West Virginia Workforce Commission

CRFP-0323-WWV2200000001-4

Request for Information

Response Due Date:
March 10, 2022

COLUMN PROFESSIONAL SERVICES

David Steele
(630) 518-2857
dsteele@columncase.com

03/09/22 11:38:54
WV Purchasing Division

Chicago
(Headquarters)
10 E 22nd St., Suite 100
Lombard, IL 60148
P: (331) 462-0994

Table of Contents

Experience

Column has been a software manufacture of investigative and process case management for over 8 years. We have implemented 77 Case Management Applications to government entities over the past 5 years and our typical customer has between 10-30 users. To further understand our experience, some of our clients have very complex workflows. The Chicago PD is a good example of this, we are currently implementing and managing the entire internal affairs process, from grievance to penalty phase and all the processes in between. They went live with Column Case Management in February of 2019 with over 6 million legacy records and over 30 data sources including Body Cam Videos, their Training Data Base, and the HR Data Base.

Most importantly the latest version of Column Case Management was designed to have 90% of investigative best practices out of the box learned from our client requirements. Furthermore, the application is built for configuration, not for customization, which makes it easier to maintain for our clients.

Some Column Case Investigative Users include, but are not limited to:

- City of Montreal Inspector General
- Chicago Fire Department
- Chicago Office of Inspector General
- Chicago PD BIA
- Cook County Office of Independent Inspector General
- Fairfax County Public Schools
- Federal Aviation Administration
- Illinois Office of Executive Inspector General
- Kentucky Juvenile Justice
- Ohio Auditor of State
- Ohio Department of Jobs & Family Services
- Ohio Office of Inspector General
- Texas Department of Insurance
- Texas Workforce Commission
- Texas State Auditor's Office
- US Census Bureau
- West Virginia State Auditor's Office

Additionally, as seen above we have a lot of government expertise and knowledge which helps shape a positive outcome for our government agencies.

West Virginia Penalty Clause

Column Case Management will agree to the $500 per day penalty as long as the project is not delayed by the client's lack of availability, input, approvals, testing, or the client's inability to make decisions within a reasonable time frame. Additionally, the $500 a day would be null and void if we are delayed because we are waiting on WV to provide the data required to make the application complete.

© 2022 Column Case Management, LLC.

References

Steven Potts (Special Investigative Agent)
State of Kentucky Internal Investigations Branch
Justice & Public Safety Cabinet
Email: steven.potts@ky.gov
Phone: (502) 564-8266

Kelly W. Snyder
Case Manager/Admin Chief
Public Integrity/Fraud Unit
WV State Auditor's Office
Email: kelly.snyder@wvsao.gov
Phone: (304) 558-2261 ext#2210

Nancy Boulerice
Office of the Inspector General of the City of Montréal
Officer – Inspection & Investigation
Email: nboulerice@bigmtl.ca
Phone: (514) 280-2800 ext. 2825

Organizational Capability

Our organization only has w2 employees assigned to the projects which provides us and our clients complete accountability. Each project has a delivery manager and a senior solution architect who is there to design your system. Each project has a dedicated project manager. Every project has a dedicated consultant or consultants. Every document we produce goes through a peer review before it goes through our QA process.

As we near go live and user acceptance testing, we schedule time with our support team and your organization. We have an outstanding support team that will be able to answer any questions that arise. Our support desk is open 24 hours 7 days a week. Additionally, some of our clients do not want to handle the day to day administration of an application so they pay for a managed service.

In terms of government contracts, we have many such as The Federal GSA, Texas DIR, and NYS PBITS contracts for software and services. We have a contracts team that manages and keeps those contracts current.

Brief System Overview

Column Case Investigations provides:

Link Analysis	Data Visualization	Drag and Drop Attachments	Attachment Search	Solvability Matrix	Calendaring	Smart Reporting
Helps case workers connect the dots!	Displays the linked data in an understandable, simple format	Drag and Drop Attachments Including Video. increases productivity and user experience!	Expanding search capability allows the investigators to be more productive!	Increase case workers efficiency use of time by scoring and prioritizing what's solvable!	Assists in keeping investigators organized, integrates with outlook etc.!	Reports can be generated on-demand or scheduled!

With Column Case Investigative, you will:

- Keep track of case assignment, case disposition, notes, and supplemental information
- Optimize user productivity with an intuitive web interface and role-based navigation
- Provide statistical analysis of case information
- Track unique characteristics of each case and compare to other cases for crimes that are related
- Enhance information sharing with highly secure, case-specific workspaces that allows almost any file format
- Protect sensitive information using a variety of highly flexible user, role, and information-based controls
- Increase efficiency with the leading workflow engine that automates activities and enforces processes
- Improve information access with a search engine that indexes web pages, attachments, forms, and log entries
- Our solution leverages 'Bootstrap' and is mobile responsive to most tablets and iOS devices

While Column Case Management comes with investigative best practices out of the box, it also has built-in Business Process Management (BPM) features. These features allow the software to be flexible enough to handle new laws or investigative procedures that are unique to your organization without the need for lengthy or expensive customizations. This means that as the requirements, processes, and needs of your organization grow, Column Case Management can be easily configured to adapt to new laws and requirements.

In summary, Column Case Management will streamline and track the investigative process with robust features and built-in best practices that make the investigator more efficient and productive. Our experienced Specialists will make recommendations during discovery, development, and implementation that enable your organization with investigative best practices which use methodologies that have been proven to work.

Migration and Implementation

Our requirement gathering phase would include a workshop specifically around the migration of legacy data. Upfront, we spend a good amount of time reviewing current data sources and overall accuracy of data to ensure that when the data migration takes place it goes as smooth as possible. The data

© 2022 Column Case Management, LLC.

migration process is validated in a User Acceptance Test with sample data, and the final, one-time load would be performed in the Production system just prior to Go-Live. Data Migration is typically achieved through Column Case Data Migration tool. Extracted CVS data can be imported using this tool. Column Case Management also utilizes Pentaho to directly bring in data from a variety of sources utilizing SQL, data import, and even APIs.

Our approach is to understand your processes and objectives in great detail. We want to become your subject matter expert. For this to happen, during the design phase we will push to receive every piece of current documentation that depicts your current processes. Additionally, we will ask to view your current software and have you demonstrate all of your current software that manages the case processes so, we can better understand the current process. To this end, we will ask for agency acronyms and definitions before the workshops begin. We will ask to see your reports to understand what you are managing to. Lastly, we will introduce you to a client or two that had similar challenges to help you shape your approach.

Additionally, we have been in the investigative case management space for over 7 years, as a result our resources have a lot of industry expertise and knowledge which help shape a positive outcome for our government agencies.

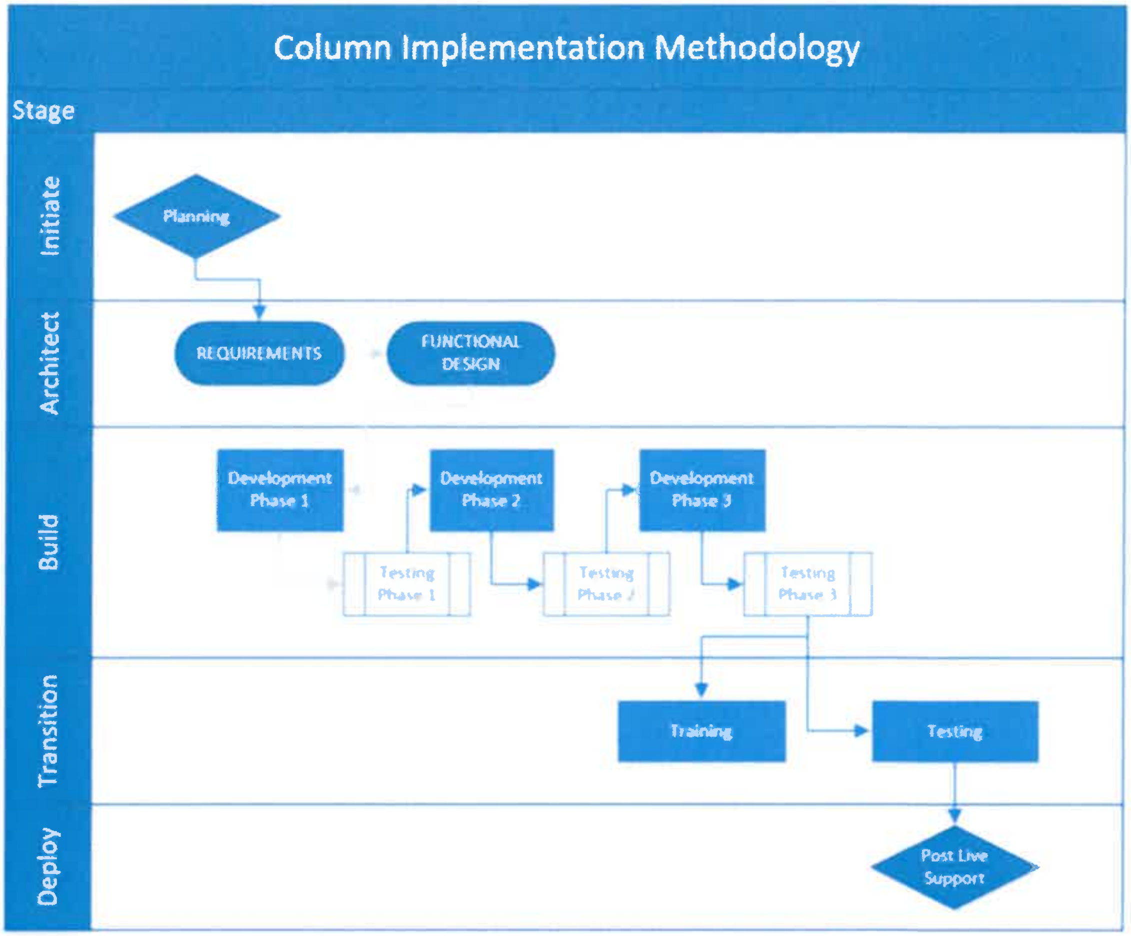
In summary, like any good vendor we have an agile design, build/implement, train methodology that looks great, but the difference comes from us thoroughly understanding all requirements so, your project is scoped properly and the expectations are set and documented by both parties.

Implementation Methodology

Column leverages a hybrid project methodology with an overall linear flow consisting of the following stages:

- Initiate
- Architect
- Build
- Transition
- Deploy

To maintain transparency and engagement, Column utilizes Agile concepts during the Build stage providing iterative demos and testing to solicit Client feedback and supply ongoing remediation as demonstrated below:



NOTE: Not all stages or activities may be in scope for the SOW. This diagram is meant to be a representation of standard project flow only.

COLUMN
Case Management

WEST VIRGINIA WORKFORCE COMISSION

STATEMENT OF WORK

COLUMN CASE, INC.
March 7, 2022

CORPORATE HEADQUARTERS
10 E 22nd Street, Suite 300
Lombard, IL 60148
Phone: 630.515.6660
Fax: 630.271.1508
COLUMNCASE.COM

Document Information

Authorization

WEST VIRGINIA WORKFORCE	
CREATED BY:	Tom Baker
AUTHORIZED ON:	March 7, 2022
PROTECTIVE MARKING:	CONFIDENTIAL

Version Control

Date	Author	Version	Change Reference
03/01/2022	Tom Baker	1.0	Document Creation
03/07/2022	Tom Baker	2.0	Updates

PROPRIETARY NOTICE

This SOW has been submitted on a confidential basis solely for use by Client for evaluation purposes and is not for use by any other person or entity. This SOW and all elements of it are provided on an "as is" basis without warranty of any kind, express, or implied. By accepting delivery of this SOW, Client, including without limitation its employees and agents, agrees to keep this and any other copies of any SOWs drafted by Column Case, Inc. ("Column") for Client, strictly in confidence and to provide security as to prevent unauthorized use and disclosure. All information contained herein is the exclusive property of Column and may not be reproduced or disclosed to any person without express written permission of Column. © 2020 Column Case, Inc. All Rights Reserved.

TRADEMARKS

Product Names mentioned in this document may be trademarks and or registered trademarks of their respective companies and are hereby acknowledged.

Table of Contents

© 2022 Column Case, Inc.

© 2022 Column Case, Inc.

Proprietary and Confidential

Overview

West Virginia Workforce Commission ("Client") has an open RFI for a Fraud Case Management System (CRFP-0323-WWV2200000001-4). Column Case, Inc. ("Column") in response has developed this SOW to implement the Column Case Management application v7.7 ("CCM"). CCM can be delivered in a SaaS or On-Premise model. This SOW is based on an On-Premise deployment.

Based on Client requirements, Column is recommending the Column Case Management Software solution. Column CCM represents the next generation of adaptable, easy-to-use case management tools for a rapidly developing workplace. CCM is a collaborative, integrated solution that helps organizations manage and track response to events, requests, and inquiries. It enables users to safely and securely manage and share information, automate tasks and processes, and collaborate across departments. Easy to implement and maintain, CCM increases service quality and Client satisfaction while containing costs.

CCM is a web-based case solution addressing collaboration, content management, workflow automation, and integration features to improve organizational performance. It provides:

- ***Collaborative Case Management*** - A highly configurable solution for enabling business process management. Collaborative Case Management allows you to automate and document a case intake process, manage, organize, and access documents and data associated with cases, and then document all case activities from triage to resolution. Case management also differentiates between the intake processes (Incident) and the actual case allowing a more thorough triage and vetting process. Case Management also accommodates the different processes and requirements applicable to both individual complaint and systemic policy reviews / systemic with a role-based permissions model.
- ***Business Process Management*** – Case business process management allows organizations to efficiently and effectively automate processes. Automation capabilities include e-forms, e-mails, notifications, and more. These features are all handled through system configurations allowing the Client to administer and maintain changes in process themselves in the future.
- ***Integrations Platform*** –CCM supports numerous integration mechanisms to be able to query and bi-directionally integrate with core systems, such as Record Management Systems (Tiberon, Integraph, Sungard, etc.) The solution also provides for integration with authentication systems, such as LDAP, Ping, RSA, and Kerberos-based and SAML-based products.
- ***Business Intelligence*** - An integrated business intelligence platform allows an organization to think and act strategically by understanding and utilizing data. The application allows for creation of a broad range of reports and dashboards making every decision and informed one and includes scheduling and ad hoc reporting capabilities.
- ***Solvability/Risk Management Module*** - allows users to quickly determine what cases have a high solvability/risk factor or have a high priority. It does this by allowing you to use predefined factors such as, "Is there evidence?", "Has the subject previous been involved in other complaints or cases?", "Is it a linked crime series?", "Did it involve organized crime?", or it allows you to define your own factors. These factors have points associated to them and can give each case an automated score and priority.
- ***Data Visualization*** - Column Case Management has a relationship engine that allows you to associate in a many to many fashion Intakes, Cases, People, Organizations, Locations, or Property. Data Visualizations allows you to see these relationships in a graphical manor. Users will be able to click around in this graphical interface to help them understand relationships they may have not noticed when viewing the in a text formal. Users will also have the ability to click on any of the objects to view the details.

Column Case Management System has been designed to be easily configurable to support any organization in need of tracking activities around people, property, etc. Since most of the information is completely data driven, administrators can make changes as needed and make them immediately available to new users.

This Statement of Work ("SOW") shall be governed by the attached Terms and Conditions OR MSA if applicable.

Column is committed to providing professional consulting services that meet or exceed Client expectations. To this end, Column employs structured engineering processes and standards based upon a proven project management approach that ensures quality product and service deliverables. This SOW is a vital component of the process that establishes Client requirements and mutual expectations.

Please review all of the material presented for your approval. Every effort has been made to produce a comprehensive document for you that will specify your business requirements, as well as the most effective methods to address those requirements. Feedback from you will help ensure that both parties incorporate any necessary modifications into the document prior to its mutual acceptance.

1 Project Scope

Column recommends that this project be divided into two phases. Phase 1 will be the Requirements Analysis and Phase 2 will be the Implementation. This SOW includes both phases.

Column will perform all services required to meet the deliverables as outlined in this SOW on a level-of-effort (i.e. time and material, non-fixed fee) basis. Column is not agreeing to a 'fixed price', or guaranteed contract.

Some of the work may be performed remotely as agreed to by the Client.

1.1 In Scope

The following has been deemed "In Scope" for this effort:

- Phase 1 - Project Initiation
- Requirements Analysis and Design
  - Column Case Management Application Workshop
  - Client's Process Review
  - Integration Workshop (Email, Active Directory, Data Sciene, Business Intelligence, and 6 others)
  - Functional Requirements Review
- Phase 2 – Implementation
  - Case Management Configurations
  - Integrations (Email, Active Directory, Data Sciene, Business Intelligence, and 6 others)
  - Case Foundation Data
  - Testing
  - Training
  - Documentation and Knowledge Transfer
  - Production Rollout /Post Live Support

1.2 Out of Scope

The following and any item not explicitly stated as in scope is deemed out of scope as related to this SOW.

- Integrations to any 3rd party product other than (Email, Active Directory, Data Sciene, Business Intelligence, and 6 others).
- Column is not responsible for defining and documenting Client Common Operating Processes, Standard Operating Procedures or any kind of work instruction.
- Response times, performance and third-party system testing is not considered in the scope.

2 Project Initiation

Column will work with the Client's Project Manager in setting expectations and objectives through the creation of a Project Initiation Document ("PID"). The PID identifies the direction and scope of the project. It also defines and controls the project objectives, resources and activities associated with the engagement.

In creation of the PID, the following will be defined:

- Project Team – the following roles and responsibilities will need to be filled:
    - Project Board (Column and Client)
    - Project Executive (overall responsibility and final decision maker)
    - Senior User (representative and decision maker for the User Community)
    - Senior Supplier (representative and decision maker for the Supplier of Services)
    - Project Assurance (ensure all facets of the project are being done and quality is being met)
    - Project Manager (responsible for the day to day activities of the project)
    - Team Managers (responsible for delivery of individual work packages assigned during product delivery)
    - Project Support (Column and Client individuals that help through different stages of the project, such as testing work packages)
- Business Case
    - Project Objectives
    - Project Scope
    - Project Deliverables
    - Project Constraints
    - Project Assumptions
    - Project Approach (implementation phases)
    - Project Tolerance and Controls
    - Estimated Costs and Budget
    - Quality Plan and Acceptance Criteria
    - Communication Plan
    - Initial Project Plan
    - Initial Risk Log
    - Critical Success Factors and Key Performance Indicators
- Create Workshop Agendas and Attendee Lists

In addition, any specific Client standards, policies, or requirements with regard to system testing, user acceptance testing, documentation, or review will be discussed at this time.

Client Participation

- Client will assign a Project Manager or Project Executive to work with the Column Project Manager.
- The Client Project Manager will review and approve the final PID.
- The Client will have performed PID review with Column Project Manager prior to the Column consultants arriving on-site.

3 Phase 1 – Requirements Analysis

3.1 Column Case Management System Sandbox

Column will provide a Column Case Management System 7.7 sandbox environment (via the Column Cloud) which will be available for the duration of the Requirements Analysis phase and be used to facilitate the phase.

3.2 Column Case Management Application Workshop

Column will conduct Deep Dive Demos of the Column Case Management System. The purpose of the demos is to get the Client project teams familiar with the common usage of the Column Case Management System in preparation for the following sessions.

Using the sandbox environment, Column will lead the demos for the Client to get an understanding of the 'out of the box' features and functionality. At the end of the demos, Column will make sure each group has a login to the sandbox and the Client will have approximately one week to review the use cases and prepare for the Process Review, where any deviations to the out of the box processes will be revealed by the Client and discussed and documented by Column for inclusion into the application pending final approval.

3.2.1 Column Case Management Use Cases

Column will review the following Standard Column Case Management Use Cases:

- Create/Initiate an Intake from the Intake Console
- Assign an Intake to myself
- Assign an Intake to another user in my group
- Assign an Intake to another group
- Assign an Intake to another user not in my group
- Creating a Journal entry on an Intake
- Navigating the Document Library
- Sending an email from an Intake
- Moving an Intake to Draft Approval
- Moving an Intake to Recommendation
- Moving an Intake to Recommendation Approval
- Relating an existing Case to another Case
- Searching for an Intake
- Locking an Intake
- Unlocking an Intake
- Adding an Ad Hoc Task to an Intake
- Create/Initiate a Case Record from Case Console using a Solution
- Create/Initiate a Case Record from Case Console not using a Solution
- Assign a Case to myself
- Assign a Case to another user in my group
- Assign a Case to another group
- Assign a Case to another user not in my group
- Creating a Journal entry on a Case
- Updating an eForm on a Case
- Sending an email from a Case
- Moving a Case to Under Investigation
- Moving a Case to Under Review
- Moving a Case to Final Product
- Moving a Case to Press Release

- Relating an existing Case to another Case
- Searching for a Case
- Locking a Case
- Unlocking a Case
- Adding an Ad Hoc Task to a Case
- Viewing a Task from the Console
- Assign a Task to myself
- Assign a Task to another user in my group
- Assign a Task to another group
- Assign a Task to another user not in my group
- Creating a Journal entry on a Task
- Completing a Task
- Searching for a Task

3.2.2 Shared Use Cases

Column will review the following Shared Use Cases:

- Using the Calendar
- Approving an Intake/Case/eForm/Property

3.2.3 Reporting

Column will review the following Reporting Use Cases:

- Navigating the Reporting Console
- Interacting with 'out of the box' Reports
- How to create an ad-hoc Report
- Navigating the 'out of the box' Case Domain
- Review 'out of the box' Data-level Security

Client Participation

- Client will ensure the appropriate resources are available to participate in Deep Dive Demo and Use Case review.
- Applicable Client teams will review the application uses cases and be prepared to discuss the deviations based on requirements during the Breakout Sessions.

3.3 Customer Process Review

Column will review the Client's current processes. The goal of the Process Review is to review each Use Case covered to identify any configurations specific to Client processes and procedures. Column will go through the Use Cases after review by the Client to discuss any configurations that will need to be performed. At the conclusion of the Process Review, there will be a complete and agreed upon set of configurations. The following groups/units will participate in the process review:

- Team Members
- Client System Administrators

3.3.1 Group/Unit Sessions

During the Group/Unit Sessions, the following functionality will be determined and gathered based on the defined process:

- Field and form layouts
- Case Templates
- Approval Requirements
- Group and user roles and permissions
- State transition rules

- Auto-assignment criteria
- Workflow needs and/or adjustments
- Business rules (state transition rules, notifications and requirements)
- View layouts
- Milestone Dates

3.4 General Workshops

3.4.1 Foundation Data Workshop

Column will host a working session exploring the Case Management data model and associated application dependencies. Column will guide the Client through the implications of adopting various foundation data models. Topics will include:

- General Configuration Data
  - Case Categorization Tiers
  - Units and Organizations
  - Case Workers
  - Case Unit Assignments
  - Location
  - Organization
  - People
  - Case Templates
  - Journal Templates
  - Sites
  - Permissions
- Case Solutions Configuration
  - Case Fulfillment Tasks
  - Journal Templates / Standard Notifications
- Identify the members of the Data Modeling Team who will participate in the data modeling reviews
- Determine how each of the foundation data structures will be used in the Client's environment
- Identify the person responsible for each data element
- Identify the format in which data will be provided and the mechanism for populating the system
- Set a deadline for the first cut of baseline data

Client Participants: Application Process Owners, Application Managers, Project Team

3.4.2 Integrations

Column will lead discussions with the Client in order to gather the requirements for the following integrations:

- LDAP (User Authentication)
- Email (Inbound and Outbound)
- Data Sciene
- Business Intelligence
- 6 Other TBD Sources

Client Participants: Subject Matter Experts

3.5 Functional Requirements Review

After completion of the Requirements Analysis Phase workshops, Column will prepare a Functional Requirements Overview worksheet ("FRO") and review the list of all requirements captured during the workshops. Requirements will also be reviewed against the expected level of effort anticipated for Phase 2 – Implementation. Should there be any variances, the parties will evaluate the proper course of action and the approach will be adjusted or a Change Request may be applicable.

Column and Client will come to agreement as to which requirements will be considered in or out of scope. The in-scope items will then be detailed in the Functional Requirements Design Document ("FRD").

Client Participation

- Client will provide appropriate and applicable resources to participate in the Functional Requirements review.
- Client will meet with Column Project Manager to review and sign-off on the overview, completion, and acceptance of the Functional Requirements Document.
- The Functional Requirements Documentation may be reviewed for additional clarity and content by the Client one time, and then updated if necessary. Additional revisions of the documentation may require additional days to be added to the estimate using the Change Control Procedure.

4 Phase 2 - Implementation

4.1 Case Management Application Configurations

Column will configure the Case Management application as outlined and agreed to in the FRD. These application configurations will enable the Client specific process flows to function within the Case Management application. The configurations may include the following:

- Case Form
- Case Console
- Intake Form
- Intake Console
- Task Form
- People Form
- Organization Form
- Location Form
- Milestones
- Task Templates
- Journal Templates
- Approvals
- Custom Workflows

Client Participation

- Client will provide resources with skills and knowledge to test the configurations.
- Client will review the testing and verify functionality and business requirements are met and sign-off on their completeness.

4.2 Integrations

The integrations will be performed as outlined and agreed to in the FRD. The integrations identified for development are:

- LDAP Authentication
- Email for Inbound / Outbound Notifications
- Data Sciene

- Business Intelligence
- 6 Other TBD Sources

Client Participation

- Client will provide SME resources for the LDAP and Email with skills and knowledge to test the above integrations.
- Client will provide any items identified as Client responsibilities/dependencies in the FRD Integrations Section.
- Client will review the testing and verify functionality and business requirements are met and sign-off on their completeness.

4.3 Column Case Management Foundation Data Configurations

The Client's Case foundation data will be loaded. The following configuration data can include, but is not limited to the following:

- Case Categorization Tiers
- Units and Organizations
- Assignment and notification groups
- Assignment rules
- Location
- Organization
- People
- Case Templates
- Journal Templates
- Sites
- Permissions

Column will perform the following tasks:

- Review data spreadsheet with Client to ensure data elements are completed in the agreed format and to ensure completeness before the import begins.
- Import standard and Case configurations data.
- Data failing to load will be re-loaded one-time. Data failing to load after one-time will be the Client's responsibility unless the data failures are the result of Column's data definitions. If data failure is due to Client's data, Client will be given time to perform data clean up before re-loading the final time. If data failure is a result of Column's work, then Column is responsible for correcting and uploading.

Client Participation

- Client will provide configuration data worksheet for upload and work with Column to achieve full data loads.
- Client is to provide access to personnel who can make decisions regarding the topics outlined on the identified data sources.
- It is Client's responsibility for data integrity and completeness.
- Client is responsible for cleaning up data which fails to upload after the second load.
- Client will be responsible for completing the in-scope data mappings in the Column format. All in scope data will be presented in the same format and structure as outlined by Column.
- Client will review completed configurations and verify functionality and business requirements are met and sign-off on their completeness.

4.4 Testing

4.4.1 Unit Testing

Column will conduct a series of tests that will review all configurations and integrations developed. Column will use the documented requirements to test against the application functionality. Column will also review the configurations and

© 2022 Column Case, Inc.

integrations to ensure that they have been optimized for performance. Column will correct any inconsistency found during the unit testing.

4.4.2 Demo for UAT Testers

Training at this level will consist of the individuals responsible for testing the application prior to production roll out. Column will provide an application demonstration, which will be presented to the testing team based on the standard test scripts.

4.4.3 User Acceptance Testing

This stage of the project will allow Client personnel the ability to test the incoming software solution, including end-to-end testing. Issues found during UAT will be reviewed, prioritized, and resolved. Resolved issues would then be retested to ensure completeness of the resolution.

- User Testing - During this step, the Column consultant will be present to answer any questions and to make any immediate configuration fixes that may be a roadblock in completing the standard test scripts.
- Review issues found during testing and evaluate issues – the Column Project Manager and Client's Project Manager will review all issues. All issues will be categorized into either a valid issue or enhancement.
- Resolve valid issues - Column will resolve valid issues that fall within the scope of the configurations and customizations identified in this document.
- Retest resolved issues - Tester will retest to resolve issues and provide final sign-off.

Client Participation

- Client should ensure adequate time and resources are provided to test the applications and configurations as required for the engagement.
- Client will review completed test data, verify functionality and business requirements are met, and sign-off on their completeness.

4.5 Documentation and Knowledge Transfer

A document will be produced which lists all of the configurations made to the base application. This document is primarily intended for the Case Management Administrator and is an important component of the knowledge transfer. This document is used in conjunction with relevant User and Administrator Guides to provide a complete overview of the applications as well as their maintenance and administration.

Column will provide one (1) knowledge transfer session, which will provide the necessary time to allow the Column developers and the Client Administrators to review the Configurations Document along with answering any technical questions regarding the deployment.

Client Participation

- Client should ensure adequate resources are provided to take part in the knowledge transfer for the engagement.
- Client will review and sign-off on the Configuration Document.
- Client will review and approve all documentation in a timely and reasonable manner.
- Documentation may be reviewed for additional clarity and content by the Client one (1) time and then updated if necessary. Additional revisions of the documentation may require additional person days to be added to the estimate using the Change Control Procedure. Client will provide feedback and acceptance within five (5) days of delivery.

4.6 Rollout and Post Live Support

4.6.1 Production Rollout

During this stage, consultant will assist in moving the Column Case Management System into production. Also, the consultant will be available for an agreed amount of time for post live support to address any issues that arise. This stage does not include any new development. The following tasks will be performed as part of the production rollout:

- Assist Client in putting together rollout plan
- Execute production rollout plan (migrate application to production)
- Provide support for System Administrator

4.6.2 Post Live Support

Column will provide Post Live Support to the Client for a specific and set amount of time as detailed in the Price Table.

Client Participation

- Client will validate the new application is functioning as expected.
- The Client Administrators will be on site.
- Client will approve configuration change requests for their production environment within two (2) business days.
- Client will provide necessary support resources to support the system after deployment. These resources will receive appropriate training before production deployment of the applications.
- The Client Administrators will be responsible for the development and execution of the rollout plan should one be desired.
- Client will participate with any post live support activities, as necessary. Examples of such activities may include demonstrating issues encountered to provide clarification, retesting resolved issues, knowledge transfer, gathering and submitting issues through a central point of contact, communicating status.

5 Training

5.1 Training Discovery

A Column training resource consultant will perform information gathering. The objective of this activity is to gain an understanding of the current Client environment. During such discovery, the consultant would work with the Client Management and designated staff to gather information and become familiar with the manner in which Client currently processes. Necessary screenshots and custom process information are gathered to be used in training manuals.

The discovery may be done on-site or remotely as long as remote access to the Client's Column CCM is available. During discovery, the consultant will work with the Client's management and staff to:

- Gain an understanding of the current Client business and training environment, training goals and objectives, and training methods.
- Become familiar with the manner in which the Client will be utilizing the new Case Management applications.
- Gather process information to be used for reference purposes when creating the Training Guide.

Client Participation

- Client will provide resources familiar with Client business procedures and work steps who will work with Column resource to define Client processes and provide existing system screenshots when necessary.
- When appropriate, Client will ensure that the appropriate personnel are present and available during the discovery.

5.2 Creation of Presentation Materials

Column will provide Client Administrator Training PowerPoints ("PPTs) for use in delivering the Administrator and End User training sessions. Column will create custom PPTs covering the CCM. Column will provide each set of PPTs to the Client for review and will conduct one (1) revision cycle for each, (Administrator and End User), based on Client feedback.

Client Participation

- When appropriate, Client is primarily responsible for interacting with and soliciting feedback from the end user community. This feedback needs to be provided to Column in a timely fashion.
- Client will review each completed End User Training PowerPoint and sign-off on its completeness.

5.3 Administrator Session

An on-site Column training resource consultant will perform instructor-led Administrator training. The activities of the training include:

- Provide detailed instruction on the administrative principles, editable features, functions, and use of Application, as modified by Client and detailed in the Administrator Guide.
- Perform at least one custom-created lab.

Application	Sessions Attendees	Length of Session	No of Sessions	Type of Training
Column Case Management	Up to 3	16 hours	1	Instructor Led On-site

Client Participation

- Client will ensure that the appropriate Administrators attend the training.
- Client shall provide the training facility for all training.
- Client will sign off on completion of the Administrator Training.

5.4 End User Training

Column will conduct an End User Training Sessions as indicate below. The focus of training at this level will be on the CCM from a high-level perspective as implemented in the Client's environment. This training should also provide an overview of the Client's process. PowerPoint slide decks, User Guide, and application demonstrations will all be used to facilitate the training exercise.

Application	Sessions Attendees	Length of Session	No. of Sessions	Type of Training
Column Case Management End User	Up to 12	16 hours	1	Instructor Led On-site

Client Participation

- Client will ensure that the appropriate end users attended the sessions.
- Client will provide all hardware and connections necessary to allow attending students to work hands-on with the CCM application.
- Client shall provide the training facility for all training.
- Client will sign off on completion of the End User Training.

6 Project Management

6.1 Project Management Activities

Project Management Services include ensuring the Client has received and understands the pre-implementation documentation which covers the functionality and data requirements of the modules to be implemented as part of this engagement.

Project Management will continue throughout the engagement to ensure project milestones are being met and the proper resources are allocated and available. In addition, the Column Project Manager will provide and recommend solutions when obstacles occur that may impact the successful or timely completion of the engagement.

Column Project Manager will work closely with Client's Project Manager to:

- Review the pre-implementation documentation with Client as required
- Create and manage the project plan as required
- Manage staffing/resources
- Set expectations
- Track progress of engagement activity reports
- Develop, distribute, obtain, and catalog all Column signoff approvals to Project Manager, Sponsorship, and Executives
- Provide overall direction of tasks and Column resources
- Ensure project direction keeps in line with agreed business case
- Protect milestones and proactively intervene before target dates slip
- Conduct Column daily, or as required, scrum meetings and develop/distribute notes from the meeting(s)
- Manage project issues and risks
- Develop change requests and distribute to appropriate resources for approvals including changes to scope, schedule, budget, and/or resources
- Manage all tasks and resources to review and approve project deliverables
- Resolve any technical issues that arise so that Column consultant(s) can continue to work on development and integration
- Manage and coordinate all aspects of testing cycles; Development, QA, UAT, and regression
- Manage and coordinate all aspects of migration from environment to environment
- Manage and coordinate all aspects of production support activities
- Manage all tasks and resources to review and approve project deliverables
- Obtain sign-offs for key milestones
- Contain scope creep
- Track progress, and provide highlight reports (including project burn rate)
- Perform Project Close Out

6.2 Solution Architect Activities

Column will provide technical oversight via a CCM Solution Architect to assist the Client. This oversight will ensure the CCM solution will be designed to meet the needs of the Client business owners. The Column Solutions Architect is the primary visionary and provider of leadership for Column around the Case solutions architecture and design for the Client's implementation project.

- Manage Client expectations regarding technical aspects of the project
- Manage technical solutions and direction
- Work with the Client to develop the appropriate architecture for implementation
- Manage and review technical product deliverables
- Works with Client to resolve technical roadblocks/issues

- Facilitates communication and negotiation within the team
- Provide thought leadership for strategic Clients relating to Case Management implementation
- Act as a best practices advocate; communicate strategies and best practices for product and process implementation
- Provide/demonstrate in depth working knowledge of the Case Management application suite
- Respond to Client requests for strategic product or solution information

Client Participation

- Client will assign a Project Manager to work with the Column Project Manager.
- Client will provide a list of attendees required for each Deep Dive Workshop.
- Client will provide requested information prior to Column's arrival on-site and complete and sign the project readiness checklist.
- Client will not interrupt, reschedule, or change days or agenda topics once the workshops begin. Any change must be agreed to by Column and may be subject to change control.
- Client is responsible for ensuring that Column consultants are granted the necessary access to facilities and/or systems required to conduct the necessary work as defined in this SOW.
- The Client personnel, hardware, software, database support, and network resources required to support the Project will remain available and consistent. Any changes or unplanned delays affecting the resources may result in project delays and increased cost.

7 Deliverables

The content and format of all documentation produced will be created according to Column standard practices. The documents will be produced in either Microsoft Word, Excel, or MS Project formats.

7.1 Project Initiation Documents

Column will provide the Project Initiation Documents that define how the project will be initiated, managed, controlled, and closed. These may contain any, or all, of the following items:

- Project Approach
- Project Brief
- Exception Plan
- Communications Plan
- Stage Plan
- Quality Plan
- Risk Log
- Project Schedule
- Business Case

7.2 Project Plan/Schedule

The Project Plan is a Microsoft Project Plan file that defines the tasks and schedule of tasks for a project including dependencies, milestones, and resource assignments.

7.3 Highlight Reports

Column will provide weekly status reports to the Client Project Executive and Client Project Manager. The report will include the following as required for each reporting period:

- General comments
- Issue Log/Change Control log
- Detailed budget/scheduled performance

- Activities performed during the period

7.4 Use Cases for the Column Case Management System

Column will provide Standard Use Cases to describe the out of the box Column Case Management application. Column will provide the following use cases for the following applications:

- Shared Use Cases
- Column Case Management
- Reporting

7.5 Functional Requirements Overview

Column will create a Functional Requirements Overview (FRO). The FRO is a technical document that describes all of the requirements collected throughout the Phase 1 workshops. The FRO will then be reviewed by the Client and Column to determine the in-scope requirements for Phase 2 – Implementation. The in-scope requirements will be further detailed in the subsequent Functional Requirements Document.

7.6 Functional Requirements Document

Column will generate a Functional Requirements Document (FRD). The Functional Requirements is a technical document that describes in detail the incoming system design. The Functional Requirements document may include the following elements:

- Process diagrams
- Data mappings
- Technical requirements
- Code recommendations
- Architectural design
- Overview of solution being recommended and why
- High-level migration strategy

7.7 Configurations Document

On completion of the project, Column will provide a document outlining all of the configurations completed by the Column consultants. This document will capture all changes made to the base applications to support the Client's business requirements and processes.

7.8 Integrations Document

On completion of the project, Column will provide a document outlining all of the integrations and configurations completed by the Column consultants. This document will capture all changes made to the base applications to support the Client's business requirements and processes.

7.9 Presentation Materials

A PowerPoint will be prepared for the Administrator Training delivery of the CCM and may include but is not limited to the following:

- CCM Overview
- Column Core Workspace
    - Forms

- Column Search
- Primary Forms
- Consoles
- Cases Console
    - Viewing Case Records
- Creating a New Case
    - Entering Case Information from a Template
    - Case Review/Assignment
    - Assignments
- Managing a Case
- Other Consoles

8 Completion Criteria

Column will have completed this SOW when the documents listed in the Deliverables section have been delivered, reviewed, approved, and signed by the Client Project Executive.

8.1 Close Out Activities

As part of project completion, Column will conduct a "Lessons Learned" meeting facilitated by the Column Project Manager. Additionally, Client will be asked to complete a brief survey evaluating Column's performance throughout the project.

These two metrics are part of Column's continuous improvement plan and will be used as a reference and resource on future collaboration.

9 Staffing Requirements

9.1 Column Staffing

Column will assign appropriate technical/consulting resources to complete the project in a timely manner with high quality standards. Column will also assign a Project Manager with overall responsibility for the execution of this SOW as outlined in the Project Management section of this document. A detailed description of the Column resources to be utilized for this project can be found in Section 9 – Pricing, 9.1 - Rate Table.

9.2 Client Staffing

9.2.1 Client Project Executive

Client will assign a Project Executive who will serve as Column executive-level contact. The Project Executive will have full authority to act on behalf of Client with respect to:

1. Leading the Project Board
2. Making major project decisions
3. Communicating the goals and benefits of the project to the organization
4. Project deliverable sign-off authority

9.2.2 Client Project Manager

Client will also assign a Project Manager for the duration of the project. The Client Project Manager will work with the Column Project Manager to help plan the work effort and keep it on schedule. The Project Manager's responsibilities include:

1. Coordinate activities of assigned Client personnel to ensure adequate participation in all SOW activities.
2. Help resolve issues and escalate them within the Client organization, as necessary.
3. Obtain and provide information, data, decisions, and review Deliverables within two (2) business days of Column request, unless Client and Column agree to an extended response time. Delays may negatively impact the estimated schedule and final charges for this SOW.

9.2.3 Client Team Members

Client will provide resources to participate in the execution of this SOW. The project may require additional Client resources other than those listed here. The anticipated Client resources for this project listed below:

1. **Application Process Owners** – These resource(s) will be responsible for providing application process and technical knowledge as well as contributing to decisions. This may include but is not limited to:
   - Case Worker Units
   - Process SME
   - Service Level Manager – These resources are responsible for establishing, reporting, and maintaining the delivery of the agreed upon service levels to Clients.
2. **Administrators** – These resources know the most about the software being managed, whether it is an operating system, database, or application. The Administrators supporting the environment software can usually be found in the following groups:
   - Application - specialist / developer group
3. **Application Managers** – These resource(s) will be responsible for providing application process and technical knowledge as well as making decisions. This may include but is not limited to:

   Subject Matter Experts – These resource(s) will be responsible for providing application and technical knowledge with regard to the Clients implementation of the following:
   - LDAP (User Authentication)
   - Email (inbound and Outbound)
   - Data Science
   - Business Intelligence

   Reporting Application Administrator – These resource(s) will be responsible for administering the Jasper Reports application. This may include but is not limited to configuring user accounts, groups, folders and permissions.

   Reporting Developer – These resource(s) will be responsible for extending the Column Case Domain to accommodate new business requirements. This may include but is not limited to creating advanced reports in Jaspersoft Studio.

   Application and Network Administrators – These resource(s) will be responsible for providing subject matter expertise on any of the applications or networks invovled in the products. This may include but is not limited to informing the stakeholders on the capabilities and costs of configuring or reconfiguring applications and networks.

   Testers – These resources are knowledgeable of the business processes and will be heavily involved through the development, testing and deployment of the system.

   Client Trainer – These resource(s) will be responsible for learning the product and conducting training.

   Client Project Team Leaders – These are the primary project ownership committee members who will be responsible for making final decisions on the Case Solutions requirements.

4.2

Project Goals and Mandatory Requirements: WFWV desires a fraud case management software solution to assist the agency in its fraud investigation duties. Vendor should describe its approach and methodology to providing the service or solving the problem described by meet the goals/objectives identified below. Vendor's response should include any information about how the proposed approach is superior or inferior to other possible approaches.

4.2.1 Goals and Objectives -The project goals and objectives are listed below.

4.2.1.1 Licensing: Vendor should provide licensing for a fraud case management software solution that:

A.	and fraudulent Unemployment Insurance claims ncy in its fraud investigation duties. Vendor should describe its approach and methodology to providing the service or solving the problem described by meet the goals/objectives identified below. Vendor's	features like 'Link Analysis' that visually connects the all entities (Cases, People, Claims, Organizations, Locations, etc.). This gives the investigator a 360 degree view of the case. Also, the 'Risk Score' will automatically score the case and prioritize based on a rules engine (e.g. case with greater than a set fraud dollar amount get scored higher resulting
B.	has ability to process cases by assigning identified cases to investigators using dynamic and flexible workflow.	Column Case Management has automated assignment rules that can assign based on case specifics or investigator skills.
C.	begins a case workflow with a single click, and close a case when task-specific work has been completed;	Column Case Management can automate the closure of task and case activity making it quick and easy to complete activities and close cases.
D.	allows users to notate unemployment cases as well as to add relevant attachments to cases with the workflow process.	Column Case Management has a 'Journal' feature to allow users to document any case activities and attach any attachments. This can be driven from our automated and configurable business process flows.
E.	uses a single repository of data, allowing important case details to be viewed while resolving the cases.	Column Case Management provides a single repository with all case details easily viewable and actionable to the users.
F.	provides seamless, Real-time integration with existing fraud Data Science and Business Intelligence reporting tools.	Column Case Management has multiple integration methods. We have a secure RESTFUL API published for all of our end points to send or receive data from external sources. We also have a bulk integration engine that allows us to send or receive data in bulk from external sources.
G.	combines and organizes all relevant unemployment claim information in one application.	All claims data is contained in a single form within our application. This is organized and consumable for the fraud cases.
H.	Integrates/retrieves data from multiple data sources.	Column Case Management is not limited in data sources for integrations
I.	integrates with third-party services for complete lifecycle management (ID verification, management, scoring, or completing	Column Case Management has multiple integration methods. We have a secure RESTFUL API published for all of our end points to send or receive data from external
J.	is designed specifically for UI Fraud Case Management (Theft, Overpayment, Fraudulent scoring, etc.);	Column Case Management is specifically designed for Fraud Case Management with the appropriate UI. It is also extremely simple to add forms, fields and workflows to our UI without any coding needed. Our configurations allow for drag 'n drop type technology that any customer admin can perform.

K. quickly searches and identifies fraudulent patterns and assign to investigators.	Our application using Elasticsearch which is the leading application search technology used by Google and Amazon. It has very robust search capabilities. Our application allows for advance searching and pattern matching to identify trends.
L. allow for edit fields in-place using access control roles.	Our application is Role and Permission based. It can control access all the way down to a field level, if needed. It also allows for ad-hoc controls on a case-by-case basis.
M. provides for Single-click actions for commonly used features (viewing/assigning cases, workflow, notes, etc.);	Our User Interfaces is very straight forward and easy to use.
N. contains multi-select functionality to identify, assign, promote, or close cases individually or in bulk;	We can apply features in bulk or automated based on workflows.
O. includes role-based access controls with advanced logging and audit capabilities;	Every action is audited in Column Case Management. Even viewing a record is audited.
P. permits a centralized database to securely manage data;	Column Case Management has a single secure database.
Q. includes manager, investigator, administrator, PII access roles and more;	Column Case Management has many roles like described. It also allows for building customer roles and assigning to users.
R. allows for an audit trail of case views & field updates with detailed user and PII flag information available within the application;	Every action is audited and includes any previous values with user date/time stamp including PII data.
S. is a scalable solution;	Our solution is scalable. We have agencies with 2-3 user all the way to 1,000's of users.
T. is optimized to require minimal hardware; low overhead and space requirements;	Our solution is built on the leading technology stack for web-based applications. It is very light but extremely fast and responsive. It also does not need expensive licensing for OS, DB or Server.
U. supports a variety of ID Theft and Overpayment Cases;	Our solution support a limitless types of use cases.
V. provides a real-time dashboard reporting that highlights important Case Management metrics;	Our solution has built-in 'Smart Reporting'. This gives you interactive real-time dashboard capabilities, Ad-Hoc reporting, and canned reports.
W. provides a template/ability for investigation summary/report editable and printable by assigned investigators and staff;	Our solution does have template capabilities.
X. supports flexible/configurable fields;	Our solution does support configurable fields
Y. permits custom/Ad-hoc workflows per case;	Our business process engine has the ability to build custom or ad-hoc workflows with drag 'n drop configuration.
Z. includes built-in support for attachments, notes, claimant, victim, person of interest, and more;	Our application has all the modules you mention plus Organization/Company, Location, Vehicles, etc. It also allows for the configuration of any custom modules.
AA. Allows for drag-and-drop attachments with no restrictions on filetype (images, audio, Office documents, etc.);	Out application does have drag 'n drop attachment with no limitation on size or type of files.
4.2.1.2 **One-Time Setup**: Vendor's installation of the software solution should include:	Please see proposal for our implementation process details. It does include everything in this section.
A. Fraud Case Management Software Installation, Configuration, and Testing.	

B. Unemployment Claims Data Mapping, Integration, and development (Vendor and Mainframe Claims Data)
C. User acceptance testing
D. Integration and testing with Agency's existing Data Science Library
E. Case Management training (training, mentoring, and knowledge transfer.
F. Business Intelligence Report Development and training (Case Management views, dashboards and reports)
G. Project management
H. Integration and setup costs for working with existing Data Science solution.
I. Be completed in 2 to 4 months.

4.2.1.3 Customization: Vendor should be prepared to provide at least 600 hours of staff time to enhance, modify and tailor the solution consistent with WFWV West Virginia's unique needs.

A. Vendor should describe the degree to which its software solution can be customizable and describe customizations that have been made for other customers.

Our solution allows for any customization/configuration. Examples: Customer wanted the ability to track all cases activity and hours worked: ***We added a custom module for tracking all activity and made it a child of the case module. This allowed for them to enter their time and report on the time tracking module.*** Customer had a requirement to track specific unemployment claims as it related to COVID-19: ***We were able to add all the pertaining COVID-19 workflows that correctly identified and organized unemployment claims that were COVID-19 impacting.***

4.2.1.4 Support and Maintenance: Vendor should provide for support and maintenance for:

A. Case Management Software, enhancing software, updating software, and applying service packs either routine or special as needed.
B. Data Science/Case Management integration updates, as required

4.2.2	**Mandatory Project Requirements** - The following mandatory requirements relate to the goals and objectives and must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it will comply with the mandatory requirements and include any areas where its proposed solution exceeds the mandatory requirement. Failure to comply with mandatory requirements will lead to disqualification, but the approach/methodology that the vendor uses to comply, and areas where the mandatory requirements are exceeded, will be included in technical scores where appropriate. The mandatory project requirements are listed below.	***We know that your requirement is for a Windows environment but we highly recommend you to consider our technology stack. It is much lighter and more robust without any expensive license cost as Windows. We support 100% of the technology stack with our support even for on-premise customer. If you google search best technology stack for web-based application ours will be the overwhelming leader. This is what companies like Salesforce, ServiceNow, Workday and many more are built on. We would hate for you not to consider our leading Fraud Case Management system based on this criteria.***
4.2.2.1	The Vendor's solution must be an on-premise installation and not cloud based software supporting the following components in the West Virginia Office of Technology Data Center;	Our solution can be deployed on-premise or cloud. It's the exact same application. We used on-premise for the RFP.
4.2.2.1.1	Windows Server Environment, Server 2019 or later	Our solution is RHEL or Centos Linux. We support all patches and upgrades with our application support. We upgrade every 4-6 months or when needed.
4.2.2.1.2	SQL Server Enterprise, 2015 or later	Our solution is PostgreSQL. We use Elasticsearch, so all indexing and scaling is done at the application layer. Our database is just a repository. We also support all patches and upgrades with our application support.
4.2.2.2	Vendor's proposal must provide for case management system installation, configuration, mentoring, and knowledge transfer;	This is included in our proposal.
4.2.2.3	Vendor must provide annual maintenance and Support	This is included in our annual maintenance and support.
4.3	**Qualifications and Experience**: Vendor should provide information and documentation regarding its qualifications and experience in providing services or solving problems similar to those requested in this RFP. Information and documentation should include, but is not limited to, copies of any staff certifications or degrees applicable to this project, proposed staffing plans, descriptions of past projects completed (descriptions should include the location of the project, project manager name and contact information, type of project, and what the project goals and objectives where and how they were met.), references for prior projects, and any other information that vendor deems relevant to the items identified as desirable or mandatory below.	Please view our cover page attached.
4.3.1	**Qualification and Experience Information**: Vendor should describe in its proposal how it meets the desirable qualification and experience requirements listed below.	Please see attached cover packet.

4.3.1.1	Must have experience in both data science and fraud case management specific to unemployment compensation.	Yes, the Texas Workforce Commission is one of our clients.
4.3.2	**Mandatory Qualification/Experience Requirements** - The following mandatory qualification/experience requirements must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it meets the mandatory requirements and include any areas where it exceeds the mandatory requirements. Failure to comply with mandatory requirements will lead to disqualification, but areas where the mandatory requirements are exceeded will be included in technical scores where appropriate. The mandatory qualifications/experience requirements are listed below.	Please see attached techincal reponse.
4.3.2.1	Must have a dedicated project manager.	Yes, each project has a Project Manager from Column Case.