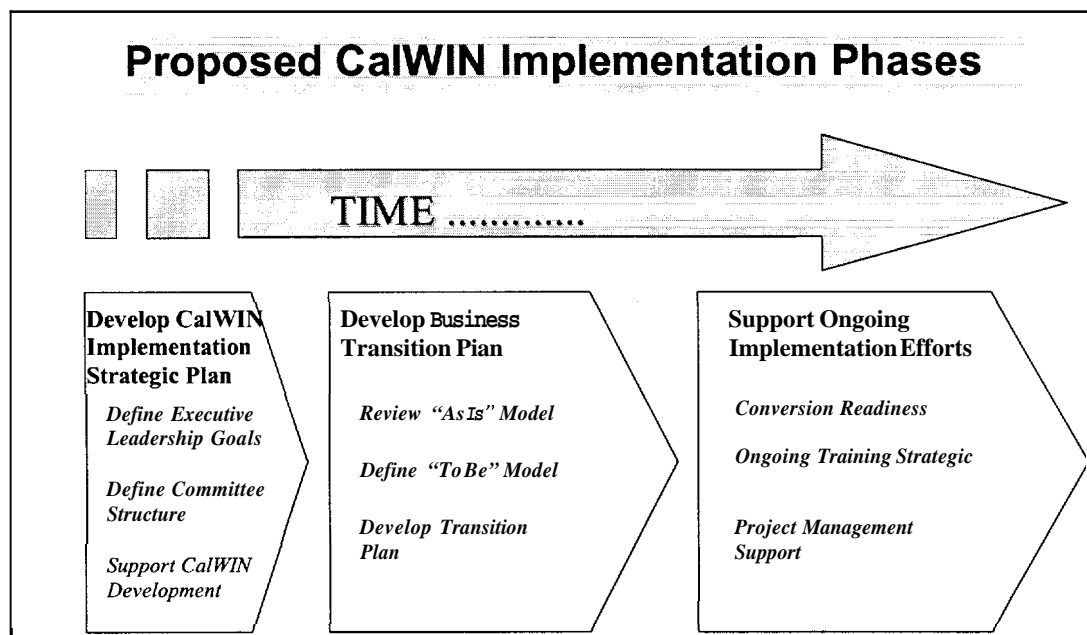
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 Contractor/ County

Approach to Completion of Tasks

In order to give Santa Cruz County maximum flexibility in tailoring the scope of services needed to support CalWIN implementation planning, GovConnect proposes a three phased approach to providing project management and quality assurance services.

Figure 1 below highlights the three project phases and the major tasks within each one. It also depicts an estimate of duration relative to the phase.

Figure 1



As an initial step, GovConnect will work with Santa Cruz county management to define a detailed work plan with tasks, schedules and resources. Organizational structure will be established to ensure that lines of authority are clearly drawn and a communication plan will be put in place. These will be revised through each phase as more information is known and county support needs are more evident.

The goal of Task One will be to establish an organizational framework in which to make decisions and oversee the remainder of the CalWIN implementation efforts. The first phase of this Task is well underway in Santa Cruz County with the formation of an Executive Steering Committee to provide vision, set direction, and commit the resources to accomplish the specific goals of CalWIN implementation. The County has established of a number of subcommittees with specific goals/objectives, tasks, and work products to ensure all internal and external stakeholders' needs and visions are adequately and accurately reflected in the CalWIN implementation planning activities. GovConnect will review and evaluate the work accomplished to-date making recommendations to supplement or enhance the efforts of these subcommittees. Section 2.2.1 below details the specific tasks and deliverables associated with this Task. We would propose a full-time, on-site two person consulting

CalWIN Implementation Description of Duties

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team working hand in hand, day by day, with appropriate Santa Cruz County staff over a period of three months to document and supplement the existing framework to produce the desired implementation planning effort.

In addition to the Strategic Plan, Task One encompasses oversight of the traditional implementation planning efforts. In order to provide the maximum flexibility for Santa Cruz County, GovConnect proposes to extend the project management support consultant staff to oversee the completion of these activities. Section 2.2.1 outlines the specific CalWIN implementation activities and the GovConnect work products that would enhance the County's opportunities for a successful implementation. While we have proposed an estimated staffing level we will work with the County to refine and adjust our services and support as needed. In addition we will provide ongoing consulting support to work with the Santa Cruz Executive Steering Committee providing consultation, meeting support, and communication services. As implementation activities progress the County can reassess the level of GovConnect support it feels it will require for ongoing implementation support.

The next major task will involve overseeing the County's efforts to revise its business model based on the opportunities for change presented by CalWIN. The activities and work products associated with this phase are described below in Section 2.2.2. GovConnect is prepared to provide the support necessary to complete the activities and deliver the desired work products, and provide facilitation support for the impact to site preparation if the County so chooses. Irrespective of the level of GovConnect support, the outcomes of Task Two will only be as good as the County resources devoted to it. GovConnect staff can support the activities, facilitate work groups, document results, and translate decisions into plans. Internal and external stakeholders however drive the process based on the executive vision of the organization. GovConnect is prepared to devote full-time staff for six months to oversee the development of the Business Transition Plan. An additional consultant would be brought in for either one or two months to either assess the County's readiness to support the first line help desk functions.

The GovConnect organization proposed for Santa Cruz County will consist of executive leadership provided by Mr. Dan Hubbard and a variety of qualified consultants working closely with the County of Santa Cruz. Mr. Hubbard is the GovConnect Area Manager for the Western Region. He has extensive experience in the design, development and implementation of large-scale welfare automation systems. On-site participation by Mr. Hubbard will be limited to regularly scheduled GovConnect team reviews. Additionally, Mr. Hubbard may be made available to offer consultative advice as requested by the County.

GovConnect will provide a team of highly qualified consultants and specialists to perform the scope of services desired by the County. Ms. Georgine Lechman is proposed as the full-time, on-site Project Manager. Ms. Lechman has managed a similar effort in the State of Colorado and brings with her both program policy and system implementation knowledge. Working closely with Ms. Lechman will be Ms. Karen Smith. Ms. Smith will be full-time, on-site in the role of senior consultant. Ms. Smith has significant implementation experience with the LEADER system. Mr. Tom Wilkinson is proposed as the technical consultant to support the help desk planning effort. Resumes for all proposed staff are presented in Section 5. These resumes reflect commitment that GovConnect has to provide the right mix of skills for the County, as the scope of work is more fully understood. Under their leadership, GovConnect bring the necessary resources to meet the challenges faced by Santa Cruz County.

CalWIN Implementation Description of Duties

Attachment A

Description of Tasks

Task One – Oversee Development of CalWIN Implementation Strategic Plan

The first step in developing the framework in which to make CalWIN implementation decisions is to meet with the Executive Steering Committee to establish the vision and scope of the CalWIN Development and Implementation Planning efforts. Executive leadership is a cornerstone to effective, positive change. The strong, collaborative leadership that is required for this major implementation effort has already been established in Santa Cruz County with its Executive Steering Committee. The GovConnect Team will provide the organizational tools, structure and facilitation methodologies in Task One to focus Santa Cruz County's vision into analysis and action. Through effective communication and an organizational framework, the GovConnect Team will ensure internal and external stakeholders in Santa Cruz County have a common vision of the future, a clear understanding of their roles in that future, and the significant role that CalWIN will play in service delivery.

Once the executive direction has been established GovConnect will work with the County Management to identify the areas to focus planning efforts. Subcommittees have been established to set specific direction and coordinate CalWIN development and implementation planning activities. GovConnect will provide consultation to these subcommittees as they struggle with considerations involving Conversion, Training, Site Preparation; etc. The real challenge of sustaining these committees is to define roles and responsibilities of the members and specify the scope of each committee including how it differs from other planning committees. Each member must be clear on their role, their authority, and their mission. GovConnect will review and evaluate the existing charters for the sub-committees and make recommendations to supplement or enhance the delineation of duties, relationships between subcommittees and the communication flows within and outside of the organization.

In addition to preparing for the implementation of CalWIN, Santa Cruz County has the challenge of fulfilling its responsibilities in support of the CalWIN design and development activities. These responsibilities are identified for the County through the County Requests for Information and managed by the list of County CalWIN Managers Action Items. The skill sets needed to address these requests vary from telecommunication network specialists to program managers. The timeframes for responding to requests are rigid in order to keep pace with the project schedule. These factors coupled with the challenges of multiple priorities within the county create a near insurmountable task for the CalWIN Manager. GovConnect can assist the County with the establishment of some management tools to address these challenges. Tracking procedures can be documented along with a communication plan to ensure that the request and accompanying information is disseminated timely and responses are monitored until completed.

GovConnect can provide the guidance in developing a set of project management processes, establishing tracking procedures, monitoring the progress of the subcommittee's work plan, tasks, schedule, and definitive work products. The result will be a CalWIN Implementation Strategic Plan produced by GovConnect that documents the organizational framework and scope of effort for Santa Cruz to successfully implement a fully-functional CalWIN.

A major component of the Strategic Plan will be the application of sound project management procedures. Effective project management applies structured tools and techniques to a set of activities geared to meeting project objectives. They include:

CalWIN Implementation Description of Duties

Attachment A

- Planning and organizing the work to accomplish the goals and objectives of the project at the task and activity levels.
- Establishing and administering the work to bring appropriate skills and resources to the tasks and activities and to provide the necessary daily guidance and leadership.
- Preparing a Project Management Guide to formalize management procedures and processes used to manage and control the project.
- Instituting effective communication practices for the sharing and dissemination of project information.

As part of the successful execution of the Strategic Plan, GovConnect will assist the County in coordinating and facilitating a CalWIN Planning kick-off meeting with all designated Executive Steering Committee, subcommittee members and subject matter experts. The purpose of the meeting will be to share the executive vision, highlight the possibilities and challenges of CalWIN, and share the Strategic Plan. GovConnect will work with the county's management to coordinate the meeting in the least disruptive and most efficient ways. Particular attention will be paid to the demands of executive leadership time while allowing enough time to build cohesive, effective teams.

Deliverables:

Santa Cruz CalWIN Implementation Strategic Plan

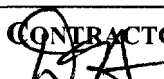
Ongoing Monitoring of Strategic Plan

GovConnect is prepared to assist the County through full CalWIN implementation with project management and oversight of the execution of the Strategic Plan. We propose continuing the services of consulting team thus maintaining a consistent approach and retaining full knowledge of Santa Cruz County business objectives and specific tasks and activities necessary to successfully implement CalWIN.

Conversion Readiness Health Check

GovConnect understands the importance of a successfully planned and executed data conversion effort. Even with the best-designed system, if the data is not converted properly and timely, project implementation will suffer greatly and in worst cases fail. If case conversion is not well planned and automated to the maximum degree possible, or if there is no ability to populate the new systems data bases through the use of verification and purification techniques, then the onus will fall back to the local offices and the users to correct the erroneous converted data. That burden is doubly inconvenient since County staff must continue day-to-day work while data is being corrected.

For CalWIN, the goal is to automate the conversion of data to the fullest extent possible. This relieves the worker from the tedious task of manually entering case information and eliminates the need to operating under two systems, CDS and CalWIN. Once CalWIN cutover has taken place for Santa Cruz County, CDS will no longer be available for case activity. In order to maximize the number of cases that successfully convert, the County must undergo massive data clean-up and testing activities. The CalWIN project schedule identifies these dates for each county. We know when, we know why, but do we know how? GovConnect can help Santa Cruz County monitor the successful completion of pre-conversion activities that will achieve the Consortium's goals of an on-time, effective, non-intrusive, highly automated case/data conversion into CalWIN. GovConnect periodically monitor the County's progress in the following areas:

CONTRACTOR/COUNTY


CalWIN Implementation Description of Duties

Attachment A

- Data clean up activities,
- Extract creation tasks,
- Conversion testing,
- Security profile and county specific reference table loading, and
- Cutover planning.

Help Desk Plan

As part of GovConnect's ongoing monitoring of the Strategic Plan, lessons learned can be incorporated into the Plan so that it remains the guiding direction of the County's management. The Plan can be expanded to include areas such as Help Desk. GovConnect can provide assessment of Santa Cruz County's Help Desk support strategy. Roles, responsibilities and resources need to be defined as well as delineating the responsibilities of the County Help Desk versus the central help desk support provided by the EDS CalWIN Team. Help Desk is just one example of how GovConnect will continue to provide project management and quality assurance support until CalWIN is successfully implemented in Santa Cruz County.

Ongoing Training Needs

The proper development, preparation, and delivery of training are as critical to Project success as is a well designed application. GovConnect has been involved with quality training in many aspects through previous project experiences. Not only has GovConnect been responsible for the quality assurance of comprehensive training development and delivery for large systems, but also directly involved with the preparation of both manual and automated training materials and their use.

Santa Cruz County has chosen to ask the EDS CalWIN Team to conduct training by its selection of the vendor-led training approach. This should not be construed as a lessening of responsibilities on the part of the County. Effective training can only be achieved with knowledgeable County resources present in each training session to provide guidance on County procedures and reinforce the value of CalWIN as the tool to achieve the new business model defined in Task Two. Ongoing training will be the sole responsibility of the County. The level of effort to support the ongoing training needs of CalWIN is enormous. The transition from vendor-led training class to county-led occurs immediately following the last class trained by the vendor. A new worker in the Agency will be ineffective without knowledge of the tool they need to do their job.

GovConnect can provide project management support ongoing CalWIN training in Santa Cruz County by assisting the County in developing a County Trainers Resource plan which includes the following:

- Defining roles, responsibilities of ongoing county trainers,
- Determining resource commitment needed, and
- Developing a plan for training curriculum maintenance.

In addition GovConnect can help define the procedures for coordinating and scheduling ongoing county staff for CalWIN Training. We can assist in the development of an automated tracking tool to track the successful completion of the required training by each user. Finally, GovConnect can assist the County in developing a Strategic Plan for Ongoing Training which will identify roles and responsibilities of the

CalWIN Implementation Description of Duties

Attachment A

human resources needed, facility and equipment requirements, curriculum, training materials and training aids, including a plan for their ongoing maintenance.

Deliverables:

CalWIN Implementation Strategic Plan

Conversion Readiness Health Checks (periodic)

Help Desk Plan

Ongoing Training Plan

Task Two – Oversee Development of Business Transition Plan

CalWIN is an automated tool that will streamline redundant activities and provide access to information to better serve clients. The implementation of such a tool provides a unique opportunity to reassess the current business model and identify barriers that exist due to the lack of effective automated tools.

The majority of the work in Task Two is a shift from the theoretical vision, mission and plans in Task One to the development of action, analysis, tasks, strategies and objectives. This Task is the transition from the “what” needs to be done to “how” Santa Cruz County will actually go about making the desired change. During this Task the GovConnect Team will assist in the creation of transition teams, staff designated by the subcommittees identified in Task One that will spearhead the new business model with its process improvements and potential organizational changes. The creation of the transition teams within the organizational structures established in Task One would institute the organization-wide ownership that is needed to bring about the desired results.

The first step in actually implementing a change initiative of this magnitude is to thoroughly understand the current business model, referred to as the “As Is” model. Then, equipped with the knowledge of the existing “As Is”, the transition teams can begin to analyze the future “To Be” operation of the County. The “To Be” analysis will be based upon an assessment of the gap between the “As Is” and the design documentation of CalWIN and applying those facts to the vision created by the executive team. The teams will then put the tasks, strategies and action steps into motion. With the direction established and the efforts undertaken, the monitoring, updating and refinement of the business model begins.

Review Current Business Model (“As Is”)

The following activities are important to develop a common universe of knowledge among county/stakeholder/consultant team members and are geared to provide sufficient depth of detail to facilitate and challenge the team to design the target organization. Specifically the transition teams will:

- Conduct reviews of county organization charts, staffing plans, caseload statistical reports, job descriptions, workload indicators, caseload and staffing projections.
- Conduct walkthroughs of the county client intake and continuing case management functions, including walkthroughs of state/county policy functions, clerical support functions, fiscal functions, and administrative functions.

CalWIN Implementation Description of Duties

Attachment A
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- Review the County's high level diagram of the paper stream from person to person and function to function, charting the number of client contacts required to complete case actions, and observing any manual or electronic interfaces between county and state or other agency function.
- Review an inventory of existing forms required to support both the customer service and administrative process at the county level.
- Understand the current level of automated information support in use for client service and administrative process at the county level.

Much of the above tasks and analysis has been documented graphically and through narrative in the "As Is" Model work product developed by County staff. GovConnect will review this work product to identify value added and non-value added processes, paper, forms, procedures and hand offs. We will review it for a detailed mapping of the existing organizational structure, staffing projections, caseload and workload indicators to the service delivery model in place including current automation levels and administrative processes. The "As Is" model will also be reviewed to ensure it deals with human resource considerations such as the job descriptions and training resources that are currently in place.

This holistic approach of examining all aspects of the current organization and its core and peripheral business functions is essential to ensure the "To Be" model is robust enough to achieve the anticipated result. The more items that are analyzed in the "As Is" deliverable, the more opportunity for success can be created in the design of the "To Be" model.

Identify business model under CalWIN ("To Be")

The first step in identifying the "To Be" model is to train the transition teams to think of current business processes as core or peripheral, and then develop impact assessments as the core functions are mapped to CalWIN functionality. This is where the approach is put into action. The "To Be" model will be molded to reduce or eliminate non-value added activities. Support or peripheral functions can be modeled to solidify and strengthen the new organization and automation considerations can be addressed which will transform the existing service delivery model.

The "As Is" model work product can be developed by County staff or by the GovConnect Team depending on the level of service desired by the County. In either case the model should address the organizational inefficiencies identified in the "As Is" deliverable and the automation opportunities that are created by the design of CalWIN. However, no "As Is" model is complete unless it deals with the most important service delivery resource, the human resource. This is why GovConnect recommends that the work product include job descriptions and skills matrixes required for the new "To Be" model.

Each of the work products prepared either by the County or presented as GovConnect deliverables, are building blocks upon the foundation that was established by the Executive Steering Committee in Task One. Problem solving and resolution techniques are employed throughout the process to remove barriers to achieving maximum results. With the strong foundation/vision, a complete understanding of the existing process "As Is", a detailed model of the future "To Be", the final step, prior to implementation becomes elementary, defining the gap or difference between the two models.

CalWIN Implementation Description of Duties

Attachment A
0220

Monitor Plan to Transition from “As Is” to “To Be”

In the most simplistic terms, the “As Is” Model defined where you are, the “To Be” Model defines where you are going, and the Business Transition Plan defines what needs to be done to get there. Once the magnitude of change required by the redesigned business model is determined, various transitioning approaches can be developed for evaluation. The goal of any selected approach will be on creating a changed organization that can effectively employ the new business model within the existing technology tools and plan for the transition to the new technology tools. Without strong management oversight the goals of the new business model can be lost in the complexity of implementing several process improvements in tandem with implementing a large-scale mission critical information system such as CalWIN. Before long staff is working in the old methods with new tools and new performance expectations, and everyone wonders why the new ways don’t work.

In order to avoid such an outcome a thoughtful, well-documented Business Transition Plan must be developed to address:

- Methods to assure individual assimilation and adoption of the vision.
- Development of a curriculum to reorient the culture and skills of the department to meet the needs of the new business model.
- Determination of how to incorporate needed technical skill training as a component of the new business model.
- Development and management of the public information program for both internal and external constituent groups.
- Development of a monitoring plan to oversee and reassess the transition processes.
- Identification of the policies and procedures which must be rewritten.
- Assessment of the impact of business model on site preparation.

GovConnect will develop the Business Transition Plan as a deliverable. The commitment of County resources through the continuation of the Transition Teams is essential. The analysis that must be used as input into the plan comes from answering some key questions:

- Does the change impact only 15% of department operations or 80%?
- Does the 15% change impact a majority of employees or only a few?
- Have design teams radically altered the business culture, or simply modified limited processes?
- How foreign are the new processes?
- Is new technology a component of the change?
- What change must be effected at the administrative and management levels to support success of the redesigned business model?
- Will current classifications, job descriptions, and compensation levels adequately meet the demands of the newly designed work processes?
- Do current employees have the necessary job skills?

These questions can only be answered by County staff. The resulting analysis will then be used to determine the best approach to phasing in process improvements based on what changes can be made with the current technology and which changes can only occur once the new automated tool is available.

CalWIN Implementation Description of Duties

Attachment A

0221

The lead-time to achieve necessary staff classification changes or policy and procedure changes must also be taken into consideration when phasing in business model changes. All of these factors will be folded into the Business Transition Plan and well documented so that the transition is clearly communicated to all affected organizational units.

Oversee Communication Strategy

Acceptance of change comes from understanding the change. Communication is the “make-it or break-it” factor in a successful transition to a revised business model and the other changes necessitated by the implementation of CalWIN. It can be a smooth transition if all parties are kept informed or it can be chaotic. If communication does not occur constantly and consistently, experience has shown that leaving out only one impacted group can lead to lack of acceptance of the system and possible failure of the project. GovConnect will assist the County in identifying the agencies, community partners, bargaining units, client advocacy groups, county supervisors, state funding agencies and other project stakeholders who need to be kept informed. We will develop a strategy for disseminating information, providing periodic project status updates, and maintaining ongoing modes of communication. We will work with County staff to be creative and innovative in the methods of communication depending on the audience.

Deliverables:

Business ~~Transition~~ Plan

As needed Implementation Consultant Support

GovConnect is prepared to assist the County through full CalWIN implementation with project management and oversight of the execution of the Strategic Plan. We propose expanding the consulting team if needed by either retaining the existing consulting staff or adding resources specifically defined and approved by the County.

Task One Services

GovConnect proposes a maximum price for services to be performed for **Santa** Cruz County for Task One. These rates are derived using the rates contained in the State Master Services Agreement and are identified below:

Executive Oversight – Dan Hubbard	\$157.50 per hour
Project Manager – Georgine Leachman	\$115.50 per hour
Consultants – Karen Smith, Tom Wilkinson	\$115.50 per hour

Included in these rates is any travel necessary within the State of California.

Task One will be invoiced monthly based **on** actual hours used.

Task Two Services

GovConnect proposes an hourly rate pricing structure for services to be performed for Santa Cruz County for Task Two. **The** County may determine if any additional level **of** services is desired. Cost for additional services will be based **on** the hourly rates identified above.

Task **Two** will be invoiced monthly based on actual hours used.

Ongoing Consulting Services

GovConnect proposes an hourly rate pricing structure for any desired additional services to be performed for Santa Cruz County. **The** County *can* determine the level of services desired based on the need and the costs for the services. The hourly rates are identified above derived using the rates contained in the State Master Services Agreement.

Staff	Hourly Rate
Dan Hubbard	\$157.50
Georgine Leachman	\$115.50
Karen Smith	\$115.50
Tom Wilkinson	\$115.50
Other Consultants	\$115.50

Early Termination

In the event of early termination or expiration of this agreement the County shall remain responsible for all obligations or liabilities arising from services delivered prior to the date of termination.

ACORD CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

08/08/2001

PRODUCER (781)681-6656 FAX (781)681-6686
I Barry Driscoll Ins Agcy, Inc
600 Longwater Drive
P.O. Box 9120
Norwell, MA 02061

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE

INSURED Renaissance Worldwide, Inc.
GovConnect Inc.
52 Second Avenue
Waltham, MA 02154

INSURER A: St. Paul Fire & Marine Ins. Co
INSURER B: Travelers Indemnity Co. of IL
INSURER C:
INSURER D:
INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

IS/ TR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY	E06902195	06/30/2001	06/30/2002	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				FIRE DAMAGE (Any one fire) \$ 250,000
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				MED EXP (Any one person) \$ 10,000
	<input checked="" type="checkbox"/> Employee Benefits				PERSONAL & ADV INJURY \$ 1,000,000
	GENL AGGREGATE LIMIT APPLIES PER:				GENERAL AGGREGATE \$ 2,000,000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC				PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AL TOMOBILE LIABILITY	E06902195	06/30/2001	06/30/2002	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO				BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident) \$
A	<input type="checkbox"/> HIRED AUTOS				AUTO ONLY - EA ACCIDENT \$
	<input type="checkbox"/> NON-OWNED AUTOS				OTHER THAN EA ACC \$
	Garage Liability				AUTO ONLY \$
	<input type="checkbox"/> ANY AUTO				OTHER THAN AUTO ONLY AGG \$
A	EXCESS LIABILITY	E06902195	06/30/2001	06/30/2002	EACH OCCURRENCE \$ 10,000,000
	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE				AGGREGATE \$ 10,000,000
	<input type="checkbox"/> DEDUCTIBLE				\$
	<input type="checkbox"/> RETENTION \$				\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	VYEEUB912K881401	06/30/2001	06/30/2002	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
					E.L. EACH ACCIDENT \$ 500,000
					E.L. DISEASE - EA EMPLOYEE \$ 500,000
					E.L. DISEASE - POLICY LIMIT \$ 500,000
A	OTHER Electronic Errors & Omissions	E06902195	06/30/2001	06/30/2002	\$12,000,000 each claim \$12,000,000 annual aggregate

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

Evidence of Insurance For Operations normal to the Named Insured

Notice of cancellation is 30 days except for non-payment of premium which is 10 days

lob: Calvin Automated System Implementation Support

CERTIFICATE HOLDER

ADDITIONAL INSURED: INSURER LETTER

CANCELLATION

Santa Cruz County Human Resources Agency
Attn: Maile Peters
1000 Emeline Ave.
Santa Cruz, CA 95060

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Iay Driscoll/PDS

Iay Driscoll

COUNTY OF SANTA CRUZ
REQUEST FOR APPROVAL OF AGREEMENT

0224

TO: Board of Supervisors
County Administrative Officer
County Counsel
Auditor-Controller

FROM:

HUMAN RESOURCES AGENCY

(Dept.)

Thomas G. [Signature] (Signature) 8/14/01 (Date)

The Board of Supervisors is hereby requested to approve the attached agreement and authorize the execution of the same.

1. Said agreement is between the SANTA CRUZ COUNTY HUMAN RESOURCES AGENCY (Agency)
and GOVCONNECT, INC. 5330 PRIMROSE DR. SUITE 140, FAIROAKS CA 95628 (Name & Address)
2. The agreement will provide PROJECT MANAGEMENT AND CONSULTING SERVICES FOR CAL WIN CONVERSION PROJECT.
3. The agreement is needed TO IMPLEMENT ABOVE SERVICES
4. Period of the agreement is from 8/28/2001 - 8/30/2003 to _____
5. Anticipated cost is \$ ESTIMATED AT \$881,790 (~~Fixed Amount~~); Not to exceed _____
6. Remarks: W-9 ATTACHED CONTACT: M. KINSELLA X4577
(FY 01/02 ENCUMBERANCE \$500,000 FY 02/03 SECTION 1 ENCUMBERANCE OF \$381,790.) CONTRACT IS
BASED ON COST PER UNIT RATE OF SERVICE.
7. Appropriations are budgeted in 392100 (Index#) 3545 (Subobject)

NOTE: IF APPROPRIATIONS ARE INSUFFICIENT, ATTACH COMPLETED FORM AUD-74

Appropriations are available and have been encumbered.
are not will be

Contract No. 12579 Date 8/16/01

GARY A. KNUTSON, Auditor - Controller

By Adam J. Velez Deputy.

W9 RECEIVED

Proposal reviewed and approved. It is recommended that the Board of Supervisors approve the agreement and authorize the
HUMAN RESOURCES ADMINISTRATOR to execute the same on behalf of the SANTA CRUZ COUNTY
HUMAN RESOURCES AGENCY (Agency).

Remarks:

(Analyst)

By [Signature] Date 8/17/01

Agreement approved as to form. Date _____

Distribut on:

Bd. of Supv. • White
Auditor-Controller • Blue
County Counsel • Green •
Co. Padmin. Officer • Canary
Auditor-Controller • Pink
Originating Dept. • Goldenrod

*To Orig. Dept. if rejected.

ADM - 29 (6/95)

87

State of California)
County of Santa Cruz) ss

I _____ ex-officio Clerk of the Board of Supervisors of the County of Santa Cruz.
State of California, do hereby certify that the foregoing request for approval of agreement was approved by
said Board of Supervisors as recommended by the County Administrative Officer by an order duly entered
in the minutes of said Board on _____
County Administrative Officer
By _____ Deputy Clerk