



**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

18 April 23, 2013

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

Los Angeles County  
Board of Supervisors

April 16, 2013

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

Mitchell H. Katz, M.D.  
Director

Hal F. Yee, Jr., M.D., Ph.D.  
Chief Medical Officer

Christina Ghaly, M.D.  
Deputy Director, Strategic Planning

**APPROVAL OF AMENDMENT TO MASTER SERVICES AGREEMENT  
WITH ORACLE AMERICA, INC. AND AUTHORIZE THE CHIEF  
INFORMATION OFFICER TO EXECUTE WORK ORDERS FOR  
CONSULTING SERVICES FOR THE ENTERPRISE PATIENT DATA  
REPOSITORY PROJECT  
(ALL DISTRICTS)  
(3 VOTES)**

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[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION  
( )  
DISAPPROVE ( )**

To ensure access to high-quality,  
patient-centered, cost-effective health  
care to Los Angeles County residents  
through direct services at DHS facilities  
and through collaboration with  
community and university partners.

**SUBJECT**

Request approval to delegate authority to the Chief Information Officer to amend the Master Services Agreement with Oracle America, Inc. to increase the total annual amount authorized for expenditure under the Agreement, and authorize the execution of two Work Orders with Oracle America, Inc., for consulting services to support the implementation of an Enterprise Patient Data Repository for the Department of Health Services.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Chief Information Officer (CIO) to execute Amendment No. 4 to the Master Services Agreement (MSA) with Oracle America, Inc. (Oracle) to (i) increase the total annual amount authorized for



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expenditure under the Agreement from \$3,000,000 to \$12,000,000 for Calendar Year (CY) 2013; to \$11,000,000 for CY 2014; and to \$4,000,000 for CY 2015 subject to extension of the MSA beyond the current expiration date of February 20, 2014; and (ii) revise language to clarify that the terms and conditions of the MSA are applicable to Work Orders with a term that extends beyond the termination or expiration date of the MSA.

2. Approve and delegate authority to the CIO, at the request of the Director of Health Services (DHS), to execute a Work Order and any necessary Change Orders, for consulting services under the MSA with Oracle, for Phase One of the design, development, and implementation of an Enterprise Patient Data Repository (EPDR), at a maximum amount not to exceed \$10,836,700 as Work Order amounts that exceed \$300,000 require Board approval in accordance with the Oracle MSA guidelines.

3. Approve and delegate authority to the CIO, at the request of the Director of DHS, to execute a Work Order effective upon execution, and any necessary Change Orders, for consulting services under the MSA with Oracle for Phase Two of the design, development, and implementation of EPDR at a maximum amount not to exceed \$6,800,000.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Approval of the first recommendation will enable the CIO to execute an amendment to the current MSA with Oracle, substantially similar to Exhibit I, to increase the maximum annual expenditure amount under the MSA to accommodate the two Work Order maximum amounts requested in the second and third recommendations and clarify that the terms and conditions of the MSA are applicable to Work Orders with a term that extends beyond the termination or expiration date of the MSA.

There are significant changes resulting from both the new payment methodology under the current 1115 Waiver (Waiver) and the provisions of the Affordable Care Act (ACA) that will impact DHS. Under the Waiver, DHS must comply with new cost reporting requirements beginning January 1, 2014. The revenue associated with the Waiver cost reporting is approximately \$465 million annually. The current DHS data systems do not have the capability to comply with this new reporting requirement. Implementation of an EPDR will provide the detailed data necessary to allow the Department to claim and maximize these available Waiver revenues.

The EPDR project will be comprised of two phases and accomplished with specialized software purchased through existing County agreements with the software vendors and professional services obtained through the recommended Work Orders under the CIO MSA with Oracle. Phase One of the EPDR project will produce a functional database that will allow the Department to submit Waiver cost reports that will maximize revenue under the current Waiver. Phase Two builds on Phase One and will include clinical data, such as laboratory test results and pharmaceuticals dispensed, Community Partner visit claims, clinic scheduling information, and productivity metrics.

Approval of the second recommendation will enable DHS to obtain professional services through a Work Order with Oracle to implement Phase One. This phase will include the necessary data profiling and loading of all data required for the Waiver cost report in addition to data quality remediation activities, development, and assistance with the establishment of a data governance structure and process. The Work Order Statement of Services for this Phase is attached (Exhibit II).

Approval of the third recommendation will enable the CIO to execute a second Work Order with Oracle in order to complete Phase Two of the EPDR project.

### EPDR Project Background

The purpose of this new EPDR is to create an integrated data warehouse for patient financial, utilization, and clinical data optimized for data analytics and reporting. The system will facilitate operational decision making, efficient and accurate reporting to internal and external entities, and performance measurement and analysis. The guiding principle is to deliver more health care services to the population in the Los Angeles area at a higher quality utilizing the same level of resources.

The ACA becomes effective on January 1, 2014 and presents tremendous opportunities and risks for the financial viability of Los Angeles County and DHS. The integration of financial, utilization, and clinical data into one data system will provide DHS the ability to analyze and evaluate financial and other departmental operations, understand and improve utilization of services and resources, and make operational, system, and patient health care delivery improvements. These data capabilities are vital to maximizing Waiver funding and will also enable the Department to function optimally within the new ACA and managed care environment.

### Current State

The new payment methodology under the Waiver and the data needs resulting from the ACA cannot be met with DHS' current data systems as they are unable to provide information supporting three critical functions: 1) revenue maximization; 2) monitoring patient experience and quality of care; and 3) optimizing resource use under a managed care capitation payment system. To achieve these functions, disparate data from multiple source systems must be accurately and efficiently integrated into a single data repository. Source systems include electronic health records, patient accounting, pharmacy, health plans, human resources, state Medicare/Medi-Cal claims, sister County department databases (i.e., the Los Angeles County Eligibility, Automated Determination, Evaluation and Reporting (LEADER) System), and others. The EPDR project is designed to create a single enterprise data repository containing the clinical, operational, and financial data necessary to achieve the three functions and related strategic goals.

Under the prior Waiver, DHS' reporting system, both manual and automated, allowed revenue to be maximized; however, under the new Waiver, the payment methodology is changed and DHS' current data systems cannot provide the detailed data necessary to maximize Waiver revenue. Under the new methodology, increased managed care payments from Healthy Way LA, Seniors and Persons with Disabilities, and other Medi-Cal managed care patients play a critical role in the reimbursement calculation. DHS' current system of collecting data involves retrieving data stored in three unconnected data silos, resulting in significant inefficiencies.

The current DHS Enterprise Data Repository contains clinical and utilization data from our hospital information systems while the DHS Managed Care Services data warehouse contains health plan eligibility information and out-of-network utilization data. The financial data repository contains financial data from Medi-Cal paid claims. Additionally, data across the DHS facilities and from external source systems are not standardized. The Department's current data capabilities are insufficient to meet our data needs and to support our ability to maximize Waiver revenues.

DHS procured the consulting services of Sierra Systems, Inc. (Sierra) via an Information Technology Support Services Master Agreement (ITSSMA) fixed-price deliverable Work Order to perform an

analysis of the Waiver cost reporting requirements and provide recommendations for how best to replace the current financial data repository. Sierra's assessment concluded that the Waiver cost reporting requirements should be based on a single enterprise wide data warehouse platform, with an identity management tool and Business Intelligence (BI) reporting software, rather than building an entirely new finance data repository, which would perpetuate the problem of data silos and inefficiency of integrating data.

A single data warehouse will enable DHS in Phase One of this project to produce a Waiver cost report that maximizes revenue and minimizes risk of audit failure, and in Phase Two will leverage the platform for numerous other data needs, including monitoring patient experience and optimizing resource use under capitation. DHS will procure its identity resolution software Enterprise Master Patient Index (EMPI) from IBM (Infosphere, formerly known as Initiate). This software is crucial to correctly identify patients. DHS looked at EMPI products from both Oracle and IBM and determined that the IBM software was better suited for its business purpose, timeframe and cost.

### EPDR Implementation

DHS anticipates implementing the new EPDR in two phases over the next few years. Phase One will address the financial reporting requirements under Waiver 11-W-00193/9 titled "California Bridge to Reform Demonstration", which began in November 2010 and runs through October 31, 2015. A central component of this Waiver is the reporting requirements that the State of California and specifically Los Angeles County must meet to continue receiving reimbursement funds. DHS must comply with the Paragraph 14 (P-14) Workbook requirements used by the State Department of Health Care Services (DHCS) to report patient utilization of services, Medi-Cal audit documents requested by the State auditors to substantiate the Medi-Cal Cost Reports filed by DHS, and Office of Statewide Health Planning and Development (OSHPD) reports.

The DHS Finance Division will utilize the EPDR to track patient eligibility and Waiver program utilization, as well as utilize the BI tool to complete 'What-If' scenarios on how new Waiver programs will affect the DHS patient population. The system will enable reviews and analyses on several cost reporting Fiscal Years (FY), which is an improvement over the current Medi-Cal Redesign System which only provided the capability to review and analyze one FY at a time.

Each FY, DHS must comply with the reporting requirements of the Waiver to provide patient utilization of services and this document discusses the processes involved in generating the P-14 Workbook, which is based upon the data contained in the Medi-Cal Cost Report. Once the cost report is submitted to DHCS, an audit will be performed of the data and if there are any issues or questions requiring comment or clarification, DHS will work with the State auditors to resolve the issues before they finalize their audit findings and issue the audited cost reports.

Note that EPDR implementation will be closely integrated with Electronic Health Record implementation, including leveraging data governance activities. With Phase Two, the data warehouse will further evolve and become more integrated within the operations of DHS. Incorporation of additional data sources will increase the capability of the system to provide business value to a range of DHS management and staff stakeholders.

### **Implementation of Strategic Plan Goals**

The recommended action supports Goal 1, Operational Effectiveness, of the County's Strategic Plan.

## **FISCAL IMPACT/FINANCING**

Based on the Oracle fixed price deliverable proposal, the cost for Phase One is approximately \$10,836,700 for services and \$6,026,223 for software licenses (including three years of maintenance), for a total of \$16,862,923. Phase Two is estimated at \$6.8 million. Payment will be based on completion of each deliverable. Funding in the amount of \$4,388,686 for the software licenses and first deliverable is included in DHS' FY 2012-13 Budget. Funding for the remaining deliverables (\$11,552,422 in FY 2013-14 and \$7,721,815 in FY 2014-15) will be identified within the Department's existing resources in future fiscal years.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Oracle MSA approved by the Board enables departments to utilize Work Orders for consulting services, employee training, design, and expertise in the use and implementation of Oracle technology. As required by the Board's directive, Work Orders over \$300,000 to be issued under the County's MSA will be submitted for Board approval.

Based on the recommended fixed price deliverable Work Orders, Oracle will be responsible for implementation of a DHS data governance structure, data profiling and process remediation, implementation of the IBM identity management software, programming required to map source data into the healthcare data model, and producing reports and analytical capabilities.

The MSA establishes the negotiated terms and conditions under which Oracle services will be acquired including: i) Work Order warranties with a warranty period on each deliverable for 90 days; ii) other protective warranties; and iii) limitation of liability equal to the fees paid under each individual Work Order. The limitation of liability does not apply to the MSA indemnification and intellectual property provisions.

While there might be some risks ensuing from the provisions of the Work Order in light of the MSA terms, including the limitation of liability cap, DHS believes that such risks are minimal based on several significant mitigating factors. The recommended Work Order for Phase One specifies fixed price deliverables and defined acceptance criteria that must be met before payment for any deliverable is made. The Work Order provides for a series of 25 deliverables over the course of the one year term, with incremental payments for each deliverable that are not subject to any holdback provisions. However, approximately 12% of the total Work Order amount is for deliverables during the final three months of the Work Order.

The MSA provides that Work Order deliverables will be "deemed accepted" in the event of failure by the County to approve or reject such deliverables within ten business days. DHS plans to aggressively project manage the Work Order and believes that the acceptance period of ten business days is sufficient time to notify Oracle of acceptance or rejection of the deliverables. Further, it is expected that the allocation of payments and DHS' agreement on the deliverable acceptance timeframe, coupled with the potential for the Phase Two Work Order, provides Oracle with the incentive to fully and timely perform under the Work Order for Phase One. Additionally, in order to avoid disruption of services and ensure adherence to the project timeline, DHS has also agreed to "irrevocably" consent to the pre-approved subcontractors identified in the Work Order.

There are other risk mitigation factors that DHS and CIO have taken into consideration in

recommending the subject Work Orders. Due to the nature and structure of the MSA, Oracle and DHS were able to collaboratively develop and refine the deliverables and acceptance criteria and finalize the pricing for the fixed price engagement. The Work Order for Phase Two will be developed in the same manner. Although there are four subcontractors who will provide services under the Work Order, Oracle maintains sole responsibility for providing deliverables that comply with the Work Order. Additionally, Oracle is uniquely positioned to provide the required professional services for their products and can draw on a wide range of their internal resources, including the actual software developers, application specialists and database management specialists for Oracle products. As one of the world's largest database management and software applications companies, Oracle continues to be a strong technology and business solutions provider to the County with widespread use of Oracle products.

## **CONTRACTING PROCESS**

On February 20, 2007, your Board approved an Oracle MSA that allows County departments to acquire Oracle database and application server consulting services. These MSAs offer a structure for acquiring needed services through a streamlined acquisition process that is standard across the entire enterprise. The majority of software components used in the EPDR project will be Oracle products and other software packages the County is already licensed to use.

Implementation of the Oracle software requires professional services to complete the data validation/remediation and programming necessary to implement the EPDR. In order to ensure the EPDR is implemented in time to comply with the new Waiver cost reporting requirements on January 1, 2014, DHS discussed possible procurement strategies with the CIO and Chief Executive Office (CEO) as well as the potential risks associated with using the pre-negotiated MSA terms and conditions. The three departments, with the concurrence of County Counsel, determined that the most expeditious approach was to obtain the necessary professional services through the CIO's MSA with Oracle or IBM.

Although the County's MSAs are not set up for a competitive procurement process, the three departments felt it was appropriate to obtain proposals from more than one MSA contractor. Both Oracle and IBM were asked to submit fixed price deliverable proposals based on a set of DHS requirements for Waiver cost reporting (Phase One) and additional operational and clinical data requirements (Phase Two) related to the ACA. Both firms were provided the same information and opportunities to ask questions and meet with DHS to develop their proposals. In addition, specific instructions were issued to ensure standardized responses. A team of DHS IT and other subject matter experts, using uniform criteria, reviewed the proposals and pricing. Both Oracle and IBM were asked for a best and final price for Phase One. The DHS Director of Contracts and Grants provided guidance and oversight during the entire procurement process to ensure that a fair and impartial process was conducted. At the end of this process Oracle was the top ranked, and lowest cost proposer. IBM was debriefed about the results of the proposal review.

DHS is procuring its Identity resolution software (EMPI) from IBM – Infosphere (Initiate). This software is crucial to correctly identify patients. DHS looked at EMPI products from both Oracle and IBM and determined the IBM software was better suited for its business purpose, timeframe, and cost.

CEO and CIO have a parallel project to procure a County-wide EMPI software solution via an open competitive bid. Because of DHS' urgent requirement for identity resolution capability, CIO

conditionally approves DHS' procurement of the IBM software. CIO's approval is contingent on DHS' willingness to revisit their EMPI software decision based on the outcome of the bid.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the three recommendations will ensure that DHS can acquire the resources necessary to effectively implementation an EPDR in order to comply with the January 1, 2014 deadline for Waiver cost reporting and position the County to successfully implement the ACA.

Respectfully submitted,



Mitchell H. Katz, M.D.  
Director

MHK:kh

Enclosures



RICHARD SANCHEZ  
Chief Information Officer

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**AMENDMENT NUMBER FOUR TO**  
**MASTER SERVICES AGREEMENT BY AND BETWEEN**  
**THE COUNTY OF LOS ANGELES AND**  
**ORACLE AMERICA, INC. FOR**  
**INFORMATION TECHNOLOGY SERVICES**

This Amendment Number Four to Master Services Agreement for Information Technology Services (“Amendment No. 4”) is entered into as of \_\_\_\_\_ day of \_\_\_\_\_, 2013 by and between the County of Los Angeles, a political subdivision of the State of California, (“County”), and Oracle America, Inc., a Delaware corporation (“Contractor”) with references to the following facts.

**RECITALS**

A. County and Contractor entered into that certain Master Services Agreement for Information Technology Services which was approved by the County’s Board of Supervisors on February 20, 2007 and as modified by all Amendments thereto, including without limitation this Amendment Number Four (the “Agreement”).

B. The parties now wish to amend the Agreement to provide for an increase in the Maximum Contract Sum under the Agreement and clarify the language related to the term of the Agreement.

NOW, THEREFORE, pursuant to Paragraph 10 (Change Notices and Amendments) of the Agreement, County and Contractor agree to amend the Agreement as follows:

1. Paragraph 11.2 of the Agreement is hereby deleted in its entirety and replaced by the following new Paragraph 11.2 to read as follows:

“11.2 Notwithstanding the provisions of Section 11.1 above or anything to the contrary in this Agreement, in the event any Work Order executed prior to the termination of the Agreement continues beyond the termination of this Agreement, the term of the Agreement with respect to any such Work Order shall continue until the Work Order has been completed or the Agreement has otherwise been terminated in accordance with Section 25, 26, 28 or 29.”

2. Paragraph 12.2 of the Agreement is hereby deleted in its entirety and replaced by the following new Paragraph 12.2 to read as follows:

“12.2 The “Maximum Contract Sum” shall be the total monetary amount payable by County to Contractor for supplying Services under this Agreement. The total amount which may be paid by County during each calendar year (January 1 through December 31) of the term of this Agreement, including all applicable taxes, authorized by County shall not exceed (i) three million dollars (\$3,000,000) for each of calendar years 2007, 2008, and 2009; (ii) four million dollars (\$4,000,000) for calendar year 2010; (iii) three million dollars (\$3,000,000) for each of calendar years 2011 and 2012; (iv) twelve million dollars (\$12,000,000) for calendar year 2013 and (v) eleven million dollars (\$11,000,000) for calendar year 2014.

3. Paragraph 61 (Notices) of the Agreement shall be revised to change the identity and address of County’s contact from Jon W. Fullinwider at 500 West Temple Street, Room 493, Los Angeles, CA 90012 to Richard Sanchez at 350 South Figueroa Street, Suite 188, Los Angeles, CA 90071.

4. In all other respects, the Agreement, as amendment under this Amendment No. 4, shall remain in full force and effect.

**IN WITNESS WHEREOF**, County and Contractor by their duly authorized signatures have caused this Amendment Number Four to the Agreement to be effective on the day, month and year first above written.

**COUNTY OF LOS ANGELES:**  
CHIEF INFORMATION OFFICER

By \_\_\_\_\_  
RICHARD SANCHEZ

**CONTRACTOR:** ORACLE AMERICA INC.

By \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

**APPROVED AS TO FORM:**

JOHN F. KRATTLI  
County Counsel

By \_\_\_\_\_  
VICTORIA MANSOURIAN  
Senior Deputy County Counsel

**WORK ORDER SUBMISSION FORM**

Agreement: This Work Order incorporates by reference the terms of the Master Services Agreement between Oracle America, Inc. and the County of Los Angeles dated February 20, 2007. Oracle America, Inc. is a successor in interest to Oracle USA, Inc., and has assumed all rights and obligations of Oracle USA, Inc. under the agreement. All references to “Oracle” in the agreement and this ordering document shall mean Oracle America, Inc.

Department: Los Angeles County Department of Health Services (“LACDHS”)

Department Project Manager: TBD

Effective Date: April 16, 2013

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Enterprise Architecture Services | <input type="checkbox"/> Data Security/Protected Enterprise Services | <input type="checkbox"/> Middleware Architecture Services     |
| <input type="checkbox"/> Business Integration Services    | <input type="checkbox"/> Software Engineering Services               | <input checked="" type="checkbox"/> Data Warehousing Services |
| <input checked="" type="checkbox"/> Other                 |  |   |

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> HIPAA-Related Work Order (as defined herein) | <input type="checkbox"/> Limit of Liability changed to [ ] times fees paid on Work Order |
| <input type="checkbox"/> Not a HIPAA-Related Work Order (as defined herein)      |  |
| <input type="checkbox"/> Federal Funds Project                                   |  |

**WORK ORDER MANAGEMENT SUMMARY AND BUSINESS OBJECTIVE**

This Work Order is to procure the needed services to complete the design, build and implementation of a new Enterprise Patient Data Repository (“EPDR”) application system.

The purpose of the new EPDR is to create an integrated data warehouse for patient financial, utilization and clinical data optimized for data analytics and reporting. The applications will facilitate (1) operational decision making, (2) efficient and accurate reporting to internal and external entities, and (3) performance measurement and analysis. The guiding purpose is to deliver more health care to the service population in the Los Angeles County at a higher quality utilizing the same level of resources.

LACDHS's objective is for the EPDR and Cognos Business Intelligence ("BI") reporting capability to be available in the development environment as close to December 31, 2013 as reasonably possible to permit LACDHS to generate the required P-14 reports.

LACDHS irrevocably consents to Oracle's use of the following subcontractors under this Work Order: Encore Health Resources, LLC, IBM, Zanett Commercial Solutions, Inc., and Health Language Inc. (collective, "Consented Subcontractors"), subject to Section 22, Subcontractors of the Master Services Agreement.

LACDHS consents to Oracle using its employees who may be located outside the United States to provide services on this project even though such personnel may not have US citizenship or have a US work visa or other right to work in the US. However, the employees of Consented Subcontractors may not provide services on this project from outside of the United States.

## **WORK ORDER PROJECT DEFINITION**

This work order will address the following services:

- A. Project Management
- B. Establish Data Governance
- C. Initial Project Team Training
- D. Design EPDR Environments
- E. Perform Phase One Source System Analysis
- F. Install and Configure EPDR Environments
- G. Analyze Identity Resolution Requirements
- H. Design and Configure Identity Resolution Capability
- I. Deploy Identity Resolution Capability
- J. Design Extract, Transform and Load ("ETL") Services
- K. Build ETL Services
- L. Design and Build the P-14 Data Mart
- M. Design and Build the P-14 Reports and Phase One (1) Reports
- N. Historic Data Load
- O. Setup Operational Data Loads
- P. Assist with LACDHS-led Performance Baselining and Tuning of EPDR and Master Data Management ("MDM")
- Q. Assist with the LACDHS-led User Acceptance Testing ("UAT")
- R. Migrate to Production
- S. Design and Implement Process Remediation

## **WORK ORDER STATEMENT OF SERVICES**

Attached.

## **WORK ORDER PAYMENT SCHEDULE (FP) OR LABOR RATES AND ESTIMATED EXPENSE (T&M)**

This is a fixed price (FP) engagement. You agree to pay Oracle a fee of nine million five hundred ninety thousand dollars (\$9,590,000) for services and deliverables described in this exhibit. Upon completion of a milestone, the corresponding fee specified below becomes due and payable; this payment obligation shall become non-cancelable and the sum paid non refundable on such completion date. A milestone is completed once all the deliverable(s) under such milestone are accepted by you, or deemed accepted.

### Milestone Payment Schedule

#	Milestone Deliverables	Estimated Invoice Date (months from project start)	Amount in (\$USD)
DW1	D01 – Project management plan	1	\$200,000
DS1	D02 – Data governance environment assessment	2	\$300,000
DW2	D06 – Initial project team training	2	\$200,000
DW3	D07 – Technical architecture document	2	\$200,000
IR1	D17 – Draft MDM configuration document	2	\$155,000
DS4	D08 – First draft data profiling document	3	\$350,000
IR2	D19 – Sample pair matches	3	\$270,000
DS2	D03 – Data governance plan	4	\$150,000
DS7	D40 – Process improvements set 1	4	\$900,000
DW4	D11 – Development environment	4	\$300,000
DS5	D09 – Second draft data profiling document	5	\$350,000
DW5	D25 – ETL code for first set of sources for Phase One D34 – Development data load	5	\$745,000
IR3	D20 – Initial MDM Configuration in Test	5	\$270,000
DS3	D04 – Data governance implementation assistance	6	\$80,000
DS6	D10 – Completed data profiling document	7	\$360,000
DS8	D41 – Process improvements set 2	7	\$900,000
DW6	D26 – ETL code for next set of sources for Phase One	7	\$745,000
IR4	D21 – MDM Go Live Checklist	7	\$155,000
DW7	D27 – ETL code for remaining sources for Phase One D23 – ETL architecture document D24 – Source to Target Mapping (“STM”)	8	\$745,000
RP1	D33 – P-14 report and additional Phase One reports D28 – P-14 data mart	9	\$700,000
IR5	D22 – MDM Deployment to Production	9	\$290,000
DS9	D42 – Remediation oversight	10	\$235,000
DW8	D12 – Test environment D35 – Test data load	10	\$300,000
RP2	D38 – User Acceptance Testing (“UAT”)	11	\$250,000
DW9	D13 – Production environment D36 – Production data load D37 – Operational data load scheduled	12	\$440,000

#	Milestone Deliverables	Estimated Invoice Date (months from project start)	Amount in (\$USD)
	D39 – Post go-live support		
	<b>Total:</b>		<b>\$9,590,000</b>

**Expenses.**

Expenses related to the providing of the services and deliverables are estimated to not exceed one million two hundred forty-six thousand seven hundred dollars (\$1,246,700.00). Such expenses will be invoiced monthly as they are incurred. This estimate does not include taxes.

Travel and out of pocket expenses associated with this statement of services will be billed at cost according to the February 1, 2013 LA County Annual Travel Memo and are expected not to exceed one million two hundred forty-six thousand seven hundred dollars (\$1,246,700.00).

Oracle shall adhere to your internal expense guidelines, attached hereto as Attachment A provided that (i) compliance with such guidelines does not place Oracle’s employees or agents in unsafe conditions or expose Oracle’s employees or agents to undue risk, and (ii) notwithstanding anything in such guidelines, you understand and agree that Oracle employees and agents will make travel arrangements through, and using, Oracle’s travel providers.

**WORK ORDER ACCEPTATION DEFINITION (FP ONLY)**

See attached Work Order Statement of Services.

This work order, valid through April 30, 2013, shall become binding upon execution by Oracle America, Inc. (Oracle) and acceptance by LACDHS.

<b>WORK ORDER APPROVAL</b>	<b>SIGNATURE</b>	<b>DATE</b>
Work Order Number Assigned	_____	
County’s Project Manager	_____	
Department Project Manager	_____	
Contractor (Oracle America, Inc.)	_____	

**ATTACHMENTS:** Work Order Statement of Services  
 Fixed Price Work Order Payment Schedule  
 Fixed Price Work Order Project Schedule

Fixed Price Work Order Acceptance Form  
Fixed Price Work Order Documentation Form

***WORK ORDER STATEMENT OF SERVICES (SOS)***

1. Application Systems Design Documentation

As outlined below.

2. Detailed description of task, subtasks, milestones and deliverables

Oracle will provide the following services and deliverables:

A. Project Management

- a. Create the Project Management Plan (“PMP”) to include the following:
  - i. Project Schedule with detailed tasks, dates, resources, and deliverables/milestones with acceptance signature authority identified for each deliverable;
  - ii. Staff Plan;
  - iii. Definition of Roles and Responsibilities for Oracle and LACDHS;
  - iv. Communications Plan;
  - v. Issue and Risk Management Plan;
  - vi. Scope Management Plan;
  - vii. Change Management Plan; and
  - viii. Overview of project management & implementation methodology.
- b. Provide project management oversight on all Oracle deliverables and tasks during the project.
- c. Conduct regularly scheduled status meetings.
- d. Provide regular, typically weekly project status reports to LACDHS.
- e. Deliverables.
  - i. D01 - Project Management Plan (“PMP”).

B. Establish Data Governance – Up to twenty (20) weeks total duration for all data governance activities, to include:

- a. Conduct an assessment of current data governance environment, which will consist of no more than fifteen (15) interviews or group sessions, each up to two (2) hours in duration. Interviews and group sessions will be conducted with up to fifteen (15) attendees each. Areas to be assessed and documented include:
  - i. Current governance and oversight;
  - ii. Analytic challenges; and
  - iii. Use case scenarios with detailed requirements.
- b. Develop Data Governance Plan to include the following recommendations:
  - i. Governance structure;
  - ii. Roles & responsibilities; and
  - iii. Initial focus areas.
- c. Provide up to sixty (60) person days oversight and coaching to LACDHS over a twelve (12) week duration, to assist them in implementing data governance recommendations to include:

- i. Assisting LACDHS in developing materials for education sessions for the governance committee;
    - ii. Assist LACDHS to facilitate up to two (2) initial meetings in an advisory role;
    - iii. Assisting LACDHS in developing data governance policies; and
    - iv. Assisting LACDHS in developing monitoring programs.
  - d. Deliverables
    - i. D02 - Data Governance Assessment;
    - ii. D03 - Data Governance Plan; and
    - iii. D04 - Data Governance Implementation Assistance (2.B.c.).
- C. Initial Project Team Training
  - a. Provide up to twenty (20) days training for up to twelve (12) LACDHS project team members and administrators on the EPDR software listed in i-iii below. Prior to the training, a training plan including schedule, topics with durations and objectives, list of course materials and reference materials will be provided to the LACDHS project manager to include:
    - i. Healthcare Data Warehouse Foundation (“HDWF”);
    - ii. Oracle Healthcare Analytics Data Integration / Oracle Data Integrator (“OHADI” / “ODI”); and
    - iii. Service Oriented Architecture (“SOA”) Suite for Healthcare Integration.
  - b. Deliverables
    - i. D05 - Training Plan; and
    - ii. D06 - Initial project team training.
- D. Design EPDR Environments
  - a. Define End-to-End Technical Architecture for EPDR environments
    - i. Conduct up to five (5) one (1) day elaboration workshops with LACDHS with up to ten (10) attendees each.
    - ii. Provide Technical Architecture document to include:
      - I. Data Flow Architecture;
      - II. Technical Reference Architecture;
      - III. Data Security and Privacy Strategy;
      - IV. Logical and Physical Architecture;
      - V. Data Center deployment Strategy;
      - VI. Operational Practices for the Environment; and
      - VII. Technical Governance Strategy.
  - b. Deliverables:
    - i. D07 - Technical Architecture Document.
- E. Perform Phase One Source System Analysis
  - a. Review P-14 data sources and data elements.

- b. Profile up to 1450 unique Phase One data elements, including 190 data elements across the six (6) instances of Affinity. The data profiling will be done on current data sources, with the primary objective of identifying opportunities for process remediation and improved data quality at the source;
- c. Document profiling conclusions, to include recommendations for each data element
  - i. No remediation required;
  - ii. Remediate in ETL;
  - iii. Remediate at source (process remediation); and
  - iv. Manual / handle by exception.
- d. Deliverables:
  - i. D08 - First draft data profiling document (30% of total data elements profiled);
  - ii. D09 - Second draft data profiling document (60% of total data elements profiled); and
  - iii. D10 - Completed data profiling document (100% of total data elements profiled).

#### F. Install and Configure EPDR Environments

- a. Install, configure and test Oracle Relational Database Management System (“RDBMS”) Real Application Clusters (RAC) 11gR2 in up to three (3) EPDR environments (DEV, TEST, and PROD).
- b. Install, configure and test the Healthcare Data Warehouse Foundation (“HDWF”) v5.0 in up to three (3) EPDR environments (DEV, TEST, and PROD).
- c. Install, configure and validate the Oracle Healthcare Analytics Data Integration (“OHADI”) v2.0 in up to three (3) EPDR environments (DEV, TEST, and PROD).
- d. Install, configure and test the Audit Vault v12.1 in up to three (3) EPDR environments (DEV, TEST, and PROD).
- e. Install, configure and test Oracle Service-Oriented Architectures (“SOA”) Suite for Healthcare v11.1.1.6 in up to three (3) EPDR environments (DEV, TEST, and PROD) to support integration of the following five (5) message types:
  - i. Health Level 7 (HL7) e.g.
    - I. ADT Admit, Discharge, Transfer.
  - ii. Affinity Batch file
    - I. ADQ Asynchronous Data Query formatted in HL7 that comes from Affinity.
  - iii. Electronic Data Interchange (“EDI”)
    - I. 271 Eligibility Response;
    - II. 835 Remittance Advice; and
    - III. 837 Claims Submission.
- f. LACDHS administration team will observe the installation and configuration of a. - e. as described above.

- g. Oracle will provide up to five (5) person days to advise up to three (3) LACDHS technical staff during the installation and configuration of one (1) EPDR sandbox environment for educational purposes.
- h. Document step-by-step instructions for Oracle install and configure activities for up to three (3) environments. Include deviations from standard installation, bugs logged, issues and their resolutions if available.
- i. Deliverables:
  - i. D11 - Development environment;
  - ii. D12 - Test environment;
  - iii. D13 - Production environment; and
  - iv. D14 - Step-by-step installation and configuration instructions.

#### G. Analyze Identity Resolution Requirements

- a. Conduct up to one (1) day review meeting with up to ten (10) attendees to
  - i. Review and confirm project background and objectives for implementing a Master Patient Index (“MPI”) using IBM Master Data Management (“MDM”); and
  - ii. Review and update draft hardware sizing document.
- b. Develop Data Extract Guide listing up to fifty (50) data elements (see 2.H.e) that will be loaded into the MDM Standard Edition Hubs.
- c. Perform data profiling analysis on the data extracts.
- d. Conduct up to one (1) day requirements gathering workshop with up to ten (10) attendees to
  - i. Gather and document MPI business, functional, non-functional requirements; and
  - ii. Review business processes and use cases for MPI using MDM.
- e. Develop draft configuration document detailing MDM requirements and implementation approach.
- f. Deliverables:
  - i. D15 – Data Extract Guide for MDM;
  - ii. D17 – Draft MDM Configuration Document; and
  - iii. D18 – Updated MDM Hardware Sizing Document.

#### H. Design and Configure Identity Resolution Capability

- a. Configure the standard MDM architecture and data model.
- b. Install and configure MDM Standard Edition software in the MDM DEV environment, copy to MDM TEST and PROD.
- c. Document step-by-step instructions for all IBM MDM install and configure activities for up to three (3) environments.
- d. LACDHS administration team will observe the installation and configuration of b. and c. as described above.
- e. Create data source mapping for eleven (11) sources and up to fifty (50) data elements:
  - i. Six (6) Affinity;
  - ii. One (1) PMS;
  - iii. One (1) Community Partners;

- iv. One (1) PSIP;
  - v. One (1) EMS; and
  - vi. One (1) Lancet EMS.
- f. Install and configure the MDM standard matching algorithm.
  - g. Perform up to three (3) planned rounds sample pair reviews for the patient entity type with you and your stakeholders over five (5) weeks, and produce sample pair matches report.
  - h. Install and configure the Inspector for Data Stewards and Operational Reports applications to allow reporting against patient information.
  - i. Install and configure MDM security model in the MDM Workbench tool.
  - j. Load data extracts from the eleven (11) sources containing no greater than six million total records, and fifty (50) data elements into MDM.
  - k. Deploy Enterprise Service Oriented Architecture Web Services Software Development Kit to one (1) specified application server.
  - l. Configure and deploy one (1) outbound synchronization HL7 formatted message to your Enterprise Services Bus or interface engine for downstream notifications.
  - m. Unit test the various components that have been configured during the Configuration phase.
  - n. Deliver one (1) consultant-led MDM API training as a one (1) day course for up to ten (10) of your developers.
  - o. Review over two (2) days with up to ten (10) trainers:
    - i. The configuration and installation in the development or test environment; and
    - ii. Train your trainers on the specific configurations Oracle made to Inspector for Data Stewards, Operational Reports, and MDM Workbench.
  - p. Provide one (1) day of operational information sessions for up to ten (10) attendees to review topics like configuration, deployment steps, and post go-live maintenance.
  - q. Document/Review the solution design in the Configuration Document.
  - r. Configure and deploy the initial MDM configuration in MDM Workbench in the test environment (execute step-by-step install and configurations instructions in MDM TEST).
  - s. Deliverable Materials:
    - i. D19 – Sample Pair Matches report; and
    - ii. D20 – Initial MDM Configuration in test.
- I. Deploy Identity Resolution Capability
- a. Provide a go-live checklist with installation instructions to be used during the production go-live.

- b. Perform one production dry run prior to go-live (execute go-live checklist prior to production go-live event).
- c. Deploy MDM to production environment (execute go-live checklist during the production go-live event on-site).
- d. Provide up to forty (40) person days over up to three (3) weeks of post go-live support for MDM Standard Edition.
- e. Transition to IBM Support team the ongoing support of the production implementation.
- f. Deliverable Materials:
  - i. D21 – MDM Go-Live Checklist; and
  - ii. D22 – MDM Live in Production.

**J. Design Extract, Transform and Load (“ETL”) Services**

- a. Define End-to-End ETL Architecture as described below
  - i. Document processes and standards for data transformations of up to 1500 P-14 source data elements;
  - ii. Document standards and requirements for full / incremental data loads;
  - iii. Configure and document ETL error handling and exception reporting and notification processes using standard OHADI capabilities; and
  - iv. Identify processes and technical approach to secure data in the EPDR environments.
- b. Create Source to Target Mapping (“STM”), with target HDWF tables identified and documenting transformations to HDWF data model for up to 1500 P-14 source data elements from a single fiscal year of data for each data source in 2.K.a.
- c. Deliverables
  - i. D23 – ETL Architecture Document; and
  - ii. D24 – Source to Target Mapping (“STM”).

**K. Build ETL Services**

- a. Build ETL according to the STM to map and load up to 1500 data elements from up to twenty-five (25) data sources to the HDWF interface tables in support of P-14 reporting. Data sources will include the following:

<b>Data Context</b>	<b>Source System / Datafile</b>	<b>Source Type</b>
Patient Utilization Data, including finance data captured in Affinity	Affinity / EHR (EHR will be the data source for patient utilization data after EHR is implemented.) – six (6) instances from six (6) separate facilities	Flat files from facilities for FY09/10 to date Go forward: HL7, ADT, ADQ
	Affinity - Patient Accounting Module	Flat files from facilities for FY10/11 (or when facilities started to use) to date Go forward: HL7, ADT, ADQ
TAR – Treatment Authorization	TAR.NET	Flat file

Data Context	Source System / Datafile	Source Type
Request		
	Interqual (“Cerner”)	
	MIDAS	Flat file
Billing Data	Apollo Health Services	Flat file
Note: all providers will send data in the 837 transaction format. Total available fields are 373, but vendors use less.	California Reimbursement Enterprise (“CRE”)	Flat file
	CompSpec (“CSI”)	Flat file
	Health Advocates (“HA”).	Flat file
Remittance Advice and Claim Data	Mental Health – Integration Services (“IS”) system Mental Health Remittance Advices (Short Doyle claims) for patients for IP / OP / ER visits from LA County DMH – IS system	Access db
Note: 835 transactions will be used if possible	Medi-Cal Remittance Advices	835/EDI
	Medicare Remittance Advices - including Section 1011 payments	835/EDI
	Affiliated Computer Sciences (“ACS”) paid claims	Flat file
	Lason - Out-Of-Plan claims	Flat file
Eligibility Data	MEDS Eligibility Data	Flat file
	Patient Management System (“PMS”)	Flat file
Lookup Tables/Grouping	Facility Matrices	MS Excel files

- b. Configure in OHADI the business rules designed in 2.J.b.
- c. Configure the Health Language International’s (“HLI”) Terminology Server to utilize the standard loaders that ship with HDWF to load terminologies from the HLI terminology server.
- d. Load up to ten (10) coded terminology load files from HLI into HDWF in support of the P-14.
- e. Perform system testing on ETL processes.
- f. Perform integration testing on Oracle EPDR components and IBM MDM.
- g. Deliverables:
  - i. D25 - ETL Code for first set of sources for Phase One (30% of 1500 total data elements);
  - ii. D26 - ETL Code for next set of sources for Phase One (60% of 1500 total data elements); and
  - iii. D27 - ETL Code for remaining sources for Phase One (100% of 1500 total data elements).
- L. Design and build the P-14 Data Mart
  - a. Review the reporting requirements based on your existing P-14 reports with LACDHS business stakeholders.
  - b. Identify the data load frequency and refresh schedule for the P-14 Data Mart.

- c. Design and build the P-14 data mart, including fact and dimension data model and ETL routines to populate the P-14 reporting data mart from the data loaded into the following domains of HDWF:
  - i. Service Provider;
  - ii. Facility;
  - iii. Patient;
  - iv. Encounter;
  - v. Claim;
  - vi. Patient Account;
  - vii. Intervention;
  - viii. TAR;
  - ix. Insurer; and
  - x. Eligibility.
- d. Create repeatable load processes for P-14 data mart
- e. Conduct system test
- f. Deliverables:
  - i. D28 – P-14 Data mart; and
  - ii. D29 – Dimensional data model for the P-14 data mart.

M. Design and build the P-14 Reports and Phase One Reports

- a. Design the following P-14 reports:
  - i. P-14 Table;
  - ii. Medi-Cal CBRC Visits Schedule;
  - iii. P-14 Table Adjusted with CBRC Visits;
  - iv. P-14 Table with Manual Statistics;
  - v. P-14 Schedule 1-Provider Cost; and
  - vi. P-14 Schedule 1b-Physician Cost.
- b. Provide the capability to manually upload data into the P-14 Data Mart in support of the above reports. Data will be uploaded from a comma separated values (“CSV”) file using standard ODI capabilities. Build the capability to manually upload the following
  - I. P14 manual statistics;
  - II. Worksheet C; and
  - III. Demonstrate how to manually upload data from other data sources.
- c. Build and unit test the P-14 reports in Cognos (2.M.a) in Cognos with data from the P-14 data mart and utilizing standard Cognos features for UI, security and error handling.

- d. Design fifteen (15) additional Cognos reports with data from the P-14 data mart and utilizing standard Cognos features for UI. The additional reports are identified in the following table:

<b>Category</b>	<b>Report</b>
General Financial	Visits by Facility
Medicare Cost Report Audit exhibits	Attachment 4 - Exhibit B - Patient Statistics (Days, Discharges, and Admissions)
	Attachment 5 - Exhibit B-1 Medicare Statistical Data: PS&R Data
	Attachment 6 - Exhibit C-1 1112 RVUs Worksheet.xls
	Attachment 7 - Exhibit C-3 1112 - Inpatient and Outpatient Clinic Visits
Medi-Cal Cost Report Audit exhibits	Exhibit 5A - Medi-Cal Inpatient Statistics and Claim Analysis
	Exhibit C-1a - Hospital Medi-Cal Inpatient (IP) Clinic Visits
	Exhibit C-2 - Total Hospital Outpatient (O/P) Clinic Visits
	Exhibit C-4 - Summary of Visits - All Locations (by Facility)
	Affinity IR Report AFF-1A Outpatient Ancillary Report By Clinic And Ancillary Dept
	Affinity IR Report AFF-8D Inpatient Days Report
	Affinity IR Report AFF-9A Outpatient Visits Report
	Affinity IR Report AFF-10A Inpatient Ancillary Report
	Affinity IR Report AFF-11A Outpatient Ancillary Report
	Affinity IR Report AFF-12 Inpatient Visits Report

- e. Build and unit test fifteen (15) additional Cognos reports (2.M.d) in Cognos with data from the P-14 data mart and utilizing standard Cognos features for UI, security and error handling.
- f. Provide a one (1) day orientation and End User Guide to the Cognos P-14 and additional Phase One reports for up to ten (10) attendees.
- g. Conduct system test
- i. P-14 reports; and
  - ii. Additional Phase One reports.
- h. Deliverables:
- i. D30 – P-14 reports design specification;
  - ii. D31 – Design specifications for additional Phase One reports;

- iii. D32 –P-14 report orientation; and
- iv. D33 - P-14 and additional Phase One reports.

N. Historic Data Load

- a. Load a subset as determined by Oracle of the FY09/10 Phase One source data (2.K.a) into the development environment using the ETL building for loading these data sources (2.K.g).
- b. Load the FY09/10 and FY 10/11 Phase One source data (2.K.a) into the test environment using the ETL building for loading these data sources (2.K.g).
- c. Load the Phase One source data elements beginning with FY09/10 data up to the available FY13/14 data (based on an agreed upon cutoff date during the project) into production environment during the production rollout, using the ETL building for loading these data sources (2.K.g).
- d. Deliverables:
  - i. D34 – Development data load;
  - ii. D35 – Test data load; and
  - iii. D36 – Production data load.

O. Setup Operational Data Loads

- a. Define the data load schedule.
- b. Schedule operational (ongoing) data loads from P-14 data sources in ODI.
- c. Deliverables:
  - i. D37 - Operational Data Load Scheduled.

P. Assist with LACDHS-led Performance Baseline and Tuning of EPDR and MDM

- a. Provide up to thirty (30) person days to assist LACDHS with the following:
  - i. Develop plan to baseline end-to-end performance – up to five (5) person days;
  - ii. Execute baseline plan and document baseline performance – up to twenty (20) person days; and
  - iii. Develop performance tuning plan based on analysis of performance baseline – up to five (5) person days.
- b. Provide up to twenty (20) person days to assist LACDHS with the following:
  - i. Tune performance according to performance tuning plan – up to eighteen (18) person days; and
  - ii. Document further performance tuning objectives for Phase Two – up to two (2) person days.

Q. Assist with the LACDHS-led User Acceptance Testing (“UAT”).

- a. Oracle will provide up to forty (40) person days of assistance to LACDHS, including providing input into the planning process, assisting with the setup of the UAT

environment, and being available during and after the UAT to address issues that may arise.

- b. Upon the completion of UAT, Oracle will provide a Go-Live Checklist to document the steps and activities required for implementing the EPDR into PROD.
- c. Deliverables:
  - i. D38 – User Acceptance Testing (“UAT”) Assistance.

#### R. Migrate to Production

- a. Migrate EPDR to PROD at conclusion of UAT.
- b. Provide up to forty (40) person days assistance during a ten (10) day onsite post go-live support period.
- c. Deliverables:
  - i. D39 – Post Go-Live Support.

#### S. Design and Implement Process Remediation

- a. Remediation activities include:
  - i. Review and confirm the specific requirements of the future state processes;
  - ii. Design the future state processes based on the requirements;
  - iii. Create implementation plan for processes being redesigned;
  - iv. Oversee implementation of redesigned process / change management;
  - v. Provide up to one (1) day training in the redesigned process for up to twelve (12) LACDHS staff. Once trained, this staff will be responsible for training additional staff, process operation, and ongoing process maintenance & improvement; and
  - vi. The following five (5) high impact processes have been identified by LACDHS for remediation in Phase One:
    - 1. Oracle-led with assistance from dedicated team from LACDHS:
      - a. Managed care enrollment tracking;
      - b. Clinic code standardization;
      - c. Out-of-network claims; and
      - d. Ordering of ancillary tests (dangling ancillaries).
    - 2. LACDHS-led with oversight from one (1) Oracle project director for up to forty (40) person days through project month 10;
      - a. Registration, including Medical Record Number (“MRUN”) accuracy.
  - vii. Oracle will visit a representative sample of up to three (3) clinics as part of the requirements definition phase of this effort, as local observations of practices and procedures will be important to understand how to improve the process.

- viii. Document unrelated shortcomings in processes, organizational issues, or technology controls that are identified during process remediation activities, to be potentially addressed by LACDHS outside of the scope of Phase One.
- b. Deliverables:
- i. D40 - Implementation Plan for Process Improvements set 1;
  - ii. D41 - Implementation Plan for Process Improvements set 2; and
  - iii. D42 - Remediation Oversight.

### Project Deliverables and Acceptance Criteria

#	Deliverable	Deliverable Description	Acceptance Criteria
D01	Project management plan	PMP for Phase One with sections as described in 2.A.a	PMP delivered to LACDHS
D02	Data governance environment assessment	Report documenting data governance environment assessment as described in 2.B.a	Assessment delivered to LACDHS
D03	Data governance plan	Data governance plan as described in 2.B.b	Data governance plan has been delivered to LACDHS
D04	Data governance implementation assistance	Up to sixty (60) person days assistance as described in 2.B.c, delivered within twenty (20) weeks duration of data governance activities	End of week twenty (20) of data governance activities
D05	Training plan	Plan for initial training of LACDHS project team as described in 2.C.a	Training plan delivered to LACDHS
D06	Initial project team training	Project team & administrators trained as described in training plan (2.C.a)	Initial project team training conducted
D07	Technical architecture document	Technical architecture document describing the Oracle environment for EPDR as in 2.D.a.ii	Technical architecture document delivered to LACDHS
D08	First draft data profiling document	Draft data profiling document containing information as described in 2.E.a-c for 30% of current Phase One data elements (435 data elements)	First draft data profiling document delivered to LACDHS
D09	Second draft data profiling document	Draft data profiling document containing information as described in 2.E.a-c for 60% of current Phase One data elements (870 data elements)	Second draft data profiling document delivered to LACDHS
D10	Completed data profiling document	Completed data profiling document containing information as described in 2.E.a-c for 100% of current Phase One data elements (up to 1450 data elements)	Completed data profiling document delivered to LACDHS
D11	Development environment	Oracle software components of the EPDR project installed in your development environment as described in 2.F.a-f	Notification that development environment is available for LACDHS use
D12	Test environment	Oracle software components of the EPDR project installed in your test environment as described in 2.F.a-f with initial code and reports installed	Notification that test environment is available for LACDHS use
D13	Production environment	All software components of the EPDR project installed in your Production environment as described in 2.F.a-f with UAT tested code and reports installed	Notification that production environment is available for LACDHS use
D14	Step-by-step installation and configuration	Step-by-step installation and configuration instructions for all three	Installation and configuration instructions delivered to

#	Deliverable	Deliverable Description	Acceptance Criteria
	instructions	(3) environments as described in 2.F.h	LACDHS
D15	Data extract guide for MDM (2.G.c)	Data extract guide for MDM as described in 2.G.b	Data extract guide for MDM delivered to LACDHS
D17	Draft MDM configuration document	Draft MDM configuration document as described in 2.G.e	Draft MDM configuration document delivered to LACDHS
D18	Updated MDM hardware sizing document	Updated MDM hardware sizing document (2.G.a.ii)	Updated MDM hardware sizing document delivered to LACDHS
D19	Sample pair matches report	Sample pair matches report (2.H.g)	Sample pair matches report delivered to LACDHS
D20	Initial MDM configuration in test	Initial configuration of MDM available in MDM test environment (2.H.r)	Notification that identity resolution configuration available to LACDHS in MDM test environment
D21	MDM Go-Live checklist	MDM Go-live checklist (2.I.a)	MDM Go-live checklist delivered to LACDHS
D22	MDM Deployment to Production	MDM deployed to MDM Production environment (2.I.c)	Notification that identity resolution configuration available to LACDHS in MDM production environment
D23	ETL architecture document	ETL architecture document as described in 2.J.a	ETL architecture document delivered to LACDHS
D24	Source to Target Mapping (STM)	STM document as described in 2.J.c	STM document delivered to LACDHS
D25	ETL code for first set of sources for Phase One	ETL code installed in the development environment that has been unit tested, for 30% of P-14 data elements (450 data elements) (2.K.a-b)	Notification to LACDHS that ETL code for 30% of 1500 total data elements has been delivered to development environment
D26	ETL code for next set of sources for Phase One	ETL code installed in the development environment that has been unit tested, for 60% of P-14 data elements (900 data elements) (2.K.a-b)	Notification to LACDHS that ETL code for 60% of 1500 total data elements has been delivered to development environment
D27	ETL code for remaining sources for Phase One	ETL code installed in the development environment that has been unit tested, for all P-14 data elements (up to 1500 total data elements) (2.K.a-b)	Notification to LACDHS that all ETL code (for up to 1500 total data elements) has been delivered to development environment
D28	P-14 Data mart	P-14 Data mart available in development environment (2.L.c)	Notification that P-14 Data mart is available to LACDHS in development environment, populated with sample data
D29	Dimensional data model for the P-14 data mart	Data model document for P-14 data mart (2.L.c)	P-14 data mart data model document delivered to LACDHS
D30	P-14 reports design specification	Design specifications for the P-14 reports listed in 2.M.a	P-14 reports design specification delivered to LACDHS
D31	Design specifications for additional Phase One reports	Design specifications for the additional Phase One reports listed in 2.M.d	Design specifications for additional Phase One reports delivered to LACDHS
D32	P-14 Report orientation	One (1) day P-14 report orientation (2.M.f)	P-14 Report orientation conducted
D33	P-14 reports and additional Phase One reports	P-14 reports and additional Phase One reports deployed in the development environment and have been unit tested (2.M.c,e)	Notification to LACDHS that P-14 reports and additional Phase One reports have successfully passed unit testing

#	Deliverable	Deliverable Description	Acceptance Criteria
			in development environment.
D34	Development data load	Data loaded in development environment as described in 2.N.a	Notification to LACDHS that data has been loaded into development environment
D35	Test data load	Data loaded in test environment as described in 2.N.b	Notification to LACDHS that data has been loaded into test environment
D36	Production data load	Data loaded in production environment as described in 2.N.c	Notification to LACDHS that data has been loaded into production environment
D37	Operational data load scheduled	Ongoing data loads scheduled in ODI in test and production environments (2.O.b)	Ongoing data loads scheduled in test and production environments
D38	User Acceptance Testing (UAT)	Up to forty (40) person days of assistance with UAT as described in 2.Q.a	Up to forty (40) days UAT assistance delivered
D39	Post go-live support (2.R.b)	Up to forty (40) person days post go-live support during ten (10) days post go-live support period (2.R.b)	Ten (10) day post go-live support period complete
D40	Process improvements set 1	First 2 of 4 processes (2.S.a.vi.1.a-b) have been remediated as defined in scope of services	One (1) day training each on two (2) redesigned processes has been conducted (2.S.a.v)
D41	Process improvements set 2	Next 2 of 4 processes (2.S.a.vi.1.c-d) have been remediated as defined in scope of services	One (1) day training each on two (2) redesigned processes has been conducted (2.S.a.v)
D42	Remediation oversight	Oversight of Registration process remediation (2.S.a.vi.2)	Up to forty (40) person days oversight complete

3. Identification of all required County and Contractor resources and staff:

A. County Staff:

- a. County CIO;
- b. LACDHS Project Manager;
- c. LACDHS Database Administrator;
- d. LACDHS Testing Team;
- e. Subject Matter Experts (“SME”) and/or Source System Experts (“SSE”) from DHS;
- f. Database, Infrastructure, System-specific personnel; and
- g. Dedicated data governance team.

B. County Resources

- a. Server, Network, Database access as required.

C. Oracle Staff

- a. Program Director;
- b. Project Managers;
  1. Data warehouse & ETL.
  2. Analytics.
  3. Data governance & remediation.
  4. MPI.
- c. Project Administrator;
- d. Technical Architects;
  1. Data warehouse.
  2. ETL.
- e. Functional Integration Specialists;

- f. Data Quality Specialists;
- g. ETL Lead/Developer/Tester;
- h. Analytics Lead/Developer/Tester;
- i. Data Governance Lead;
- j. Business Analysts; and
  - 1. Data warehouse & ETL.
  - 2. Analytics.
  - 3. Data governance & remediation.
  - 4. MPI.
- k. Data Acquisition Lead/Developer/Tester.

4. Detailed project plan

A detailed project plan will be constructed as an initial activity of the project (see scope section #2 above). The “Milestone Payment Schedule” in the Work Order Submission Form provides a highlevel outline of the timing of the major project deliverables.

5. Detailed cost documentation including cost calculation worksheet

See #2 above for fixed-price deliverables costing.

6. Work order technical development process

See # 2 above.

7. Acceptance criteria

Upon completion of any deliverable, Oracle shall provide a copy thereof to you. At such time, if you request, Oracle will demonstrate to you that the deliverable conforms to the description specified for such deliverable in Section 8 of this Work Order. You will be responsible for any additional review and testing of such deliverable in accordance with any mutually agreed test scripts as may be included in Oracle's project management plan. If the deliverable does not conform to the description for such deliverable specified in Section 1 of this exhibit and/or any such test scripts, you shall have ten (10) business days after Oracle's submission of the deliverable ("acceptance period") to give Oracle written notice which shall specify the deficiencies in detail. Oracle shall use reasonable efforts to promptly cure any such deficiencies. After completing such cure, Oracle shall resubmit the deliverable for your review and testing as set forth above. Any further comments are limited to those non-conforming items specified in the initial comments. Upon accepting any deliverable submitted by Oracle, you shall provide Oracle with written acceptance of such deliverable. If you fail to provide written notice of any deficiencies within the acceptance period, as provided above, such deliverable shall be deemed accepted at the end of the acceptance period. Any non-conforming items that cannot be resolved will result in initiation of a Dispute Resolution Procedure as outlined in paragraph 68 of the Master Services Agreement.

8. Initial acceptance

Initial Acceptance shall be achieved upon completion, delivery and Acceptance of Services for each deliverable under the Work Order in accordance with the applicable Acceptance Criteria in #7 above.

9. Final acceptance

Final Acceptance shall be achieved upon Acceptance of all Deliverables in section 2 above.

10. Work order warranties

Warranty will be performed as stated under Section 9, Warranty of the Master Services Agreement.

11. Project Assumptions:

A. Oracle Assumptions:

- a. Staffing estimates assume a project duration of approximately twelve (12) months.
- b. A person day is defined as one (1) person working up to eight (8) hours.
- c. Project work will be performed both onsite, at the LACDHS facilities in Los Angeles, and remotely, to include Oracle off shore resources. VPN access will be required.
- d. "Oracle" means Oracle and all subcontractors to Oracle engaged in this project, except as otherwise stated herein.
- e. Oracle will have access to end users and your project team members as needed to perform our services.
- f. Oracle Unified Methodology (OUM) will be the implementation methodology.
- g. Oracle standard documentation formats will be used for documenting deliverables unless LACDHS provides alternative templates that do not materially impact Oracle's work effort.
- h. Decisions and documentation feedback will be given promptly by LACDHS.
- i. Oracle's staffing requirements are on a fixed price basis and at Oracle's sole discretion.
- j. It is Oracle's intent to provide consistency in staffing. However, Oracle may, from time to time, introduce specific skill sets or release an individual from the project whose skill set is not needed at the time. If the skill set becomes needed again, Oracle may bring in a different individual to complete the task.
- k. The development, test and production environments will be available when needed as per the project plan to be developed at the beginning of Phase One.
- l. While the data elements in the sample reports that have been provided will be made available in the corresponding reports designed and built in this project, the formats and layouts may be different from the sample reports. In all cases, the formats and layouts will be mutually agreed upon by Oracle and LACDHS.
- m. Project team and administrator training sessions will be delivered on-site at the LACDHS facilities in Los Angeles or at a nearby Oracle office.
- n. Where multiple sites need to be considered, LACDHS will establish expectations that key stakeholders come together in one location for rapid decision making.

- o. P-14 reporting capabilities are expected to be available in the test environment by the end of month nine (9) of the project and in production by month twelve (12). Assuming an April 8th project start date as targeted by LACDHS, P-14 reporting capabilities will be available in the test environment by the desired 12/31/13, along with the data to produce the report.
- p. LACDHS and Oracle will work together to resolve Project Issues as specified in the Project Management Plan (“PMP”) document. Based on the tight timeframe, project issues must be resolved in a timely manner (24 hours for critical issues, 48 hours for less critical issues). Failure to resolve issues in accordance with the PMP and in a timely fashion may have an impact on the project schedule and/or price.
- q. Changes in assumptions may materially impact the project estimates, cost, scope, and/or timeline.
- r. Any change in scope will be handled through Oracle’s change control process unless otherwise agreed.
- s. All project deliverables and documentation will be produced in English only.
- t. All project deliverables that are documentation will be maintained during the project, updated as appropriate, and timely made available to LACDHS or upon Final Acceptance.
- u. ETL will be accomplished using OHADI / Oracle Data Integrator (“ODI”).
- v. ETL will utilize the standard OHADI error handling capabilities.
- w. ETL implemented based on preliminary recommendations from the profiling effort will not be impacted by findings of the continuing profiling effort as final recommendations are prepared (i.e., assume no rework).
- x. The format for any data exported from Cognos will be to Microsoft Excel in a tabular format.
- y. Only Intranet report users will be authenticated by Active Directory services.
- z. All reports and dashboards will be built using Cognos v10.2, the LACDHS enterprise standard reporting platform.
- aa. No automated scripting or custom configuration programs will be applied to the Cognos technical architecture.
- bb. Considerations for the Provider’s effort regarding Exhibit C-1a - Hospital Medi-Cal Inpatient (IP) Clinic Visits is assumed to produce a single report with the appropriate filters to support the additional worksheets provided in the LADHS excel samples.
- cc. Only the five (5) processes identified in the scope section will be remediated in Phase One. Any other processes identified for remediation in the course of data profiling will be catalogued and prioritized for remediation in Phases 2 or 3.
- dd. The governance assessment will consist of anecdotal information and will not include technical assessments of data quality or standards.
- ee. Remediation assumptions specific to each process:
  - i. Registration

1. There will be a planning component that occurs first, where Oracle and LACDHS will decide on a viable plan to change the process. LACDHS will commit to the plan that results and LACDHS will manage its people to adhere to that plan.
- ii. Ordering of ancillary tests such that source, date, and patient are transmitted uniformly transmitted:
  1. The metrics are accurate concerning the breakdown of dangling ancillary services across the LACDHS enterprise.
  2. Oracle will gain timely access to decision makers in particular specialties and at particular facilities. These decision makers will be empowered to implement changes in process or uses of applications.
- iii. Dangling Ancillaries:
  1. The OR issues at the Harbor location are ORSOS related and are considered out scope for the remediation effort.
- iv. Clinic Code Standardization:
  1. One individual from LACDHS will have the authority to make changes in the Clinic Code process.
  2. An architecture is in place to pull those codes to a central repository. A data administrator or manager will be available to work with Oracle in establishing the process and controls.
  3. At each of the 20-30 Medical Homes, there will be a single point of contact who can work with Oracle to manage the change in process and potentially application use.
  4. No visits will be required to the clinics for the remediation and implementation services relating to clinic code standardization. Oracle will work with LACDHS to delegate the change management at the clinics to an LACDHS resource.
- v. Managed Care Program Enrollment Tracking and Out-of-Network Claims Tracking:
  1. LACDHS will be responsive with technical changes within applications. We will assist with interfaces, but not only direct changes to applications.
- vi. The end-state of each effort will be a functional process or system that LACDHS personnel understand how to use. While Oracle will help promote and train, widespread adoption is the responsibility of LACDHS.
- vii. Where we see unrelated shortcomings in processes, organizational issues, or technology controls, we will describe those short comings in a brief document and share it with LACDHS. We will not address any of those unrelated shortcomings without an agreement to change scope.
- ff. Identity Resolution Assumptions
  - i. Work will be performed primarily off-site at IBM lab locations accessing your network remotely.

- ii. All hardware and software needed to support Development, Test, UAT, Training, and Production for Identity Resolution will be available when needed to support the project timelines.
  - iii. Extracts from the data sources will follow one common format for the initial load as defined by the Data Extract Guide deliverable. HL7 messaging and web services will be used for updating following the initial load.
  - iv. Oracle has determined that no more than fifty (50) data elements are necessary for successful patient matching. This is based on Oracle's experience implementing MPI and review of the LACDHS sources of patient information.
- gg. Oracle and LACDHS project managers will closely monitor the not-to-exceed travel and expense budget. Should the travel and expense budget be exhausted, the parties will work in good faith to find a mutually agreeable solution for reimbursement of expense in excess of the amount budgeted.
- hh. Performance baselining and testing will be conducted on hardware similar to the production hardware.
- ii. Oracle consultants typically work remotely from home office locations. Oracle consultants are bound by confidentiality regardless of location, and Oracle hardware used remotely are configured to secure and protect confidential information.
- jj. Temporary living reimbursements to Oracle-provided consultant(s) may be deemed compensatory under federal, state, and local tax laws if a consultant's assignment in a particular location will exceed or has exceeded one year. Oracle acknowledges that you will not compensate Oracle for such fees. As such, Oracle will notify you when a consultant has been assigned to a particular location for ten (10) months, and will plan with you to limit the duration of the consultant's assignment in that location to less than one year.

**B. LACDHS Obligations:**

- a. LACDHS will install, configure, test and maintain necessary hardware and system software (operating system, network access, utilities, etc.) for each environment.
- b. Provide Oracle with full access to the relevant functional, technical and business resources with adequate skills and knowledge to support the performance of services.
- c. Provide any notices, and obtain any consent(s), required for Oracle to perform services.
- d. Allow Oracle to post, at any site at which services are performed, any documents necessary for Oracle to provide services in compliance with the law.
- e. Provide, for all Oracle resources performing services at your site, a safe and healthful workspace (e.g., a workspace that is free from recognized hazards that are causing, or likely to cause, death or serious physical harm, a workspace that has proper ventilation, sound levels acceptable for resources performing services in the workspace, and ergonomically correct work stations, etc.).

- f. Provide a reasonable workspace for each Oracle consultant with basic amenities including a phone and either a workstation or a high-speed network (“Ethernet”) connection for the purposes of connecting Oracle consultant laptop to your network to access systems and environments associated with the project.
- g. Limit Oracle’s access to any production environments or shared development environments to the extent necessary for Oracle to perform services.
- h. Provide external internet and web access for all Oracle consultants from your internal network (“intranet”) so that the Oracle consultants can access internet information sources via the web and can connect to the Oracle network via Virtual Private Network (“VPN”).
- i. Provide network access to Oracle consultants working remotely to your systems, applications, databases, and tools, using either a VPN client technology you provide to Oracle or network access configuration to your network using Cisco VPN technology.
- j. Honor all holidays observed by Oracle. With your permission, Oracle staff may choose to work government holidays and weekends, provided workspaces are available and access is permitted. During holiday work, there is no expectation of your participation.
- k. Obtain licenses under separate contract for any necessary Oracle software and hardware programs before the commencement of services.
- l. Maintain annual technical support for the Oracle software and hardware under separate contract throughout the term of the services.
- m. Assign a full-time project manager to provide overall direction for the project.
- n. Assign a single LACDHS point-of-contact for each remediation process. That person will be empowered to make decisions on the direction of that process.
- o. LACDHS technical staff will have the opportunity to be present during all steps of the installation/configuration process. All installation/configuration processes to be done onsite.
- p. Assign a project executive sponsor and/or project steering committee in which both Oracle and you will participate.
- q. At project initiation, identify for each deliverable the required signatories for acceptance of that deliverable and ensure that signatories are actively involved in the activities that result in the deliverable so as not to unduly delay signature.
- r. Oracle subcontractors may on occasion be invited to participate in project steering committee meetings, at Oracle’s or LADHS’s request.
- s. Provide Oracle Database Administrator (“DBA”), hardware, network and operating system support when and as needed.
- t. Provide and maintain the needed hardware and network environments.
- u. Properly maintain the DEV, TEST and PROD environments once installed.
- v. Provide and maintain a Cognos v10.2 environment for report and dashboard development.

- w. Configure Lightweight Directory Access Protocol (“LDAP”) to support external report users, if desired.
- x. Provide the project teams and resources for the duration of the services, including resources as necessary who are experienced with various source systems.
- y. Ensure that your staff is available as required to support your obligations as defined in the overall project plan.
- z. Identify, schedule, and facilitate the necessary training, detailed requirements gathering, analysis, design, and implementation planning sessions with your business user representatives and project team members according to the project schedule.
- aa. Provide Oracle access to data structures, documentation, applications, databases and artifacts as necessary to support the performance of services.
- bb. Provide the necessary and appropriate data (e.g., test data, configuration data, etc.) for the performance of services.
- cc. Extract source data necessary for the production data load and provide in the format specified by Oracle for each source system.
- dd. ETL mapping and loading will be based on a single fiscal year of data. Inconsistencies encountered while loading additional fiscal years of data will be resolved by Oracle within the scope of paragraph 2.K.b., after which additional inconsistencies will be resolved by LACDHS.
- ee. Ensure that the system and its environments, under your responsibility, comply with your security guidelines, and all governmental regulations.
- ff. Ensure this project will not be adversely impacted by other initiatives or projects currently underway at your facilities. If other projects are scheduled concurrently and adversely impact this project, the schedule and staffing shall be subject to Oracle’s standard change control process, and a program management office may be required to manage concurrent project tracks.
- gg. Prepare any necessary end user documentation, including, but not limited to documenting specific business practices and data examples and organization/end-user specific policies and procedures.
- hh. Assess process and system compliance for the system developed under this proposal with any audit and control requirements.
- ii. Provide active user involvement for the set-up of your applications and user acceptance test (“UAT”) environments.
- jj. Responsible for planning and conducting UAT. (Oracle will assist as indicated in scope section).
- kk. Provide all necessary data and interface files to be loaded into the Oracle applications and/or databases.
- ll. Provide test data for the additional reports to be used to validate the reports produced from the EPDR.

- mm. Provide access as necessary to other vendor's products that are in your environment. LACDHS are responsible for acquiring all such products and the appropriate license rights necessary for Oracle to access such products on your behalf.
- nn. Responsible for end user training sessions and certifications.
- oo. Provide the resources for setup and validation of the application during dry runs, validation and production runs.
- pp. Identify individuals to staff the data governance committee based on the functional recommendations of the data governance environment assessment, and staff the committee within two (2) weeks of the end of the environment assessment.
- qq. Responsible for change management strategy definition and execution.
- rr. Conducting end user training.
- ss. Provide the following turnaround times for specific request types in order to expedite the project:
  - i. Document reviews (non-final) – 2 business days;
  - ii. Document reviews (final) – 5 business days;
  - iii. Requests for documentation on systems & processes – 2 business days;
  - iv. Requests for information on systems & processes – 2 business days;
  - v. Requests for meetings – 2 business days;
  - vi. Change orders – 3 business days; and
  - vii. Change orders (marked “critical”) – 1 business day.
- tt. Identity Resolution Assumptions
  - i. Provide extracts of all source systems in flat file format in accordance with data extract guide.
  - ii. Provide Oracle database administrators and systems administrators as needed to make adjustments to the test environment during performance testing.
  - iii. LACDHS will take full responsibility for all system support functions after the acceptance of all IR milestones.
  - iv. Provide ‘system administrator level’ access to your environments so that Oracle / IBM can install and configure the MDM Standard Edition software in the environments.
  - v. IBM MDM will be implemented on an Oracle database.
  - vi. All extracts from the data sources provided by you will have a populated source ID. This source ID (for example MRN, Corp ID, URN, UID, etc.) will always be unique within the corresponding source system.

## 12. Out of Scope Items.

The following services and items are out of scope for this project:

- A. Organizational change management.

- B. Data profiling for any data sources / elements beyond those identified for Phase One.
- C. X12 270 and 834 messages.
- D. Cognos training.
- E. End-user training.
- F. Design, configuration or creation of a disaster recovery environment.
- G. Identity Resolution
  - a. Reporting outside the standard MDM Standard Edition Operational Reports.
  - b. Support for non-MDM Standard Edition Software.
  - c. Configuration or deployment of other IBM Software products
  - d. Analysis, design and implementation of future entity types or domains such as Providers.
  - e. Analysis, design and implementation of a conversion from registry to transactional style Hub.
  - f. Custom composite view development and configuration.
  - g. Event Notification configuration
  - h. Development of custom user interfaces, engine callouts, or interaction handlers.
  - i. Development of custom integration with third party software by IBM MDM resources.
  - j. Development of Engine Call-outs by IBM MDM resources.
  - k. Development of MDM-powered applications using the MDM application toolkit.
  - l. Development of Business Process Workflows using BPM Express.
  - m. Cleansing or validation of data from the sources.
  - n. MDM staging activities.
  - o. Relationship configuration.

**FIXED PRICE WORK ORDER PAYMENT SCHEDULE****Milestone Payment Schedule**

#	Milestone Deliverables	Estimated Invoice Date (months from project start)	Amount in (\$USD)
DW1	D01 – Project management plan	1	\$200,000
DS1	D02 – Data governance environment assessment	2	\$300,000
DW2	D06 – Initial project team training	2	\$200,000
DW3	D07 – Technical architecture document	2	\$200,000
IR1	D17 – Draft MDM configuration document	2	\$155,000
DS4	D08 – First draft data profiling document	3	\$350,000
IR2	D19 – Sample pair matches	3	\$270,000
DS2	D03 – Data governance plan	4	\$150,000
DS7	D40 – Process improvements set 1	4	\$900,000
DW4	D11 – Development environment	4	\$300,000
DS5	D09 – Second draft data profiling document	5	\$350,000
DW5	D25 – ETL code for first set of sources for Phase One D34 – Development data load	5	\$745,000
IR3	D20 – Initial MDM Configuration in Test	5	\$270,000
DS3	D04 – Data governance implementation assistance	6	\$80,000
DS6	D10 – Completed data profiling document	7	\$360,000
DS8	D41 – Process improvements set 2	7	\$900,000
DW6	D26 – ETL code for next set of sources for Phase One	7	\$745,000
IR4	D21 – MDM Go Live Checklist	7	\$155,000
DW7	D27 – ETL code for remaining sources for Phase One D23 – ETL architecture document D24 – Source to Target Mapping (STM)	8	\$745,000
RP1	D33 – P-14 report and additional Phase One reports D28 – P-14 data mart	9	\$700,000
IR5	D22 – MDM Deployment to Production	9	\$290,000
DS9	D42 – Remediation oversight	10	\$235,000
DW8	D12 – Test environment D35 – Test data load	10	\$300,000
RP2	D38 – User Acceptance Testing (UAT)	11	\$250,000
DW9	D13 – Production environment D36 – Production data load D37 – Operational data load scheduled D39 – Post go-live support	12	\$440,000
	<b>Total:</b>		<b>\$9,590,000</b>

***FIXED PRICE WORK ORDER PROJECT SCHEDULE***

Each Fixed Price Work Order shall include a mutually agreed upon Project Schedule for completing the tasks and Deliverables defined in the Work Order SOS, prepared in accordance with Exhibit B (Work Order Process). The timelines defined in such Project Schedule shall be subject to all the terms and conditions in the Agreement relating to completion of Services hereunder.

***Please see #2 in WORK ORDER STATEMENT OF SERVICES***

***FIXED PRICE WORK ORDER ACCEPTANCE FORM***

Work Order Number \_\_\_\_\_  
Department \_\_\_\_\_  
Department Project Manager \_\_\_\_\_  
Date \_\_\_\_\_

**WORK ORDER DELIVERABLE/PROJECT DEFINITION**

**WORK ORDER DELIVERABLE/PROJECT ACCEPTANCE DEFINITION**

Deliverable./Project Approval	<u>Signature</u>	<u>Date</u>
County's Project Manager	_____	_____
Department Project Manager	_____	_____
Contractor Project Manager	_____	_____

***FIXED PRICE WORK ORDER DOCUMENTATION FORM***

Work Order Number \_\_\_\_\_  
Department \_\_\_\_\_  
Department Project Manager \_\_\_\_\_  
Date \_\_\_\_\_

**WORK ORDER PROJECT TASK AND/OR DELIVERABLE**

**BRIEF REASON FOR, AND DESCRIPTION AND SUMMARY OF, DOCUMENTATION**

**NEW WORK ORDER DOCUMENTATION**

Deliverable./Project Approval	<u>Signature</u>	<u>Date</u>
County's Project Manager	_____	_____
Department Project Manager	_____	_____
Contractor Project Manager	_____	_____



COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER  
KENNETH HAHN HALL OF ADMINISTRATION

WENDY L.  
WATANABE  
AUDITOR-  
CONTROLLER

ADDRESS ALL CORRESPONDENCE TO  
DISBURSEMENTS  
DIVISION  
BUSINESS

February 1, 2013

TO: ALL ADMINISTRATIVE DEPUTIES  
FROM: Connie K. Chung, Chief  
Disbursements Division  
SUBJECT: **TRAVEL EXPENSE REIMBURSEMENTS EFFECTIVE  
FEBRUARY 1, 2013**

Section 5.40.095 of the County Code requires an annual adjustment of maximum travel, meal, lodging, and incidental expense reimbursement rates based on a minimum annual change in the National Consumer Price Index (CPI) published by the Bureau of Labor Statistics. Specifically, the percentage change must exceed 3% to cause a rate adjustment. Otherwise, the percentage changes are accumulated in the following year(s) until such time the cumulative percentage change exceeds 3%.

As of January 2013, the cumulative annual percentage change in the CPI is as follows:

<u>Calendar Year</u>	<u>Annual % Change</u>	<u>Cumulative % Change</u>
January 2010 - December 2011	3.0%	3.0%
January 2011 - December 2012	1.7%	4.7%

The cumulative annual percentage change of 4.7% now exceeds 3%. Therefore, the adjusted maximum reimbursable amounts for lodging and meals incurred on or after February 1, 2013 through January 31, 2014 are as follows:

Lodging: \$209.75 plus corresponding taxes included on the receipt for a single occupancy hotel accommodation upon presentation of the receipt to the travel coordinator of your department.

Meals: \$12.50 breakfast, \$16.50 lunch and \$40.75 dinner, or not exceed \$69.75 per day when three meals are purchased in any one day. Refer to the County Fiscal Manual 13.8.4 — Meal Reimbursement when submitting and approving travel expense claims.

Note: Meal reimbursement is not allowed if attending a County paid event where meals are included as part of the cost.

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Administrative Deputies  
February 1, 2012  
Page 2

The allowances for incidental expenses for travel to certain capital and primary cities are:

Sacramento	\$14.50 per day
Atlanta, Boston, Chicago, Dallas, Detroit, Houston, Miami, Minneapolis, New York, Phoenix, Philadelphia, Riverside, San Diego, San Francisco, Seattle, and Washington D.C.	\$73.50 per day

Note: The listed cities, except for Sacramento, are the primary cities of major metropolitan areas with populations exceeding 3,000,000 based on the latest decennial census.

Incidental expense is only **claimable to the extent incurred**, and not claimable for travel to any other city, unless approved by the Auditor-Controller or Chief Executive Officer. Additionally, incidental expense can only be claimed if the business conducted required presence in these cities.

Furthermore, each claim for incidental expense allowance shall be reviewed and approved on its own merits. Spending amounts greater than the normal reimbursement amounts is not sufficient justification for approval of a claim. Generally, employees must demonstrate that additional expenses were unavoidable or necessary for the efficient conduct of business. It is the employee's responsibility to retain receipts or other reasonable documentation to support his or her claim for the incidental expense allowance and may be subject to audit.

The daily amounts recommended for airport parking (receipt required) are listed on Attachment "A".

Reimbursement for Porterage is \$1.00 per day.

#### Mileage Rate

The adjustment made on July 1, 2011 to the mileage reimbursement rate remains unchanged. Therefore, the mileage reimbursement rate of 52.0 cents per mile will remain in effect until further notice. This rate applies to all County employees, represented and non-represented, who drive their own vehicles on County business.

If you have any questions, please contact Kris Kademian at (213) 974-8416. CC:KK:sg

Attachment

c: Fiscal Officers  
A-C's Executive Management  
File

*AIRPORT LONG, TERM PARKING INFORMATION  
as of January 16, 2013*

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**LAX (LOS ANGELES AIRPORT)**

(310) 646-2911 New  
South Parking 251  
World Way  
Los Angeles, CA 90045  
Lot C

\$12.00/Day

**BURBANK-BURBANK AIRPORT  
AUTHORITY (818) 840-8838**

Central Parking Systems  
2627 Hollywood Way  
Burbank, CA 91505

Lots A

\$10.00/Day

Lot B and C

\$12.00/Day

**LONG BEACH AIRPORT**

(562) 425-9665  
AMPCO System Parking  
4103 Donald Douglas Drive  
Long Beach, CA 90808

Lot A

\$19.00/Day

Lot B

\$17.00/Day

**ONTARIO AIRPORT**

(909) 937-1240  
Parking Company of America Ontario, CA 91716  
Lot 5

\$ 9.00/Day

**JOHN WAYNE (ORANGE COUNTY)  
AIRPORT (949) 252-6260**

Parking Concepts  
18601 Airport Way  
Santa Ana, CA 92707

Lot A1, A2, B2 and C

\$20.00/Day

Main Street Parking Lot

\$14.00/Day

