

STATE OF CONNECTICUT  
DEPARTMENT OF SOCIAL SERVICES

## CONTRACT AMENDMENT

Contractor: FIRST DATA GOVERNMENT SOLUTIONS, LP  
Contractor Address: 11311 CORNELL PARK DRIVE, SUITE 300, CINCINNATI, OH 45242  
Contract Number: 999FDG-ITS-01 / 08DSS7402TE  
Amendment Number: A9  
Amount as Amended: \$11,980,290.00  
Contract Term as Amended: 09/01/08 - 12/31/15

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The contract between **First Data Government Solutions, LP** (the Contractor) and the Department of Social Services (the Department), which was last executed by the parties and approved by the Office of the Attorney General on 3/25/2014, is hereby further amended as follows:

1. The total maximum amount payable under this contract is increased by **\$1,870,240.00** from **\$10,110,050.000** to **\$11,980,290.00**. Payment for services covered by this amendment shall be billed on a time and materials basis in accordance with the **CT DSS Impact Project Proposed First Data Staffing-Change Order 06** located in item numbered **3.B.3.** of this amendment.
2. The effective date of this Amendment is ~~October 1, 2013~~ September 2, 2014. EP RLB  
for FD for DSS
3. In addition to the work already being performed, the Contractor shall provide services described as **Change Order 6 - CT DSS Modernization of Client Service Delivery (ImpaCT)**.
  - A. OVERVIEW: This Change Order will ensure the current First Data Team is funded through the duration of the Project end date to ensure continuity of Quality Assurance services and completion of Project activities, as planned. The overall objective is to help ensure the successful design, development, testing and implementation of the ImpaCT Project. We propose to accomplish this objective by retaining the team of highly qualified Project quality assurance, subject matter and technical experts currently in place on an as needed time and material (T&M) cost basis. We believe the "as needed" approach allows DSS the most flexibility in determining services and the lowest overall cost since a fixed price estimate must include Project schedule risks that would be difficult to estimate at this time. The resource allocation and cost estimate spreadsheet is included in this proposal as item numbered 3.B.3. Specifically, the Contractor shall:
    1. **Quality and Schedule Risk** – There are insufficient Project resources with the critical business analysis skills needed to support and execute testing, in order to minimize

**Project delays and ensure the Change Control process is followed during the software development life cycle.**

- a. **Risk Description:** Currently, the ImpaCT Project does not have sufficient personnel available with critical systems background and analytical skills, required to support the multiple joint application design sessions, review complex system requirements and design deliverables, support system readiness planning and to participate in extended System Integration Testing (SIT) and User Acceptance Testing (UAT).
  - b. **Potential Impact to the Project:** Without sufficient senior business analyst participation in requirements gathering, design decisions and deliverable reviews, requirements can be unstable and end users could ultimately find the design of the new functionality unsatisfactory to such a degree as to require re-design and rework. Certainly, without sufficient business analyst participation in testing, both extended SIT and UAT, there is an obvious risk of experiencing increased defects at a critical time in the Project timeline.
  - c. **First Data Recommendation:** Assign full time, qualified personnel, to the Project with a focus on requirements and design planning and support. As the Project proceeds, First Data recommends these team members participate in extended System Integration Testing (SIT), User Acceptance Testing, and post-implementation test planning and support during the multi-office rollout implementation. These First Data resources would have strong Senior Business Analyst (SBA) and communication skills.
  - d. **Job Description:** The First Data SBA assist in the analysis and definition of business solutions, participate in the extended SIT and UAT effort, assist in Project planning and execution, with a focus on requirements and design reviews, extended SIT participation, UAT planning and execution and post-implementation test support, as necessary, during the Project's DDI phase.
2. **Quality and Schedule Risk – The specialized skills and experience critical to successfully plan and support a large-scale Legacy System conversion are necessary to minimize Project delays, assist in prioritizing complex conversion tasks and meet aggressive Project timelines.**
- a. **Risk Description:** Currently, the Project does not have sufficient personnel available to assist with vast and complicated number of tasks associated with a complex system conversion. Without sufficient number of qualified resources, the timely completion of conversion activities is at risk; delaying, in turn, Project test completion and, ultimately, Project roll-out.
  - b. **Potential Impact to the Project:** This risk has the potential to be a deterring factor in proceeding with upcoming phases of the Project and will be a major factor in the both Quality and Schedule.
  - c. **First Data Recommendation:** Secure the services of legacy data migration expertise with significant experience in strategic planning, logistical planning and conversion. First Data can provide this expertise on an “as needed” basis and transition (provide knowledge transfer) to internal DSS resources when they become available.
  - d. **Job Description:** Work with DSS resources to provide a full assessment of the current system architecture, applications, integration points and high-risk areas. Support the planning team in developing the planning, requirements and design documentation for

legacy system replacement.

3. **Budget and Quality Risk – The specialized skills and experience critical to successfully plan and support a large-scale Database integration effort are difficult to secure.**
  1. **Risk Description:** Data modernization on the scale and complexity of the CT DSS effort can be overwhelming and often results in major schedule and cost overruns if not outright Project failure. Managing and controlling data in an enterprise architecture environment is key to maintaining control of operational and technical processes across agencies. This level of data management is referred to as Master Data Management (MDM) and requires specific skills and knowledge well beyond a typical DBA.
  2. **Potential Impact to the Project:** This risk has the potential to be a deterring factor in proceeding with upcoming phases of the project and will be a major factor in the both Budget and Quality.
  3. **First Data Recommendation:** Secure the services of MDM, Database Integration expertise with significant experience in strategic planning, logistical planning and conversion. First Data can provide this support on an “as needed” basis and transition (provide knowledge transfer) to internal DSS resources when they become available.
  4. **Job Description:** Work with DSS resources to provide a full assessment of the current data/database system architecture, data repositories, data controls and integration points. Support developing the planning and requirements for a major data conversion effort.
  
4. **Budget and Schedule Risk – The First data Project resource with the in-depth knowledge and experience needed to lead internal analytics initiatives, both on an ad hoc and recurring basis, and respond quickly at the direction of DSS executives and the Project Management Team is currently budgeted through September 30, 2014. This resource is needed through the duration of the Project timeline, December 31, 2015.**
  1. **Risk Description:** There are multiple instances when a formal and complex analysis must be developed and presented to Project leadership to speed information to decision-makers, which in turn assists in minimizing Project delays. Without extension of this expert, these analytics cannot be provided timely.
  2. **Potential Impact to the Project:** Failure to provide a resource to lead the development and presentation of analytical reports diminishes Project leadership’s abilities to adequately evaluate data outputs and respond quickly to Project inquiries, will be a major factor in both Budget and Schedule.
  3. **First Data Recommendation:** Extend the services of the Senior Statistical Analyst through the Project December 31, 2015. First Data can transition (provide knowledge transfer) to internal DSS resources when they become available.
  4. **Job Description:** Lead internal analytics initiatives, develop and conduct the analysis, formulate case studies, and develop white papers and presentation materials, present findings / recommendations, update existing First Data analytics, including all cost benefit analyses and resource planning evaluations.

B. Proposed Schedule and Staffing Plan:

1. Proposed staffing and costs are based on current rates for technical and business specialists as needed for specific tasks. The proposed Time and Materials costing approach will allow DSS and First Data management the flexibility to adjust to resource needs and deviations in Project scope or schedule. The resources and estimated hours listed in the Addendum 1 Staffing Allocation and Cost Estimates Workbook provide the resource by job title and number of hours estimated to complete the tasks described in this SOW. First Data will consider the total cost of this Change Order as the maximum cap, not to be exceeded without written approval from the DSS Project manager.
2. Staffing shall be provided in accordance with the staffing plan labeled the **CT DSS ImpaCT Staffing Allocation and Cost Estimate**) attached hereto and made a part of this amendment. Contractor shall be permitted to alter the staffing plan by receiving prior written approval, email sufficient, from the Department.
3. First Data has provided for the cost of the proposed resources in the **CT DSS ImpaCT Staffing Allocation and Cost Estimate**, as follows:

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## Proposed First Data Staffing - Change Order 06

Role Type	Position Title	Role Description	Staff Name	Rate	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
					May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15
As Needed	MDM / Master Data Manager	Assist in the planning for legacy system data conversion and master data management (MDM).	R. Dixon / G. Therrien	\$155	152	152	152	152	152	152	152	152	152	152
Dedicated	Legacy Data Conversion Expert	Establish the necessary strategic plan, structure, processes and methods to ensure accurate conversion of complex and varied ImpaCT project data layouts and data elements.	TBD	\$180	40	152	152	152	152	152	152	152	152	152
Dedicated	Senior Business Analyst	Support Application Development through all ImpaCT Project phases and participate in UAT.	TBD	\$125	0	152	152	152	152	152	152	152	152	152
Dedicated	Senior Business Analyst	Support Application Development through all ImpaCT Project phases and participate in UAT.	TBD	\$125	0	152	152	152	152	152	152	152	152	152
Dedicated	Senior Statistical Analyst	Lead the development of all statistical reporting for the DSS Executive Management Team.	P. Hearn	\$75	0	0	0	0	0	135	130	128	133	133
					192	608	608	608	608	743	738	736	741	741

## Proposed First Data Staffing - Change Order 06-Cont.

Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Total Hours	Total Cost
Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15		
152	152	152	152	152	152	152	152	152	152	3,040	\$471,200
152	152	152	152	152	152	152	152	152	152	2,928	\$527,040
152	152	152	152	152	152	152	152	152	152	2,888	\$361,000
152	152	152	152	152	152	152	152	152	152	2,888	\$361,000
135	135	135	135	135	135	133	133	133	132	2,000	\$150,000
743	743	743	743	743	743	741	741	741	740	13,744	1,870,240

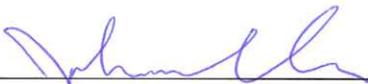
All terms and conditions of the original contract, and any subsequent amendments thereto, which were not modified by this Amendment remain in full force and effect.

**SIGNATURES AND APPROVALS**

**999FDG-ITS-01 / 08DSS7402TE A9**

The Contractor IS a Business Associate under the Health Insurance Portability and Accountability Act of 1996 as amended.

**CONTRACTOR - FIRST DATA GOVERNMENT SOLUTIONS, LP**

  
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John Grubmuller, *Vice President, Government Professional Services*

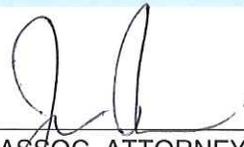
1/16/2015  
\_\_\_\_\_  
Date

**DEPARTMENT OF SOCIAL SERVICES**

*Kathleen M. Brennan, Deputy Commissioner*  
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Roderick L. Bremby, *Commissioner*

01/26/2015  
\_\_\_\_\_  
Date

**OFFICE OF THE ATTORNEY GENERAL**

  
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ASST. / ASSOC. ATTORNEY GENERAL (*Approved as to form*)  
Joseph Rubin

2/24/15  
\_\_\_\_\_  
Date