The State Bar of California

Admissions Information Management System

Request for Proposal

April 28, 2017

SUBMITTED BY:
Servio Consulting, LLC.
14 Hickory Street
Frankfort, IL 60423
855.SERVIO1

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SECTION 1.0—COVER LETTER

Keith Jenkins
Office of General Services: Procurement Unit
The State Bar of California
180 Howard Street
San Francisco, CA 94105-1639

Re: Servio Human Services Platform

Dear Mr. Jenkins,

Servio Consulting, LLC. (Servio), along with our strategic partner Salesforce.com (Salesforce) are proud to propose our services to The State Bar of California (the State Bar) in response to your needs for procurement and implementation of a Consumer Off the Shelf (“COTS”) solution that meets the operational needs of the State Bar’s Office of Admissions (“Admissions”).

The solution contained in our response takes into consideration the primary goal of implementing an organizational wide platform capable of managing the complex data and services provided by the State Bar. The Salesforce platform meets all goals discussed through a fully integrated COTS system that is easy to navigate and effectively supports business processes and workflows at the core Admissions’ activities. Regarding innovation, Salesforce commits more than one billion (1B) dollars in research and development per year. Servio has extensive experience designing, developing, implementing, enhancing, securing and managing web-based applications for clients across the United States.

Salesforce

Salesforce is the enterprise cloud computing leader dedicated to helping companies and government agencies transform into connected organizations through social and mobile technologies. Since launching its first service in 2000, Salesforce’s list of over 130,000 customers span nearly every industry worldwide. The company’s trusted cloud platform is creating a connected government experience for over 500 government agencies including the majority of federal cabinet government agencies and the majority of US States. Government agencies are using Salesforce solutions for a multitude of functions within healthcare and safety.

Servio is capable and committed to, providing the services proposed in our response. We further commit to providing available staff with appropriate skills to complete the tasks and provide all deliverables described in our response to your Request for Proposals (RFP). This proposal shall constitute an irrevocable offer for ninety (90) business days following the deadline for submission.

Best regards,

Travis W. Bloomfield, Managing Partner & COO
Servio Consulting, LLC.

SECTION 2.0 – EXECUTIVE SUMMARY

Servio along with our partner, Salesforce, are proposing a platform and approach that significantly improves The State Bar of California's current Admissions Information Management System ("AIMS") in efforts to make use of state-of-the-art technologies that are sufficiently integrated, easy to navigate, and more importantly, support the required business processes and workflows necessary to aid in automating core activities. We feel strongly that our solution positions the State Bar for the future with a centralized AIMS through the cloud-based platform that without question enhances your ability to collect, navigate, and track applicant's agency-wide.

The proposed application will not only perform as a repository of data for the State Bar staff, but will track the applicants and examinations, inspire collaboration between staff, applicants, and lawyers, and provide users with an interactive environment where they will want to be. The user interface (UI) is configurable and will address the UI challenges that come with most commercial off the shelf (COTS) applications. Our solution is not built from scratch. All functionality outlined in the request is native to Salesforce. We are configuring Salesforce to meet the needs of the State Bar. With solid project management and requirements definition that is outlined in Section 8.1: Project Management, the Servio Team ensures configuration and the appropriate workflows be determined.

As suggested above, the AIMS will have reporting capabilities that are unrivaled by custom applications. The importance of reporting and analytics within the State Bar cannot be left to those who understand how to write Scripted Query Language ("SQL") statements or other tools to extract the data. The Salesforce platform will allow for any user to run reports/dashboards with appropriate credentials to access data through the interface with drag and drop report generation. There are agencies across the world that invest in Salesforce for the ad-hoc reporting capability alone.

The service has been designed to provide Salesforce customers with privacy and high-levels of performance, reliability and security. Salesforce has built, and continues to invest in, a comprehensive security infrastructure, including firewalls, intrusion detection systems, and encryption for transmissions over the Internet, which Salesforce monitors and tests on a regular basis. Salesforce built and maintains a multi-tenant application architecture that has been designed to enable the service to scale securely, reliably and cost-effectively. Salesforce's multi-tenant application architecture maintains the integrity and separation of customer data while still permitting all customers to use the same application functionality simultaneously.

The following pages in our proposal will outline our solution and an implementation approach to include the timeline of approximately eight (8) months. In addition to the correct technical and functional platform, The Servio Team will implement our proposed solution in a time frame that provides maximum benefit with greatly reduced risk. We approach the configuration and deployment with project management best practices found with tier-one system integrators without the cost structure.

SECTION 3.0 – DESCRIPTION OF HISTORY & ORGANIZATION

3.1 Servio Overview

Servio has earned a stellar reputation as a consulting firm that leverages expertise in both information technology and business strategy to develop comprehensive technology-based solutions that deliver measurable results. Our solutions are designed to drive the State Bar forward by transforming processes, increasing operating efficiencies, and maximizing your return on investment. As a Salesforce consulting partner, we believe in execution and accountability.

Over the past twenty-one (21) years, Servio consultants have implement COTS based systems while cultivating and sustaining excellent relationships with public, non-profit, and private sector clients. We utilize the broad range of functional and technical experience held by our diverse group of consultants, and enlist small project teams that focus on developing customized and practical technology solutions. In addition, every Servio client—regardless of project size—benefits from the personalized attention of highly experienced principals, whose primary focus is to nurture client relationships throughout all stages of the engagement. Servio Consulting, LLC was a recent spin-off from GNC Consulting, Inc., a one-hundred and twenty (120) person consulting firm headquartered in Frankfort, IL. There are sixteen (16) Salesforce business consultants devoted to Salesforce implementation, development, and integration. In addition, Servio utilizes twenty-five (25) Certified Salesforce developers.

3.1.1 Management Consulting

At Servio we pride ourselves in working closely with clients to identify areas in which processes can be streamlined or enhanced to provide the maximum effectiveness and efficiency possible. Whether it is a fresh pair of eyes, a fresh pair of hands, or just a fresh idea or two, sometimes an organization needs a different perspective to help them improve their operations. Servio provides program and project management, business process reengineering, requirements gathering and analysis, independent project oversight, quality assurance, training, and organizational change management.

3.1.2 Application Development & Integration

Servio provides leading-edge cloud, commercial of the shelf and custom application development services for both new development and significant functional enhancements across Salesforce and legacy computing platforms. Streamlined business practices, increased productivity, reduced operating costs, increased customer satisfaction, maximum return on investment represent the benefits a client receives from a Servio solution.

3.2 Salesforce.com

Salesforce Company Overview

Salesforce is the enterprise cloud computing leader dedicated to helping companies and government agencies transform into connected organizations through social and mobile technologies. Since launching its first service in 2000, Salesforce's list of over 150,000 customers span nearly every industry worldwide. The company's trusted cloud platform is creating a connected government experience for over 1000 government agencies including all Federal cabinet-level Government agencies and 45 out of 50 US States. With the world's leading cloud platform, Salesforce is freeing government data from legacy systems, empowering citizens and connecting agencies to administer government in powerful new ways. Government agencies are using Salesforce solutions for a multitude of government functions including case management, grants management, constituent communications and correspondence management, 311, call/contact center management, licensing, permitting and inspections, outreach programs, learning management, volunteer management, project/program management, and even donor management, among numerous others.

Salesforce was incorporated in Delaware in February 1999, founded on the simple concept of delivering enterprise customer relationship management (CRM) applications via the Internet, or Cloud. Introducing their first service in February 2000, Salesforce initiated one of the most significant paradigm shifts in the computing industry by pioneering the revolutionary idea to deliver enterprise CRM as Software as a Service (SaaS). Salesforce has since expanded its service offerings with new editions, solutions, features, and Platform as a Service (PaaS) capabilities.

Salesforce service offerings are intuitive and easy-to-use, can be deployed rapidly, customized easily and integrated with other platforms and enterprise apps. Salesforce delivers solutions as a service via all the major Internet browsers and on leading mobile devices. Not only does Salesforce provide enterprise cloud apps, Salesforce also provides an enterprise cloud-computing platform upon which Salesforce customers and partners build and customize their own apps.

Salesforce's vision is based on a multi-tenant technology architecture and a subscription service business model. Salesforce's metadata-driven, multi-tenant cloud runs on a single code base, which enables customers to run their organization on the latest release without disruption. Because Salesforce deploys all upgrades on its servers, new features and functionality automatically become part of the Salesforce service on the upgrade release date and therefore benefit all Salesforce customers immediately. Salesforce continually provides these cloud computing technologies to enterprise customers around the world.

Recognition for Leadership in the Cloud

Salesforce has received multiple awards and recognition for its expertise and leadership in the cloud. From Salesforce's beginnings over 18 years ago, their 150,000+ customers have responded to their cloud computing offerings with overwhelming enthusiasm. Such success has propelled Salesforce to be #1 in Enterprise Cloud Computing and #1 in CRM according to International Data Corporation (IDC). Salesforce also ranks as the Leader in the Gartner Magic Quadrant for "CRM Customer Engagement Centers" (SaaS), "Sales Force Automation" (SaaS), and "Enterprise Platform as a Service" (PaaS). In addition to the recognition from leading Industry Analysts, Forbes Magazine was named "Innovator of the Decade" and has named Salesforce one of the World's Most Innovative Companies for the past six years in a row, 2011-2016.

Leader Sales Force Automation, 2016	Leader CRM Customer Engagement Center, 2016	Leader Enterprise Application Platform as a Service, 2016
Fortune 500 Member	"Innovator of the Decade" 2016 The World's Most Innovative Companies 2011-2016	#23 Best Places to Work in 2016
2016 Enterprise CRM Suite	2016 Named #34 Most Admired Company in the World	#2 Top Attractors List, 2016
#32 Best Places to Work, 2016	A Leader Customer Service Solutions For Midsize Teams, Q4 2015	A Leader Low-Code Development Platforms, Q2 2016

The Magic Quadrant Gartner reports reflected in this graphic are available upon request from Salesforce. To access these reports, please go to: http://www.salesforce.com/company/awards/analyst-reports.jsp.

Rated #1 by IDC, Gartner, and Forrester, the Salesforce Platform has been designed to provide customers with high levels of performance, reliability, and security. Salesforce built and maintains a multi-tenant application architecture that has been designed to enable the service to scale reliably, and cost-effectively to accommodate millions of users. The State Bar will not need to maintain any hardware or software. The Salesforce cloud based architecture will allow the State Bar to deploy the proposed Admissions Information Management solution rapidly and scale at will for future needs.

The Salesforce Advantage

The characteristics of a Salesforce based solution leverage Salesforce's experience as a leader and innovator in the cloud services market and continue to develop and improve as Salesforce responds to the collective needs of its customers. The key advantages of Salesforce solutions include:

Secure, Private, Scalable, and Reliable. The Salesforce service has been designed to provide customers with 100% trusted privacy with the highest levels of performance, reliability and security. Salesforce has built, and continues to invest in a comprehensive security infrastructure, including firewalls, intrusion detection systems, and encryption for transmissions over the Internet, which Salesforce monitors and tests on a regular basis. Salesforce built and maintains a multi-tenant application architecture that has been designed to enable the Salesforce service to scale securely, reliably and cost-effectively. The Salesforce multi-tenant application architecture maintains the integrity and separation of customer data while still permitting all customers to use the same application functionality simultaneously. With multi-tenancy, all Salesforce customers run their applications on a common infrastructure. This means that every customer is always on the latest release of Salesforce applications, and has access to the latest technology. Multi-tenancy means that it is easier to scale new users and applications. With multi-tenancy, customers don't have to worry about managing infrastructure.

FedRAMP Certified SaaS/PaaS Since 2014. One of the reasons for Salesforce's success in government is their investment in delivering a secure Cloud experience. The service has been designed to provide Salesforce customers with privacy and high levels of performance, reliability, and security. Salesforce cloud-based solutions, SaaS and PaaS, are FedRAMP certified at the Moderate Impact level to provide the State Bar with the assurance that its data is secure. Focusing on a cloud-based application platform allows the State Bar to minimize internal administration, while providing organizational agility, speed-to-value, and ease-of-use for a broad range of stakeholders.

Market Leadership, Continuous Innovation and No Cost for Upgrades. Salesforce was named one of the World's Most Innovative Companies by Forbes for the last six years in a row. Salesforce is #1 in Enterprise Cloud Computing and #1 in CRM according to IDC. Salesforce ranks as the Leader in the Gartner Magic Quadrant for "CRM Customer Engagement Centers" (SaaS), "Sales Force Automation" (SaaS), and "Enterprise Platform as a Service" (PaaS). Over 150,000 customers have successfully transformed their operations including over 1000 government agencies, representing all federal cabinet level agencies and the majority of the United States. Customer examples include: State of California, State of Texas, State of Colorado, GSA, USDA, USAID, and others. The State Bar will receive three complimentary, seamless, and automatic major release upgrades per year with no impact to the State Bar's solution implementations, including workflow, integrations, reporting or customizations.

AppExchange and Private AppExchange. The Salesforce AppExchange is a community of over 3,200 pre-built enterprise cloud computing apps that are integrated with Salesforce's SaaS/PaaS solutions and developed on the Salesforce Platform by third parties. With just a mouse click and a Salesforce account, the State Bar can extend their initial investment and easily find, test drive, and install hundreds of pre-integrated apps from the Salesforce partner community. With the Salesforce Private AppExchange offering, the State Bar can create a secure, customized, branded application store location to host customized apps and distribute apps across users. With role-based access, State Bar users will have instant access to any mobile or cloud application they need to be productive, on any device. To view navigation and UI, visit the public Salesforce application store, at: https://appexchange.salesforce.com/. View a Private AppExchange Demo: Salesforce AppExchange demo.

Ease of Use: Declarative Configuration and Development. The Salesforce Platform offers a core set of technologies that not only power the Salesforce SaaS products, but will also allow the State Bar to build custom apps, connect data from any system, and manage it from anywhere. The Salesforce Platform allows customers to build apps fast with just a few clicks, designed for desktop and mobile devices, all from a single canvas. The Salesforce Platform has been given top ratings by Gartner, Forrester, & Info-Tech Research. To help IT deliver apps faster, the Salesforce Platform offers a simple yet powerful set of declarative, point-and-click tools that anyone can use to achieve business goals at lightning speed. Without writing code, developers and business users alike can quickly and easily create custom apps on the Salesforce Platform with complex business logic and beautiful user interfaces designed specific to every screen. Salesforce Lightning Builder tools will allow the State Bar to work in alignment with agile development methodologies as IT meet business demands faster. The Platform uses open APIs based on industry standards such as REST and SOAP to make it easy for the State Bar to build apps that integrate with legacy systems. For more complex apps, developers can leverage the Apex programming language. Apex is an object-oriented, on-demand language. It is like Java, with similar syntax and notation, and is strongly typed, compiled on demand, and fully integrated into the Platform. All of the application services come right out of the box, from a powerful workflow engine to API services, integration services, authentication, event log framework, analytics, and collaboration.

Mobile First, Mobile Everything. Salesforce applications are mobile-enabled out of the box (no coding required) and can be accessed from any mobile device, anywhere, at any time. The State Bar is able to provide mobile access to any/all applications and data that reside on the Salesforce platform. Internal users will experience a consistent UI across a variety of mobile devices, including iOS and Android smartphones and tablets. The Salesforce Mobile SDK will also allow the State Bar to build fully customized mobile apps to meet existing and future needs. It supports native, HTML5, and hybrid application development. With the power of the platform, administrators can build applications on the desktop and then mobile-enable them with just a few clicks. From custom tabs and configurations to Salesforce pages and more, the State Bar can tailor mobile deployments for individual users or groups so that everyone is ultra-productive, no matter where they are located.

High Levels of User Adoption. Salesforce has designed its solutions to be intuitive and easy to use. Salesforce solutions contain many tools and features recognizable to users of popular consumer web services, so users are more familiar with the user interface than typical enterprise apps. As a result, users can often use and gain benefit from their solutions with minimal training. With Salesforce Trailhead everyone can learn Salesforce. Whether you are an admin, user or developer, there is a free learning trail for you. Users can pick specific trails, modules or projects based on role (admin, user, etc.), experience level (beginner, intermediate, advanced), products (Force.com Platform, Service Cloud, Marketing Cloud, etc.) or topics (App Logic, CRM, Data Management, etc.) to learn new skills and absorb the information they need quickly.

Collaboration is Embedded into all Aspects of the Solution. Collaboration is critical to organizational effectiveness and productivity. Salesforce provides numerous standard collaboration capabilities that are embedded into the fabric of how users work within the system with a complete record of activity. This includes unstructured communications, reports, dashboards, triggered alerts, document management, universal search, knowledge management, mobility and much more.

Rapid Development of Apps Using the Salesforce Platform. Salesforce customers and third-party developers can develop apps rapidly because of the ease of use and the benefits of a multi-tenant platform. Salesforce provides the capability for business users to easily customize Salesforce applications to suit their specific needs, and also a variety of programming language support so developers can code complex apps spanning multiple business processes and deliver them to multiple mobile devices.

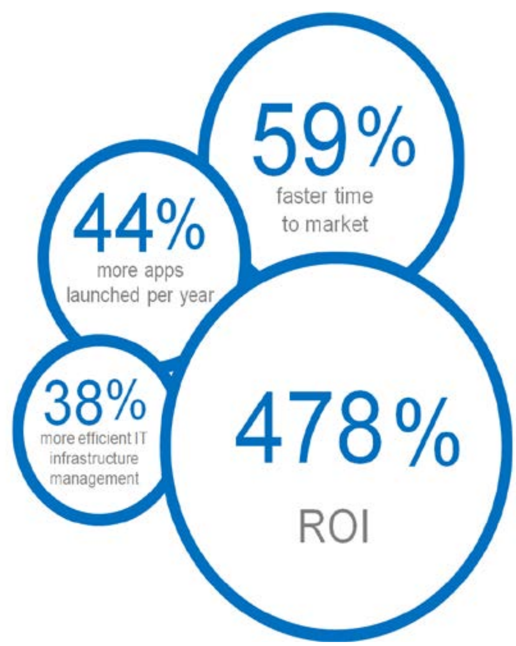
Accelerated Time to Value. The Salesforce service can be deployed rapidly since customers do not have to spend time procuring, installing or maintaining the servers, storage, networking equipment, security products, or other infrastructure hardware and software necessary.

Salesforce's trusted cloud platform allows customers to deploy applications that achieve a 59% accelerated time to value, implementing solutions in weeks and months vs. months or years, compared to on premise system implementations (according to IDC).

Ease of Integration. IT professionals are able to integrate and configure our solutions with existing applications quickly and seamlessly. Salesforce provides a set of application programming interfaces ("APIs") that enable customers and independent software developers to both integrate our solution with existing third-party, custom, and legacy apps and write their own application services that integrate with our solutions. For example, many Salesforce customers use the Salesforce API to move customer-related data from custom-developed and packaged applications into the Salesforce service on a periodic basis to provide greater visibility into their activities.

Lower Total Cost of Ownership and Dramatic Return on Investment (ROI). Salesforce enables customers to achieve significant up-front savings relative to the traditional enterprise software model. Customers benefit from the predictability of their future costs since they generally pay for the service on a per subscriber basis for the term of the subscription contract. Because Salesforce deploys all upgrades on Salesforce servers, new features and functionality automatically become part of the Salesforce service (on the upgrade release date) and therefore benefit all Salesforce customers immediately.

Independent studies conducted by leading Industry Analysts such as Gartner, Forrester and IDC (International Data Corporation) show the cost effectiveness and the large ROI potential of the Salesforce Platform. In IDC's recent Study published in July 2016, the following key Business Value results were cited:



- 478% five-year ROI
- 7-month break-even point
- $242,272 in business benefits per 100 users per year
- 50% faster application development life cycle
- 59% less time to release new application or feature
- $55,100 of additional revenue per year per 100 users
- 38% more efficient IT infrastructure management
- 44% more new apps developed per year

View IDC Report for more information and complete details.

SECTION 4.0 – LICENSES, CERTIFICATIONS, & OTHER CREDENTIALS

Please see ***Appendix A – Licenses, Certifications, & Other Credentials*** for Good Standing Certificate. Servio Consulting, LLC applied to conduct business in the State of California per Form LLC-5. Servio applied 30 days ago and awaiting confirmation of filing with the California Secretary of State. Servio fully expects to comply with Section III, "B. 2." submission requirement.

The Salesforce annual report is available via the Salesforce public website: http://investor.salesforce.com/about-us/investor/financials/default.aspx

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SECTION 5.0 – ANNUAL REPORTS

Please see ***Appendix B – Servio Financial* Reports**, ***Appendix C – Attachment B: Servio Vendor History Questionnaire*** and ***Appendix D – Salesforce Vendor History Questionnaire*** for the requested 2016 Annual Reports

The Salesforce annual report is available via the Salesforce public website: http://investor.salesforce.com/about-us/investor/financials/default.aspx

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SECTION 6.0 – SIMILAR PROJECTS

Reference #1

Firm/Government Agency/University (name):	Chicago Public Schools
Contact Person (name, email address, address, and phone):	Zipporah Hightower, Ed.D. Executive Director of PQI zkhightower@cps.edu 42 W. Madison St. Chicago, IL 60602 773.553.2518
Type of Organization:	**Private** ☐ **Public** ☒
Date of Supplies/Services Provided:	November 2015 - Ongoing
Type of Supplies/Services Provided:	Project Management, Business Analysis, Organization Change Management, Salesforce consulting, development services for Principal Quality Initiative.
Client Size:	30 Internal/2,000 External
Scope of Services Provided:	Configured application to handle pre-qualification process for Principal prospects interested in applying at CPS. Application manages large number of internal staff, assessors, interviewers, and thousands of candidates.

Reference #2

Firm/Government Agency/University (name):	Wisconsin Indianhead Technical College
Contact Person (name, email address, address, and phone):	Jim Dahlberg Sr. Director, Information Technology jim.dahlberg@witc.edu 505 Pine Ridge Drive Shell Lake, WI 54871 715.731.1206
Type of Organization:	**Private** ☐ **Public** ☒
Date of Supplies/Services Provided:	May 2016 - Ongoing
Type of Supplies/Services Provided:	Project Management, Business Analysis, Salesforce consulting, Development, and Implementation services.
Client Size:	800 Internal/20,000 External
Scope of Services Provided:	Salesforce solution for Admissions to Credit and Noncredit programs. Delivers necessary collaboration between students, staff, and business. All internal management functions created on Salesforce platform.

Reference #3

Firm/Government Agency/University (name):	Service of Will, Grundy, and Kankakee Counties, Inc.
Contact Person (name, email address, address, and phone):	Frank Di Bartolomeo President and CEO fdibartolomeo@swgk.org 1740 McDonough St. Joliet, IL 60436 815.741.0800
Type of Organization:	**Private** ☒ **Public** ☐
Date of Supplies/Services Provided:	September 2014 – Present
Type of Supplies/Services Provided:	Project Management, Business Analysis, Salesforce Development, Testing, Training, and Support.
Client Size:	65 Internal/4,225 External
Scope of Services Provided:	Replace the Service of Will, Grundy, and Kankakee Counties, Inc. (SWGK)'s legacy program management system with the Salesforce Platform 1. The Salesforce platform allowed SWGK to accelerate the configuration and deployment of service needs with a substantial increase in functionality, reporting, and mobile capabilities necessary for agency collaboration. The Salesforce solution allows for real time reporting, personalized end-user dashboards for program management, and instant mobile access to easily manage Individual Service and Support Advocacy (ISSA) and Preadmission Screening (PAS) for critical services.

Salesforce Government Customer Success
With the world's leading cloud platform, Salesforce is freeing government data from legacy systems and unleashing staff, partners, and citizens to administer government in powerful new ways. In the public sector, Salesforce's trusted cloud platform and applications help government employees and agencies collaborate easily and connect with citizens and partners like never before. Organizations around the globe are leveraging Salesforce's leading cloud solutions and experiencing incredible results ranging from more connected customer service, to streamlined operations, better performance, and overall cost savings.

Over 17 California Government organizations have successfully deployed Salesforce solutions (representing over 30 use cases) including customers such as DMV, Caltrans, CCC, DIR, CalPERS, and recently CDCR, among others.

A few representative customer use cases are provided below:

The Massachusetts Board of Bar Overseers (BBO) was established by the Supreme Judicial Court to investigate and evaluate complaints against lawyers. BBO selected Salesforce as its chosen software platform to manage attorney registration and citizen complaints. Using Salesforce

Service Cloud, attorneys can self-register with the State. Citizens can also use the platform to log complaints against attorneys. Complaint cases are vetted for legitimacy and assigned for resolution using automated workflows within Salesforce. Salesforce's robust data and content management capabilities allowed BBO to migrate legacy files and data into the new solution. Ultimately, BBO has consolidated all of its business processes using Salesforce. Within a month of the solution launch, BBO has experienced 100% Salesforce license utilization across the organization.

The State of California Conservation Corp (CCC), the oldest and largest conservation corps program in the United States, hires young men and women who like to work outdoors building trails, planting trees and native plants, landscaping parks, helping with energy conservation, and more. Workers receive a paycheck, have access to scholarship opportunities, and gain valuable work skills to help them transition into the workforce. The CCC was saddled with a cumbersome, paper-based legacy system that required applicants to physically travel to a CCC office to fill out a paper form, and a CCC recruiter to manually enter the data. This process was inefficient and time consuming. Built on the Salesforce Platform in just three short months, the CCC replaced its age-old system with a cloud-based online recruitment tool. The tool, also known as the Corpsmember Recruiting System (CoRe), is an online system that manages recruitment functions and prospect applications letting candidates review program details and apply for positions anytime, anywhere. With Salesforce, the number of applications received increased from 50 per month with the legacy system to 800 per month with CoRe. The solution also provides reporting capabilities allowing CCC staff to filter and drill down data to focus efforts on targeted recruiting areas. With Salesforce, the agency is now saving time and significant amounts of money.

Massachusetts Department of Early Education and Care, an agency within the Department of Education, provides license applications and inspections to Daycare facilities and providers. There are currently over 11,000 care providers in the Commonwealth of Massachusetts with 50 new applicants each month. To apply for a license, care provider applicants had to physically mail in paper applications. During facility inspections, inspectors manually documented findings on paper forms and then had to type up and enter results into computer systems upon arrival back into the office. Early Education and Care wanted to move away from these and other intensive manual processes and are doing so by implementing a robust Salesforce Case and License Management solution that includes the Community Cloud. Applicants are able to complete and submit applications online, electronically sign them, and have them automatically routed to the proper users. Early Education and Care employees are able to update applicants on the status of their application and stay in touch with them throughout the process through email communications. Instead of inspectors manually typing in facility visit reports, Salesforce enables them to use a mobile application to capture and save inputted results, including photographs and electronic signatures, in real-time. Early Education and Care also implemented Communities with knowledgebases that gives providers and parents a separate, online, centralized portal to discuss best practices and collaborate with one another. Overall, the Salesforce solution helps Early Education and Care automate workflows, streamline processes, and work more efficiently while offering better communication and understanding to providers and parents.

The Colorado Department of Public Safety reviews all building plans for schools and hospitals for compliance with fire safety laws. Vertiba is building an online portal for applicants to submit their plans and pay the appropriate fees. The system will route the application to the appropriate state team for building plan review and permit issuance. At the appropriate stage in the building process field inspectors will use an offline iPad application to conduct a field inspection. Certificates of Occupancy and other licenses are issued directly from the system.

Salesforce in the State of California

The California Bureau of Field Enforcement (BOFE) division of the Department of Industrial Relations (DIR) ensures that employers adhere to labor laws, especially for minimum wage workers. BOFE receives alleged violations of labor laws from employees, advocate groups, and industry associations, conducts investigations and issues citations for violations and wage underpayment. Using Salesforce, BOFE centralized their case management and related processes in a single, collaborative system that dramatically reduced errors and provided easy modification as laws change. Deputy labor commissioners can now view labor law violations, perform inspections, record violations, cite employers for violations, record payments, manage appeals, and track the progress of legal proceedings. Salesforce allows business users to add new violation types and respond to new legislation without the need for code.

State of California, Public Employees' Retirement System (CalPERS) is an agency in the California executive branch that manages pension and health benefits for more than 1.72 million California public employees, retirees, and their families. Their mission is to provide responsible and efficient stewardship of the System to deliver promised retirement and health benefits, while promoting wellness and retirement security for members and beneficiaries. CalPERS implemented an investment proposal tracking system developed on the Salesforce Force.com Platform, allowing external investment managers to submit detailed proposals with related information and supporting documentation. The solution improves consistency in capturing relevant data and improves communication between external investment managers and the Investment Office. Through workflow, proposal information is routed to CalPERS Investment staff for consideration and evaluation. This solution sharpens the CalPERS competitive advantage by ensuring the top investment experts from around the world can reach the CalPERS Investment Office in the quickest, most efficient and secure way possible.

Southern California Regional Rail Authority, commonly referred to as Metrolink, is governed by the Southern California Regional Rail Authority, a joint powers authority that comprises five county agencies; Los Angeles County Metropolitan Transportation Authority, Orange County Transportation Authority, Riverside County Transportation Commission, San Bernardino Associated Governments and Ventura County Transportation Commission. With 55 stations, 7 lines and 41,000 riders every day, Metrolink leverages Salesforce to deliver consistently outstanding customer service to ensure riders arrive safely at their destination. In just one week, Metrolink moved their customer service call center operation to the cloud for 40 customer service agents. Not only did they end the burden of expensive on-premise IT hardware and software, but they added the ability to connect and engage with their riders across their riders' preferred communications channel and provide important information like access to train schedules and service advisories at their rider's fingertips. Metrolink's Communications & Marketing team also manages all of their marketing campaigns in Salesforce. They personalize service for riders who sign-up on their website, passing along information to better manage their service preferences and travel profiles. Their customer-facing website gathers feedback on the rider experience through surveys and racks community patterns and preferences to assist Metrolink better keep in touch with customers. Metrolink's sales organization is leveraging the Sales Cloud for lead management of outbound calls to customers who purchase Corporate Quick Cards for their traveling employees. These contracts are tracked in Salesforce, along with collections, fare refunds and reimbursements, and a ticket vending machine (TVM) voucher process for school and group trips. They also run ticket promotions and fulfillment of these tickets is done by workflows. Metrolink's field services team also leverages Salesforce to manage issues that arise at their 50+ stations like possible health hazards. Metrolink measures success dynamically, having real-time reports on the success of their service, marketing, sales, and field efforts.

Section 7.0 – Qualifications, Background, & Experience

Below, we offer a brief glimpse of each team member's background and qualifications.

Mr. Travis W. Bloomfield, Executive Oversight, Mr. Bloomfield is Managing Partner at Servio and will provide executive oversight on this project. Possessing over 19 years' management consulting experience, Mr. Bloomfield has served dual roles as client executive and project manager on numerous high-profile information technology projects. He has extensive experience managing and coordinating large scale IT projects that involve multiple stakeholders and resources. In addition to his project management experience, he is responsible for other senior-level management consulting activities that include planning, Application Lifecycle Management, Facilitator, Feasibility & Cost/Benefit Analyses, Business Process Analyses, and for providing team leadership on client engagements. Mr. Bloomfield has provided executive oversight for the Illinois Department of Human Services, Illinois State Board of Elections, City of Chicago; and Cook County human services related projects.

Ms. Laura Batson, Project Manager/Sr. Business Analyst/Technical Documentation/Training, currently supports project management, business analysis, technical writing, training, and quality assurance projects at Servio Consulting, LLC. Laura has a PhD in technical communication with focus on Salesforce solutions, but she has worked with many technologies on large engagements. Laura is a flexible and adaptable professional who can perform in a variety of roles.

Mr. Blake Winkler, Business Analyst, supports business analysis, and functional documentation related to Salesforce at Servio. Mr. Winkler has experience serving as a liaison between end users and technology as an analyst. Mr. Winkler's experience has been focused in the public sector and nonprofit related to Human Services.

Ms. Erica Cox, Sr. Salesforce Certified Developer, has over 5 years of Salesforce development and administration experience specializing in Nonprofit Salesforce development, integration, database conversion, and administration. Ms. Cox will deliver as the primary development resource on the Servio project while leveraging past experience in working through requirements definition leading to application configuration and coding in Apex and VisualForce.

Mr. Keith Snider, Salesforce Certified Developer, has over 3 years specializing in Salesforce development and administration. Mr. Snider has extensive experience in developing, designing, and testing various applications for public and Nonprofit clients within the Salesforce platform.

Mr. Alexei Boukirev, Salesforce/Integration Developer, has over 15 years specializing in software development, integration, database conversion, data collection, analysis, system testing, and distribution. Mr. Boukirev has extensive experience in developing, designing, and testing various applications for public and Nonprofit clients within the Salesforce platform.

Mr. Gonzalo Cummings, Quality Assurance and Testing, Mr. Cummings provides project coordination, business analysis, functional testing, training delivery, and customer support at Servio. Mr. Cummings has over 5 years of professional experience working within and consulting with local government and Nonprofit entities across a variety of business and technology efforts.

SECTION 8.0 – TECHNIQUES, APPROACHES, & METHODS

8.1 Project Management

The Servio team follows Project Management Institute's PMBOK methodology to ensure projects are completed on time, within budget, and to the satisfaction of the client. The implementation will be a phased functionality implementation. For the State Bar, weekly status report will be written along with updating the project plan with percent completed. In addition, a weekly or bi-weekly status meeting will be established between the Servio team and the State Bar's project lead to ensure issues are resolved in a timely manner. Tasks for this phase of the project include:

- Status Reporting
- Change Control
- Estimates to Completion
- Task Assignments

The Servio project management methodology is based on two guiding principles:

- Servio has an earnest commitment to executing sound project management processes as the foundation for achieving the project objectives.
- Servio recognizes the responsibility to streamline the processes and procedures, making them as simple as possible for the project team to execute while continuing to work toward a positive outcome.

8.2 Schedule Management

Through close collaboration with the State Bar's project leadership, the Servio team will jointly develop a schedule that defines the timeline of the AIMS project and present the tasks, durations, and dependencies needed to accomplish the plan.

The project team coordination requires a structured process to confirm the team develops baselines, maintains, and reports the status against the project schedule. The project schedule management process follows the principles of effective schedule development and control, while pragmatically balancing the cost of alternative approaches against the benefits provided.

8.3 Communications

A Communications Plan ensures timely and appropriate generation, collection, dissemination, and storage of project information. Servio's communications approach comprises information distribution, performance reporting, and administrative closure. It focuses on providing regular updates on the contributions, commitments, and challenges for the project effort to the project team and the State Bar and Servio executive staff. The communications Plan Methodology consists of the following processes:

Team Communications: Each project participant will submit to the Servio Project Manager/Team Lead a weekly Individual Status Report that identifies completed tasks, tasks expected to be completed in the next reporting period, lost time, issues, and time reporting by task (including actual effort, effort estimates-to-complete, estimated completion date). The project team will also meet weekly to share overall project status, issues, and to provide assignments, objectives and goals.

Client communications: From the individual progress reports, the Servio Project Manager will develop a weekly project status report throughout the duration of the project for both implementation and support phases. Each weekly status report will include:

- Work accomplished
- Updated GANTT charts
- Production goals
- Accepted deliverables
- Meetings and minutes
- Status of risks
- Issues or problems
- Summaries of approved project changes
- Invoicing and payment
- Weekly look-ahead to future project tasks and meetings

Servio will also provide an executive-level project dashboard at the end of each month. Distinct from the weekly status report, the executive dashboard will provide a quick snapshot of project accomplishments, risks, and upcoming milestones or deliverables. Depending on the project phase, these dashboards may include summaries of key metrics, SLAs, and other pertinent information in a format that is geared toward the project oversight and executive perspective.

When appropriate, Servio will work with the State Bar project management team to create custom reports, charts, and other content that will provide the State Bar executives with a clear picture of the current project status.

The Servio Project Manager will conduct a status meeting with the State Bar project manager on a weekly basis. In general, the meeting will review components of the weekly status report.

8.4 Organization Change Management Approach

Change Management is the application of processes and tools to manage the human side of change from a current state to a new future state so that the desired results of the change are achieved.

Change Management leverages the current methods within an organization to influence and develop employees through broad activities, such as communications, training and visible sponsorship.

We will be using the ADKAR model for the human side of change management. The ADKAR model represents the steps an individual takes to work through change; at a high level, these are the five steps individuals from the executive level to front-line employees of an organization travels:

- Awareness of the need to change
- Desire to participate in and support the change
- Knowledge about how to change
- Ability to implement new skills and behaviors

- Reinforcement to keep the change in place

Individuals go through these steps to realize the change, though some will process the change faster than others. Providing them with the right communication messages, knowing that they will be given the training to learn the new process and system, knowing that they have the support of their leaders to help them through the change will boost their ability to learn the system more rapidly.

8.5 Data Migration and Integration

Data Migration Approach

The migration and conversion effort will operate like an independent project. The conversion effort will have a set of requirements that will be developed and followed. The Servio team, with support from the State Bar staff, as established above, will perform analysis of the requirements and develop a design approach. The conversion scripts will be developed and tested. The conversion export and import scripts will be executed. The data between legacy applications and Servio will be analyzed, compared, and reported on to ensure that all data has been converted as expected and consistent with the requirements.

The following are the key aspects of the approach for conversion of legacy data.

Data Management Approach

The Servio methodology defines a proven, systematic approach for delivering data-related solutions. The approach comprises iterative-incremental and parallel development activities that support delivery of project elements over a number of business analysis and technical processing cycles.

Iterative cycles are a key component of each of the major project stages (profiling, cleansing, transformation and migration) that help to maximize agility and the ability to respond to evolving needs. The end-to-end data management process specified by the methodology and consists of six clearly defined stages:

1. Project Initiation and Planning
2. Data profiling
3. Data cleansing
4. Data transformation
5. Data migration
6. Data validation and verification

Design Approach for Data Migration and Conversion

The following describes details of the stages in the design of the data conversion and integration for legacy applications and Servio:

Stage 1: Project Initiation and Planning

The Project Initiation and Planning stage is designed to specify the datasets and define the activities and project deliverables that are in scope for the project. Servio will acquire a complete understanding of the current data environment. Servio, in conjunction with the State Bar resources, will lead the effort to document and verify the current data structures and flows of the database currently in place.

Stage 2: Data Profiling

The Data Profiling stage is designed to identify quality issues in the source datasets. Our approach regarding the definition of data mapping rules involves the results of data profiling and analysis. The results are used as the basis for the data mapping specifications. In other words, the mapping rules are based on facts learned during the profiling activity, instead of out-of-date documentation and incorrect assumptions.

Data Profiling Input	Data Management Tools	Data Profiling Output
• Common profiling rules • Custom profiling rules • Profiling business requirements		• Data profiling results reports

Data profiling is designed to identify quality issues in the source dataset by utilizing the following techniques:

- Specifying and evaluating common profiling rules for individual data elements to identify any common data issues and to ensure source data compatibility with the target system.
- Common profiling analysis includes field type validation, checking for blank / null values and value frequency analysis of specific fields.
- Specifying and evaluating custom business rules on individual or multi-field data elements to identify business-specific data issues, and to ensure data compatibility with the target system.
- Custom profiling analysis includes identifying duplicate records, broken data relationships (orphan records) and ensuring data values for specific fields are within business-defined ranges and sets.
- Producing issue reports and statistical information that show the results of the various checks against the source dataset.

Stage 3: Data Cleansing

The data quality issues that were identified during the Data Profiling Stage are documented in a Summary Findings Report and a detailed Profiling Results Report. These findings provide the basis for specifying the data cleansing business rules that will be applied during the Data Cleansing Stage. Similar to the Profiling stage, cleansing rules are defined as common rules (applicable to all nominated fields of a particular type) and custom rules, to address specific business issues.

Data Cleansing Input	Data Management Tools	Data Cleansing Output
• Staging SQL database • Common cleansing rules • Custom cleansing rules • Data cleansing business requirements	MySQL	• Detailed data cleansing reports and recommendations • Cleansed (Interim)

Data cleansing is not executed against the source datasets because it is necessary to keep the original data unaltered for audit and reporting purposes. A Staging database with a structure that maps to the source datasets is created and a copy of the source data is migrated across as part of the cleansing process. Where there are source tables for which no cleansing is to be applied, their data is copied across as is.

Stage 4: Data Transformation

The Data Transformation Stage takes the cleansed data stored in the database during the preceding Data Cleansing Stage and updates the structure and content to a standard format as specified in the Transformation business rules.

Data Transformation Input	Data Management Tools	Data Transformation Output
• Cleansed (Interim) database • Common transformation rules • Custom transformation rules • Data transformation business requirements	Salesforce Data Loader Additional ETL tools not anticipated but available if deemed necessary	• Detailed data transformation reports and recommendations • Cleansed/Transformed (Holding)

Transformation typically includes activities such as data consolidation, standardization, and segregation of data field components, as well as creation of derived fields. During the Data Transformation Stage, data is transformed from the copy of the source structure in the Interim SQL database to a new predefined structure in a Holding database.

Data transformation reports will be created as required for the various tables and structures to ensure that the data export/import maintains the integrity of the data from one system to another.

Stage 5: Data Migration

In the Data Migration Stage, the cleansed, transformed data is transferred from the Holding SQL database to the new Servio/Salesforce database. During this stage, there can be further changes to the format of data in the standard database structures of the Holding database to align with the database structure of the target system.

Data Migration Input	Data Management Tools	Data Migration Output
• Cleansed/Transformed (SQL Holding) database • Common migration rules • Custom migration rules • Data migration business requirements	Salesforce Data Loader	• Detailed data migration reports and recommendations • Salesforce Sandbox

An additional option that is considered as part of the Data Migration is the adoption of a two-phased approach whereby historical data (or data up to a particular point in time) is migrated in the first phase and newer / in progress transactions are migrated subsequently.

Reports will be created from the imported data and compared against the legacy system reports to verify sameness. Servio and the State Bar will sign off on these reports. Data will be exported and populated into the new environment.

Stage 6: Data Validation and Verification

Data validation and verification is undertaken at the end of each cycle in the Profiling, Cleansing and Transformation stages, as well as being the final activity post the Migration.

Data Validation and Verification Input	Data Management Tools	Data Validation and Verification Output
• Source (Staging) database • Cleansed (Interim) database • Transformed (Holding) database • Salesforce	Salesforce reporting	• Data profiling reports • Data cleansing reports • Summary report • Recommendations • Database metadata and record counts at the end of each stage.

Validation reports will be developed from the legacy system perspective to provide counts of data contained within the tables.

Validation reports will be developed from the legacy system perspective to provide lists of distinct values from data contained within the legacy tables and lists of new structures. Any discrepancies will be noted and corrected.

Data export will happen again and validation steps will be followed until a clean export happens. When data cutover time is determined and executed, the same steps that succeeded above will be run again.

Following the final migration cycle, a complete set of reports is produced that provides end-to-end data verification and validation results and serves as an audit trail of activities that have been undertaken.

This step also incorporates four levels of testing and validation:

1. Metadata mapping and transformation verification

2. Database rule-based integrity constraint verification
3. Business rule-based verification
4. Client Subject Matter Expert data prototyping

Altogether, test plans at the follow levels: system, E2E, UAT, and volume.

Additionally, simulated migrations are executed and enhanced transformation rules are prepared. This phase also tracks the development of the data conversion system and its integrity with the target system.

Any and all data structural components that need to be in place within the Salesforce database will be created and verified against the data and structural components of the legacy system.

Data Integration Approach

Servio, working with the State Bar, will determine the appropriate data integration approach. Data integration can be accomplished through Web services written specific to Salesforce and legacy State Bar applications. Apex custom Web services allow salesforce.com to write logic in Apex Code and instantly make that code available as a web service over the Internet. All services are carefully governed and protected by the Salesforce security model to ensure scalability and security.

As requirements are defined, Servio may recommend integration through a third-party product such as Informatica or Adeptia. The tools utilize SOAP API and REST API as a means of integration with Salesforce. Please note that the appropriate approach and tool if necessary will be clearly recommended and implemented as part of the project with estimated effort.

8.6 Test Plan

Testing Management

Software testing is one of the most important parts of developing any system, and is used to validate the functionality of the software, ensuring the defined business requirements and application designs are satisfied.

Software testing is a crucial part of the AIMS Software project configuration and implementation effort; as such, testing will account for a significant portion of the effort within the project phases related to configuration and implementation. The proposed testing approach will incorporate both testing methodology and test planning techniques.

This section describes the levels of testing to be performed, key activities we will take to perform the testing, the overall responsibilities for the development of test data and test scripts, and the responsibility for the execution of the testing.

Key Activities

The Servio team will conduct testing activities based on the configurations, integration, and other platform customizations made to the SFDC platform for the State Bar in support of their AIMS Software initiative. Key activities include:

- Develop, distribute and review the Test Plans for System, Integration, Data Conversion, and User Acceptance with the Agency's Project Manager and stakeholders.
- Develop test scenarios and scripts for those requirements.
- Test plan, cases and scenarios will be based on the design documents.
- For each configuration item to be system and integration tested under the statement of work (SOW), engineer will migrate the scripting and configurations from the Development (DEV) environment to the Quality Assurance and Test (TST) environment after the successful completion of unit testing.
- Perform system testing per the approved system and integration test plans.
- Report to Agency's Project Manager and stakeholders the results of system testing activities.
- Resolve significant deviations from the approved Design Document that arise from the testing designated as the responsibility of the engineer.
- Resolve minor deviations from the Design Document or the Technical Design Document pursuant to a mutually agreed upon schedule.
- Coordinate the logistics of the User Acceptance Testing activity with the State Bar resources

Roles and Responsibilities

The table below defines the roles and responsibilities for testing and the related deliverables:

Testing Roles and Responsibilities		
Deliverable	**Servio Team Role**	**State Bar Team Role**
Test Plan	**Primary**	Support
Test Script Development (Excluding UAT)	**Primary**	Support
System/Integration Testing	**Primary**	Support
Regression Testing	**Primary**	Support
Security Testing	**Primary**	Support
Performance Testing	**Primary**	Support
UAT Test Script Development	Support	**Primary**
User Acceptance Testing	Support	**Primary**

The State Bar's Responsibility

- The State Bar will assign appropriate resources to review and approve the test plans (system, integration, data conversion, and user acceptance).
- The State Bar's resource will conduct one (1) User Acceptance Test (UAT) for each functional area and Interface configured.
- The State Bar will identify the appropriate resources to coordinate User Acceptance Testing activities with County resources.
- The State Bar will identify and assign call center, IT, and departmental resources to perform user acceptance testing activities.
- The State Bar's User Acceptance Testing Coordinator will report the results of User Acceptance Testing activities to the PT and Agency stakeholders.

8.7 Training Approach

Servio, along with its highly-respected partner, Salesforce, has deep experience and a proven track record designing successful training strategies for public sector and healthcare clients. After project kick-off, Servio will provide a training plan to the State Bar. We propose a multifaceted training initiative to ensure that the State Bar personnel learn at a comfortable rate alongside the professionals considered stakeholders.

Inadequate Approach	Servio Approach
Training as an after-thought.	Training plan integrated with overall implementation.
Boilerplate training documents not specific to the State Bar	Routine “success assessment” to determine additional training or change management needs.
Insufficient consultation with key administrators/end-users.	Clearly written manuals, well-organized and easy to reference by State Bar staff members and users.
Unreadable manuals that discourage routine reference.	

Servio team members will utilize a proven training methodology, known as the **ADDIE** model. The primary stages in this model are: Analyze, Design, Develop, Implement and Evaluate, collectively offering a strong, proven approach to ensuring that the State Bar personnel are prepared to operate and maintain the solution after the engagement ends.

- ***Analyze***—The Servio team will work closely with State Bar management and key personnel to understand the operating structure, business processes, and other key organizational factors that will inform a successful training approach.

- ***Design***—Servio’s training approach will be carefully built around the preferences and unique operational factors of the State Bar. Draft templates will be prepared and presented to key State Bar personnel in order to receive feedback around “what works,” and how the approach can be tailored to ensure results

- ***Develop***—As training materials and drafts are prepared, consistent with the design approved by the State Bar, Servio trainers will utilize a variety of tactics, including pilot sessions requiring identified State Bar personnel to work directly from the draft manuals. The development process is a two-way process, allowing for constant feedback as progress is made.

- ***Deploy/Implement***—Servio trainers will begin utilizing training strategies to conduct on-site training, consistent with the expectations established in the request. Quality control will be utilized to ensure that each trainer is effectively and efficiently delivering the curriculum to State Bar personnel. Manuals will be referenced in the delivery of on-site training in order to clearly identify resources that will be available to State Bar personnel following implementation.

- ***Evaluation***—Servio’s training team will be directed to engage with State Bar personnel on a revolving basis to ensure that training efforts are constantly under evaluation and that tactics in place to meet measurable outcomes can exceed expectations. The CRM system training curriculum will be designed to adjust as State Bar staff work with the Servio implementation team to tailor to the project, as necessary.

Train-the Trainer Model

To be cost efficient, Servio is proposing a train-the-trainer model for training the 70 employees of the State Bar. Train the trainer is a learning technique that teaches current State Bar instructors or "super user" to be train themselves. Our Train-The-Trainer will provide participants the skills to help them deliver engaging and compelling training session. Skills such as facilitating, needs analyses, and managing tough topics will give trainees what they require to become a trainer themselves.

All materials and training workshops are included with our train-the-trainer model.

Training Materials

Manuals developed by Salesforce are designed and authored specifically for the Salesforce CRM System. In each manual category, attention will be paid by the Servio team to "real time" feedback throughout the project.

End-User Manual and Train-the Trainer Materials - Best practices from other Servio team engagements inform the objective for each manual and associated training materials to be effectively organized and easily understood. Servio's team will work closely with a variety of end users to ensure that the manuals and training materials can and will be frequently referenced in the future.

On-Site and Web-Based Train-the-Trainer

Servio is based in the south suburban Chicago area and will be available to provide training opportunities to State Bar personnel and agency stakeholders. Additionally, the Servio team has deep experience utilizing Web-based training programs and will be prepared to utilize these systems if deemed to be of interest by State Bar personnel.

On-line Help and FAQ's

Servio will develop online help resources and comprehensive FAQs for applicants, test takers, and assessors accessing the system through Communities.

Post Implementation Knowledge Transfer

The elements of the knowledge transfer plan to ensure full operational and scalable preparedness includes the following components:

Traditional Training Activities—The Servio trainer will lead presentations and classroom-style exercises with State Bar IT personnel to highlight attributes of the system's infrastructure that will be critical for the State Bar to understand in order to maintain and adjust the solution over time. Servio will not provide ongoing training unless specifically requested by the State Bar.

Manuals and Documentation—Servio will engage directly with State Bar personnel during the development of all written materials that will transfer to the State Bar upon completion of the integration.

Timing of Train-the-Trainer

Training programs for the State Bar will be designed after extensive consultation with a select group of State Bar staff representing these key groups. General principles governing the Servio team's classroom training approach include:

Interactivity—Servio trainer will conduct training exercises designed to empower the State Bar's staff and end-users to walk through operational lessons as they are learned.

Sensitivity to the State Bar's Operating Environment—Servio trainers will assess a variety of factors that govern the overall nature of the State Bar day-to-day operations. This will allow training programs to respond to factors like work-flow, reporting relationships, common occurrences, etc.

Efficiency—Servio's extensive past-performance in Salesforce System knowledge transfer has demonstrated that management staff and end-users prefer and benefit from training programs delivered in concise, focused segments.

8.8 Risk Management

Risk management is a critical process for managing the uncertainties that every project faces.

Potential Risks

Typical Implementation Challenges/Risks:

- Project Timeline
- Lack of Clarity in Requirements
- Organizational Dynamics
- Integration / Interface Components
- Strategic Initiatives (Best Practices, Standard Operating Procedures, Replace Legacy Systems, etc.)
- Project Staffing / Resource Availability
- Scope Change
- Organization and Change Management
- Government/Regulatory Compliance

Approach to Risk Management

The risk management effort will primarily focus on the identification and management of negative risk. There are four primary phases in the Risk Management lifecycle.

Specifically, the risk management phases are:

- ***Perform Risk Planning***—Establishes the project's approach to managing risks.
- ***Identify Risks***—Promotes proper identification and description of the project's significant risks.
- ***Analyze***—Charges the team to evaluate and prioritize the risks identified.
- ***Monitor and Control Risks***—Provides a systematic method for mitigating the highest priority.

Perform Risk Planning

Risk planning is the process of deciding how to approach and conduct the risk management activities of a project. Risk planning includes defining the risk management methodology, documenting risk roles and responsibilities, scheduling risk activities, and training the team on risk processes and tools.

Identify Risks

Initial risk identification will occur towards the end of the initiation and planning phase. The initial risk identification will consider the project scope, project management plan, schedule, budget, historical data, and other initial planning documents. From these inputs, the designated team members will identify and log initial risks, if any.

Project risks will continue to emerge during the life cycle of the project and the likelihood and/or impact of previously identified risks could change. Thus, the team will perform risk identification and review on a monthly basis thoroughly the life of the project. As the risk management cycle iterates, the Servio project manager will update the risk register to incorporate identified data.

Analyze Risks

The objective of risk analysis is to determine the likelihood that the risks will occur, the impact of the risks if they do occur, and to determine the appropriate risk response plan.

Qualitative risk analysis involves subjectively assessing the probability and impact of risks while quantitative risk analysis involves using mathematical models to objectively assess the probability and/or impact of risks. For the State Bar project, the team will perform qualitative risk analysis on identified risks. Quantitative analysis will only be performed on those risks prioritized during the qualitative risk analysis process that have a high probability of the risk occurring and will substantially impact the project, and for which the expectation is high that the quantitative analysis will produce valuable insight. The Servio and the State Bar project managers will make the decision to perform quantitative risk analysis.

Monitor and Control Risks

The objective of the monitor and control risk step is to assist the team in their creation of a risk response plan to actively manage and control the project's risks.

Risk Response Planning

The team will closely monitor the high exposure risks based on the risk analysis process. For each high impact risk, the State Bar and Servio project managers will choose one or more of the five response strategies below and will assign an owner to lead the required response planning activities. The strategies for risk response planning include:

- ***Avoidance***—Actions to keep the risk from occurring.
- ***Transference***—Actions to move the impact of the risk outside the project.
- ***Mitigation***—Actions to reduce the impact of the risk.
- ***Contingency Plans***—Actions to respond to the risk if it occurs.
- ***Acceptance***—No action; just maintain awareness of the risk and its status.

The team will define specific actions for counteracting the risk and will make assessments to determine how the risk could potentially affect the project's budget and timeline if the risk should occur.

If the effort to create a risk response plan impacts the project schedule, scope, or budget, the risk owner will submit a change request. Once the risk owner has drafted the risk response plan, the plan will be reviewed by the State Bar and Servio project managers. They will review and approve the plan; then determine what, if any, elements of the plan the team will execute. If the execution of a risk response plan impacts the project schedule, scope, or budget, the risk owner will submit a change request, which must be approved prior to execution of the risk response plan.

Risk Monitoring and Control

Risk monitoring and control is an iterative process of identifying, analyzing, and tracking risks as well as reviewing the risk management process for roles and responsibilities, approved change requests, performance reports, and work performance. The objective of this step is to verify the team is actively managing and controlling risks to avoid negative impacts on the project schedule.

The State Bar and Servio project managers will verify that monthly updates of the risk status data occur in order to report accurate information in accordance with the Communications Management process. The updates will include outcomes of risk re-assessments, risk audits, and risk reviews; the actual outcomes of the project's risks; and the actual risk responses that helped the project managers control the risk.

The communications management process requires risk owners to keep the status of their risks up to date. Once the State Bar and Servio project managers and assigned risk lead consider a risk to have been sufficiently mitigated or no longer a factor, the owner may change the risk score to "0" and remove it from future reports. Note that risks are not closed; a risk that no longer has an impact receives a risk score of "0". This will allow the team to average the score of all risks and provide an overall risk score for the project.

In addition, during the Risk Monitor and Control activities, the State Bar and Servio project managers will make updates to the lessons learned knowledge base to assist future, similar projects in making use of identifies risks and effective response strategies.

Finally, the State Bar project manager, Servio project managers, and the risk lead, will initiate a new risk management cycle with each new phase of the project, or whenever the project has undergone significant change.

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SECTION 9.0 – TIMELINE

The following is an illustrative project timeline created based on our standard implementation as they align with requirements provided in this RFP and is dependent on best practice staffing for your team.

Task Name	Duration	Start	Finish	Resource Names
DRAFT SCHEDULE	**242 days**	**Mon 09/18/17**	**Fri 5/18/18**	***Work Day Duration**
Project Initiation	**15 days**	**Mon 09/18/17**	**Fri 10/06/17**	***Work Days**
❖ Allocate resources				Program Management
❖ Documentation exchange & review				Business Analyst, Architect/Design, Flow Specialist
❖ Kickoff Meeting				Project Team, Stakeholders
❖ High Level Schedule				Project Manager
❖ Project Plan				Project Manager
♦ Roles and Responsibilities				Project Manager
♦ Approval process				Project Manager
♦ Risk and Issue Management Process				Project Manager
♦ Project Methodology				Project Manager
♦ Change Management				Change Manager
Discovery	**30 days**	**Mon 10/09/17**	**Fri 11/10/17**	
❖ Requirements				
❖ Detailed Requirements				
❖ Create Backlog/ Requirements Matrix				Business Analyst
❖ Epic Planning				Project Manager, Business Analyst, QA/Release Manager
♦ Identify and Estimate Epics				Project Manager, Business Analyst, QA/Release Manager

Task Name	Duration	Start	Finish	Resource Names
⬩ Backlog Prioritization & User Stories				QA/Release Manager, Business Analyst, Project Manager
⬩ Release Planning				Business Analyst, Project Manager, QA/Release Manager
⬩ Epic Team Assignments				Project Manager, Business Analyst, QA/Release Manager
Configuration/Design	**20 days**	**Mon 11/13/17**	**Fri 12/08/17**	
❖ *Data Model*				
⬩ Data Model Development				Business Analyst, Architect/Design
⬩ Data Model Approval				State Bar Project Manager
⬩ Data Migration Plan				
⬩ Data Integration Plan				
❖ UI Design (Portal)				
⬩ UI / Look and Feel				UI Designer
⬩ UI Approval				State Bar Project Manager
❖ Flow Design				
⬩ Flow (Storyboard)				Business Analyst, Flow Specialist
⬩ Flow Approval				State Bar Project Manager
⬩ Refine Epic and Release Plan				Project Manager
⬩ Approve Updated Implementation Plan				State BarProject Manager
Configuration/Development	**79 days**	**Mon 12/11/17**	**Fri 03/30/18**	
❖ *Epics (#TBD)*				
⬩ Collaborative workspace				Business Analyst, Technical Architect
⬩ Dev Config / Test				Developer

Task Name	Duration	Start	Finish	Resource Names
♦ Data Integration				Developer
♦ Demonstrate & Validate				Sprint Team, State Bar
♦ State Bar Epic Approval				State Bar Project Manager
♦ Training Plan and Development				Documentation/Trainer
Test/UAT/Training/Release	**34 days**	**Mon 04/02/17**	**Fri 5/18/18**	
♦ Testing/UAT	15 Days			Tester/State Bar Team
♦ Training Delivery	15 Days			Documentation/Trainer
♦ Schedule Slack	4 Days			
♦ Servio Deployment				
♦ Data Migration				
♦ Release	1 Day			QA Release Manager
Post Deployment				*Servio Support Staff*
❖ Monitor	TBD			
❖ Support	TBD			

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SECTION 10.0 – COST PROPOSAL DETAILS

The following pricing estimates have been calculated to follow a timeline of eight months for project completion. This estimate was created based on our understanding of the project. The project will be billed on a time and materials basis within the estimated total below. Should the project scope expand or challenges arise that will impact the estimated hours, Servio will stop delivery and work with State Bar on resolution to ensure estimates below are not expanded without agreement from both parties.

10.1 Implementation Service Details

Role	Rate/Hr	Hours	Total
Project Manager	$225	448	$100,800
Business Analyst	$155	924	$143,220
Salesforce Architect	$240	220	$52,800
Sr. Salesforce Developer	$200	700	$140,000
Salesforce Developer	$175	868	$151,900
Quality Assurance/Test	$105	924	$97,020
Documentation/Training	$135	448	60,480
Total			**$746,220**

*Travel will be billed at cost in accordance to the public Travel and Business-Related Expense Policy as identified in the Request.

Ongoing solution support available in addition to Salesforce Government Cloud Premier + Success Plan (EE) identified in ***Appendix G – Attachment A: Itemized Cost Proposal*

10.2 License Assumptions Details

The seventy (70) permanent full-time staff positions will utilize the Lightning Service Cloud Enterprise Edition across the Senior Director's Office and six (6) departments. Access to the collaborative community for Applicants and Assessors will be accomplished through Salesforce Customer Community Enterprise Edition. The subscription model for Customer Community is based on monthly logins and provides access to specific functions and data in AIMS. The table below outlines the assumptions and how Servio calculated the estimated number of logins:

Phase	Access via Customer Communities	Number of Users	Assumed Accesses per Year	Yearly Total	Monthly Total
1	Exams – Test Takers	18,100	5	90,500	7,542
1	Registrations	10,000	1	10,000	833
1	Total			100,500	8,375
2	Exams – Graders	18,100	1.5	27,150	2,263
3	Moral Character	8,500	1	8,500	708
	Total			**97,020**	**11,346**

10.3 Salesforce Annual Subscription Investment Details

User Type	Unit Cost	Units	Annual Total
Lightning Service Cloud – Enterprise Edition	$115.50	70	$97,020.00
Customer Community – Enterprise Edition – Logins	$0.34	11,345	$46,287.60
Courtesy Administrators for Premier + Success – Enterprise Edition	$0.00	1	$0.00
Government Cloud Premier + Success Plan (EE)	$4,179.81	1	$50,157.66
Nintex Drawloop (Business User)	$18.00	70	$1,260.00
Estimated Total			**$ 194,795.26**

Please Note: The external user license (applicant) utilization and use cases for providing an online portal/website for applicants and attorneys was based on the RFP Section C (Table 2) and did not incorporate future elements discussed within Attachment D (section 14). If during further scoping it's determined the licensed/active attorneys also need routine and interactive access to an authenticated site in order to establish and maintain their specialists' certifications/trainings, then an additional Community User Type and volume of logins may need to be incorporated into the overall BOM."

Please see ***Appendix E – Salesforce Order Form*** and ***Appendix G – Attachment A: Itemized Cost Proposal*** for the State Bar's competed Price Proposal Sheet.

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SECTION 11.0 – ACCEPTANCE OF CONTRACTING REQUIREMENTS

In order provide the greatest flexibility and value to State Bar, we are proposing decoupling the SaaS/PaaS solution licensing from the implementation services, and form two separate agreements; one for licensing and one for implementation services, rather than combining both as a single contract award. This will allow the State Bar to maintain ownership over the SaaS/PaaS licensing agreement, and data rights at the onset to ensure that the government has the maximum control and visibility over its operations and subscriptions in the future years.

Salesforce has exceptions to several of the Contracting Requirements in Section IV. in the RFP. Please find our exceptions in ***Appendix F – Contracting Requirements Exceptions***

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SECTION 12.0 – COPY OF RESELLER CERTIFICATION

We are proposing Salesforce as the SaaS/PaaS solution to achieve the State Bar's solution requirements. In order provide the greatest flexibility and value to State Bar, we are proposing decoupling the SaaS/PaaS solution licensing from the implementation services, and form two separate agreements; one for licensing and one for implementation services, rather than combining both as a single contract award. This will allow the State Bar to maintain ownership over the SaaS/PaaS licensing agreement, and data rights at the onset to ensure that the government has the maximum control and visibility over its operations and subscriptions in the future years.

Therefore, we have not included a Reseller Certification since Salesforce is the software vendor and will be selling licenses directly to the State Bar and not through a reseller.

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SECTION 13.0 – COPY OF RESULTS OF A THIRD-PARTY SECURITY AUDIT

Salesforce is unable to provide this requested documentation in a public procurement response due to the security and proprietary nature of the content. The results of Salesforce's third-party security audits can be provided to the State Bar as desired under NDA upon contract award. Per the Questions and Answers released on April 4, 2017, we understand this approach is acceptable to the State Bar.

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SECTION 14.0 – DESCRIPTION OF PROPOSED PLATFORM

14.1 Solution Overview

The State Bar of California (the "State Bar") is the largest unified state bar in the country and has over 253,000 members. For more than 80 years, The State Bar has shaped the development of the law, regulated the professional conduct of the state's lawyers and provided greater access to the justice system for all citizens. The current Admissions systems make use of legacy technology and are insufficiently integrated, difficult to navigate, and do not support the required business processes and workflows necessary to aid in automating core activities. The Committee of Bar Examiners and the Office of Admissions must be able to improve cross-functional office communication, improve the overall applicants' experience, provide a user-friendly system for the staff, decrease reliance on paper, and increase efficiency and timeliness of application processing. The Servio Team understands the importance of these objectives and will apply its information management knowledge with the world's leading case management technology on the market – Salesforce. Salesforce is a "**configurable COTS"** application that will be customized to exceed institutional processes based on the core Admissions processes (e.g., Application, exam development, exam management; and grading). Salesforce adapts to your business processes through its powerful use of service offerings are that are intuitive and easy-to-use, can be deployed rapidly, customized easily and integrated with other platforms and enterprise apps. Salesforce's metadata-driven, multi-tenant cloud runs on a single code base, which enables every customer to run their organization on the latest release without disruption. Its case management capabilities turns your applications, exams, grading, and staff workload into a completely automated processes that allow for collaboration, send notifications and alerts, trigger information exchanges, and keep your cases moving on track and on time – according to your rules and preferences.

State Bar Staff users will determine the way that information is presented in Salesforce. Applicants, exams, dashboards, and almost any other Salesforce page view can be personalized by staff role or administrator preference. That means that all users can go straight to the information most important to them. And, it means that with Salesforce, the State Bar is safely investing in a COTS AIMS that ensures long-term viability and ultimate flexibility for your organization.

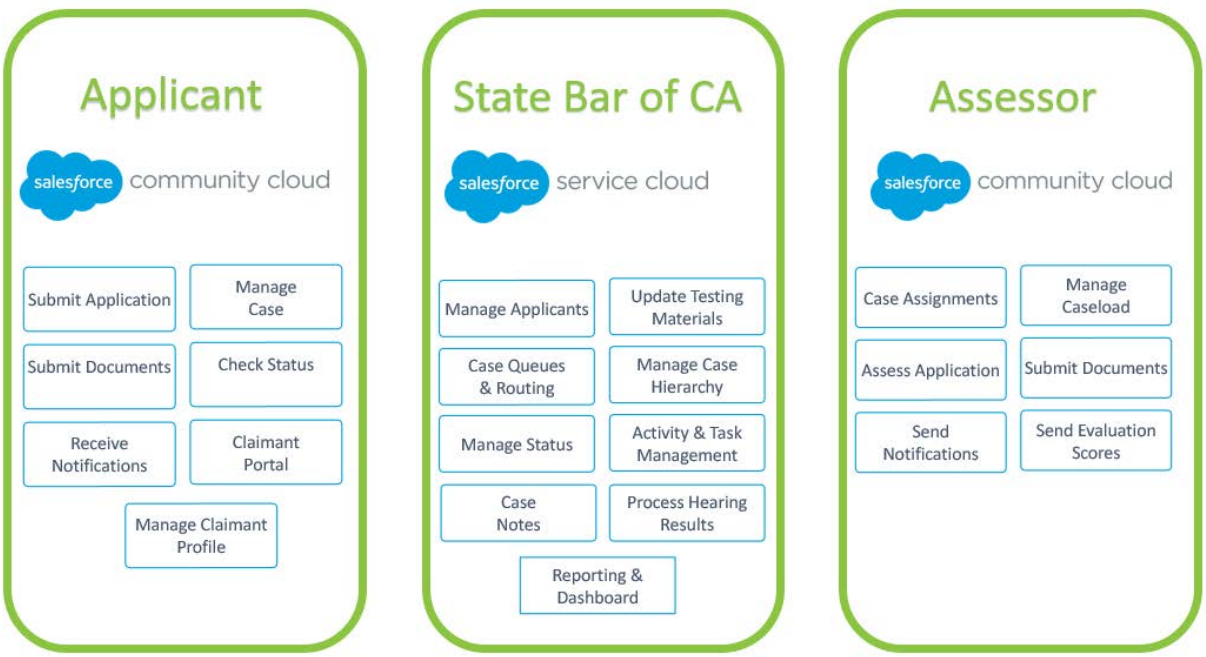
The State Bar's primary objective is to streamline its Admissions Information Management Systems' operations. Salesforce exceeds every "Goal and Objective" requirement in the RFP.

The following list shows how Servio's Salesforce solution aligns with your top technology goals:

- Ease of Use: Declarative Configuration and Development
- High-Levels of User Adoption
- Collaboration Embedded into all Aspects of the Solution
- Accelerated Time to Value
- Ease of Integration
- Lower Total Cost of Ownership and Dramatic Return on Investment
- Dashboard overview to monitor and track Key Performance Indicators

The following diagram illustrates the process flow of the “high-level tasks” (Submit Application, Assess Application, Results/Repeal) from submission to complete evaluation. With each high-level task, the applicant, the State Bar, and the Assessor will all be granted specific capabilities per the Concept of Operations outlined in State Bar Attachment D. The second diagram outlines the capabilities that each Applicant, the State Bar, and Assessor has access to per their Salesforce license. Servio has strategically determined what “Salesforce Cloud” that each stakeholder would require in order to equip them best with the tools they should require per the RFP and what was found in State Bar Attachment D.

	Submit Application	Assess Application	Results/Repeal	Other
Applicant salesforce community cloud	○ Submit & monitor application	○ Monitor status	○ Accept or repeal outcome	
State Bar of CA salesforce service cloud	○ Route exams to assessors	○ Update status ○ Add notes ○ Review evaluation	○ Monitor applicant responses	○ Reports and Dashboards ○ Update Exams ○ Adjust Scoring Rubrics
Assessor salesforce community cloud	○ Accept exams and begin review	○ Evaluate exam essays	○ Re-evaluation if applicable	



14.2 Project Objective Responses

1. Improve the State Bar's ability to share and exchange relevant data among staff, the public and key stakeholders.

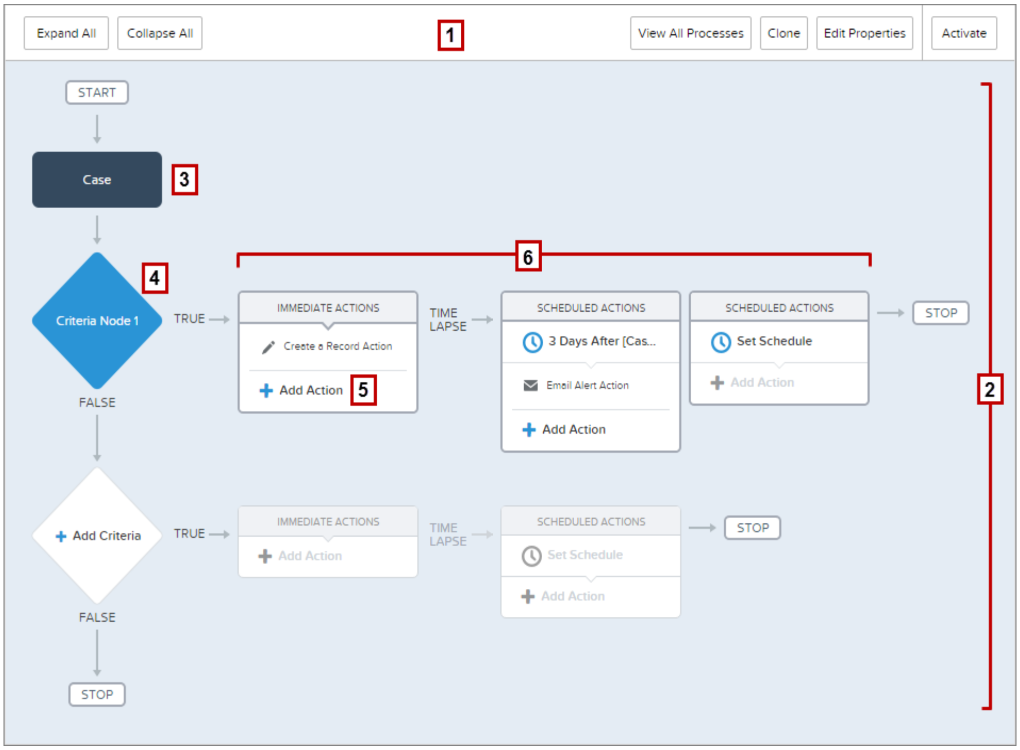
Our solution creates a central repository for information that allows staff, the public, and key stakeholders the ability to share, interact, and exchange relevant data in real time. Salesforce provides a 360-degree view of everything that is happening in your organization. Every piece of data that the State Bar has can be placed in our platform/one single location and all the information that is needed will be available right at a user's fingertips. This means there will be less time searching through documents and data files for information, and more time working to solve problems. The State Bar will be more connected than ever because all staff members will be working with the same information. The State Bar's staff can collaborate in real-time, share insights, get input from peers instantly, and escalate cases to the right expert. And every user can fine-tune their feeds to get information from the groups and individuals that matter most to them.

It is also intended that the proposed solution be created as a user-friendly and interactive environment. Using Salesforce, we can build communities that will become a place where applicants, law-students, lawyers, and attorneys alike will want to gather. This is will naturally create collaboration between State Bar staff, its applicants, and current State Bar lawyers so the State Bar can become a more connected and unified Bar.

2. Implement a modern system that utilizes defined work flow processes and end-user functionality to guide users through the system during core Admissions processes. Including, but not limited to: application; exam development; exam management; and grading.

As soon as an online application is submitted, it will be auto-assigned to the appropriate State Bar staff member or into a queue. This auto-assigned case can be visible via the Salesforce console or a list view, and an email alert can be sent alerting staff to a new applicant. Similar processes will be defined to auto-assign completed exams to assessors, and process scores as evaluations are completed.

Workflow management and process enactment are core strengths and foundational services of the Salesforce Platform that enable customers to easily automate business processes and operate more efficiently with just a few clicks. Processes can be simple tasks - such as creating an activity, emailing an alert, updating a data field, or posting a message to a chatter feed - or more complex – such as sending data to external or third party systems and applications via an integration message, creating new records and updating existing related records, launching other processes/flows, submitting records for approval, and more.



Example Process Builder User Interface

The Salesforce Lightning Process Builder, together with workflow rules, actions and approvals enable the State Bar to rapidly design and run any business process in the cloud without infrastructure, software, or code. The Process Builder's simple and powerful design allows you to create your processes by using a convenient visual layout with point-and-click efficiency.

View a Lightning Process Builder feature video here:
https://www.youtube.com/watch?v=hDYstN-M30U

For every business rule or system event the State Bar needs to enact, one or more actions can be defined for execution when the specified conditions are met. These actions are created using point-and-click visual editors by a system administrator or business analyst and do not require complex procedural source code. Processes and workflow rules support several different types of actions.

Process and Workflow Actions:

- **Create a Record** – Creates a new record (Account, Contact, Case, Event, etc.) in the system and sets the desired values in the new record's data fields.
- **Update a Record / Field Updates**– Updates a field within the record for which the rule was created or a related record. Values can be set specifically, or can be calculated using related records and built in functions within the formula editor.
- **Quick Actions**– Quick actions are setup to help users more easily create and update records in the system. This selection invokes one of these object-specific or global quick actions for reuse in your automated process.
- **Tasks** – A task is an item assigned to a user to complete. Tasks for a user are visible from the Home tab of the application. Tasks have an assigned due date and are time-

managed using reminders and past-due notifications by the application.

- **Email Alerts** – An email alert is an email automatically sent to one or more users which may include relevant data extracted from the record which caused the rule to fire. Salesforce includes Email template functionality, which includes HTML formatting and graphics within emails. For example, an email alert could be sent to a customer whenever a case is escalated to emphasize the urgency being given to their request or issue.
- **Post to Chatter** - Chatter is Salesforce's native collaboration tool which allows users and groups to monitor and follow social conversations around your business data. Chatter includes features like feeds, profiles, groups, and more to share information, collaborate, and keep up with the latest updates on topics or individual records of data (e.g. community resources, cases) within the State Bar.
- **Submit for Approval** – Automates the submission of the record that enacted the process for approval without end-user intervention.
- **Outbound Messages** - Outbound Messages are SOAP-based web services that Salesforce automatically invokes on external systems when triggered. This is to support integration between Salesforce and external systems. Outbound messages actions are automatically generated from web service descriptor language (WSDL) files.
- **Launch a Flow** – Starts another flow from the current process to automate business processes that contain additional complexity and logic, without writing code. For example, a flow could be used to step a customer through an initial application process to collect required information.
- **Call Apex** – This action allows the invocation of methods programmed in the Apex language if highly customized functionality is required by your process.

<u>Scheduled and Time Dependent Actions</u>

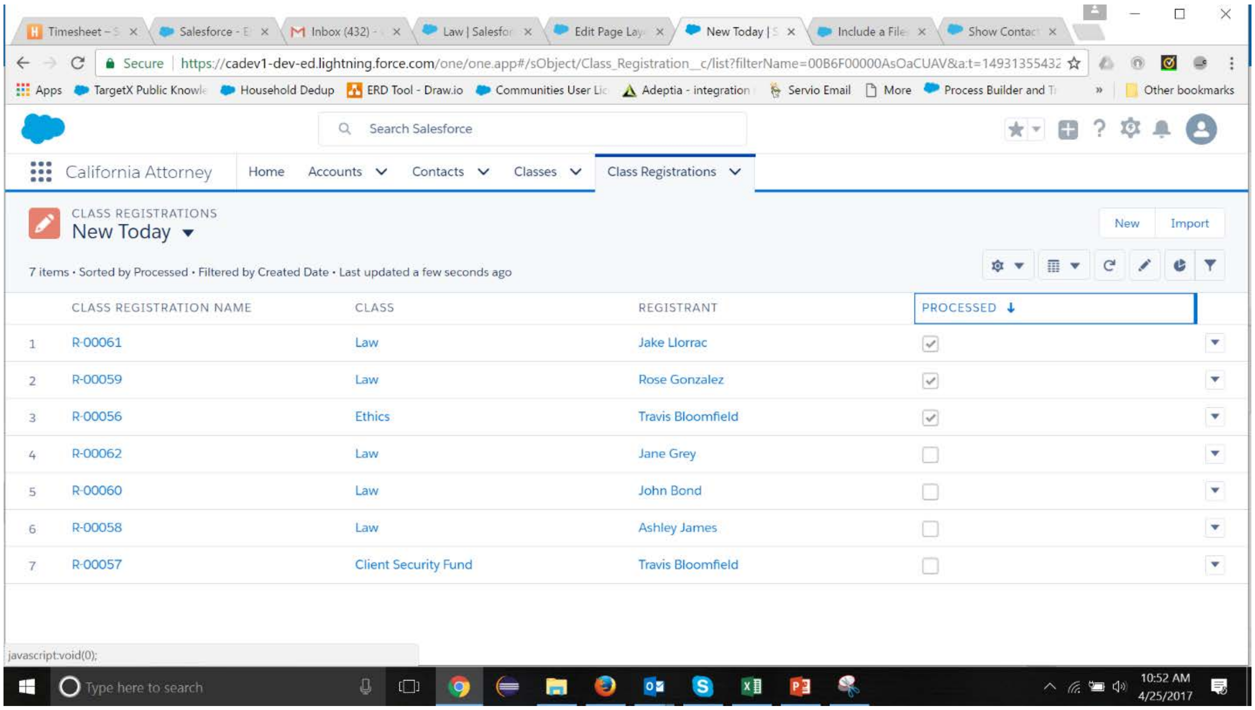
The process and workflow actions above may be classified as immediate or time-dependent/scheduled. Immediate actions are invoked as soon as the workflow rule is triggered. Time dependent actions are scheduled to invoke at some point in the future and are scheduled to occur in an hour or day count relative to the trigger time of the rule or a date/time field on the related record. Workflow rules may have both multiple immediate actions and multiple time-based actions.

<u>Approvals</u>

An approval process is an automated process your organization can use to approve records in Salesforce. An approval process specifies the steps necessary for a record to be approved and who must approve it at each step. A step can apply to all records included in the process, or just records that meet certain administrator-defined criteria. An approval process also specifies the actions to take when a record is approved, rejected, recalled, or first submitted for approval. Approval processes can include email notification and support for email-based approval, including the ability for approvers to approve or reject directly from their mobile device.

<u>Application/Registration</u>

The following screenshot display an example of what the State Bar internal staff would see who and when applicants are registering for certain exams along with news/updates on the status of each applicant



3. **Provide dashboard overview to monitor Key Performance Indicators and track workflows, including tools for State Bar staff to create dashboards as needed.**

Powerful analytics tools give the State Bar the ability to stay on top of applicants, examinations, and service quality. Simple point and click, customizable dashboards provide you with instant access to real-time data and analysis. A real-time, robust reporting and analytics engine enables deep analysis of all data—including interaction and activity data. Dashboards provide high-level visibility at a glance, and configurable reports let your staff drill down for detail. Reports and dashboards can be developed without IT help and are viewable on any mobile device.

Two other important points about dashboards:

First, dashboard components aren't simply nice-looking, static pictures. They're live, actionable objects. You can click on a dashboard component to drill down to the underlying report that generated it, and click on any item in that report to drill down to the source data. So you can quickly understand the reasons behind the results.

Second, dashboards are full participants in Salesforce's enterprise social collaboration platform. For example, a manager could post a dashboard snapshot to their Chatter feed to share it with their "followers", or to a specific Chatter group, along with comments, so that they can find answers, congratulate team members, or issue calls to action. And both dashboards and Chatter are available on mobile devices, as well as PCs.

4. Increase efficiency and accuracy through automation and reduction of manual entry of applications and supporting information.

The Salesforce platform has the power to automate almost every process reducing most of the error that comes with manual processes. Salesforce takes the burden of the hundreds of smaller tasks that come with safety and incident management, thanks to automation. Employees can focus their efforts on reporting and communicating in a timely matter, while the automated management system takes care of the details, therefore reducing errors.

5. Eliminate or reduce the use of hardcopy paper documents and associated filing processes.

Since our solution will be built entirely on the Salesforce platform, there will be a significant reduction in the use of hardcopy paper documents. As assessors will log directly into the system to grade exams, the need to print, manage, and ship paper documents will be eliminated. The platform is built to centralize document storage electronically to eliminate manual paper processes and will enable the State Bar to have its own filing system on the Salesforce Cloud, which is accessible from anywhere. All documents and files will be in one safe and secure location, the State Bar will be able to streamline administrative processes associated with filing, storage, and retrieval of documents.

6. Reduce the overall cost of the admissions process to the State Bar.

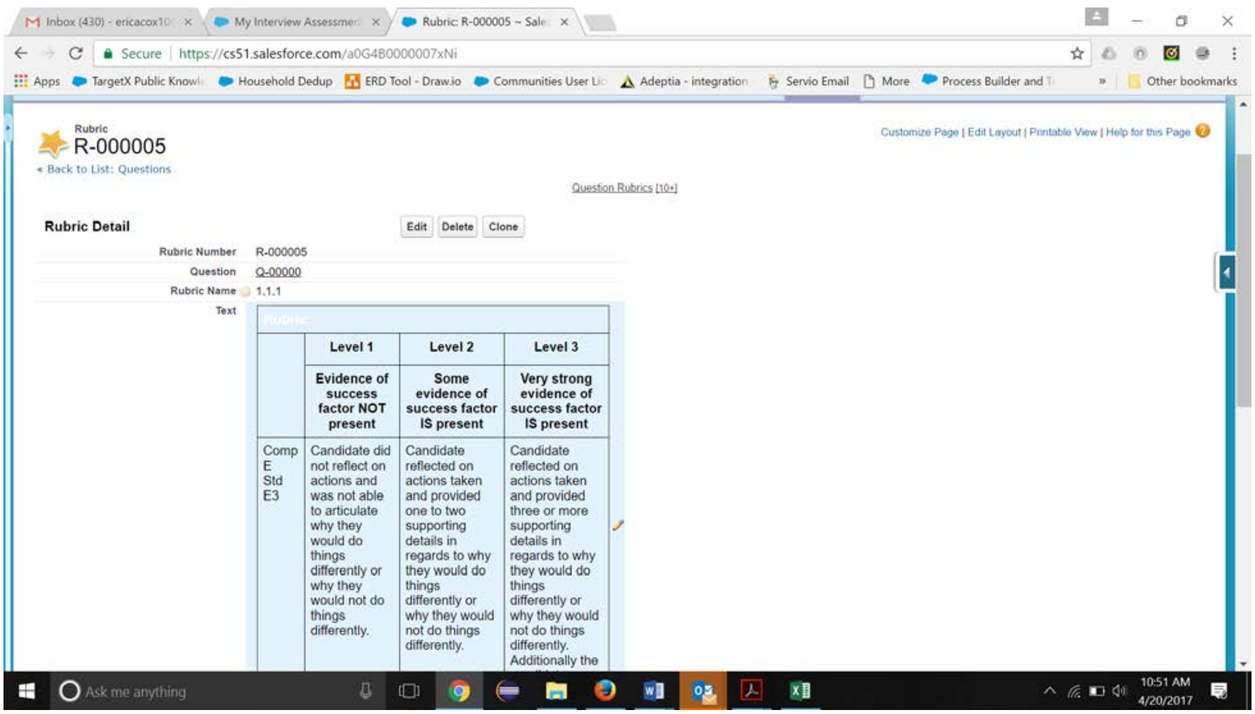
Our solution enables customers to achieve significant upfront savings relative to the traditional enterprise software model. Customers benefit from the predictability of their future costs, since they pay for the service on a per subscriber basis for the term of the subscription contract. All upgrades are included in the service, so customers are not burdened or disrupted by the periodic need to perform system upgrades. Because Salesforce implements all upgrades on their servers, new features and functionality automatically become part of the service on the release date, and therefore benefit all customers instantly.

In addition, because the solution is delivered as a service, customers do not spend time procuring, installing or maintaining the infrastructure hardware and software necessary to ensure a scalable and reliable service. Our platform enables IT professionals to integrate our service with existing applications quickly and seamlessly. Our solution provides a set of Application Programming Interfaces (APIs) that support integration of our service with existing third-party, custom, and legacy applications. Therefore, the State Bar will see the benefit of a usable solution immediately.

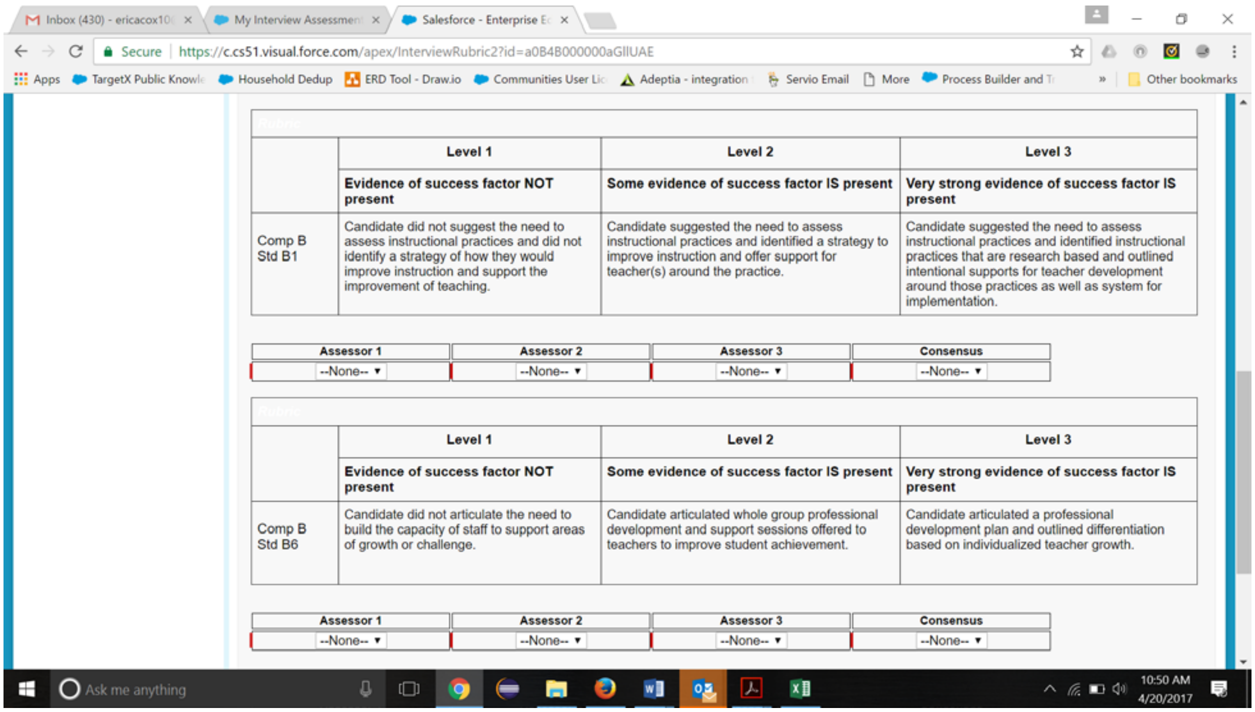
7. **Incorporate an adaptable grading module that can be adjusted for the number of questions and normalization information. The Office of Admissions requires greater flexibility to manage changes in the California State Bar Examination, such as the pending July 2017 change from a three-day examination period to a two-day examination period and a shift from eight (8) essay questions to six (6) essay questions, and whatever changes that may be made in the future affecting the grading process.**

Graders will have authenticated access to the California Bar Salesforce instance through Customer Communities. This community will be separate and distinct from the community available to applicants and will allow access to different functionality and records to ensure that each grader only sees the exams to which they are assigned.

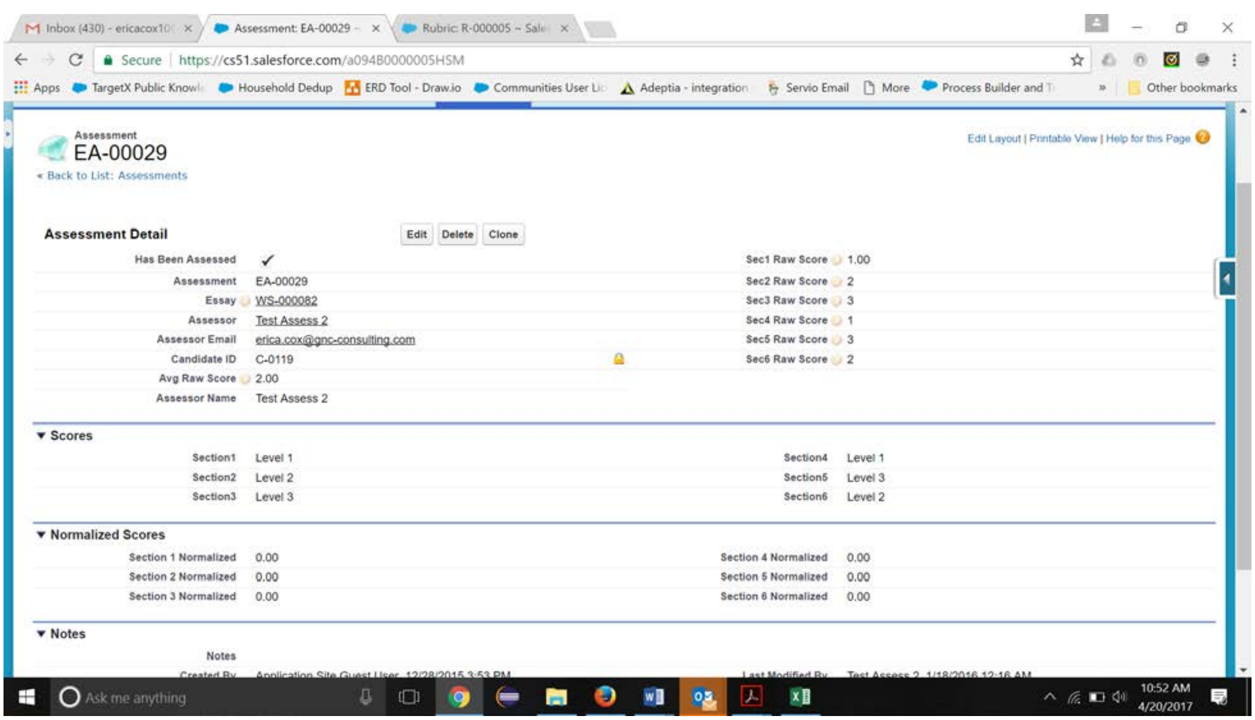
The exam itself will be represented in the system through a separate data structure that allows for parameterized essay question prompts and scoring systems. Full tables may be embedded with the question scoring if the rubrics so dictate.



This will allow the flexibility that the State Bar Association requires, while providing a simple online grading process for the graders. When logging in, each grader will see a queue of their current exams to be graded. Servio envisions that while grading a particular essay, the grader will see the essay prompt, the essay content, a scoring rubric, and an area for notes, if applicable. An example is illustrated in the screen shot below.

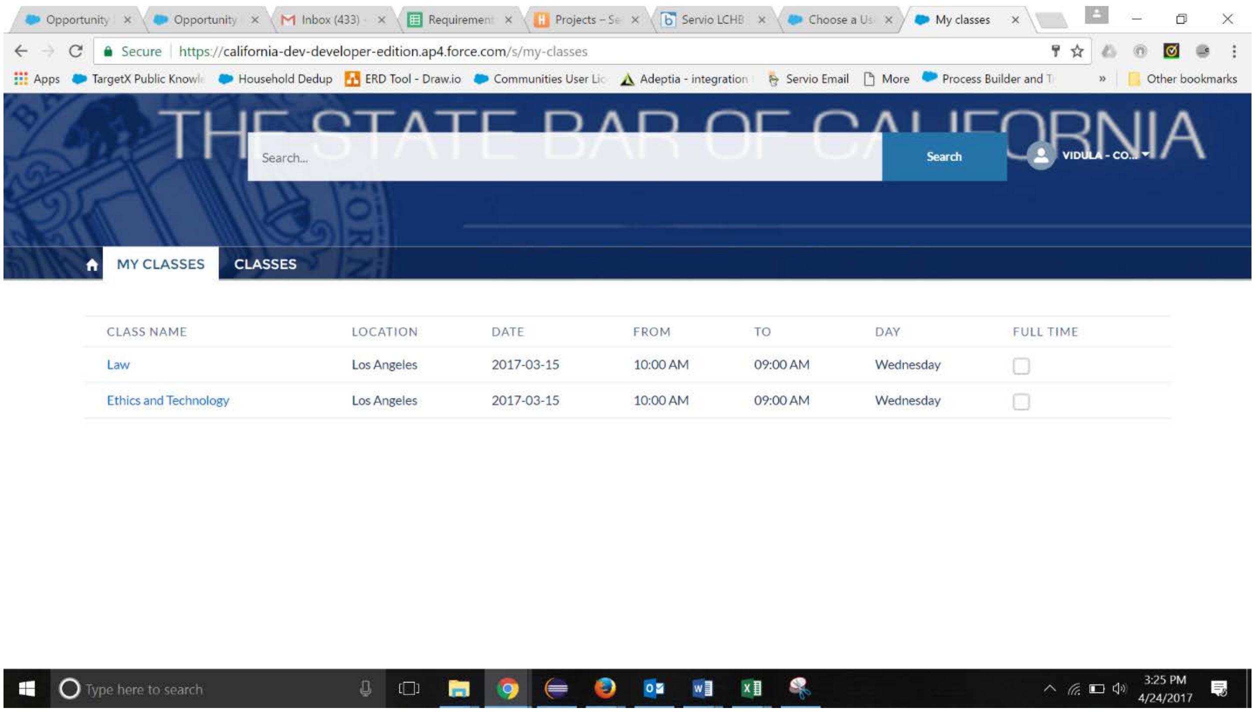


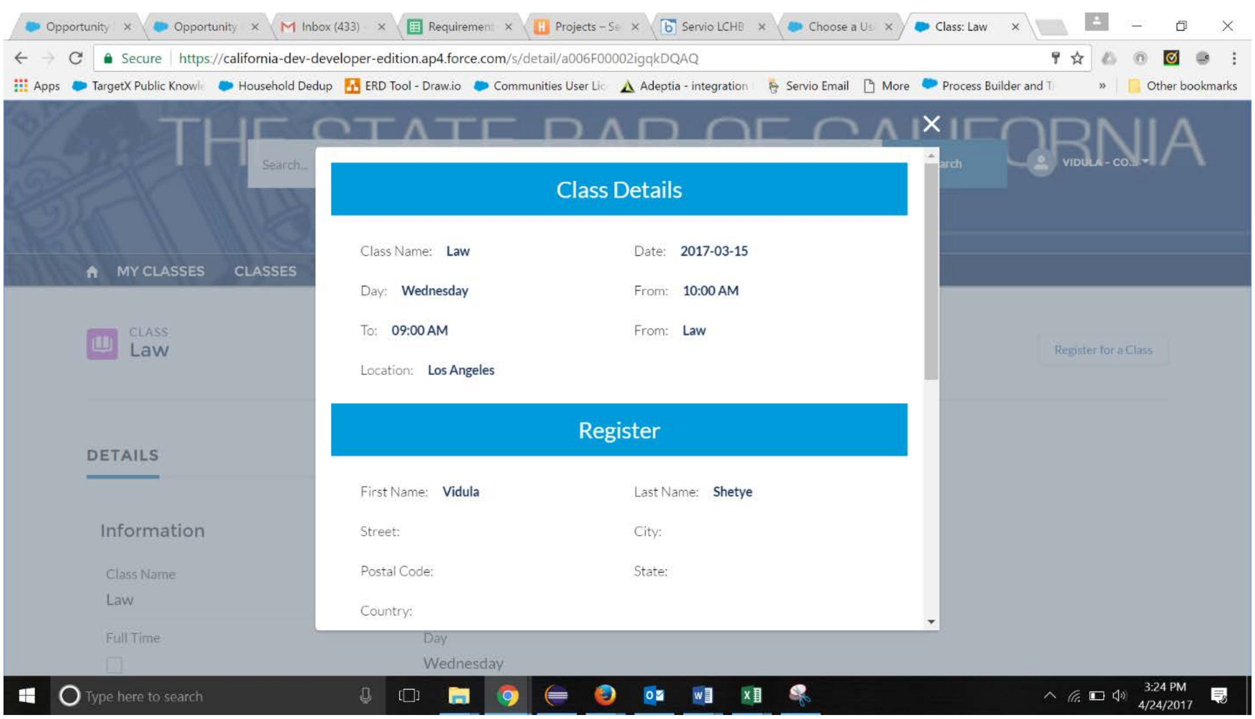
Scores will be normalized to account for differences between graders. Normalization parameters will be recorded in a Salesforce object so that changes to the process will be reflected. The rubrics and scoring will make use of the configurable power of the Force.com platform, utilizing formula fields and rollup summary fields to the extent possible. This will allow changes to be made to the exam, rubrics and scoring with configuration rather than code.



Communities for Applicants

The following screenshots display an example of what the applicant portal would look like to each applicant. The applicant has a very streamlined, easy to use portal that would allow them to select specific exams to register for along with test-specific details.





Document Generation

There are many possibilities for document generation within the Salesforce platform, some of which require the use of 3rd party AppExchange products such as Nintex DrawLoop, Conga Composer, or FormAssembly. As this requirement was not fully defined in the RFP, the implementation and licensing of one of these products and included pricing for Nintex Drawloop for budgeting purposes.

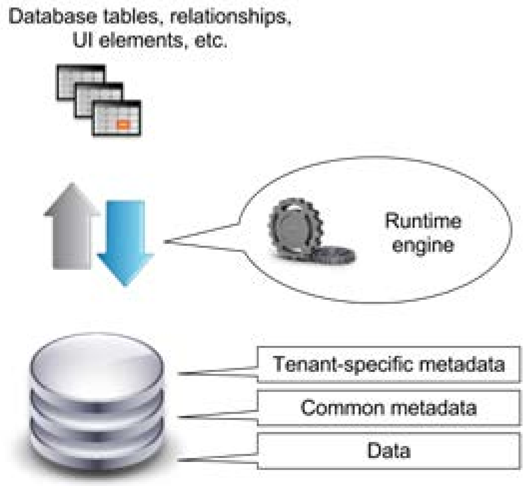
14.3 The Salesforce Platform

Our proposed SaaS solution is built on the Salesforce Platform and includes all needed infrastructure, which is fully hosted, managed, and maintained by Salesforce. Salesforce only requires a computer that can run a web browser and an Internet connection or a mobile device. No other software or hardware is required. Salesforce applications are delivered on-demand over the Internet, so the State Bar will not need to worry about licensing software or setting up and managing hardware platforms.

Salesforce Force.com is a modern Platform as a Service (PaaS) that's built for cloud computing, with multitenancy inherent in its design. To meet the high demands of its large user population, Force.com's foundation is a metadata-driven software architecture that enables multi-tenant applications.

Force.com combines several different persistence technologies, including a custom-designed relational database schema, which is innately designed for clouds and multitenancy—no virtualization required.

Force.com's core technology uses a runtime engine that materializes all application data from metadata—data about the data itself. In Force.com's well-defined metadata-driven architecture, there is a clear separation of the compiled runtime database engine (kernel), tenant data, and the metadata that describes each application. These distinct boundaries make it possible to independently update the system kernel and tenant-specific applications and schemas, with virtually no risk of one affecting the others.



Every logical database object that Force.com exposes is internally managed using metadata. Objects, (tables in traditional relational database parlance), fields, stored procedures, and database triggers are all abstract constructs that exist merely as metadata in Force.com's Universal Data Dictionary (UDD). For example, when you define a new application object or write some procedural code, Force.com does not create an actual table in a database or compile any code. Instead, Force.com simply stores metadata that the system's engine can use to generate the virtual application components at runtime. When you need to modify or customize something about the application schema, like modify an existing field in an object, all that's required is a simple non-blocking update to the corresponding metadata.

Because metadata is a key ingredient of Force.com applications, the system's runtime engine must optimize access to metadata; otherwise, frequent metadata access would prevent the service from scaling. With this potential bottleneck in mind, Force.com uses massive and sophisticated metadata caches to maintain the most recently used metadata in memory, avoid performance-sapping disk I/O and code recompilations, and improve application response times.

The multitenant architecture and secure logical controls address separation of Customer Data. The Salesforce infrastructure is divided into a modular architecture based on "instances". Each instance is capable of supporting several thousand customers in a secure and efficient manner. Salesforce uses the instance architecture to continue to scale and meet the demands of our customers. There are appropriate controls in place designed to prevent any given customer's Salesforce instance from being compromised. This functionality has been designed and undergoes robust testing through an on-going process by both Salesforce and its customers.

These papers further explain the technology that makes the Salesforce Force.com platform fast, scalable, and secure for any type of application:

https://developer.salesforce.com/page/Multi_Tenant_Architecture

https://developer.salesforce.com/page/Secure_Private_Trustworthy_Force.com_Whitepaper

https://developer.salesforce.com/page/An_Overview_of_Force.com_Security

Salesforce Uptime and Availability

Salesforce has maintained high levels of availability across all Salesforce instances since inception. As the only on-demand vendor to provide daily service-quality data on a public Web site (http://trust.salesforce.com), Salesforce proves that we are the leader in availability. And by making its track record completely transparent, Salesforce proves we are worthy of our customers' trust. To ensure maximum uptime and continuous availability, Salesforce provides the best redundant data protection and most advanced facilities protection available, along with a complete data recovery plan—all without affecting performance.

Salesforce uses commercially reasonable efforts to make its on-demand services available to its customers 24/7, except for planned downtime, for which Salesforce gives customers prior notice, and force majeure events. Excellent availability statistics are critical to Salesforce's customers' success and to the success of Salesforce as a company. Live and historical statistics on the Salesforce system performance are publicly published at https://trust.salesforce.com/en/#systemStatus.

The persistence layer underlying Salesforce Platform is proven database technology that powers all of Salesforce's products today, serving more than 150,000 organizations and over 4 billion transactions per day with an average request response time of less than 250 milliseconds, all with an average uptime of 99.9+ percent.

Additionally, per the Questions and Answers released on April 4, 2017, the State indicated that SLA requirements can be negotiated with the chosen solution and provider.

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SECTION 15.0 – APPROACH TO PLATFORM SELECTION

15.1 Salesforce Cloud Solution

Salesforce offers the market leading Platform as a Service (PaaS) and market leading Software as a Service (SaaS) solutions. Salesforce solutions are delivered via the web and can be accessed with a browser and internet connection or mobile device. This means no software for the State Bar to install, maintain, or upgrade. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution.

Benefits and Advantages of Using Salesforce Cloud Solutions

The characteristics of a Software as a Service (SaaS) solution on the Salesforce1 Platform as a Service (PaaS) leverage Salesforce's experience as a leader and innovator in the cloud services market and the continued development and improvement as Salesforce responds to the collective needs of its customers.

The key advantages of Salesforce solutions include:

Secure, private, scalable and reliable. The service has been designed to provide Salesforce customers with privacy and high levels of performance, reliability and security. Salesforce has built, and continues to invest in, a comprehensive security infrastructure, including firewalls, intrusion detection systems, and encryption for transmissions over the Internet, which Salesforce monitors and tests on a regular basis. Salesforce built and maintains a multi-tenant application architecture that has been designed to enable the service to scale securely, reliably and cost-effectively. Salesforce's multi-tenant application architecture maintains the integrity and separation of customer data while still permitting all customers to use the same application functionality simultaneously.

Rapid deployment. Our service can be deployed rapidly since our customers do not have to spend time procuring, installing or maintaining the servers, storage, networking equipment, security products, or other infrastructure hardware and software necessary.

Ease of integration and configuration. IT professionals are able to integrate and configure our solutions with existing applications quickly and seamlessly. Salesforce provides a set of application programming interfaces ("APIs") that enable customers and independent software developers to both integrate Salesforce solutions with existing third-party, custom, and legacy apps and write their own application services that integrate with our solutions. For example, many Salesforce customers use our Salesforce1 API to move customer-related data from custom-developed and packaged applications into our service on a periodic basis to provide greater visibility into their activities. Every day, the Salesforce1 Platform manages more than 2 billion transactions with an average response time of 250ms. About half of these transactions are performed via APIs.

High levels of user adoption. Salesforce has designed its solutions to be intuitive and easy to use. Salesforce solutions contain many tools and features recognizable to users of popular consumer web services, so users are more familiar with our user interface than typical enterprise applications. As a result, users can often use and gain benefit from the solution with minimal training as specified in the request.

Increased innovation. By providing infrastructure and development environments on demand, Salesforce provides Servio the opportunity to create new and innovative apps without having to invest in hardware and distribution. A developer with an idea for a new app can log onto Salesforce platforms, develop, test and support their system on the Salesforce1 Platform and make the app accessible for a subscription fee to his or her customers.

Lower total cost of ownership. Salesforce enables customers to achieve significant up-front savings relative to the traditional enterprise software model. Customers benefit from the predictability of their future costs since they generally pay for the service on a per subscriber basis for the term of the subscription contract. Because Salesforce deploys all upgrades on its servers, new features and functionality automatically become part of our service on the upgrade release date and therefore benefit all of Salesforce customers immediately with no additional cost.

15.2 Salesforce Features

Respond accurately to every email. The second most popular channel today is email. The system can auto-select the right template depending on the case information. With a single click, the State Bar can attach directly into the response or attach as a PDF. The Quick Text facility allows agents to use shortcuts to type common phrases and canned responses such as introductory and wrap-up text.

Easily configure workflow automation. Streamline process management with Visual Workflow. Manage any support process -- from call scripting to resolution. Salesforce Visual Workflow facilitates call scripting for every situation to enforce consistency and compliance. Plus automated approvals for critical processes. For every business rule created, one or more workflow actions may be created that are executed when the workflow rule fires. Workflow actions are created using point-and-click workflow action editors. There is no programming, proprietary scripting or intense administrator work to facilitate Workflow automation. Workflow can extend across multiple groups and even trigger actions within other systems. Workflow configuration is within the Salesforce UI, so developers have the same view to create workflows that the staff sees when accessing triggered actions.

100% mobile, anytime, anywhere, any device. The Salesforce1 Mobile App is the new customer platform that lets you connect to your partners in a whole new way. Customers can use any mobile device to submit, update, and check status of projects though the portal. The Salesforce1 Mobile App is built on the Salesforce1 Platform and provides the State Bar's internal users with a completely unified, seamless mobile experience across iOS and Android smartphones and tablets. It supports native, HTML5, and hybrid application development. Salesforce1 allows Office and Field users to access Salesforce from anywhere and bringing all of the customizations, configurations, settings, and data to any device. Salesforce1 Mobile App can be instantly distributed to mobile users each time a new app is created – no infrastructure to manage, no deployment headaches. Mobile will enable the State Bar to: develop and run mobile and desktop apps on a single cloud computing platform; create customized mobile profiles that are specific to a user or group's needs; and push customizations over the air automatically so users never have to sync devices. *Salesforce customers have reported 29% increase in productivity by enabling mobile access to access content, experts, files, and apps.*

Collaborate in real-time and connect partners. The State Bar's office and field staff can collaborate in real-time, share insights, get input from peers instantly, and escalate cases to the right expert. And every user can fine-tune their feeds to get information from the groups and individuals that matter most to them.

Monitor metrics in real-time. Powerful analytics tools give the ability to stay on top of any defined data. Use powerful reports and dashboards to manage services or the State Bar's core mission. Simple point and click, customizable dashboards provide the State Bar's staff instant access to real-time data and analysis. A real-time, robust reporting and analytics engine enables deep analysis of all data—including interaction and activity data. Dashboards provide high-level visibility at a glance, and configurable reports let your staff drill down for detail. Chatter will push the metrics that matter most to you, in real time. Reports and dashboards can be developed without IT help and are viewable on any mobile device.

Gain a Complete View of the Community. It all starts with understanding the community better to have a more meaningful interaction with them. The social profile is the new 360-degree view of the citizen that includes not only the traditional information around personal details, but also all of that social information that you can glean from their social footprint. This allows you to deliver meaningful service that community rather than a one size fits all approach. A better understanding of the community allows the State Bar to be more proactive so that you can engage partners with services. Using free Salesforce AppExchange packages like Salesforce for Twitter and Facebook, the State Bar can dynamically engage with partners and citizens within these social channels. You can view the conversations that are taking place and these social conversations can easily be promoted to requests and follow the standard request management process.

Rapidly scale to meet future needs with the World's Most Trusted Cloud Platform. Speed to value is a guiding principal behind Salesforce providing the ability to rapidly and securely build applications for any need without the costs of IT infrastructure. Salesforce has a track record of fast application performance—from delivering web pages to processing transactions. Within each logical system, we use load balancers to distribute load among multiple web and application servers for additional scalability and redundancy. The multi-tenant application design—combined with the fastest servers and high-performance networking infrastructure available—guarantees lightning-fast performance. We run our cloud-computing services with redundant network vendors delivering high performance network access to our facilities worldwide, as well as the fastest hardware and software servers available.

Today, Salesforce delivers over 2 billion transactions at under 300ms response time for over 3 million users across 130,000+ organizations. 50% of the 2 billion transactions we currently process each business day are machine-to-machine automated processes through open APIs.

To back up our claims, we provide detailed historical statistics including average page response times and average number of transactions per day. This performance data is published each day on our public Web site: http://trust.salesforce.com.

Control access, single sign-on, and sharing with identity. A single login for each user will allow access to all cloud apps. With centralized access management and user provisioning, users can control data and app access by role or profile. Identity management is fully customizable and built on open standards. The solution can be configured to utilize Active Directory directly via Delegated Authentication, or indirectly via Federated Identity using either SAML 1.1, or SAML 2.0. Additionally, users can be loaded from information drawn from Active Directory servers via LDAP and modifications made in Active Directory can be propagated into Salesforce. Single sign-on and two-factor authentication may be used to authenticate users. Salesforce supports both delegated and federated authentication.

Open application programming interfaces (APIs) that support integration of our service with existing third-party, custom, and legacy applications, including Microsoft, Google, and Oracle. Salesforce supports both synchronous and asynchronous integration. Synchronous integration at the application layer is supported via Salesforce's SOA (also known as Callouts). With Salesforce SOA, the State Bar can consume external web services in real time based on an event that occurs in Salesforce. Additionally, Salesforce provides custom Web services that give customers the ability to expose any logic written in Apex Code as a web service with only a few clicks.

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SECTION 16.0 – REQUIREMENTS FOR NETWORK ACCESS

Salesforce is a pure multi-tenant, cloud-based web application. No additional software or infrastructure is required. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution. Additionally, Salesforce is browser agnostic and supports all major browsers (Firefox, Chrome, Safari, IE). No installations on users' laptops or desktops are required and thus the solution is accessible from anywhere an internet connection and supported browsers are available, including mobile devices.

Salesforce's internet accessible servers reside behind a perimeter router, external firewall and IDS. A logical network diagram can be shared under a NDA.

(Remainder of page intentionally left blank)

SECTION 17.0 – PRODUCT LIFE CYCLE

Salesforce has been providing its customers with three major release upgrades each year since the company's inception over 18 years ago. Salesforce's research and development efforts are focused on improving and enhancing the features, functionality, and security of the existing service offerings as well as developing new proprietary services. In addition, from time to time Salesforce supplements its internal research and development activities with outside development resources and acquired technology.

The State Bar will receive (3) three free, seamless and automatic major release upgrades per year (450+ new features each year) as part of the subscription service, and with no impact to the State Bar's solution implementation, including workflow, integrations, reporting or customizations.

All upgrades, patches, and other system maintenance are provided as part of the subscription service at no additional cost to the State Bar. In addition, Salesforce releases three complimentary upgrades each year, in Winter, Spring, and Summer versions. All Salesforce users are always on the latest version of our platform because everyone gets instant upgrades (typically on an opt-in basis). Each time Salesforce releases a new version of the application and the platform, the entire community can take advantage of the latest innovations from our product development team. Because of our multi-tenant architecture, Salesforce is able to provide all of our customers with a service based on a single version of our application. We are able to upgrade all of our customers at the same time with each release. As a result, we do not have to maintain multiple versions of our application. Each release will be delivered automatically in a transparent manner, and will not break the State Bar's configurations.

Each release comes with a set of Release Notes, which highlight new features and functionality. Current and past release notes can be found here: http://releasenotes.docs.salesforce.com/

Salesforce's position as an online service enables the company to roll out all levels of improvement, from patch releases to major upgrades that are largely transparent to the end users. When a bug is fixed and tested, it is rolled out to the application as part of regular maintenance; the nature of the service prevents special patches and code branches for individual customers, so all fixes can potentially benefit all customers.

The Salesforce application and service is fully instrumented for health-check monitoring and all errors are reported directly to our development organization at the time they occur—both for investigation and rapid turn-around. This means salesforce.com can detect and fix a bug before customers encounter it.

- Planned upgrade releases are accompanied by formal release notes, which document new features and *some* fixes. (Even during a release cycle, not all features/bug fixes are detailed in release notes.)
- No information is published for patch releases, where most bug fixes occur.
- Bug information is published for the customer audience. A list of Known Issues can be accessed at: http://success.salesforce.com/issues_index.

Instead of a multiyear development cycle between releases as occurs for on-premises software, with its accompanying stream of patches, customer test/install/rollout issues- salesforce.com continuously upgrades the service in the background. Salesforce is more like a cell phone service-upgrades happen as time passes.

SECTION 18.0 – APPENDICES

Appendix A – Licenses, Certifications, & Other Credentials

Appendix B – Servio Financial Report

Appendix C – Servio Attachment B: Vendor History Questionnaire

Appendix D – Salesforce Attachment B: Vendor History Questionnaire

Appendix E – Salesforce Order Form

Appendix F – Contracting Requirements Exceptions

Appendix G – Attachment A: Itemized Cost Proposal

Appendix H – Attachment C: Accessibility Compliance

Appendix I – Attachment E: Concept of Operations Requirements Compliance

Appendix J – Attachment F: Requirement Gaps & Exceptions

Appendix K – Attachment G: Service Requirements

Appendix L – Attachment H: Functional Guidelines

Appendix M – Attachment J: Technical Requirements Compliance Matrix

Appendix A – Licenses, Certifications, & Other Credentials

File Number 0571569-5

STATE OF ILLINOIS
OFFICE OF THE SECRETARY OF STATE

To all to whom these Presents Shall Come, Greeting:

I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that I am the keeper of the records of the Department of Business Services. I certify that

SERVIO CONSULTING LLC, HAVING ORGANIZED IN THE STATE OF ILLINOIS ON JULY 26, 2016, APPEARS TO HAVE COMPLIED WITH ALL PROVISIONS OF THE LIMITED LIABILITY COMPANY ACT OF THIS STATE, AND AS OF THIS DATE IS IN GOOD STANDING AS A DOMESTIC LIMITED LIABILITY COMPANY IN THE STATE OF ILLINOIS.

In Testimony Whereof, *I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this* 7TH *day of* DECEMBER *A.D.* 2016 .

SEAL OF THE STATE OF ILLINOIS AUG. 26TH 1818

Jesse White

SECRETARY OF STATE

Authentication #: 1634202656 verifiable until 12/07/2017

Authenticate at: http://www.cyberdriveillinois.com

Appendix B – Servio Financial Report

SERVIO CONSULTING, LLC

FINANCIAL STATEMENTS

FOR THE YEAR END:

DECEMBER 31ST, 2016

Servio Consulting, LLC

BALANCE SHEET

As of December 31, 2016

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Checking	25,340.73
Total Bank Accounts	**$25,340.73**
Accounts Receivable	
Accounts Receivable	72,224.33
Total Accounts Receivable	**$72,224.33**
Total Current Assets	**$97,565.06**
Other Assets	
Accumulated Amortization	-3,888.89
Goodwill	175,000.00
Total Other Assets	**$171,111.11**
TOTAL ASSETS	**$268,676.17**
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	2,112.00
Total Accounts Payable	**$2,112.00**
Other Current Liabilities	
Loan from Michael Lehnerer - LOC	100,000.00
Loan from Nancy Cooper	46,484.45
Owner Loan	232,699.48
Payroll Tax Payable	14,931.16
Total Other Current Liabilities	**$394,115.09**
Total Current Liabilities	**$396,227.09**
Total Liabilities	**$396,227.09**
Equity	
Retained Earnings	
Net Income	-127,550.92
Total Equity	**$-127,550.92**
TOTAL LIABILITIES AND EQUITY	**$268,676.17**

Servio Consulting, LLC

PROFIT AND LOSS

January - December 2016

	TOTAL
INCOME	
Services	105,580.58
Total Income	**$105,580.58**
COST OF GOODS SOLD	
Payroll Tax - CoGS	5,247.71
Wages - On Projects	66,449.98
Total Cost of Goods Sold	**$71,697.69**
GROSS PROFIT	**$33,882.89**
EXPENSES	
Advertising	152.60
Amortization	3,888.89
Bad Debts	401.25
Bank Charges	90.00
Compensation of Officer	57,500.01
Dues & Subscriptions	650.48
Education & Training	600.00
Insurance	6,230.16
Interest Expense	1,578.93
Legal & Professional Fees	12,120.18
Lodging	4,043.13
Meals and Entertainment	449.56
Office Expenses	568.05
Other General and Admin Expenses	5,066.19
Overhead Allocation	0.00
Payroll Tax - Consultants Not on Job	9,677.30
Political Donation	750.00
Promotional	300.00
Rent or Lease	3,850.00
Stationery & Printing	307.03
Taxes & Licenses	100.00
Travel	8,510.37
Utilities	1,098.40
Wages - Consultants Not on Job	40,931.28
Wages Overhead	2,570.00
Total Expenses	**$161,433.81**
NET OPERATING INCOME	**$-127,550.92**
NET INCOME	**$-127,550.92**

APPENDIX C – SERVIO ATTACHMENT B: VENDOR HISTORY QUESTIONNAIRE

Attachment B: Vendor History Questionnaire

Enter relevant information in all yellow cells below, choosing from menu as applicable. Enter n/a if not applicable to your organization.

Business Details

Complete fields below

Legal Name of Business or Full Name of Individual	Servio Consulting, LLC		
Name of Ultimate Holding Entity *if applicable*	N/A		
Registered Business or Trading Name *if applicable*	N/A		
Registered Business Address--Street	14 Hickory Street		
Registered Business Address--City, ST Zip	Frankfort, IL 60423		
Business URL	servioconsulting.com		
Business Type	Corporation	State of Registration / Incorporation	IL
Taxpayer Identification Number *TIN or SSN*		Number of Years in Business	<1
Publicly traded?	No	Trading Symbol	N/A
Number of Full-Time Employees		Part-Time Employees	
Former Business Name *if applicable*	GNC Consulting, LLC		
RFP Point of Contact Name / Title	Travis W. Bloomfield	Managing Partner, COO	
RFP Point of Contact Email Address	travis.bloomfield@serioconsulting.com		
Subcontractor Use: Vendor is solely responsible for all deliverables?	Vendor & Subcontractors jointly responsible (attach 1 for each sub)		

Financial Details

Summarize financials below. Enter n/a or zero as applicable.

	2015	2016
Revenue/Sales	N/A	$ 105,581
Cash	N/A	$ 25,341
Accounts Receivable	N/A	$ 72,224
Short Term Investment	N/A	
Current Assets	N/A	$ 97,565
Total Assets	N/A	$ 268,676
Current Liabilities	N/A	$ 396,227
Total Liabilities	N/A	$ 396,227
Cash From Operations	N/A	

Enter numerical amounts only, no symbols/decimals. Leave no blanks.

Current D&B Rating		Audited Financials Included?	no
Explanation for Any Missing Financial Information Above:	No financials for 2015 as first year of business was 2016. Servio Consulting was spun out of GNC Consulting, Inc. in September 2016 and began independent operation in		

Conflict of Interest

Attach detailed explanation for any item(s) marked yes.

Are there any known business or financial relationships between your firm and members of the State Bar's Trustees? — Current Board of Trustees Roster

Are there any known business or financial relationships between your firm and the following State Bar staff:

EMPLOYEE NAME	DEPT / ROLE	Y / N
Gayle Murphy	Office of Admissions	no
Resty Buenavidez	Office of Information Technology	no
Lisa Cummins	Office of Admissions	no
Natalie Leonard	Office of Admissions	no
Greg Shinn	Office of Admissions	no
Murat Avsar	Office of Information Technology	no

Principal Officers / Account Management

Attach detailed explanation for any item(s) marked yes.

Principal 1 Name / Title	Travis W. Bloomfield	Managing Partner, COO
Principal 1 Primary Office Address / Direct Email Address	14 Hickory Street	travis.bloomfield@servioconsulting.com
Principal 2 Name / Title	Nancy M. Cooper	Managing Partner, CEO
Principal 2 Primary Office Address / Direct Email Address	14 Hickory Street	nancy.cooper@servioconsulting.com
Principal 3 Name / Title	Erica Cox	Associate Partner
Principal 3 Primary Office Address / Direct Email Address	14 Hickory Street	erica.cox@servioconsulting.com
Account Manager name, phone	Blake Winkler	Associate Consultant
Account Manager primary office address, direct e-mail address	14 Hickory Street	blake.winkler@servioconsulting.com

Supplementary Information

Explain any item(s) marked yes below.

Has any current office bearer above been involved with a business failure?	no	
Has any current office bearer declared bankruptcy?	no	
Has any current office bearer been involved in a government investigation?	no	
Is there any current, pending, or finalized litigation against your organization during the past 5 years?		
Any debt collections by debt collection agency on behalf of creditors of your organization or current office bearers?	no	
Are there any other contingent liabilities not reported in the financial statements, that are likely to impact your financial position?	no	

APPENDIX D – SALESFORCE ATTACHMENT B: VENDOR HISTORY QUESTIONNAIRE

Disclaimer: Salesforce is an innovative cloud services provider with constantly evolving technology. We have made a good faith effort to provide you with responses to your request that are accurate as of the date of the response and within our knowledge. Because Salesforce procedures and policies change from time to time and Salesforce continues to innovate by providing each customer multiple major release upgrades each year, we cannot guarantee that the answers to your request will remain the same over time. The rights and responsibilities of the parties with regard to use of Salesforce's online software services shall be set forth solely in the applicable agreement executed by Salesforce. The responses here to your request shall not be part of a final contract.

Attachment B: Vendor History Questionnaire

Enter relevant information in all yellow cells below, choosing from menu as applicable. Enter n/a if not applicable to your organization.

Business Details	*Complete fields below*		
Legal Name of Business or Full Name of Individual	Salesforce, Inc.		
Name of Ultimate Holding Entity *if applicable*	N/A		
Registered Business or Trading Name *if applicable*	N/A		
Registered Business Address--Street	The Landmark @ One Market, Suite 300		
Registered Business Address--City, ST Zip	San Francisco, California 94105		
Business URL	www.salesforce.com		
Business Type	Corporation	State of Registration / Incorporati	Delware
Taxpayer Identification Number *TIN or SSN*	Federal Tax ID: 94-3320693	Number of Years in Business	18
Publicly traded?	yes	Trading Symbol	CRM
Number of Full-Time Employees	25,178	Part-Time Employees	N/A
Former Business Name *if applicable*	N/A		
RFP Point of Contact Name / Title	Alexander Acree, Enterprise Commercial Sales Account Executive (Public Sec		
RFP Point of Contact Email Address	aacree@salesforce.com		
Subcontractor Use: Vendor is solely responsible for all deliverables?	Vendor & Subcontractors jointly responsible (attach 1 for each sub)		

Financial Details	*Summarize financials below. Enter n/a or zero as applicable.*		
	2015	**2016**	*Enter numerical amounts only, no symbols/decimals. Leave no blanks.*
Revenue/Sales	Detailed financial statements are available via our website: http://investor.salesforce.com/about-us/investor/financials/default.aspx	Detailed financial statements are available via our website: http://investor.salesforce.com/about-us/investor/financials/default.aspx	
Cash	Please refer to our response above.	Please refer to our response above.	
Accounts Receivable	Please refer to our response above.	Please refer to our response above.	
Short Term Investment	Please refer to our response above.	Please refer to our response above.	
Current Assets	Please refer to our response above.	Please refer to our response above.	
Total Assets	Please refer to our response above.	Please refer to our response above.	
Current Liabilities	Please refer to our response above.	Please refer to our response above.	
Total Liabilities	Please refer to our response above.	Please refer to our response above.	
Cash From Operations	Please refer to our response above.	Please refer to our response above.	
Current D&B Rating	Salesforce's D&B Rating: 5A2	Audited Financials Included?	yes
Explanation for Any Missing Financial Information Above:	N/A		

Conflict of Interest	*Attach detailed explanation for any item(s) marked yes.*		
Are there any known business or financial relationships between your firm and members of the State Bar's Trustees?	Current Board of Trustees Roster		no
Are there any known business or financial relationships between your firm and the following State Bar staff:	**EMPLOYEE NAME**	**DEPT / ROLE**	**Y / N**
	Gayle Murphy	Office of Admissions	no
	Resty Buenavidez	Office of Information Technology	no
	Lisa Cummins	Office of Admissions	no
	Natalie Leonard	Office of Admissions	no
	Greg Shinn	Office of Admissions	no
	Murat Avsar	Office of Information Technology	no

Principal Officers / Account Management	*Attach detailed explanation for any item(s) marked yes.*	
Principal 1 Name / Title	Marc Benioff	Chairman & CEO
Principal 1 Primary Office Address / Direct Email Address	The Landmark @ One Market, Suite 300 San Francisco, California 94105	info@salesforce.com
Principal 2 Name / Title	Parker Harris	Co-Founder
Principal 2 Primary Office Address / Direct Email Address	The Landmark @ One Market, Suite 300 San Francisco, California 94105	info@salesforce.com
Principal 3 Name / Title	Keith Block	Vice Chariman, President and COO
Principal 3 Primary Office Address / Direct Email Address	The Landmark @ One Market, Suite 300 San Francisco, California 94105	info@salesforce.com
Account Manager name, phone	Alexander Acree	Commercial Sales Account Executive (Public Sector)
Account Manager primary office address, direct e-mail address	2550 Wasser Terrace, Suite 100 Herndon, VA 20171	aacree@salesforce.com

Supplementary Information	*Explain any item(s) marked yes below.*	
Has any current office bearer above been involved with a business failure?		Salesforce legal proceedings are included in our annual report (10K), which may be found on our website: http://www.salesforce.com/company/investor/
Has any current office bearer declared bankruptcy?		
Has any current office bearer been involved in a government investigation?		
Is there any current, pending, or finalized litigation against your organization during the past 5 years?		
Any debt collections by debt collection agency on behalf of creditors of your organization or current office bearers?		
Are there any other contingent liabilities not reported in the financial statements, that are likely to impact your financial position?		

Appendix E – Salesforce Order Form

salesforce.com, inc.
San Francisco, CA 94105
United States

ORDER FORM for State Bar Of California*
Offer Valid Through: 4/30/2017
Proposed by:Alexander Acree
Quote Number: Q-01108089

ORDER FORM

Address Information

Bill To:
180 Howard St FL 6
San Francisco
CA, 94105-1621
US - United States

Ship To:
180 Howard St FL 6
San Francisco
CA, 94105-1621
US - United States

Billing Company Name: State Bar Of California*
Billing Contact Name:
Billing Email Address:

Billing Phone:
Billing Fax:
Billing Language: English

Terms and Conditions

Contract Start Date*: 5/31/2017
Contract End Date*: 5/30/2018
Billing Frequency: Annual

Payment Method: Check
Payment Terms: Net 30
Billing Method: Email

Services

Services	Order Start Date*	Order End Date*	Order Term (months)*	Monthly/ Unit Price+	Quantity	Total Price
Lightning Service Cloud - Enterprise Edition	5/31/2017	5/30/2018	12	USD 115.50	70	USD 97,020.00
Customer Community - Enterprise Edition - Logins	5/31/2017	5/30/2018	12	USD 0.34	11,345	USD 46,287.60
Courtesy Administrators for Premier+ Success - Enterprise Edition	5/31/2017	5/30/2018	12	USD 0.00	1	USD 0.00
Government Cloud Premier+ Success Plan (EE)	5/31/2017	5/30/2018	12	USD 4,179.81	1	USD 50,157.66
						Total: USD 193,465.26

DRAFT

Pricing Schedule

Product	Price(USD)	Quantity For
Lightning Service Cloud - Enterprise Edition	USD 115.50	70
Customer Community - Enterprise Edition - Logins	USD 0.34	11345

Purchase Order Information

Is a Purchase Order (PO) required for the purchase or payment of the products on this Order Form? (Customer to complete)

[ ] No

[ ] Yes - Please complete below

PO Number:

PO Amount:

APPENDIX F – CONTRACTING REQUIREMENTS EXCEPTIONS

<table>
<tr><th>Solicitation paragraph</th><th>Assumption or Exception Response</th></tr>
<tr><td><u>Section IV. Contracting Requirements</u></td><td>Salesforce has included its master subscription agreement here. The master subscription agreement includes the contract terms for all of Salesforce's services. Due to Salesforce's unique technology and subscription-based model, purchases of Salesforce products must utilize the master subscription agreement.</td></tr>
<tr><td><u>Section IV. Contracting Requirements</u>
<u>B. Warranties and Representations</u>

5. Vendor represents and warrants that it will deposit, as new versions are released, the Software source code into escrow pursuant to a software escrow agreement with a third party escrow agent. State Bar shall become a beneficiary under the agreement upon execution of the agreement. Vendor will pay all required fees under the software escrow agreement. State Bar will have the right to receive the source code of the Software licensed upon the occurrence</td><td>Salesforce is providing a cloud-based SaaS solution that will be configured to meet the State Bar’s specific requirements. Salesforce is not creating any new Intellectual Property for the State Bar. The State Bar would own the State Bar’s data. Salesforce would be responsible for maintaining access in terms of performance and availability to the State Bar’s data. The State Bar would have access to its data and metadata, but not all of the Salesforce PaaS and SaaS underlying solution source code. The State Bar has full rights to extract its data at anytime during the subscription service via Export Services utilities including: weekly export, data loader, APIs, EAI tools, etc. However, Salesforce does not typically offer full system source code because it is inapplicable to software delivered as a service subscription through a multitenant architecture. Salesforce is happy to discuss further with the State Bar why the concept, while relevant in traditional on-premise, perpetual license software, does not make sense in a cloud-computing model such as that of Salesforce. While it is possible to provide the source code in an escrow account for a configured solution, the source code would only be able to operate in Salesforce’s PaaS/SaaS environment.

The State Bar’s data can be exported during the subscription service as needed. In addition, all application meta-data, including data objects, configurations, code, permissions, etc., is available for export using the Meta-data API, Force.com IDE and/or the Force.com Migration Tool. The metadata is exported as standard XML documents that describe the component and all elements. The following list describes all component of metadata that is exported:

<table>
<tr><th>Salesforce Component</th><th>Description</th></tr>
<tr><td>Standard Objects</td><td>Default set of data objects (similar to database tables) provided with the Salesforce platform such as Contacts, Accounts, Cases, Assets, etc.</td></tr>
<tr><td>Custom Objects</td><td>Custom data object created by the State Bar for specific use cases</td></tr>
<tr><td>Object Translations</td><td>Meta data for translations of custom objects in a variety of languages</td></tr>
</table></td></tr>
</table>

Reports	Salesforce standard and custom reports
Dashboards	Salesforce standard and custom dashboards
Page Layouts	The object user interface for display and edit
Record Types	Different business processes that define which field picklist values, and page layouts are available to specific users
User Roles	Definition of users data access
User Profiles	User access definitions - what the user can has access too
Permission Sets	The collection of settings and permissions that give users access to various tools and functions
Groups	The set of users
Queues	A set of users and access to specific objects
Email Templates	Definition of an email template, letterhead and content used for business process
Visualforce Components	Encapsulation of Visualforce for use within Visualforce Pages. Equivalent to custom tags in Java Server Faces (JSF) or Active Server Pages (ASP)
Visualforce Pages	Salesforce component and tag-based user interface framework for the Salesforce platform, which follows the Model-View-Controller (MVC) methodology. Similar to Java Server Faces (JSF) or Active Server Pages (ASP)
Triggers	Customer Apex code that performs data actions before or after data actions to the database. This is similar to a database trigger
Apex Classes	Salesforce's strongly typed, object-oriented programming language used for triggers, class or controllers (the C in MVC). Apex is similar to Java and .NET
Workflows and Approval Processes	The set of standardized internal procedures and automated business processes used to drive actions
Validation Rules	All the actions for each field that helps in assuring data entry quality

<table>
<tr>
<td></td>
<td>
<table>
<tr><td>Custom Settings</td><td>Similar to custom objects and enable application developers to create custom sets of data, as well as create and associate custom data for an organization, profile, or specific user</td></tr>
<tr><td>Static Resources</td><td>All content files, i.e. zip, images, javascript, etc., that are used and referenced within Visualforce pages</td></tr>
<tr><td>Sites</td><td>Configurations of all public web applications and web sites that are running natively on the Salesforce platform</td></tr>
</table>
Should the State Bar elect to terminate its Salesforce service, Salesforce also provides tools that support the migration of configurations and customizations to the different environments, such as local code repositories, sandboxes, and production. These tools can be used to export the State Bar’s configurations and customizations in the event the State Bar terminates its relationship with Salesforce.
The available tools are as follows:

Metadata API: Salesforce provides a metadata API that allows for programmatic access to the metadata in a customer’s Salesforce environment.
Force.com IDE: The Salesforce Force.com IDE is an integrated development environment that is built on top of the Eclipse open source IDE.
Force.com Migration Tool: a Java/Ant-based command-line utility for moving metadata between a local directory and a Salesforce organization. When migrating from stage to production is done by IT, anyone that prefers deploying in a scripting environment will find the Force.com Migration Tool a familiar process.

For additional details on Salesforce environment management, please see the following:
https://developer.salesforce.com/page/Force.com_Migration_Tool
http://www.salesforce.com/us/developer/docs/api_meta/index.htm
http://wiki.developerforce.com/index.php/Force.com_IDE
</td>
</tr>
<tr>
<td> <u>Section IV. Contracting Requirements
K. General Provisions</u>
3. Audit. The State Bar reserves the right to have an independent audit conducted of Vendor’s compliance with the terms of the final Agreement if the State Bar reasonably </td>
<td>Salesforce does not typically offer a Right to Audit clause as part of the base service offering. Salesforce is a multi-tenant cloud service. Annual site visits can be negotiated, but in consideration of our other customers, random access cannot be permitted. As a multi-tenant service, compartmentalization is virtual, not physical. Salesforce contracts with third party auditors to inspect and review our security. The results of these audits can be provided to the</td>
</tr>
</table>

believes such audit is necessary to ensure confidentiality and or financial or program accountability or integrity. Accordingly, Vendor agrees that the State Bar or its designated representative will have the right to review and to copy any records and supporting documentation pertaining to the performance of the final Agreement. Vendor agrees to maintain such records for possible audit for a minimum of two (2) years after final payment, unless a longer period is stipulated. Vendor agrees to allow interviews of any employees who might reasonably have information related to such records. Further, Vendor agrees to include a similar right of the State Bar to audit in any subcontract related to the performance of the final Agreement.	State Bar as desired and under NDA. Salesforce has comprehensive privacy and security assessments and certifications performed by multiple third parties, including ISO 27001, SSAE 16 SOC 1, SOC 2, SOC 3, PCI-DSS, and FedRAMP. Third party auditors test the effectiveness of Salesforce's security controls as it relates to each of the compliance frameworks mentioned above. Salesforce provides contractual assurance to its customers that the Customer Data hosted in Salesforce's services will be kept confidential. Salesforce provides information about the architecture, security and privacy of the Salesforce service here: https://help.salesforce.com/apex/HTViewHelpDoc?id=security_overview.htm&language=en_US.
Section III. General Information **B. Submission Requirements** 11. A copy of "Results of a Third-Party Security Audit" conducted on the proposed system using the Open Source Web Application Security Project ("OSWASP") standard for common application security problems. These results shall be provided on the letterhead of the third-party testing entity, and state that the proposed application is free of severe/critical security defects. If not currently available, the proposer shall arrange for such an audit to be conducted, at its expense, and provide the above prior to executing an agreement with the State Bar.	Salesforce is unable to provide this requested documentation in a public procurement response due to the security and proprietary nature of the content. The results of Salesforce's third-party security audits can be provided to the State Bar as desired under NDA upon contract award. Per the Questions and Answers released on April 4, 2017, we understand this approach is acceptable to the State Bar.

APPENDIX G – ATTACHMENT A: ITEMIZED COST PROPOSAL

Attachment A: Itemized Cost Proposal

Vendor Name: **Servio Consulting, LLC**

SOLUTION TYPE
Hosted

One-Time Costs

Initial costs associated with the configuration, installation and implementation of the proposed Trial/Court/Probation Case management system.

INSTRUCTIONS: Enter brief description of component and itemized cost for each section below. You may summarize component and attach additional detail on a separate sheet if necessary. Yellow cells represent **ALL** components for Trial, Court and Probation Case Management system**.** Enter $0 if service provide at no cost or included in another line. Continue to tabs 2 and 3 below. Total Not-to-exceed cost will tally on tab 3 and used for proposal scoring.

1 **Software license/subscription:** *Itemize all one-time costs associated with acquiring a license or subscription for the proposed system (short description below w/NTE cost to right).*

	ITEMIZED COST
Service Cloud - 1 year subscription - Internal Users	$ 97,020.00
Communities Logins - 1 year subscription - external logins	$ 46,287.60
Government Cloud - 1 year subscription - FedRamp Approved	$ 50,157.66

2 **Third-Party Infrastructure Licenses***: Itemize all costs associated with underlying software needed to run the proposed application (such as database mgt system, operating system, etc.)*

	ITEMIZED COST

3 **Other Third-Party Licenses:** *Itemize all one-time costs associated with report writers, statistical packages or other tools required to fully utilize the proposed application software.*

	ITEMIZED COST
Nintex Drawloop Document Generation	$15,120

4 **Project Management:** *Itemize all one-time costs associated with implementation project management services.*

	ITEMIZED COST
Project Initiation	$ 36,000.00
Project Management	$ 55,800.00
Project Closeout	$ 9,000.00

5 **Installation:** *Itemize all initial proposed system costs, by software product or expense category (e.g., sales tax, installation, check-out).*

	ITEMIZED COST
Requirements Definition	$ 106,020.00
AIMS Design	$ 19,200.00
AIMS Architecture	$ 33,600.00

	Original
primary license	$ 193,465.26
third-party licenses	$ 15,120.00
implementation	$ 685,740.00

6 **Process Improvement:** *Identify all one-time costs associated with professional services for process improvement.*

	ITEMIZED COST
Business Process Assessment/Re-engineering	$ 24,800.00
Organizational Change Management	$ 12,400.00
Future State Process Validation and Quality Assurance	$ 97,020.00

7 **Software Configuration***: Itemize all one-time costs for configuration of the proposed software to meet our needs as defined in this RFP.*

	ITEMIZED COST
AIMS Configuration	$ 235,900.00
Data Migration	$ 28,000.00
Systems Integration	$ 28,000.00

8 **Training***: Itemize one-time costs associated with each proposed training class (assume instructor for full-day classes--LA office, 12 students/class, including travel expense.*

	ITEMIZED COST
Technical Documentation	$ 20,000.00
Functional Documentation/Manual/Training Materials	$ 25,480.00
Training Delivery	$ 15,000.00

9 **Implementation Expenses:** *Itemize all one-time out-of-pocket expenses associated with providing the proposed products & services (e.g., per diem, travel, hotel, meals, copying, telephone).*

	ITEMIZED COST
Team Travel Expenses (Total of 10 Weeks Onsite)	$ 60,000.00

10 **Other:** *Itemize all other one-time costs associated with the proposed system. If local server install solution, summarize server hardware cost.*

	ITEMIZED COST

	Original
training	$ 60,480.00
travel expense	$ 60,000.00
other	$ -

Attachment A: Itemized Cost Proposal

Vendor Name: **Servio Consulting, LLC**

Solution Type: **Hosted**

Annual Costs

Recurring costs associated with support and maintenance of the proposed system.

Enter brief description of component and yearly cost for each. Enter $0 if service provide at no cost or included in another line. Overwrite answer for year one if not applicable. Continue to tab 5 below.

	Initial Term			*Renewal Option*	
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1 Recurring Software Support: *Itemize all costs for the proposed application software.*	*Itemized Cost*				
Annual Subscription Costs - 7 % uplift yearly - assuming one year contract and renewing after (Includes all line items)	*193465.26*	$ 207,007.82	$ 221,498.37	$ 237,003.26	$ 253,593.49
	included in initial license				
2 Recurring Electronic Support: *Itemize all ongoing cost (e.g., Internet news groups, instant messaging, support webs sites, e-mail).*	*Itemized Cost*				
	included in initial license				
3 Recurring Third-Party Software Support: *Itemize all ongoing costs required to fully utilize the proposed system (e.g., report writer, statistical package, other tools).*	*Itemized Cost*				
Nintex Drawloop Document Generation	*15120*				
	included in initial license				
	included in initial license				
4 Other: *Itemize all other ongoing costs not itemized above.*	*Itemized Cost*				
	included in initial license				
	included in initial license				
	included in initial license				
SUBTOTALS		$ 207,007.82	$ 221,498.37	$ 237,003.26	$ 253,593.49

Attachment A: Itemized Cost Proposal

Vendor Name: **Servio Consulting, LLC**

Enter titles, billing rates and home office location(s) below. Project costs from worksheets 1 & 2 will total below. Optional component for Probation is now included in base system. Optional Componenet for Membership has been removed from scope.

Additional Consulting

Additional consulting services as needed and not included in initial implementation and/or annual recurring maintenance above.

Solution Type: **Hosted**

Position Classification Group	Project Manager	Sr Application Consultant	Application Consultant	Other (specify)	Other (specify)
Classification Title Bid *(your equivalent, if different from above)*		Sr. Salesforce Developer	Salesforce Developer	Business Analyst	Documentation/Training
Home Office *(location: city, ST)*	14 Hickory St, Frankfort, IL 60423	14 Hickory St, Frankfort, IL 60423	14 Hickory St, Frankfort, IL 60423	14 Hickory St, Frankfort, IL 60423	14 Hickory St, Frankfort, IL 60423
Hourly Bill Rate	$ 225.00	$ 200.00	$ 175.00	$ 155.00	$ 135.00

Projected Project Costs

Summary does not include optional components

	Initial Term			*Renewal Option*	
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Primary (core) software licensing	$ 193,465				
Third-party software licensing	$ 15,120				
Initial implementation	$ 685,740				
Initial training	$ 60,480				
Estimated travel Expense	$ 60,000				
Other One-time (includes hardware for local install)	$ -				
Recurring software maintenance		$ 207,008	$ 221,498	$ 237,003	$ 253,593
Additional consulting blended rate: 80 hrs per yr (included for cost scoring only--actual unknown)		$ 14,240	$ 14,240	$ 14,240	$ 14,240
Annual Estimates	$ 1,014,805	$ 221,248	$ 235,738	$ 251,243	$ 267,833

TOTAL PROJECTED COST: $ 1,990,868

APPENDIX H – ATTACHMENT C: ACCESSIBILITY COMPLIANCE

Attachment C: Accessibility Standards Compliance Matrix

Vendor Name: **Servio Consulting, LLC**

In order for individuals with disabilities to have equally effective access to the products must be designed in compliance with accessible design standards. For this reason, the State Bar has chosen to require products that comply with the WCAG 2.0, Level AA accessibility guidelines, chosen because the W3C is a long-standing, international collaborative with extensive expertise in the development of design protocols for the World Wide Web. When completed, the revised Section 508 standards of the Rehabilitation Act will be primarily based upon WCAG 2.0, level AA.

Vendors interested in selling products to the State Bar must complete the checklist below, based on the WCAG 2.0 Guidelines. Please select compliance in yellow input field from menu and additional information/comments as prompted.

	Content must be Perceivable, Operable, Understandable, and Robust for all users:	Level	Software Supports Guideline?	Exception Detail / Comments	Future Support	
	Guidelines for “Perceivable” Content	***Perceivable*** - Information and user interface components must be presentable to users in ways they can perceive, including ability to provide text alternatives for non-text content, provide captions and other alternatives for multimedia, create content that can be presented in different ways, including by assistive technologies, without losing meaning and make it easier for users to see and hear content.				
1.1.1	Text Alternatives: Provide text alternatives for any non-text content so that it can be changed into other forms people need, such as large print, braille, speech, symbols or simpler language. (Text Alternatives)	**A**	supports w/exceptions	Most of the images in the Salesforce Lightning		
1.2.1	An alternative for time-based, pre-recorded audio and/or pre-recorded video is provided that presents equivalent information. (Time-based Media)	**A**	guideline not applicable	Salesforce Lightning Experience has prerecord		
1.2.2	Synchronized captions are provided in pre-recorded audio, except when a text version of the media is available. (Time-based Media)	**A**	supports	Salesforce Lightning Experience has prerecord		
1.2.3	Synchronized audio descriptions or a media alternative are provided for pre-recorded, time-based video. (Time-based Media)	**A**	guideline not applicable	Salesforce Lightning Experience core features		
1.2.4	Synchronized captions are provided for all live audio content. (Time-based Media)	**AA**	guideline not applicable	Salesforce Lightning Experience core features		
1.2.5	Synchronized audio descriptions are provided for all prerecorded video (Time-based Media)	**AA**	guideline not applicable	Salesforce Lightning Experience prerecorded “		
1.3.1	Info and Relationships: Information, structure, and relationships that are conveyed through presentation can be interpreted by technology and communicated to different types of users, or are available in text. (Adaptable)	**A**	supports	Headings and WAI-ARIA landmarks, identity, r		
1.3.2	Meaningful Sequence: When the sequence in which content is presented affects its meaning, a correct reading sequence can be interpreted by technology and communicated to different types of users. (Adaptable)	**A**	supports	Salesforce Lightning Experience core user inte		
1.3.3	Sensory Characteristics: Instructions provided for understanding and operating content do not rely solely on sensory characteristics of components such as shape, size, visual location, orientation, or sound. (Adaptable)	**A**	supports	All instructions for operating within Salesforce		
1.4.1	Use of Color: Color is not used as the only visual means of conveying information, indicating an action, prompting a response, or distinguishing a visual element. (Distinguishable)	**A**	supports	Salesforce Lightning Experience does not use		
1.4.2	Audio Control: If any audio on a Web page plays automatically for more than 3 seconds, either a mechanism is available to pause or stop the audio, or a mechanism is available to control audio volume independently from the overall system volume level. (Distinguishable)	**A**	guideline not applicable	Salesforce Lightning Experience pages do not		
1.4.3	Contrast (Minimum): The visual presentation of text and images of text has a contrast ratio of at least 4.5:1; see guidelines for exceptions: (Distinguishable)	**AA**	supports	Sufficient color contrast is provided between fo		
1.4.4	Resize text: Except for captions and images of text, text can be resized without assistive technology up to 200 percent without loss of content or functionality.	**AA**	supports w/exceptions	Sufficient color contrast is provided between fo		Most of the t
1.4.5	Images of Text: If the technologies being used can achieve the visual presentation, text is used to convey information rather than images of text; see guidelines for exceptions; (Distinguishable)	**AA**	guideline not applicable	Salesforce Lightning Experience does not contain images in lieu of text. All text content within lightning interface is included as pure text.		
	Guidelines for “Operable” Content	***Operable*** - User interface components and navigation must be operable, including ability to make all functionality available from a keyboard, give users enough time to read and use content, not use content that causes seizures and help users navigate and find content.				
2.1.1	Keyboard: All functionality of the content is operable through a keyboard interface without requiring specific timings for individual keystrokes, except where the underlying function requires input that depends on the path of the user's movement and not just the endpoints. (Keyboard Accessible)	**A**	supports w/exceptions	Most of the core features and controls in the Sa		
2.1.2	No Keyboard Trap: If keyboard focus can be moved to a component of the page using a keyboard interface, then focus can be moved away from that component using only a keyboard interface, and, if it requires more than unmodified arrow or tab keys or other standard exit methods, the user is advised of the method for moving focus away. (Keyboard Accessible)	**A**	Salesforce Lightning Expe	Salesforce Lightning Experience controls and i		supports
2.2.1	Timing Adjustable: For each time limit that is set by the content, at least one of the following is true--select any/all that apply: (Enough Time)	**A**				
	Turn off: The user is allowed to turn off the time limit before encountering it; ***or***		supports	Users are alerted within Salesforce Lightning E		

	Adjust: The user is allowed to adjust the time limit before encountering it over a wide range that is at least ten times the length of the default setting; ***or***		supports			
	Extend: The user is warned before time expires and given at least 20 seconds to extend the time limit with a simple action (for example, "press the space bar"), and the user is allowed to extend the time limit at least ten times; ***or***		supports			
	Real-time Exception: The time limit is a required part of a real-time event (for example, an auction), and no alternative to the time limit is possible; ***or***		supports			
	Essential Exception: The time limit is essential and extending it would invalidate the activity; ***or***		supports			
	20 Hour Exception: The time limit is longer than 20 hours.		supports			
2.2.2	Pause, Stop, Hide: For moving, blinking, scrolling, or auto-updating information, all of the following are true: (Enough Time)	**A**				
	Moving, blinking, scrolling: For any moving, blinking or scrolling information that (1) starts automatically, (2) lasts more than five seconds, and (3) is presented in parallel with other content, there is a mechanism for the user to pause, stop, or hide it unless the movement, blinking, or scrolling is part of an activity where it is essential; ***and***		guideline not applicable	Salesforce Lightning Experience interface does		
	Auto-updating: For any auto-updating information that (1) starts automatically and (2) is presented in parallel with other content, there is a mechanism for the user to pause, stop, or hide it or to control the frequency of the update unless the auto-updating is part of an activity where it is essential.		guideline not applicable			
2.3.1	Three Flashes or Below Threshold: Web pages do not contain anything that flashes more than three times in any one second period, or the flash is below the general flash and red flash thresholds. (Seizures)	**A**	guideline not applicable	Salesforce Lightning Experience does not use		
2.4.1	Bypass Blocks: A mechanism is available to bypass blocks of content that are repeated on multiple Web pages. (Navigable)	**A**	supports	Salesforce Lightning Experience has "Skip to n		
2.4.2	Page Titled: Web pages have titles that describe topic or purpose. (Navigable)	**A**	supports	Page titles of pages in Salesforce Lightning Ex		
2.4.3	Focus Order: If a Web page can be navigated sequentially and the navigation sequences affect meaning or operation, focusable components receive focus in an order that preserves meaning and operability. (Navigable)	**A**	supports	Salesforce Lightning Experience interface and		
2.4.4	Link Purpose (In Context): The purpose of each link can be determined from the link text alone or from the link text together with its programmatically determined link context, except where the purpose of the link would be ambiguous to users in general. (Navigable)	**A**	supports	All link elements within Salesforce Lightning Experience provide a purpose both through the link text itself and the title attribute, even when read out of context.		
2.4.5	Multiple Ways: More than one way is available to locate a Web page within a set of Web pages except where the Web Page is the result of, or a step in, a process. (Navigable)	**AA**	supports	Salesforce Lightning Experience interface and		
2.4.6	Headings and Labels: Headings and labels describe topic or purpose. (Navigable)	**AA**	supports	All headings and labels within Salesforce Light		
2.4.7	Focus Visible: Any keyboard operable user interface has a mode of operation where the keyboard focus indicator is visible. (Navigable)	**AA**	supports	Focus indicator within Salesforce Lightning Exp		
Guidelines for "Understandable" Content		***Understandable*** - Information and the operation of user interface must be understandable, including ability to make text readable and understandable, make content appear and operate in predictable ways and help users avoid and correct mistakes.				
3.1.1	Language of Page: The default human language of each Web page can be programmatically determined. (Readable)	**A**	supports w/exceptions	The default language is set on the html tag of a		
3.1.2	Language of Parts: The human language of each passage or phrase in the content can be programmatically determined except for proper names, technical terms, words of indeterminate language, and words or phrases that have become part of the vernacular of the immediately surrounding text. (Readable – Level AA)	**AA**	supports	The human language included in the Salesforc		
3.2.1	On Focus: When any component receives focus, it does not initiate a change of context. (Predictable)	**A**	supports	There is no context change within Salesforce L		
3.2.2	On Input: Changing the setting of any user interface component does not automatically cause a change of context unless the user has been advised of the behavior before using the component. (Predictable)	**A**	supports	There is no context change upon changing any		
3.2.3	Consistent Navigation: Navigational mechanisms that are repeated on multiple Web pages within a set of Web pages occur in the same relative order each time they are repeated, unless a change is initiated by the user. (Predictable)	**AA**	supports	Salesforce Lightning Experience provides cons		
3.2.4	Consistent Identification: Components that have the same functionality within a set of Web pages are identified consistently. (Predictable)	**AA**	supports	s Components and user interface controls are i		
3.3.1	Error Identification: If an input error is automatically detected, the item that is in error is identified and the error is described to the user in text. (Input Assistance)	**A**	supports w/exceptions	Users are visually notified whenever an input e		
3.3.2	Labels or Instructions: Labels or instructions are provided when content requires user input. (Input Assistance)	**A**	supports	Proper labels are provided for the input form fie		
3.3.3	Error Suggestion: If an input error is automatically detected and suggestions for correction are known, then the suggestions are provided to the user, unless it would jeopardize the security or purpose of the content. (Input Assistance)	**AA**	supports	Whenever error is automatically detected withi		

3.3.4	Error Prevention (Legal, Financial, Data): For Web pages that cause legal commitments or financial transactions for the user to occur, that modify or delete user-controllable data in data storage systems, or that submit user test responses, at least one of the following is true--select any/all that apply: (Input Assistance)	**AA**				
	Reversible: Submissions are reversible; ***or***		supports	A confirmation message or a page is provided		
	Checked: Data entered by the user is checked for input errors and the user is provided an opportunity to correct them; ***or***		supports			
	Confirmed: A mechanism is available for reviewing, confirming, and correcting information before finalizing the submission.		supports			
Guidelines for "Robust" Content		***Robust*** - Content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies and ability to maximize compatibility with current and future user tools.				
4.1.1	Parsing: In content implemented using markup languages, elements have complete start and end tags, elements are nested according to their specifications, elements do not contain duplicate attributes, and any IDs are unique, except where the specifications allow these features. (Compatible)	**A**	supports	All core pages in Salesforce Lightning Experien		
4.1.2	Name, Role, Value: For all user interface components (including but not limited to: form elements, links and components generated by scripts), the name and role can be programmatically determined; states, properties, and values that can be set by the user can be programmatically set; and notification of changes to these items is available to user agents, including assistive technologies. (Compatible)	**A**	supports w/exceptions	The name, role and value of most of the user i		

REFERENCES

WCAG 2.0

Section 508 Standards

Texas Health & Human Services: HHS EIR Accessibility Procedures

World Wide Web Consortium

APPENDIX I – ATTACHMENT E: CONCEPT OF OPERATIONS REQUIREMENTS COMPLIANCE

Attachment E: Concept of Operations Requirements Compliance

Vendor Name: Servio Consulting, LLC

Refer to Attachment D. Concept of Operations PDF and select your level of compliance from the drop down for each element below. Write notes as applicable.

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
1.1	Account Setup	Standard Product	This is the creation of an account that the applicant will use to submit all Admissions-related applications.	
1.2	Social Security Number Waiver	Can Be Integrated	This is the form for foreign applicants to indicate they do not have a US Social Security Number	Standard form attachment or support by Drawloop.
1.3	Application Access Portal	Standard Product	This is the web-portal that provides access to external AIMS users	
1.4	Social Security/Registration Number Correction	Standard Product	This enables the correction of Social Security Numbers	
2.1	Registration - On-line	Cusom Developme	This is the initial State Bar Registration Application Process. The new requirement being to apply on-line.	Configuation
2.2	Manual Entry of Registration	Standard Product	This addressed the current manual registration process. In future when manual is allowed State Bar staff will enter using standard application form.	
2.3	Registration Outcome	Cusom Developme	This addresses the types of outcome for the registration process and determines an applicants next allowed step.	Configuation
2.4	Upload of Registration	Standard Product	This applies to the current third party process that will be replaced by a transfer to State Bar process as soon as a correct submittal is completed.	

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
2.5	MJP Registered In-House Counsel	Cusom Developme	This is related to registration for lawyers requesting specific rights in the State of California.	Configruation
2.6	MJP Registered Legal Services Attorney	Cusom Developme	This is related to registration for lawyers requesting specific rights in the State of California.	Configruation
2.7	Disciplined Attorneys	Cusom Developme	This is the application process for Lawyers being allowed to restore rights as a registered lawyer.	Configruation
2.8	Register for Law Office Study	Cusom Developme	This is the form for indicating specialized legal training.	Configruation
2.9	Apply as Foreign Legal Consultant	Cusom Developme	This is the application for enabling a foreign lawyer consulting rights in California	Configruation
3.1	Evaluation of Pre-Legal Education	Cusom Developme	This is the process for evaluation of pre-legal education based upon registration and transcript information.	Configruation
3.2	Evaluate Legal Education	Cusom Developme	This is the process to evaluate legal education and a determination if the first year law student examination is required.	Configruation
3.3	Law Office Study Evaluation	Cusom Developme	This is the process to evaluate that quality of specialized law office legal study	Configruation
4.1	Bar Examination Application (Paper)	Cusom Developme	This is the base for California Bar Examination application per the current manual process. To be enforced in future as an on-line process.	Configruation

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
4.2	Bar Examination Application (Online)	Cusom Developme	This is the base for California Bar Examination on-line application, which will be the core process with AIMS.	Configruation
4.3	Eligibility Verification	Can Be Integrated	This is the State Bar process to determine eligibility to take the California Bar Examination from application and submittal information.	
5.1	Examination Question Preparation	Cusom Developme	This deals with the process to create questions for the California Bar Examination. It is not part of the AIMS automation.	Configruation
5.2	Performance Test Drafting	Cusom Developme	This deals with the process to create the performance test for the California Bar Examination. It is not part of the AIMS automation	Configruation
6.1	Event Contracts	Cusom Developme	This is the process to link contracts for examination locations to the examination logistics processes.	Configruation
6.2	Test Materials Preparation & Delivery	Cusom Developme	This is a logistics process to determine the materials for each test site and get the materials delivered and tracked.	Configruation
6.3	Test Materials Return	Cusom Developme	This is a logistics process to make sure examination materials are correctly returned to State Bar offices.	Configruation
6.4	Proctor Management	Cusom Developme	This illustrates the process for assigning and tracking examination proctors. It feeds into the automated process to for proctor profile and activity history.	Configruation
7.1	Grader Selection	Cusom Developme	This is how graders are selected and provides information about how grader information should be brought into an automated tracking process by individual.	Configruation

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
7.2	Essay Answers Packaging for Grading	Cusom Developme	This is both logistics and examination management process to provide essay questions for grading. The actual grading process is not part of the Grade Reporting process.	Configruation
7.3	MBE Answers Packaging for Grading	Cusom Developme	This is the process of collecting MBE answer sheets from exam sites and sending them to the National Committee of Bar Examiners.	Configruation
7.4	Grading & Reporting	Cusom Developme	This is the process of collecting and grading exams and reporting the pass/fail status to examinees.	Configruation
8.1	Request New Test Accommodations & Review	Cusom Developme	This includes the application for accommodations by the applicant, the Bar's review and decision process, and collaboration between both offices to ensure correct preparation.	Configruation
8.2	Test Accommodation Appeal	Cusom Developme	This is when an applicant who's been denied accommodations appeals the decision to the Sr. Director and the Committee.	Configruation
8.3	Application for Same Test Accommodation	Cusom Developme	This is the process of requesting a previously granted accommodation should the applicant still be eligible for it.	Configruation
8.4	Prepare Test Accommodation for Examinations	Cusom Developme	This is the process of ensuring all accommodation materials are ready to be used during exams.	Configruation
9.1	Moral Character Application	Cusom Developme	This is the process by which the applicant will apply for determination of their moral character.	Configruation
9.2	Moral Character Investigation (Coordinators)	Cusom Developme	This is the process by which Moral Character Coordinators in the LA office process applications.	Configruation

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
9.3	Moral Character Investigation (Analysts)	Cusom Developme	This is the process by which Moral Character Analysts in the SF office process applications.	Configruation
9.4	Moral Character Decision and Reporting	Standard Product	This is the process by which Moral Character determinations are relayed to applicants.	
9.5	Moral Character Appeal	Cusom Developme	This is the process by which negative Moral Character determinations are appealed by applicants.	Configruation
10.1	First Year Law Student Exam Application (Paper)	Cusom Developme	This is the process by which applicants will submit a hard copy application to take the FYLSX.	Configruation
10.2	First Year Law Student Exam Application (Online)	Cusom Developme	This is the process by which applicants will submit an online application to take the FYLSX.	Configruation
10.3	Eligibility Verification	Can Be Integrated	This is the process by which the Eligibility department will verify the applicant's eligibility to take the FYLSX.	
10.4	Examination Question Preparation & Pool	Cusom Developme	This is the process by which the FYLSX is developed.	Configruation
10.5	Examination Grading & Reporting	Cusom Developme	This is the process of grading the FYLSX and reporting results to applicants.	Configruation
11.1	Group Motions	Standard Product	This is the process of producing group motions after each exam.	

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
11.2	Weekly Motions	Standard Product	This is the process of producing weekly motions, taking into account issues that prevented an applicant from appearing on the group motion.	
11.3	Notification of Approved Motion	Standard Product	This is the process of notifying applicants that the Supreme Court of California has approved the motion they appear on.	
12.1	Order Certificate	Cusom Developme	This is the process an attorney will take after being sworn in.	Configruation
13.1	List of Schools	Cusom Developme	This is the process of ensuring that the list of law schools has up-to-date information.	Configruation
13.2	School Regulation	Cusom Developme	This is the process of enforcing rules set by the Committee relating to accreditation and registration of schools.	Configruation
14.1	Legal Specialization Interest Tracking	Standard Product	This is the tool that LS will use to keep a list of attorneys who would like to receive information about specializations.	
14.2	Legal Specialization Qualification Tracking	Cusom Developme	This is the tool that attorneys will use to track their progress toward being qualified to receive a certification.	Configruation
14.3	Legal Specialization Exam Writing & Grading	Cusom Developme	This is the process of developing the LS exam and grading completed exams.	Configruation
14.4	Legal Specialization Exam Application	Cusom Developme	This is when an attorney applies to take one of the 13 LS exams.	Configruation

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
14.5	Legal Specialization Certification Application	Cusom Developme	This is when an attorney applies to receive a LS certification once all requirements have been met.	Configruation
14.6	Legal Specialization Re-Certification	Cusom Developme	This is when an attorney applies to be re-certified by the LS Office.	Configruation
15.1	SBC Website	Cusom Developme	This explains the relationships between the website, portals, and potential user portals.	Configruation
15.2	Document Management	Can Be Integrated	This explains the uses of the Document Management function.	
15.3	Master Calendar	Standard Product	This explains possible uses of the Master Calendar function.	
15.4	Contract Management	Cusom Developme	This explains the use of the Contract Management function.	Configruation
16.1	SBC User Access	Standard Product	This is the roles based secure access to AIMS applications by State Bar (SBC) employees.	
16.2	External-Applicant User Access	Standard Product	This is the role based secure access to State Bar applicants. This is linked to the applicant portal and to Account (Profile) establishment.	
16.3	External User Access	Standard Product	This explains possible external users of the system and their need to access it.	

Attachment E: Concept of Operations Requirements Compliance

Element No.	Element Title	Statement of Compliance	Implementation Approach	Notes
17.1	Start Legal Education Over Notification	Cusom Developme	This explains the process of an applicant requesting to start their legal education over, and of the State Bar's management of previously entered data.	Configruation
18.1	Out-Of-State Attorney Arbitration Counsel and Pro Hac Vice	Cusom Developme	This is the process of applying for the OSAAC and PHV programs with the Bar.	Configruation
18.2	Practical Training of Law Students	Cusom Developme	This is the process of applying for PTLS.	Configruation
19.1	File Room	Cusom Developme	This explains the structure that dictates which files are stored and in what order.	Configruation

Appendix J – Attachment F: Requirement Gaps & Exceptions

Attachment F: Requirements Gaps and Exceptions

Based upon the compliance information provided in Attachment B the proposer shall indicate gaps in information required for system delivery or exceptions to requirements.

1. Describe requirements gaps with identification of the Concept of Operations Element number or identifier used in Attachment B.

2. With each gap describe approach for resolution.

The response can be multiple pages if necessary.

1. Servio has not identified requirements gaps identified in the Concept of Operations Element. Please note that configuration of the Salesforce platform will be accomplished the "out of the box" functionality. Based on requirements understood, Servio has not identified "custom development" necessary with the exception of data elements to be added to accommodate requirements for internal and external users.

3. The proposer shall identify their exceptions to requirements or functionality associated with their proposed solution.

4. The proposer shall indicate if their solution has an alternative that addresses the exception topic.

N/A

Appendix K – Attachment G: Service Requirements

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-001	**Project Management:** Requirements in this category outline specific management and control services associated with the implementation of the System. Meeting these requirements will help ensure that the Vendor conducts proper project planning, execution, and monitoring and controlling of project activities. Required deliverables are described below.	Agrees to Perform	
SVC-001.01	Prepare Project Management Plan: Based on the agreed-upon scope of work and other agreements in contract negotiation, the Vendor, working with State Bar project manager is required to develop a comprehensive and detailed project management plan. The project management plan should reflect best practices in project management applied to the unique needs of the project. The project management plan must include the following elements: • Project organization, including structure, roles, responsibilities, and human resource management. • Project work breakdown structure and schedule, fully loaded with dependencies and resource requirements. • Approach to managing scope, budget, and schedule. • Approach to ensuring effective project communication. • Approach for identifying, tracking, and resolving issues and risks, including roles, responsibilities, escalation process, and tools for reporting issues and risks to the State Bar project manager. • Approach to configuration management for reviewing, accepting, and maintaining version control on all project deliverables. The Vendor is required to submit the draft project management plan to the State Bar IT project manager 10 business days after the finalization of the project contract. Upon review and acceptance, the final project management plan will serve as the basis for controlling all project management activities.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-001.02	Provide Project Management: Under the direction of state bar Sr IT Management and IT Program management The Vendor will be responsible for the ongoing planning, monitoring, controlling, and reporting of project performance across projects within the scope of this engagement. The Vendor shall coordinate its project management efforts and reporting with the efforts of the State Bar. In addition, the Vendor will coordinate its efforts and reporting with the State Bar. All of these efforts are under the direction of the State Bar IT project manager. The Vendor will provide effective project management for all of the contracted services and product delivery. The Vendor shall provide sufficient project management services to: • Ensure that all deliverables are produced according to contract schedule. • Respond to reasonable inquiries about project status and risks in a timely manner. • Identify issues, risks, and alternative solutions and notify the State Bar with sufficient time for the State Bar to effectively address these matters.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-001.03	Produce Written Status Report: The Vendor will be required to deliver project status reports at a later determined frequency to the State Bar IT project manager and the project sponsor throughout the duration of the project. Project status reports are intended to be relatively brief snapshots of the project's status and should consist of the following information: • Updated project work plan, schedule, staff plan, and budget. • Report of project status and performance against all plans. • Progress against the project work plan completed in the reporting period. • Variance in schedule between actual and planned activities. • Planned activities for the subsequent reporting period. • Report of issues and issue resolution efforts and progress. • Report of risks and risk mitigation efforts and progress.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-001.04	Attend Status Meetings and Steering Committee Meetings: In conjunction with status reports, the Vendor will be required to attend status meetings later determined frequency to be held between key project team members. Additionally, The Vendor may be required to provide a brief in-person presentation to the Steering Committee regarding the status of the project.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-002	**System Design, Configuration, and Construction:** Requirements in this category include all activities necessary to develop, assemble, and otherwise prepare the proposed system for implementation. The nature of the proposed system may determine to some degree the activities necessary to complete this phase of work. However, it is anticipated that these activities will include, at a minimum:	Agrees to Perform	

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-002.01	Prepare system Design, Configuration, and Construction Plan: The Vendor will be required to submit its plan for assembling the proposed components into a single system for deployment to the State Bar. The Vendor's plan should include the Admissions Information Management System (AIMS), the Legal Specialization Application, the Examination Grading Applications and supporting functionality and modeles that has been documented and approved for the State Bar of California. The schedule and resources required for system design, configuration, and construction should be reflected in the project management plan. This plan must include, at a minimum: • Approach to design, configuration, and configuration/construction. • Design, configuration, and configuration/construction schedule. • Resources required (State Bar Subject Matter Experts (SMEs), State Bar IT, and Vendor) for each step in configuration/construction.	Agrees to Perform	The Servio approach is outlined in Section 14.0 of the Response.
SVC-002.02	Conduct Requirements Gap Analysis: The Vendor must (working with a representative group of SMEs selected by the State Bar) conduct and complete business and technical analysis to determine the gaps between the needs of the affected departments as reflected in the Concept of Operations and what the Vendor's system provides. This analysis must incorporate the Vendor's response to requirements as presented in the Vendor's proposal (and modified in contract negotiations), as well as the approved system requirements and design. Major gaps that are identified must be accompanied by a plan for resolving each gap through system configuration, additional development, or additional component incorporation. This analysis must result in a detailed inventory of system customizations or other modifications required meeting the needs of the State Bar.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-002.03	Track Requirements to Implementation: The Vendor must provide a mechanism for tracking adherence to the requirements identified in this RFP, including the Concept of Operations, as well as additional requirements identified in gap analysis and system design activities. This mechanism must support change management and system testing, including user acceptance testing. The Vendor must populate, maintain, and provide State Bar with access on demand to this tool and the information it maintains.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-002.04	Design the System: The Vendor must provide functional and technical design documentation for AIMS and supporting applications along with the libraries, tools, and facilities to maintain this documentation. This documentation shall include: • Use case documentation. • Data dictionary. • Information Exchange Packet documentation. • Network design, inventory, protocols, and configuration. • Security design. • Hardware design, configuration, and inventory. • Application design and inventory. • Change control documentation for all aspects of the design.	Agrees to Perform	The Servio approach is outlined in Section 14.0 of the Response.
SVC-003	**Perform System Testing:** Requirements in this category will include activities necessary to assure that system is delivered into production with a minimum number of defects. Requirements will include planning, preparation and testing activities:	Agrees to Perform	
SVC-003.01	The Vendor must provide a detailed test plan for testing every aspect of the system in accordance with agreed upon project delivery methodology. The Vendor must also provide a test environment if Vendor is proposing a hosted solution. The test plan and environments must support the testing of all planned major and minor releases by both the Vendor and State Bar IT teams. Final overall test plan must be approved by State Bar. In addition, test plans and environment structure must describe and support testing of: • All functional requirements defined in the requirements traceability deliverable. • All performance requirements.	Agrees to Perform	The Servio approach is outlined in Section 14.0 of the Response.

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-003.02	Upon completion of any release, major or minor, the Vendor shall provide a workable version containing the release, for testing by the State Bar. Every release should contain all tested prior releases and should be available for the State Bar to retest as part of the testing cycle. It is expected that the following test cycles will be implemented prior to the completion of this project: • Smoke Testing: All high-level or core functionality will be tested. Smoke tests will be run with every deployment to assist in identifying significant defects. • Functional Testing: Detailed functional testing will be conducted to evaluate the compliance of the system or component with specified functional requirements. • Regression Testing: To ensure that the existing functionality is not affected by the new released features, enhancements, or prior defect corrections. • Performance & Stress Testing: To ensure the stability, scalability, and performance of the system and its underlying architecture. • Security Testing: The Vendor is expected to system satisfies the State Bar's security requirements and user access controls. • Automated test tools supporting all prototype, release, and deployment testing. • Automated test scripts, test data, and other testing tools/materials. • Documented test results, to be provided to the State Bar IT project manager. This deliverable must provide the State Bar with the infrastructure, licenses, and training to efficiently test new releases and deployments of the system and its interaction with other State Bar applications. It is also expected that the Vendor will support all the agreed upon test cycles throughout the implementation process.	Agrees to Perform	Servio will utilze Performance and Stress testing tools currently in ser
SVC-003.03	Vendor must support testing activities performed by the State Bar IT and business SME's. Support shall include the following components: • Daily defect review meetings conducted jointly with the Vendor testing and development leads and State Bar IT team • Defect resolution • Defect tracking tool, communicating at minimum defect analysis outcomes and resolution timeline commitment. Tool shall have a reporting capability providing a concise view of all defects in all states of resolution. Tool shall be accessible by the State Bar IT team.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-003.04	User Acceptance Testing: Once the configured system is released to the UAT site, the Vendor will support the State Bar staff in conducting the User Acceptance Testing in accordance with the User Acceptance Test Plan, which will include all developed test cases/scenarios, to verify that the system operates in the manner expected, and that all configurations are suitable for intended business processes.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-004	**System Delivery:** It is required that depending on the delivery approach the Vendor will provide and assist with the implementation of multiple production releases, until full functionality requested in this RFP is fully operational and with agreed upon number of remaining defects. The Vendor shall work closely with the State Bar Project Team to determine the best deployment and system implementation approach for the four departments that are included in this implementation.	Agrees to Perform	
SVC-004.01	Produce Pilot Release(s) For a Subset of Users: These releases shall include and implement facilities and procedures for software promotion from construction through testing and into production (along with rollback facilities and procedures). This deliverable will include all software required for system operation. This shall include both technical and functional configurations. Depending on the delivery approach this deliverable will include one or more releases.	Agrees to Perform	
SVC-004.02	Produce Production Release(s): These releases shall include and implement facilities and procedures for software promotion from construction through testing and into production (along with rollback facilities and procedures). This deliverable will include all software required for system operation. This shall include both technical and functional configurations. Depending on the delivery approach this deliverable will include one or more releases.	Agrees to Perform	
SVC-004.03	Produce Hot Fix Release(s): Within 1 week of each Production Release if any critical or major defects are identified, vendor shall delivery a Hot Fix release(s) to resolve such defects. Vendor shall develop an expedited delivery cycle which will include all activities performed during the Production Release cycle.	Agrees to Perform	
SVC-004.04	Prepare Plan for Additional Releases: It is anticipated that once the final Production Release of the system has been in operation for 3 months, modifications to the system based upon the lessons learned from initial production operations will be identified. In addition, it is anticipated that the Vendor will have updated plans for the evolution and releases of the underlying COTS application. The Vendor shall prepare a plan for the design, development, and testing of what will be the final major release of the production system. In addition, the Vendor will outline the plans for the next two versions of the System.	Agrees to Perform	
SVC-005	**System Implementation:** Services and deliverables include all of the activities necessary to configure and deploy the system assembled in the previous subsection. Services associated with this phase of work are required to be:	Agrees to Perform	

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-005.01	Prepare Deployment Plan: The Vendor shall develop a comprehensive deployment plan that provides details on the schedule, approach, and resources necessary to deploy Production Release(s) of the System . The plan will include: • Location(s). • Schedule. • Scope and objectives of all Production Release(s) with effort estimation for each activity • Steps required to roll back the Production Release(s) implementation to pre-implementation operations. • Communication plan • Tasks, human resources, and other resources required for implementation, including: o State Bar IT Staff. o State Bar Business Staff o Vendor It must effectively factor in lead time for resource ordering, data conversion, and deployment. It must also address parallel processing procedures if appropriate. Final overall Deployment Plan must be approved by State Bar.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-005.02	Assist Configuration: It is anticipated that the system will be configured to meet the needs of the State Bar. The Vendor will train the designated management and technology support staff to make optimal configuration decisions and assist them in implementing and testing system configuration.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-005.03	Perform Data Conversion: It is expected that the Vendor will begin conversion efforts upon contract completion. The Vendor must perform an in-depth analysis of current data structures and values and develop a plan for converting data and procedures for migrating and validating data. It is anticipated that this will include three or more tests of the conversion to ensure that conversion expectations are met. After receiving State Bar approval, the Vendor must convert existing data based on the combined efforts of State Bar IT and business staff and the Vendor.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-005.04	Assist Testing: The Vendor will assist the management and staff in pre-production testing of the configured application and converted data. The Vendor shall work with State Bar and design a structured and repeatable testing protocol that: • Supports the implementation schedule. • Employs automated testing tools to minimize the staff required to fully test the implementation of the system. • Enables testing of parallel processes as appropriate. State Bar staff will lead and perform testing. The Vendor will be responsible for: • Implementation of the testing environments, data, and tools required. • Development of the repeatable testing protocols and scripts. • Component and business analysis support. • Troubleshooting. The Vendor shall resolve all defects discovered in this testing in a timely manner and prior to production operations.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-005.05	External User Migration: The Vendor must provide a plan to migrate external users from using the third party application process to the AIMS application process in a fashion that has a period of parallel operation. The Vendor must also provide a plan for introducing the use of the Legal Specialization Application to external users and providing a web-access to the those functions. The migration of State Bar staff requires a migration plan with State Bar approval.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-005.06	Support Production System Deployment: The Vendor will provide on-site support of management and technology support staff for all technical activities in locations specified in the Deployment Plan.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-006	**Training:** Implementing a new system will require specific training services for all software and its components. These services will include planning and coordination, development of training materials and tools, and delivery of training to State Bar IT, the management and staff.	Agrees to Perform	
SVC-006.01	Plan for Training: The Vendor must provide a training plan that details the approach to training and how training for the users and administrators of the system will be delivered. The plan should detail how training will be tailored to specific roles within the State Bar. Training deliverables must include classroom sessions. All training materials shall be effectively cataloged, reusable, and modifiable by the State Bar.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-006.02	Provide Predesign Training of Personnel: It is anticipated that the project staff and management will need to make well-informed design decisions throughout this engagement. The Vendor will provide training on all software components to the project staff and management upon contract completion. This should include training on the technical and functional features and controls of all of the components that make up the system. This training should identify the design decisions that will be made in preparing the system for implementation.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-006.03	Provide system User and Administrator Training: The Vendor will be required to provide training on all system software components. The training approach should be tailored to the various roles within the State Bar. The training approach should: • Account for specific roles, such as various levels of users, business administrator, technical administrator and developer • Focus training to develop the knowledge and skills needed to effectively use and configure (including development) new system components according to the activities of each role. • Assist the State Bar in managing, changing, and improving business processes using the new system. • Employ a train-the-trainer approach at a minimum. • Employ in-application help. • Deliver on-site training at both State Bar sites. • Consider the limitations of training facilities in each site.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-006.04	Produce Training Documentation: The Vendor will be required to provide training and technical documentation for all system software components. Documentation should include, but is not limited to: • Step-by-step process instructions. • Standard operating procedures. • General system administration. • Technical configuration. • System maintenance. • Troubleshooting procedures • Technical documentation, including DataBase schema and entity relationship diagram. All training documentation should be provided in electronic form.	Agrees to Perform	The Servio approach is outlined in Section 8.0 of the Response.
SVC-007	**System Support:** System support services include all of the activities necessary to maintain, efficiently update, and generally support the system in the event of technical or other issues. At a minimum, the Vendor will be expected to provide the following services:	Agrees to Perform	

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-007.01	Version and Patch Release Management: The Vendor must provide a plan and structure for managing requests for system modifications and bug fixes. This structure shall be designed to operate under the direction of the State Bar IT project manager. Any issue that requires a system-wide change must be tracked and included in either a patch for critical issues or a future release for functionality expansions or noncritical issues. Given the component-based nature of the system, a critical element of release management will be the methods used to ensure that a version update to a single system component does not “break” the interactions that the component has with other system components by altering data structures or processing models. Releases must be well documented, identifying the nature of the changes made, configuration issues, and changes in business processes. The Vendor must provide a plan and protocol for planning, announcing, developing, testing, and deploying releases to ensure that software updates do not interrupt critical business processes.	Agrees to Perform	
SVC-007.02	Backup and Recovery Procedures and Tools: The Vendor must provide procedures and tools for system and data backup and recovery to support the system availability performance requirements. Backup and recovery practices and procedures must be consistent with State Bar IT standards. They should leverage State Bar IT backup and recovery facilities and procedures.	Agrees to Perform	
SVC-007.03	On-Site Support: The Vendor shall provide on-site technical support for activities associated with implementation of the system. This will be provided throughout the course of implementation. This support must be provided for a period of 3 months after the system is in production operation.	Agrees to Perform	

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-007.04	Level 1 Help Desk Support (Internal State Bart Help Desk): The Vendor must assist the State Bar in establishing a Level 1 help desk support structure and staff the help desk until such time as the State Bar IT is fully capable of operating the help desk using its own staff. This Level 1 help desk support must meet the State Bar response and problem resolution time requirements for all applications in scope. It will apply to all Vendor-provided hardware, software, infrastructure, and services. It shall provide complete, accurate, and timely information about each request for service in the State Bar IT incident tracking application. The Vendor shall provide documentation and training to State Bar IT help desk staff and management. This should establish full help desk capability (at the level required for long-term system maintenance) within 6 months of the successful completion of the system implementation. The Vendor shall augment State Bar IT help desk staff until the State Bar IT has realized full help desk capability and shall provide additional resources sufficient to meet the additional short-term demand resulting from the implementation of the system.	Agrees to Perform	
SVC-007.05	Ongoing Level 2 Support and Problem Resolution: The Vendor shall provide Level 2 help desk support that meets response and problem resolution time requirements. It will apply to all Vendor-provided hardware, software, infrastructure, and services. It will be coordinated through up to three designated State Bar IT points of contact. In addition, it shall provide complete, accurate, and timely information about each request for service in the State Bar IT incident tracking application. The Vendor shall provide support by a variety of channels, including telephone, e-mail, and Web application.	Agrees to Perform	
SVC-008	**Problem resolution protocol:** Vendor will use criteria listed below to develop a response plan for each Severity level.	Agrees to Perform	
SVC-008.01	For a Severity Level 1 event, the Vendor: • Responds to call for service in 30 minutes or less. • Reports recommended resolution and estimated fix date/time for all affected System components in 2 hours or less. • Resolves the deficiency within 24 hours.	Agrees to Perform	
SVC-008.02	For a Severity Level 2 event, the Vendor: • Responds to call for service in 30 minutes or less. • Reports recommended resolution and estimated fix date/time for all affected System components in 2 hours or less. • Resolves the deficiency within 24 hours if the affected System component is on the Vendor site. • Resolves the deficiency within 48 hours if the affected System component is on the State Bar site.	Agrees to Perform	

Attachment G: Service Requirements

ID	Requirement Title	Response Code	Assumptions/ Approach/Comments
SVC-008.03	For a Severity Level 3 event (A business function or System component does not work as required, but a work-around that is acceptable to the State Bar is available.) the Vendor: • Responds to call for service in 30 minutes or less. • Reports recommended resolution and estimated fix date/time for all affected System components in 2 hours or less. • Resolves the deficiency within 72 hours if the affected System component is on the Vendor site. • Resolves the deficiency within 96 hours if the affected System component is on the State Bar site.	Agrees to Perform	
SVC-008.04	For a Severity Level 4 event (A cosmetic deficiency is discovered that is noncritical but effects business function or a System component.) the Vendor: • Responds to call for service in 30 minutes or less. • Reports recommended resolution and estimated fix date/time for all affected System components in 4 hours or less. • Resolves the deficiency within 10 business days.	Agrees to Perform	
SVC-008.05	Other Software and Hardware Maintenance: The Vendor shall provide the following support and maintenance services for the products delivered and/or licensed to the State Bar IT as a part of this engagement: • Provision of known error corrections by delivery of available patches via electronic communication and for download via the Internet. • Provision of available minor updates (bundling of several error corrections in one version) for download via the Internet. • Provision of available medium upgrades (version with additional/enhanced functions) for download via the Internet. • Provision of available major upgrades (version with substantially enhanced volume of functions). • Provision of information via electronic communication (e-mail) when new minor/medium/major updates are available. • Extension of hardware manufacturer and third-party software provider warranties. The granting of rights of use and the delivery of the relevant license files for all minor, medium, and major upgrades shall be limited to the number and type of products provided by the Vendor in this engagement.	Agrees to Perform	

APPENDIX L – ATTACHMENT H: FUNCTIONAL GUIDELINES

21Attachment E: Functional Guidelines

This attachment serves to describe general functional requirements that must be used across all applications. It also details disaster recovery requirements that the proposer must comply with. The proposer must respond to all three questions to both sections and use as much space as is necessary.

Application Requirements

External applicants for admission and for legal specialization have multiple applications to complete during their overall progress to reach their objective.

There shall be common application completion processes that shall be followed to provide applicants with application flexibility and quality application submittal. The application requirements are:

1. An applicant may suspend completion of an application with a process that saves the work done to that point and allows the applicant to exit the portal and later re-enter to continue work on the application.

2. An applicant can't proceed to the next application page or section if there are incomplete fields.

3. Common information fields such as address, phone number, etc. will be automatically filled in from the applicant profile, and the applicant may update the information. Application updates will update the application and the applicant profile information.

4. Applications shall make use of pull down for tabular information that is held in AIMS information fields (such as lists of Law Schools).

5. Upon submittal of an application a status condition shall be set that prevents an applicant from completing the same application again and resubmitting unless there has been a denial or abandonment, or equivalent for the specific application.

6. Some applications will have a period of time that controls when those applications can be completed and submitted. This is in addition to applicant status with regard to application submittals.

7. For applications that have application fees submittal shall not be completed until there is a payment acceptance indication from the credit card process. Credit card processing shall be a link to the third party process outside of AIMS.

8. Until submitted applications are held in a working database that is not the applicant database that is used by SBC for applicant information and status. The submittal process transfers the working applicant application information to the core database.

Compliance:

A. Does the proposed solution comply with the requirements identified: Yes, with the exception of requirement 8 as stated. Each Salesforce org is composed of a single functional database. The spirit of this requirement can be met by housing applications in a separate Salesforce object prior to submittal, and a submittal process that will transfer the application to the core object.

B. What is the proposed approach to make sure that applications do comply with the requirements? All of these requirements will be further defined and elaborated during the requirements phase of the project and will become part of the requirements documentation for sign off by the Bar Association. Focus on above requirements will be stressed in epic demonstrations and included in test scripts. Servio provided most of these requirements in an online screening process for Chicago Public Schools – Principal Quality Initiative.

C. Are there application process features in the proposed solution that are unique or make the process more effective? Required fields can be configured in Salesforce page layouts with 'clicks rather than code.' Salesforce object relationships and lookups provide a more robust, searchable experience than a simple pull-down for requirement #4.

Disaster Recovery

The Office of Admissions must not permanently lose access to data in AIMS by any means of disaster, corruption, or system failure. The application requirements are:

1. Should there be data corruption or loss of use, all data and functions shall be available for full use within 24 hours of the failure.

2. The system shall have daily back-ups of the entire database.

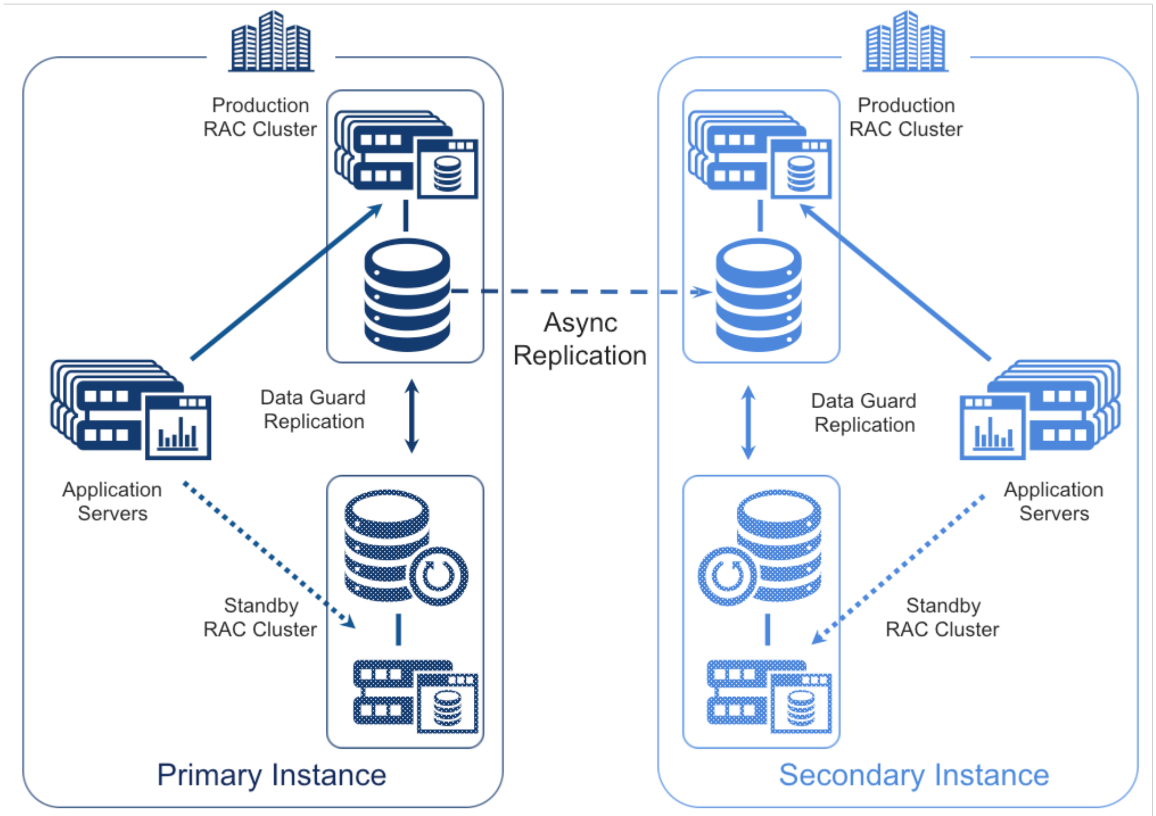
Compliance:

A. Does the proposed solution comply with the requirements identified

B. What is the proposed approach to make sure that applications do comply with the requirements?

C. Are there application process features in the proposed solution that are unique or make the process more effective?

Customer data, up to the last committed transaction, is replicated to disk in near-real time at the designated disaster recovery data center, backed up at the primary data center, and then cloned at an archive data center.



Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). Backups are retained for 90 days. Backups never physically leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process.

For business continuity purposes, Salesforce supports disaster recovery with a dedicated team and a 4-hour recovery point objective (RPO) and 12-hour recovery time objective (RTO).

Salesforce has documented Disaster Recovery plan. The Disaster Recovery plan is tested at least annually. A post mortem documenting the results of the disaster recovery tests can be provided to customers with a signed NDA in place. Additional details on Salesforce's Disaster Recovery can be provided with the execution of an NDA between Salesforce and the State Bar.

APPENDIX M – ATTACHMENT J: TECHNICAL REQUIREMENTS COMPLIANCE MATRIX

		Vendor Name:	Servio Consulting, LLC
ID	**Requirement Text**	**Response Code**	**Assumptions/Comments**
DBA Access			
DB-001	The Applications should provide the ability to access the transactional database directly for query purposes.	Currently Deployed	Salesforce organizes your data into objects and records. Think of an object as a tab on a spreadsheet, and a record like a single row of data. But unlike a traditional spreadsheet, the data is stored in Salesforce's trusted, secure cloud. Salesforce's easy-to-use interface lets you access your agency's data in sophisticated ways that you could never do with a simple spreadsheet. Your records can be linked together to show how your data is related, so that you can see the whole picture. At the top of each Salesforce page are tabs and links for navigating to major features in Salesforce. Use the tabs to switch between objects and features. Search to find any type of record. Access user-specific customizations from the drop-down next to your name. Access help resources and training and a list of apps, each of which contain different features and tabs. With administrative privileges, you can use the Setup menu to customize Salesforce for your whole organization. Salesforce apps are made up of tabs and pages. Standard objects such as Accounts, Contacts, and Leads, and other features such as Chatter typically have tabs, and from a tab, you navigate through pages to interact with the features you're using. For example, if you want to create an account record, you'll click the Accounts Tab, and land on the Accounts Home page. Salesforce tabs can have multiple types of pages, including Home, Edit, and Detail pages, and you can create list views for some objects. Chatter has one primary page type: a feed. Dashboards and reports have their own page styles as well. Pages are customizable to allow users to tailor the page to their organization's specific business needs. More specifically, users are able to customize the home page in a number of ways including the Home Page Layout. Users can setup different layouts for each user profile, selecting from different components and determining their placement. Home page components include calendar, tasks, web links and search. The most common page elements for the most frequently used objects include: 1. A tag bar, where you can view and add tags for a record. 2. A feed, where you can add and view comments about a record. 3. A sidebar, where you can do things like search and quickly create new records. 4. Sections for the record, with key fields and links. 5. Related lists, which group and display links to other records associated with the one you're viewing. You can change the order of related lists on your page. 6. Various links that help you move around the page or go to different pages or external sites. The Lightning Experience user interface is a modern, productive user experience designed to help your organization work faster and be unique to each user. It's an easy-to-use experience, designed to help users work faster, with personalized alerts and an interactive assistant to help each user focus on what's important. In Lightning Experience you can brand and customize Lightning apps to help your users work more efficiently. For example, you can create a Lightning app for your finance department that includes all the important items (including tabs) users need to complete common tasks. You can customize the navigation bar color, brand it with a logo, and make the app available
DB-002	The Applications should provide the ability to export data from transactional database using system utilities.	Currently Deployed	Any standard user interface page may be viewed in a printable format and/or printed. The link to any Salesforce page may be sent via email using standard "Send Page…" browser functionality. Salesforce Reports may be exported to printed or exported to CSV data or Excel formats. Data Loading Tools Salesforce offers additional data loading tools with enhanced capabilities, such as; large uploads of data, mass updates, mass deletes, and exports for any object (e.g., Accounts, Cases, user created records). Extraction Capabilities Salesforce-based information can be bulk extracted into CSV text files for use in other systems. Salesforce supports exporting the results from reports into Microsoft Excel (.xls) or comma-separated values (.csv) formats.
DB-003	The Applications should support State Bar allowed user-creation of views to support real-time analysis.	Currently Deployed	List views make it easier to see records that are important to you. You can filter your records by field value and customize which fields to display in your list. Create a list view to see a specific set of contacts, documents, or other object records. For example, create a list view of accounts in your state, leads with a specific lead source, or opportunities above a particular amount. You can also create views of contacts, leads, users, or cases to use for mass email recipient lists. Customizable dashboards from Salesforce provide instant access to the real-time data and analysis users need to run their business. Only Salesforce gives you step-by-step wizards you can use to pull critical metrics from many departments into a consolidated view. Any end user with the appropriate permissions can leverage the visual Dashboard editor and easy-to-use data visualization tools to create and modify dashboards with various charts, gauges, tables, and other graphics without requiring the intervention of an administrator.
DB-004	The Applications should support a method to easily find and use existing views into the database.	Currently Deployed	Created List view filters can be saved for others to use in the same location as the list views created for individual use only. In list views you see only the data that you have access to. You see records that you own or have read or write access to, and records shared with you. List views also include records owned by or shared with users in roles below you in the role hierarchy. You can see only the fields that are visible according to your page layout and field-level security settings.
Export			
DB-005	The proposed solution must support data export in a variety of common file formats, such as, CSV, tab-delimited text, SQL, XLS, DOC, which the State Bar can manipulate for reporting.	Requires Configuration	Salesforce natively supports CSV and report data in .XLS. Any standard user interface page may be viewed in a printable format and/or printed. The link to any Salesforce page may be sent via email using standard "Send Page…" browser functionality. Salesforce Reports may be exported to printed or exported to CSV data or Excel formats.
Documentation			
DB-006	The Applications should provide ready access to an up to date Entity Relationship Diagram (ERD) and Data Dictionary by State Bar technical staff from the initiation of design, forward.	Currently Deployed	Schema Builder provides a dynamic environment for viewing and modifying all the objects and relationships in your app. This greatly simplifies the task of designing, implementing, and modifying your data model, or schema. Schema Builder is enabled by default. You can view your existing schema and interactively add new custom objects, custom fields, and relationships, simply by dragging and dropping. Schema Builder automatically implements the changes and saves the layout of your schema any time you move an object. This eliminates the need to click from page to page to find the details of a relationship or to add a new custom field to an object in your schema. Schema Builder provides details like the field values, required fields, and how objects are related by displaying lookup and master-detail relationships. You can view the fields and relationships for both standard and custom objects. Schema Builder lets you add the following to your schema: -Custom objects -Lookup relationships -Master-detail relationships -All custom fields except: Geolocation
DB-007	The Applications must provide tools and capability for State Bar management and technical control of schema and other database implementation as new versions of The Applications are released.	Currently Deployed	Schema Builder provides a dynamic environment for viewing and modifying all the objects and relationships in your app. This greatly simplifies the task of designing, implementing, and modifying your data model, or schema. Schema Builder is enabled by default. Release Notes: Every new release/upgrade includes access to summary level and detailed level Release Notes. For example Spring '17 Release Notes URL: https://releasenotes.docs.salesforce.com/en-us/spring17/release-notes/salesforce_release_notes.htm Automatic Upgrades: One of the beauties of the multitenant Force.com platform is that customers are always operating on the latest version of our service. Everyone enjoys instant, low-maintenance upgrades each time Salesforce releases a new version of the application and platform. That way, the entire community can take advantage of the latest innovations from our product development team. Unlike the time and expense associated with upgrading to a new version of a client/server application, Force.com platform customizations and integrations are preserved through upgrades with minimal—if any—work on the customer's end.
DBMS Platform			
DB-008	The transactional database should be a Microsoft SQL database. (Other database platforms will be considered.)	Currently Deployed	The Force.com platform supports two query languages: Salesforce Object Query Language (SOQL) is a query-only language. While similar to SQL in some ways, it's an object query language that uses relationships, not joins, for a more intuitive navigation of data. Salesforce Object Search Language (SOSL) is a simple language for searching all across all persisted objects.
Replication			
DB-009	The Applications must be capable of replicating to a Microsoft SQL database.	Requires Configuration	There are various data integration vendors (e.g. Informatica) that should be looked at (that provide mapping support from dissimilar schemas).
DB-010	The replication between the production transactional database and the reporting / public access databases should, at a minimum, be performed on a near real-time basis. (This may be asynchronous).	Currently Deployed	The Salesforce instance is a central repository of information that is instantly reportable and viewable to public facing access points once data is saved/stored/updated/etc. in a field that is designated as viewable to the Community (Authenticated) User or (Unauthenticated 'guest') User. Security has been the top priority from day one. We ensure that our customers' data is protected with comprehensive physical security, data encryption, user authentication, and application security as well as the latest standard-setting security practices and certifications, including: - World-class security specifications - SAS 70 Type II, SOX, ISO27001, and third-party vulnerability and SysTrust certifications - Secure point-to-point data replication for data backup: Backup disks for customer data never leave our facilities—no disks ever in transport
DB-011	The database implementation should be capable of journaling.	Currently Deployed	Journaled/checkpoint based replication – Enter journaled files systems and checkpoint based replication. This type of technology (e.g. EMC Recoverpoint) allows not only read/write access to either side of a replicated storage set, but also the ability to recover data at a point in time.
Distribution			
DB-012	The Applications must allow for a distributed database environment supporting distributed production operation with peer fail over of database operations.	Currently Deployed	Customer data, up to the last committed transaction, is replicated to disk in near-real time at the designated disaster recovery data center, backed up at the primary data center, and then cloned at an archive data center. Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). Backups are retained for 90 days. Backups never physically leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process. For business continuity purposes, Salesforce supports disaster recovery with a dedicated team and a 4 hour recovery point objective (RPO) and 12 hour recovery time objective (RTO). Salesforce has documented Disaster Recovery plan. The Disaster Recovery plan is tested at least annually. A post mortem documenting the results of the disaster recovery tests can be provided to customers with a signed NDA in place. Additional details on Salesforce's Disaster Recovery can be provided with the execution of an NDA between Salesforce and California State Board of Bar.
Logging			
DB-013	The proposed solution must provide self-generated audit reports based on log entries.	Currently Deployed	In addition to Salesforce's core auditing capabilities, Salesforce offers Event Monitoring as an additional license option. The State Bar can use event monitoring to discover how often and at what times your users are logging in to and out of your organization. This includes insight into what Salesforce applications are being adopted by users, who is logging in and from where, what pages users are viewing, what reports users are running and exporting and other aspects of application usage. This capability helps you discriminate between valid and invalid login requests and also track user login patterns for future reference. For example, depending on your org settings, admins can log in to Salesforce as another user. You can use Login As event type data to review those actions to identify any security breaches or vulnerabilities, and also to inform your users what occurred. Not only can the State Bar now better understand how your apps are being utilized, you can also monitor if users download large amounts of data that might put the State Bar at risk. In addition, the State Bar can also determine if an employee is unnecessarily downloading sensitive customer/citizen information, pinpointing the exact time and location of that event. Event Monitoring is delivered as an API-first feature and there are Salesforce partners with visualization tools available.

DB-014	The proposed solution must rotate and archives activity logs.	Currently Deployed	Salesforce archives events and tasks on a schedule according to certain criteria. Salesforce archives certain year-old events and tasks every Saturday at approximately 5:00 AM Greenwich Mean Time (GMT). Salesforce archives activities as follows. Events that ended more than 365 days ago Closed tasks due more than 365 days ago Closed tasks created more than 365 days ago, if they have no due date After Salesforce archives activities, you can view them in exported data and in certain locations in Salesforce Classic. Activities are archived regardless of whether you use Salesforce Classic, Lightning Experience, or Salesforce1. However, although you can view archived activities in exported data and in Salesforce Classic, you can't view them in Lightning Experience or Salesforce1. Salesforce doesn't delete archived activities, but you can manually delete them. When you create or refresh a sandbox, archived activities aren't copied. To improve the speed and performance of activity reports, the system will automatically archive older activities to reduce the number of records being searched through in reporting and SOQL queries. Archive Days increase limits and maximums Default setting - 365 Maximum limit - 2555 Recommended maximum - 1825 days (5 years) maximum
DB-015	The proposed solution must support export of audit or log data to an external system for archive and analysis (syslog, SIM, etc.).	Currently Deployed	Within Salesforce, the creator and last updater, as well as timestamps, are recorded for every record. Additionally, the Salesforce Platform and Salesforce Applications have a multitude of history tracking and auditing features that provide valuable information about the use of an organization's applications and data, which in turn can be a critical tool in diagnosing potential or real security issues. Auditing features include: Record Modification Fields - All objects include fields to store the name of the user who created the record and who last modified the record. This provides some basic auditing information. Login History - You can review a list of successful and failed login attempts to your organization for the past six months within Salesforce. The State Bar can also track the geographic location of the IP addresses of your logins in your personal settings. You can track the geographic location of the login IP addresses for any of your users in the user's detail page. To get more detailed geographic information, such as city and postal code, you can download the login history. Due to the nature of geolocation technology, the accuracy of geolocation fields (for example, country, city, postal code) can vary. Field History Tracking - You can also enable auditing for individual fields, which will automatically track any changes in the values of selected fields. Although auditing is available for all custom objects, only some standard objects allow field-level auditing. Setup Audit Trail - Administrators can also view a Setup Audit Trail for the past six months within Salesforce, which logs when modifications are made to your organization's configuration. This trail can be downloaded into Excel or as a csv file. While the Login History and Setup Audit Trail are available for six months within Salesforce, audit trails can be downloaded and stored locally to meet longer audit log retention requirements. Detailed application logs can be used for forensics investigations by customers. These logs are stored for 12 months and are available for a fee. To enable screen reader support, press shortcut ⌘+Option+Z. To learn about keyboard shortcuts, press shortcut ⌘slash.
DB-016	The proposed solution must protect audit log files from unauthorized alteration from system users and/or by the vendor support staff.	Currently Deployed	In addition to Salesforce's core auditing capabilities, Salesforce offers Event Monitoring as an additional license option. The State Bar can use event monitoring to discover how often and at what times your users are logging in to and out of your organization. This includes insight into what Salesforce applications are being adopted by users, who is logging in and from where, what pages users are viewing, what reports users are running and exporting and other aspects of application usage. This capability helps you discriminate between valid and invalid login requests and also track user login patterns for future reference. For example, depending on your org settings, admins can log in to Salesforce as another user. You can use Login As event type data to review those actions to identify any security breaches or vulnerabilities, and also to inform your users what occurred. Not only can the State Bar now better understand how your apps are being utilized, you can also monitor if users download large amounts of data that might put the State Bar at risk. In addition, the State Bar can also determine if an employee is unnecessarily downloading sensitive customer/citizen information, pinpointing the exact time and location of that event. Event Monitoring is delivered as an API-first feature and there are Salesforce partners with visualization tools available. Use the SOAP API and REST API resources to retrieve event log files that contain information useful for assessing organizational usage trends and user behavior. Because event log files are accessed through the Force.com SOAP API and REST API, you can integrate log data with your own back-end storage and data marts so that you can correlate data from multiple organizations and across disparate systems easily. When using event monitoring, keep the following in mind: • Log data is read-only. You can't insert, update, or delete log data. • Use the EventType field to determine which files were generated for your organization • LogDate tracks usage activity for a 24-hour period, from 12:00 a.m. to 11:59 p.m. UTC time. • An event generates log data in real time. However, log files are generated the day after an event takes place, during nonpeak hours. Therefore, log file data is unavailable for at least one day after an event. • CreatedDate tracks when the log file was generated. • Log files, represented by the EventType field, are only generated if there is at least one event of that type for the day. If no events took place, the file won't be generated for that day • Log files are available based on CreatedDate for the last 30 days when organizations purchase User Event Monitoring or one day for Developer Edition organizations. • All event monitoring logs are exposed to the API through the EventLogFile object, however there is no access through the user interface. Event monitoring can be used with 32 different file types: Apex Callout, Apex Execution, Apex SOAP, Apex Trigger, API, Async Report, Bulk API, Change Set Operation, Content Distribution, Content Document Link, Content Transfer, Dashboard, Document Attachment Downloads, Login, Login As, Logout, MDAPI Operation, Multiblock Report, Package Install, Queued Execution, Report, Report Export, REST API, Salesforce1 Adoption (UI Tracking), Sandbox, Sites, Time-Based Workflow, URI, Visualforce, Wave Change, Wave Interaction, Wave Performance Event Monitoring Transaction Security Transaction Security policies give the State Bar a way to look through events in your organization and specify actions to take when certain combinations occur. A transaction security
Disaster Recovery			
DB-017	The Database architecture must support the industry best practices protocols for disaster recovery, including employing an out of state, third party service provider.	Currently Deployed	Customer data, up to the last committed transaction, is replicated to disk in near-real time at the designated disaster recovery data center, backed up at the primary data center, and then cloned to the disaster recovery data center. Disaster recovery tests verify our projected recovery times and the integrity of the customer data. Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). disks never leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process. The backup retention policy is 90 days (30 days for sandboxes). Deleted / modified data cannot be recovered after 90 days (30 days for sandboxes). If customers want a longer retention, they can use the weekly export feature available in the system.
Load Balancing			
DB-018	The database implementation should provide load balancing (active/active) across the replicated databases.	Currently Deployed	We maintain a pool of servers to handle login traffic for all instances. A handful of servers from many (but not all) instances accept login requests and redirect the session to the user's home instance. This is what happens when you log in via login.salesforce.com. Customer traffic starts with our external DNS. Once a lookup has successfully returned the IP address for an instance, standard Internet routing directs it to the appropriate datacenter. Once the traffic enters our network in that datacenter, it is directed to the load balancer pair on which that IP lives. All of our Internet-facing IPs are VIPs configured on an active/standby pair of load balancers. http://highscalability.com/blog/2013/9/23/salesforce-architecture-how-they-handle-13-billion-transacti.html Thanks to the 24/7 availability of the internet, businesses need networks that are designed to assure high availability (H/A). The two most popular methods adopted by network managers today to achieve this are to use clustering to deal with failover (Active/Passive Mode) and load balancing. Alternatively, Active/Active mode is employed to provide for database or session replication and to support redundancy. Load balancers can be placed in the network to direct server requests according to server performance and the method of traffic distribution chosen, such as round robin for example. In certain cases, network managers prefer to place load balancers outside the cluster to provide for increased horizontal scalability. Platform as a service (PaaS) such as Force.com is an application-centric approach that abstracts the concept of servers altogether. PaaS lets developers focus on core application development from day one and to deploy an application with the push of a button. The provider never needs to worry about multitenancy, high availability, load balancing, scalability, system backups, operating system patches and security, and other similar infrastructure-related concerns—all these services are delivered as the "S" in PaaS.

ID	Requirement Text	Response Code	Assumptions/Comments
Application			
AV-001	All components of the application should operate 24 hours a day, 7 days a week.	Alternative Proposed	Salesforce has maintained high levels of availability across all Salesforce instances since inception. As the only on-demand vendor to provide daily service-quality data on a public Web site (http://trust.salesforce.com), Salesforce proves that we are the leader in availability. And by making its track record completely transparent, Salesforce proves we are worthy of our customers' trust. To ensure maximum uptime and continuous availability, Salesforce provides the best redundant data protection and most advanced facilities protection available, along with a complete data recovery plan—all without affecting performance. Salesforce uses commercially reasonable efforts to make its on-demand services available to its customers 24/7, except for planned downtime, for which Salesforce gives customers prior notice, and force majeure events. Excellent availability statistics are critical to Salesforce's customers' success and to the success of Salesforce as a company. Live and historical statistics on the Salesforce system performance are publicly published at https://trust.salesforce.com/en/#systemStatus. The persistence layer underlying Salesforce Platform is proven database technology that powers all of Salesforce's products today, serving more than 150,000 organizations and over 4 billion transactions per day with an average request response time of less than 250 milliseconds, all with an average uptime of 99.9+ percent. Additionally, per the Questions and Answers released on April 4, 2017, the State indicated that SLA requirements can be negotiated with the chosen solution and provider.
AV-002	Downtime due solely to application failure must be less than 0.001% measured annually.	Alternative Proposed	Please refer to our response in requirement AV-001. Additionally, per the Questions and Answers released on April 4, 2017, the State indicated that SLA requirements can be negotiated with the chosen solution and provider.
AV-003	All components of the application should be fully functional within 30 minutes of a failure of a vendor provided DBMS.	Alternative Proposed	Please refer to our response in requirement AV-001. Additionally, per the Questions and Answers released on April 4, 2017, the State indicated that SLA requirements can be negotiated with the chosen solution and provider.
Facilities			
AV-004	In the event that a local State Bar facility becomes unavailable (e.g., natural or man-made disaster), all local applications should be fully functional with complete and current data between State Bar sites within 24 hours of the provisioning of those facilities, allowing State Bar employees to resume full operations.	Currently Deployed	This requirement is not applicable to a cloud-based solution. Salesforce is a pure multi-tenant, cloud-based web application. No additional software or infrastructure is required. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution. Additionally, Salesforce is browser agnostic and supports all major browsers (Firefox, Chrome, Safari, IE). No installations on users' laptops or desktops are required and thus the solution is accessible from anywhere an internet connection and supported browser are available, including mobile devices. Salesforce System Requirements: https://resources.docs.salesforce.com/206/latest/en-us/sfdc/pdf/salesforce_technical_requirements.pdf
AV-005	In the event that the data center facility supporting the Application becomes unavailable (e.g., natural or man-made disaster), all local applications should be fully functional with complete and current data between State Bar sites within 24 hours of the provisioning of those data center facilities, allowing State Bar employees to resume full operations.	Currently Deployed	Customer data, up to the last committed transaction, is replicated to disk in near-real time at the designated disaster recovery data center, backed up at the primary data center, and then cloned to the disaster recovery data center. Disaster recovery tests verify our projected recovery times and the integrity of the customer data. Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). disks never leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process. The backup retention policy is 90 days (30 days for sandboxes). Deleted / modified data cannot be recovered after 90 days (30 days for sandboxes). If customers want a longer retention, they can use the weekly export feature available in the system.
AV-006	The application should be compatible with the industry best practices for disaster recovery, which includes ability to restore systems from backups and the reapplication of update transactions from available journal files.	Currently Deployed	Customer data, up to the last committed transaction, is replicated to disk in near-real time at the designated disaster recovery data center, backed up at the primary data center, and then cloned to the disaster recovery data center. Disaster recovery tests verify our projected recovery times and the integrity of the customer data. Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). disks never leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process. The backup retention policy is 90 days (30 days for sandboxes). Deleted / modified data cannot be recovered after 90 days (30 days for sandboxes). If customers want a longer retention, they can use the weekly export feature available in the system. Protection at the application level Salesforce protects customer data by ensuring that only authorized users can access it. Administrators assign data security rules that determine which data users can access. Sharing models define organization-wide defaults and data access based on a role hierarchy. All data is encrypted in transfer. All access is governed by strict password security policies. All passwords are stored in SHA 256 one-way hash format. Applications are continually monitored for security violation attempts. Protection at the facilities level Salesforce security standards are stringent and designed with demanding customers in mind, including the world's most security-conscious financial institutions. Authorized personnel must pass through five levels of biometric scanning to reach the Salesforce system cages. All buildings are completely anonymous, with bullet-resistant exterior walls and embassy-grade concrete posts and planters around the perimeter. All exterior entrances feature silent alarm systems that notify law enforcement in the event of suspicion or intrusion. Data is backed up to disk or disk. These backups provide a second level of physical protection. Neither disks nor disks ever leave the data center. Protection at the network level Multilevel security products from leading security vendors and proven security practices ensure network security. To prevent malicious attacks through unmonitored ports, external firewalls allow only http and https traffic on ports 80 and 443, along with ICMP traffic. Switches ensure that the network complies with the RFC 1918 standard, and address translation technologies further enhance network security. IDS sensors protect all network segments. Internal software systems are protected by two-factor authentication, along with the extensive use of technology that controls points of entry. All networks are certified through third-party vulnerability assessment programs. Trust.salesforce.com is the Salesforce community's home for real-time information on system performance and security. On this site
Notification			
AV-007	The proposed solution should notify the State Bar of service outages or degradations through e-mail alerts or RSS feeds that the State Bar can integrate into its internal infrastructure monitoring tools or dashboards.	Currently Deployed	Product and Service Notifications are communications from the Salesforce Technology Communications team that are sent to admins of Salesforce orgs via email, to alert them of any changes to features, functionality, or service that may impact their use of Salesforce. These notifications may include actions admins must take in order to prepare for these changes. In addition to that, Trust.salesforce.com is the Salesforce community's home for real-time information on system performance and security. The status sites provide transparency around service availability and performance for Salesforce products.
AV-008	The proposed solution should provide State Bar user and administrator viewable reporting related to the uptime and performance state of each of its included services.	Currently Deployed	Trust.salesforce.com is the Salesforce community's home for real-time information on system performance and security. On this site you'll find: • Live and historical data on system performance • Up-to-the minute information on planned maintenance • Phishing, malicious software, and social engineering threats • Best security practices for your organization • Information on how we safeguard your data
Hardware			
AV-009	All components of the application should be fully functional within 30 minutes of a server hardware replacement. (Please note that this requirement does not make the vendor responsible for server hardware performance, unless vendor is proposing a hosted solution. However, the Application's design and hardware component architecture should provide for this recovery of operations.)	Alternative Proposed	Please refer to our response in requirement AV-001. Additionally, per the Questions and Answers released on April 4, 2017, the State indicated that SLA requirements can be negotiated with the chosen solution and provider.
AV-010	In the event of a desktop hardware failure, all components of the application should be fully functional within 15 minutes of hardware replacement, allowing State Bar employee to resume full operations. (Please note that this requirement does not make the vendor responsible for server hardware performance. However, the application design and hardware component architecture should provide for this recovery of operations.)	Alternative Proposed	Please refer to our response in requirement AV-001. Additionally, per the Questions and Answers released on April 4, 2017, the State indicated that SLA requirements can be negotiated with the chosen solution and provider.
Maintenance			

AV-011	Backup should not interrupt Application operations.	Currently Deployed	Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). Disks never leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process.
AV-012	The maintenance and upgrades should not interrupt the Application's operations for a hosted solution.	Currently Deployed	All upgrades, patches, and other system maintenance are provided as part of the subscription service with no additional cost to the State Bar. In addition, Salesforce releases 3 complimentary upgrades each year, in Winter, Spring, and Summer versions. All Salesforce users are always on the latest version of our platform because everyone gets instant upgrades (typically in an opt-in basis). Each time Salesforce releases a new version of the application and the platform, the entire community can take advantage of the latest innovations from our product development team. Because of our multi-tenant architecture, Salesforce is able to provide all of our customers with a service based on a single version of our application. We are able to upgrade all of our customers at the same time with each release. As a result, we do not have to maintain multiple versions of our application. Each release will be delivered automatically in a transparent manner, and will not break your configurations. All customizations— schema, code, apps—are specified as metadata that decouples them from the runtime environment and services of the Salesforce Force.com Platform. Upgrades on everything from app servers to UI frameworks can be deployed seamlessly.

ID	Requirement Text	Response Code	Assumptions/Comments
Event Based Interfaces			
IN-001	The Application must be able to produce a transaction record as a web service whenever an update is made to the Application's database.	Currently Deployed	Salesforce enables administrators to track audit history for any database object. Using point and click configuration, administrators can choose which database objects and which fields they want to audit and track and the system automatically tracks the history of data value changes, time of change and user who changed the data. This functionality is supported for both standard and custom data objects. This audit history tracking data is automatically available in all page layouts without any custom coding or interface development. Additionally, the system can track the history of workflow approval processes. Audit history data is viewable in both user interface screens and in Salesforce's reporting and analytics. Field Audit Trail (Additional Licensing Option) lets you define a policy to retain archived field history data up to ten years, independent of field history tracking. This feature helps you comply with industry regulations related to audit capability and data retention. Salesforce provides programmatic access to your organization's information using simple, powerful, and secure application programming interfaces. Apex REST API - Build your own REST API in Apex. This API exposes Apex classes as RESTful Web services. Apex SOAP API - Create custom SOAP Web services in Apex. This API exposes Apex classes as SOAP Web services.
IN-002	The Application must have facilities to push events and properties to other State Bar Applications.	Currently Deployed	Point and click business logic comes in the form of validation rules for validating data input, formula fields, assignment rules for leads and cases, auto-response rules for leads and cases, and workflow rules which automate actions based on required business processes. Each of these forms of business logic is configured through the point-and-click Setup environment. Triggering of a workflow rule can be based on formula based criteria for the record or time dependent actions. The following actions can be triggered via workflow rules or Process Builder processes: • Tasks assigned to a user • Email Alerts to one or more recipients • Fields updates • Outbound XML Messages to a designated listener • Create a record • Update any related record—not just the record or its parent • Use a quick action to create a record, update a record, or log a call • Invoke a process from another process • Launch a flow • Post to Chatter • Submit for approval
IN-003	The Application must have facilities to receive events and properties from other State Bar Applications.		Servio has included an approach and mechanism for the Salesforce based AIMS application to integrat with third party applications. As part of Discovery, we will jointly identify opportunities for integration such as events and properties and make a dertermination based on factors such as timing and frequency to determine whether a webservice or batch process will be appropriate to accomplich goals.
IN-004	The Application must be able to hold interface transactions in queue if receiving State Bar Applications are unavailable.	Requires Configuration	A single SOAP message can include up to 100 notifications. Each notification contains the object ID and a reference to the associated sObject data. Note that if the information in the object changes after the notification is queued but before it is sent, only the updated information will be delivered. If you issue multiple discrete calls, the calls may be batched together into one or more SOAP messages. Messages will be queued locally. A separate background process performs the actual sending, to preserve message reliability: If the endpoint is unavailable, messages will stay in the queue until sent successfully, or until they are 24 hours old. After 24 hours, messages are dropped from the queue. Connecting Salesforce to an existing enterprise application is a common and frequently performed task. Integration options range from native Web Services support (APIs, outbound workflow, etc.) to import/export utilities to middleware integration via packaged connectors to toolkits for Java, .NET, and other open platforms.. Our solution provides the ability to call out to virtually all common APIs, to enable synchronization, push / pull, and mash-ups with external apps/systems. Salesforce itself is based on web-service based APIs that in turn simplify access to Salesforce data from external systems. API-based integration is heavily leveraged by our customers. The APIs are provided with the Salesforce Force.com platform to build integration interfaces with third party applications or by our integration partners to use in their connectors. Any 3rd party application that accesses your Salesforce instance via the APIs, will be subject to the same security protections that are used in your Salesforce user interface. Therefore, the 3rd party application will need to use a "granted" user in order to access the Salesforce data. These are open APIs (based on industry-standards such as REST and SOAP) that you can use to integrate Salesforce endpoints with external endpoints such as apps or enterprise integration hubs. As an example, you have the Batch and Bulk APIs used in the Data integration patterns or the SOAP and REST APIs used for UI integration patterns. Integration Options as various Layers of a Solution Salesforce lets you choose integration methods at different layers to optimally align with business requirements, security policies, and master data management guidelines. Specifically, the State Bar can choose how best to integrate across Security, User Interface, Business Logic and Data Integration layers. For more details on optimal design patterns for integration, see the Whitepaper "Integration Patterns and Practices" at: https://resources.docs.salesforce.com/sfdc/pdf/integration_patterns_and_practices.pdf Five Paths to Integration Success Salesforce Force.com provides paths to integration success—all based on our industry-leading Web services API—and an extensive integration partner ecosystem. Integration with Salesforce Force.com means faster, simpler, and less-risky integration that doesn't break during upgrades and delivers a new level of access and agility to your existing IT investments. 1) Choose your integration middleware - Force.com is designed to work with all major integration middleware solutions. For a list of certified integration solutions, check out the Integration category in the AppExchange marketplace (https://appexchange.salesforce.com/category/integration). Here you'll find pre-built connectors and the services of numerous integration technology partners such as IBM CastIron, Informatica Software and Jitterbit.
Messaging Protocol			
IN-005	Data Transmission to other State Bar Applications should utilize XML technology as the standard format of data transmission, unless otherwise specified.	Requires Configuration	Force.com Canvas enables you to easily integrate a third-party application in Salesforce. Force.com Canvas is a set of tools and JavaScript APIs that you can use to expose an application as a canvas app. This means you can take your new or existing applications and make them available to your users as part of their Salesforce experience. Instead of redesigning and reintegrating your external applications, you can now use these tools to integrate your technology within Force.com Canvas. Force.com Canvas includes tools that handle: Authentication - If your application requires authorization, you can implement it by using a signed request or OAuth 2.0. Context - API support that enables you to retrieve context information about the environment in which the canvas app is running. Cross-domain XHR - JavaScript support for cross-domain XML HTTP requests back to the Salesforce domain. Resizing - Methods that support the ability to resize your canvas app. Events - Events provide a JavaScript-based way to send and receive events between canvas apps. Use events to enable communication between multiple canvas apps on a single page. Canvas Apps in Visualforce - A Visualforce component that lets you expose your canvas app on a Visualforce page. Canvas Apps in the Publisher - Lets you add a canvas app as a custom action and expand the publisher to include a canvas app. Canvas Apps in the Chatter Feed - Lets you expose your canvas apps as feed items. Canvas in the Salesforce1 mobile app - Makes your canvas apps available in Salesforce1 Mobile.
IN-006	Any interfaces between the Applications and other State Bar Applications should be implemented using standard messaging protocols.	Requires Configuration	Please refer to our response in requirement IN-004.
IN-007	The proposed solution must include a recovery and synchronization process (following the failure of the proposed system) for interfaces with external Applications.	Requires Configuration	To maximize availability, the service is delivered using multiple world-class data centers supporting primary and replicated disaster recovery instances, plus a separate production-class lab facility. The infrastructure utilizes carrier-class components designed to support millions of users. Extensive use of high-availability servers and network technologies, and a carrier-neutral network strategy, help to minimize the risk of single points of failure, and provide a highly resilient environment with maximum uptime and performance. The Salesforce Services are configured to be N+1 redundant at a minimum, where N is the number of components of a given type needed for the service to operate, and +1 is the redundancy. In many cases, Salesforce has more than one piece of redundant equipment for a given function. Connecting Salesforce to an existing enterprise application is a common and frequently performed task. Integration options range from native Web Services support (APIs, outbound workflow, etc.) to import/export utilities to middleware integration via packaged connectors to toolkits for Java, .NET, and other open platforms. Our solution provides the ability to call out to virtually all common APIs, to enable synchronization, push / pull, and mash-ups with external apps/systems. Salesforce itself is based on web-service based APIs that in turn simplify access to Salesforce data from external systems. API-based integration is heavily leveraged by our customers.
Produce/Publish			
IN-008	The Application should employ a standardized, "Publish/Subscribe", approach for Web services (i.e., a way for a Web service, or other entity, to disseminate information to a set of other Web services, without having to have prior knowledge of these other Web Services.) Examples include WS-Notification and WS-Base Notification standards 1.3.	Requires Configuration	Connecting Salesforce to an existing enterprise application is a common and frequently performed task. Integration options range from native Web Services support (APIs, outbound workflow, etc.) to import/export utilities to middleware integration via packaged connectors to toolkits for Java, .NET, and other open platforms. Our solution provides the ability to call out to virtually all common APIs, to enable synchronization, push / pull, and mash-ups with external apps/systems. Salesforce itself is based on web-service based APIs that in turn simplify access to Salesforce data from external systems. API-based integration is heavily leveraged by our customers. Note: WS-Notification is a Publish/Subscribe notification framework for Web services. Salesforce provides a WSDL (Web Service Description Language) files. They are called "Enterprise WSDL" and "Partner WSDL". A WSDL is an XML-document which contains a standardized description on how to communicate using a web service (the Salesforce API is exposed as a web service). The WSDL is used by developers to aid in the creation of Salesforce integration pieces. A typical process involves using the Development Environment (eg, Eclipse for Java, or Visual Studio for .Net) to consume the WSDL, and generate classes which are then referenced in the integration. The primary differences between the two WSDL that we provide are: Enterprise WSDL: a) The Enterprise WSDL is strongly typed. b) The Enterprise WSDL is tied (bound) to a specific configuration of Salesforce (ie. a specific organization's Salesforce configuration). c) The Enterprise WSDL changes if modifications (e.g custom fields or custom objects) are made to an organization's Salesforce configuration. For the reasons outlined above, the Enterprise WSDL is intended primarily for Customers. Partner WSDL: a) The Partner WSDL is loosely typed. b) The Partner WSDL can be used to reflect against/interrogate any configuration of Salesforce (ie. any organization's Salesforce configuration). c) The Partner WSDL is static, and hence does not change if modifications are made to an organization's Salesforce configuration. For the reasons outlined above, the Partner WSDL is intended primarily for Partners.
Publication			

IN-009	The Applications should be able to provide a generic Notify based Web Service.	Currently Deployed	Outbound messaging allows you to specify that changes to fields within Salesforce can cause messages with field values to be sent to designated external servers. Outbound messaging is part of the workflow rule functionality in Salesforce. Workflow rules watch for specific kinds of field changes and trigger automatic Salesforce actions, such as sending email alerts, creating task records, or sending an outbound message. Outbound messaging uses the notifications() call to send SOAP messages over HTTP(S) to a designated endpoint when triggered by a workflow rule. A single SOAP message can include up to 100 notifications. Each notification contains the object ID and a reference to the associated sObject data. Note that if the information in the object changes after the notification is queued but before it is sent, only the updated information will be delivered. If you issue multiple discrete calls, the calls may be batched together into one or more SOAP messages. Messages will be queued locally. A separate background process performs the actual sending, to preserve message reliability: If the endpoint is unavailable, messages will stay in the queue until sent successfully, or until they are 24 hours old. After 24 hours, messages are dropped from the queue. If a message cannot be delivered, the interval between retries increases exponentially, up to a maximum of two hours between retries.
IN-010	The Applications should be able to publish notifications to a Web Service.	Currently Deployed	A single SOAP message can include up to 100 notifications. Each notification contains the object ID and a reference to the associated sObject data. Note that if the information in the object changes after the notification is queued but before it is sent, only the updated information will be delivered. If you issue multiple discrete calls, the calls may be batched together into one or more SOAP messages. Messages will be queued locally. A separate background process performs the actual sending, to preserve message reliability: If the endpoint is unavailable, messages will stay in the queue until sent successfully, or until they are 24 hours old. After 24 hours, messages are dropped from the queue. Making Authenticated Web Service Callouts Using Two-Way SSL Web Service Callouts is a powerful feature of the Force.com platform that allows you to connect to other web services and exchange data from inside Apex code or triggers. You can use this to notify other services of changes to data in your environment (org), or to retrieve data "on the fly" from a remote system and show it on a Visualforce page. Callouts can be secured using SSL, as well as with two-way SSL, in which both the client and the server present certificates to prove their identity to each other. This article explains how you can use two-way SSL as a strong authentication method when you make callouts from Force.com to other services.
Request / Response			
IN-011	The Application must be able to produce requests and receive responses in request/response service interaction profile.	Requires Configuration	Chatter REST API uses HTTP methods to send and receive JSON and XML content, so it is very simple to build client applications using the tool or the language of your choice.
IN-012	The Application must be able to receive requests and produce responses in request/response service interaction profile.	Requires Configuration	Chatter REST API uses HTTP methods to send and receive JSON and XML content, so it is very simple to build client applications using the tool or the language of your choice.
Standards			
IN-013	System interoperability should adhere to the WS-I Basic Profile 1.2 or higher standard.		As described in IN-003, Servio will leverage the appropriate approach following Discovery when considerations such as platform, tools, applications, and State Bar programming languages are understood. NOTE: Basically, WS-I Basic Profile provides the guidance on how to use together specifications like SOAP, WSDL and UDDI to develop interoperable web services. It is important because otherwise you will limit your target audience. A web service is meant to be connected to other components and having each component be WS-I compliant will make the job easier no matter the platforms, tools, applications or programming languages.
IN-014	The Application must be able to produce and to consume data files via FTP.		Servio has detailed data migration and integration approaches in the response. As stated below, there are several methods and tools avialable to ensure data migration and any ongoing integration support. Salesforce Data Loader (dataloader.io) - Data Loader is a free, client application for the bulk import or export of data. Use it to insert, update, delete or export Salesforce records. Using dataloader.io, you can import and export data directly from Box, DropBox, FTP and SFTP repositories quickly and easily. With dataloader.io you can export your data in CSV files directly into an FTP server. All you have to do is add a destination folder in your FTP server in the final step of the process. The REST-based Bulk API was developed specifically to simplify the process of uploading large amounts of data. It is optimized for inserting, updating, upserting, and deleting large numbers of records asynchronously by submitting them in batches to Force.com, to be processed in the background. Import/Export Utilities The Salesforce Platform includes the following import/export options for data: • Data Import Wizard - An in-browser wizard that imports data for many standard Salesforce objects, including accounts, contacts, leads, solutions, campaign members, and person accounts. You can also import data for custom objects. • Salesforce Data Loader (dataloader.io)- Data Loader is a free, client application for the bulk import or export of data. Use it to insert, update, delete or export Salesforce records. • Direct Export - Data can be exported directly into CSV (comma separated values) file, or Excel files with a button click. This can be done from either a standard or custom list view, or from a report. This is the most common method utilized by end users. • Excel Connector - Salesforce provide an Excel Connector to push and pull data from Excel to Salesforce and vice versa. • Salesforce API - Data can be exported to and from the system through our API at any time or via a number of built in features. • Partner Tools - There are also many pre-integrated partner tools, some of which you may already own that may be leveraged. Examples of these include, but are not limited to, Informatica, Pervasive, CastIron, Boomi, etc. We also offer a weekly export service (WES) for those customers requiring a local backup copy of their data or a data set for import into other applications (such as an ERP system).
Subscription			
IN-015	Provide for a run time mechanism or Subscription Manager where a requestor such as another State Bar Application can query other Applications and data structures.	Currently Deployed	Salesforce allows the State Bar to have multiple applications within a single org. Access permission are defined by a user's Profile and Role. The user Profile controls access permissions to defined standard and custom objects, as well as all functional capabilities in the application. The user Role, as well as the placement of that role in the organization-defined Role Hierarchy, controls user access to specific data records. For example, a user's Profile may indicate that a user has read, create, edit and delete permissions to the Contact object (table) in the database. However, the user's Role will determine which actual contact records the user will be able to access, which may be a subset of all defined contact records in the database.
IN-016	Provide for a run time mechanism or Subscription Manager where a requestor Application can subscribe to obtain notifications and related data from the other State Bar Applications and data structures.	Requires Configuration	The Force.com Streaming API lets you expose a near real-time stream of data from the Force.com platform. Streaming API delivers events that are either tied to changes in Salesforce or based on custom payloads. Administrators can create topics, to which applications can subscribe, receiving asynchronous notifications via the Bayeux Protocol. Streaming data made simple, secure, and scalable.
IN-017	Provide for a run time mechanism or Subscription Manager where a requestor such as another Application can manipulate (change filters on) data obtained from the State Bar Applications and data structures.	Requires Configuration	Salesforce allows the State Bar to have multiple applications within a single org. Access permission are defined by a user's Profile and Role. The user Profile controls access permissions to defined standard and custom objects, as well as all functional capabilities in the application. The user Role, as well as the placement of that role in the organization-defined Role Hierarchy, controls user access to specific data records. For example, a user's Profile may indicate that a user has read, create, edit and delete permissions to the Contact object (table) in the database. However, the user's Role will determine which actual contact records the user will be able to access, which may be a subset of all defined contact records in the database.
Topic Hierarchy			
IN-018	Should provide the topic hierarchy, message schemas and other notification metadata. (ex. XML Topic Namespace documents using the WS-Topics 1.3 or higher standards.)		Servio and the Salesforce application will comply as appropriate.
eSignature			
IN-019	The Application should be able to integrate with one of the market leader eSignature platforms.	Currently Deployed	As stated below, Salesforce integrates with market leading eSignature platforms. Servio is recommending that a determination on appropriate platform should be made following discovery as there are many factors in the appropriate selection. The Salesforce AppExchange (http://appexchange.salesforce.com/home) is a directory of over 3,200 pre-built enterprise cloud computing applications that are integrated with Salesforce solutions and developed on the Salesforce Force.com platform by third parties. The AppExchange is the World's Leading Enterprise App Marketplace and [Insert Customer]'s one-stop shop for cloud computing applications and services. Applications that support electronic signature, payment processing, surveys, compliance, project management, and planning for example can easily be integrated. With just a mouse and a Salesforce Force.com account, [Insert Customer] can extend their initial investment and easily find, test drive, and install hundreds of pre-integrated applications from the Salesforce partner community. Through applications available in the Salesforce AppExchange, Salesforce supports electronic signature solutions. For example, Docusign (https://appexchange.salesforce.com/listingDetail?listingId=a0N30000001taX4EAI) quickly pulls in data from Salesforce and allows signing documents directly in Salesforce, or sending them out for signature from Salesforce. Completed documents are then returned to Salesforce and data is automatically updated to your Salesforce records providing a completely seamless experience. The solution works with the Salesforce1 Mobile application, enabling users to send and sign documents from mobile devices.

Disclaimer: Salesforce is an innovative cloud services provider with constantly evolving technology. We have made a good faith effort to provide you with responses to your request that are accurate as of the date of the response and within our knowledge. Because Salesforce procedures and policies change from time to time and Salesforce continues to innovate by providing each customer multiple major release upgrades each year, we cannot guarantee that the answers to your request will remain the same over time. The rights and responsibilities of the parties with regard to use of Salesforce's online software services shall be set forth solely in the applicable agreement

ID	Requirement Text	Response Code	Assumptions/Comments
Network			
ENV-001	The Application must efficiently operate using network core with Cisco switches with front-end connectivity between the two State Bar locations (Los Angeles and San Francisco) using Cisco routers.	Not Proposed	This requirement is not applicable to a cloud-based solution.
ENV-002	The Application must efficiently operate using Internet access via Cisco routers.	Not Proposed	This requirement is not applicable to a cloud-based solution.
ENV-003	The Application must efficiently operate using Internet access employing Checkpoint Firewall and F5 Web Application Firewall (WAF).	Not Proposed	This requirement is not applicable to a cloud-based solution. Salesforce is a pure multi-tenant, cloud-based web application. No additional software or infrastructure is required. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution. Additionally, Salesforce is browser agnostic and supports all major browsers (Firefox, Chrome, Safari, IE). No installations on users' laptops or desktops are required and thus the solution is accessible from anywhere an internet connection and supported browser are available, including mobile devices.
IVR			
ENV-004	The Application must efficiently operate with Cisco Unified Communications Suite (Unity IVR).	Not Proposed	This requirement is not applicable to a cloud-based solution.
Backup			
ENV-005	The proposed solution must include a built-in data backup capability.	Currently Deployed	Customer data, up to the last committed transaction, is replicated to disk in near-real time at the designated disaster recovery data center, backed up at the primary data center, and then cloned at an archive data center. Backups are performed daily at each data center facility without stopping access to the application. Backup cloning is transmitted over an encrypted network (our MPLS network across all data centers). Backups are retained for 90 days. Backups never physically leave our secure data center facilities, unless they are to be retired and destroyed through a secure destruction process. For business continuity purposes, Salesforce supports disaster recovery with a dedicated team and a 4 hour recovery point objective (RPO) and 12 hour recovery time objective (RTO). Salesforce has documented Disaster Recovery plan. The Disaster Recovery plan is tested at least annually. A post mortem documenting the results of the disaster recovery tests can be provided to customers with a signed NDA in place. Additional details on Salesforce's Disaster Recovery can be provided with the execution of an NDA between Salesforce and the State Bar.
ENV-006	The proposed solution must include utilities enabling independent State Bar backup of proposed system data as an alternative to vendor backup.	Currently Deployed	Use the following backup and recovery methods: **Export Backup Data from Salesforce** - Your Salesforce org can generate backup files of your data on a weekly or monthly basis depending on your edition. You can export all your org's data into a set of comma-separated values (CSV) files. https://help.salesforce.com/articleView?id=admin_exportdata.htm&type=0 **Data Loader** - You can use the Data Loader export wizard to extract data from any Salesforce object. When you export, you can choose to include (Export All) or exclude (Export) soft-deleted records. https://help.salesforce.com/articleView?id=exporting_data.htm&type=0 **Report Export** - Build a new report using the Report Builder, a drag-and-drop tool for accessing your data quickly and comprehensively. Use it to set up new reports and edit existing ones. You can then export the report. To work with report data in a dedicated tool, such as a spreadsheet, export report data as a Microsoft Excel ® (.xls) or comma-separated values (.csv) file. Building a Report - https://help.salesforce.com/articleView?id=reports_builder_editing.htm&type=0&language=en_US Exporting from a Report - https://help.salesforce.com/articleView?id=reports_export.htm&type=0
ENV-007	The proposed solution must support backup of user-specified files.	Currently Deployed	Please refer to our response in requirement ENV-006.

ENV-008	The proposed solution must be available for use (e.g., inquiry and update) during backup without affecting backup integrity.	Currently Deployed	All upgrades, patches, and other system maintenance are provided as part of the subscription service with no additional cost to the State Bar. In addition, Salesforce releases 3 complimentary upgrades each year, in Winter, Spring, and Summer versions. All Salesforce users are always on the latest version of our platform because everyone gets instant upgrades (typically in an opt-in basis). Each time Salesforce releases a new version of the application and the platform, the entire community can take advantage of the latest innovations from our product development team. Because of our multi-tenant architecture, Salesforce is able to provide all of our customers with a service based on a single version of our application. We are able to upgrade all of our customers at the same time with each release. As a result, we do not have to maintain multiple versions of our application. Each release will be delivered automatically in a transparent manner, and will not break your configurations. Export Backup Using the Export Backup from Salesforce option - You can generate backup files manually once every 7 days (for weekly export) or 29 days (for monthly export). You can schedule backup files to generate automatically at weekly or monthly intervals. Heavy traffic can delay an export delivery. For example, assume that you schedule a weekly export to run until the end of the month, beginning April 1. The first export request enters the queue, but due to heavy traffic, the export isn't delivered until April 8. On April 7, when your second export request is scheduled to be processed, the first request is still in the queue. So, the second request isn't processed until April 14. There are no such restrictions using the Data Loader or Report Export options.
ENV-009	The proposed solution must support unattended backup including complete audit and verification of creation of a readable and complete backup.	Currently Deployed	After every import or export, Data Loader generates two CSV output files that contain the results of the operation. One file name starts with "success," while the other starts with "error." During every export, Data Loader saves the extracted data to a CSV file that you specify in the wizard. Data Loader has a built-in CSV file viewer with which you can open and view these files.
System Environments			
ENV-010	The proposed solution must include separate environments for configuration/development, QA testing, training, staging and production in alignment with approved deployment and production support approaches.	Currently Deployed	Salesforce offers both a Production environment and 4 different types of Sandbox environments. This gives you the ability to create multiple copies of your organization in separate environments for a variety of purposes, such as testing and training, without compromising the data and applications in your Salesforce production organization. The usage of the various Salesforce Sandbox types during an implementation varies, but below will provide you with a description and common use of each type of environment: Developer Sandbox Developer sandboxes are designed for a single developer and intended for coding and testing in an isolated environment. These environments include a copy of your production organization's configuration (metadata). Developer sandboxes have a storage limit to 200 MB of data and 200 MB of files, which is enough for many development and testing tasks. You can refresh a Developer sandbox once per day. Developer Pro Sandbox Developer Pro sandboxes are intended for coding and testing in an isolated environment. These environments include a copy of your production organization's configuration (metadata). They have a larger storage limit than Developer sandboxes, up to 1 GB of data and 1 GB of files. The larger limit allows for more robust test data sets and enables this environment to handle more development and quality assurance tasks. You can refresh a Developer Pro sandbox once per day. Partial Copy Sandbox Partial Copy sandbox environments include all of your organization's configuration (metadata) and a subset of your production data that you define by using a sandbox template. Use Partial Copy sandboxes for virtually any development, testing, or training purpose. The only tasks for which they aren't well-suited are full performance and load testing. Additionally, as defined by your sandbox template, Partial Copy sandboxes can
ENV-011	The proposed solution must include automated load testing tools.	Currently Deployed	Load testing is used to gauge performance under expected conditions with varying loads (i.e., increasing numbers of users or transactions) and configurations.. Performance and Load testing on our entire platform can be found on Trust.Salesforce.com which highlights daily transaction counts and average daily transaction times. https://status.salesforce.com/performance
ENV-012	The solution must be compatible with McAfee version 8.8 and higher anti-virus software	Requires Configuration	******Note to Partner: Please see the following documentation:** https://kb.mcafee.com/resources/sites/MCAFEE/content/live/PRODUCT_DOCUMENTATION/23000/PD23912/en_US/MCIM_Salesforce_CC_Guide.pdf
Office Automation			
ENV-013	The proposed solution must support creating and merging documents using case tracking data and Microsoft Word 2010 and higher.	Currently Deployed	A case hierarchy shows you cases that are associated with one another via the Parent Case field. When a case is associated with a parent case it signifies a relationship between cases. The relationship can be a grouping of similar cases for easy tracking, or a division of one case into multiple cases for various users to resolve. In the case hierarchy, cases are indented to show that they are related to the parent case above them.

ENV-014	The proposed solution must be able to integrate with Microsoft Office suite 2010 and higher.	Requires Configuration	Lightning for Outlook System Requirements: https://help.salesforce.com/articleView?id=app_for_outlook_system_requirements.htm&type=0&language=en_US&release=206.15 Note: To avoid service disruption, all **Salesforce for Outlook** users must be working on version 3.0.0 or later by July 2017. Make sure that your sales teams upgrade as soon as possible to work through any installation issues before July. When Salesforce disables TLS 1.0 encryption protocol on July 2017, Salesforce for Outlook v2.9.3 and earlier no longer function. Reps working from those versions can't sync their Outlook items to Salesforce, nor can they work with their Salesforce records from the side panel. In addition to upgrading reps, make sure that they meet all Salesforce for Outlook requirements for TLS 1.1 and 1.2 compatibility. If you're not sure which Salesforce for Outlook versions your reps. Salesforce is requiring an upgrade to TLS 1.1 or higher by July 22, 2017 in order to align with industry best practices for security and data integrity. On that date we will disable TLS 1.0. Action is required prior to this date to prevent any disruption to your production instance. This article contains all of the information currently available on Salesforce's disablement of the TLS 1.0 encryption protocol. This article will be updated as new information becomes available. Please check back often for guidance on preparing for TLS 1.0 disablement. https://help.salesforce.com/articleView?id=Salesforce-disabling-TLS-1-0&type=1

ID	Requirement Text	Response Code	Assumptions/Comments
Server			
OP-001	The application should support Windows Server 2012 R2.	Not Proposed	This requirement is not applicable to a cloud-based solution. Salesforce is a pure multi-tenant, cloud-based web application. No additional software or infrastructure is required. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution. Additionally, Salesforce is browser agnostic and supports all major browsers (Firefox, Chrome, Safari, IE). No installations on users' laptops or desktops are required and thus the solution is accessible from anywhere an internet connection and supported browser are available, including mobile devices. Salesforce System Requirements: https://resources.docs.salesforce.com/206/latest/en-us/sfdc/pdf/salesforce_technical_requirements.pdf
OP-002	Windows servers should be managed under VMWare ESX version 5.5 or higher.	Not Proposed	The Salesforce solution is not hosted on a virtual environment and does not rely on virtualization.

ID	Requirement Text	Response Code	Assumptions/Comments
Component Architecture			
AR-001	All proposed applications should be based on n-tiered architectures.	Currently Deployed	Four tier describes the model Salesforce uses most accurately; each tier can be individually tweaked or even replaced without necessarily needing to alter the other tiers, which is a requirement to be classified as a four tier system. The model can have fields added, for example, without altering the other three layers. Similarly, a new database trigger can be added to the business logic layer without necessarily having to change the model, page controllers, or pages. The four tier model is important to note, because it is possible to interact with just certain layers. For example, you can truncate the model's data, or mass update a picklist value, without interacting directly with the business logic layer. By using the API, you can bypass the controller logic and view without bypassing the business logic or model. And, of course, you can build an application that treats Salesforce as one layer of its own two or three layer architecture.
Component Interaction			
AR-002	The application must be able to manage printing through the Windows operating system.	Currently Deployed	Any standard user interface page may be viewed in a printable format and/or printed. The link to any Salesforce page may be sent via email using standard "Send Page…" browser functionality. Salesforce Reports may be exported to printed or exported to CSV data or Excel formats. We do not provide software that must be written to different hardware, operating system and database platforms, or that depends upon a customer's unique systems environment. Rather, we have optimized our service to run on a specific database and operating system using the tools and platforms best suited to serve our customers. Performance, functional depth and the usability of our service drive our technology decisions and product direction.
AR-003	The application must effectively operate in a network environment featuring address translation.	Not Proposed	This requirement is not applicable to a cloud-based solution.
AR-004	The application must effectively operate in an environment featuring load balanced web, application, and database servers.	Currently Deployed	All aspects of the Salesforce system are configured in an N+1 redundant configuration, where N is the number of components of a given type needed for the service to operate, and +1 is the redundancy. In many cases, Salesforce has more than one piece of redundant equipment for a given function. The infrastructure utilizes carrier-class components designed to support millions of users. Extensive use of high availability servers and network technologies, and a carrier-neutral network strategy, help to minimize the risk of single points of failure, and provide a highly resilient environment with maximum uptime and performance.
AR-005	The application should be compatible with the network infrastructure as described in the Environment section of this document	Not Proposed	This requirement is not applicable to a cloud-based solution. Salesforce is a pure multi-tenant, cloud-based web application. No additional software or infrastructure is required. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution. Additionally, Salesforce is browser agnostic and supports all major browsers (Firefox, Chrome, Safari, IE). No installations on users' laptops or desktops are required and thus the solution is accessible from anywhere an internet connection and supported browser are available, including mobile devices.
AR-006	The application must effectively operate in conjunction with the State Bar current anti-virus software.	Currently Deployed	Salesforce runs antivirus software on the production systems that store, transmit or process customer information. The Anti-virus scans host filesystems (not customer data). The antivirus software checks for virus definition updates daily. Other controls are also used to address malware such as hardening the Operating System of our servers, firewall configuration to ensure only required ports are open and all others denied, and use of intrusion detection systems. Access to these systems is restricted to authorized personnel and all these systems, as well as the host platforms, are monitored in real time through a security monitoring system. The application only accepts http and https traffic, but Salesforce does not restrict the file types users can upload. Salesforce does not modify or clean any customer data; the system stores the information provided in an encoded format within the database. It is recommended that customers run updated antivirus and antimalware solutions to help mitigate these threats. The production system receives inbound mail as part of the workflow functionality, but this does not pose any threat to our network, application, or users. No code in the email can be executed or transferred, eliminating the malicious software risk. Email sent from the Salesforce system is not currently scanned for viruses.
Documentation			
AR-007	The application must provide ready access to an up-to-date and accurate description of the enterprise (statewide) application architecture from the initiation of design, forward, including: application (including 3rd party) components, component distribution, component function, licensing, and dependencies on other components.	Requires Configuration	Schema Builder provides a dynamic environment for viewing and modifying all the objects and relationships in your app. This greatly simplifies the task of designing, implementing, and modifying your data model, or schema. Schema Builder is enabled by default. You can view your existing schema and interactively add new custom objects, custom fields, and relationships, simply by dragging and dropping. Schema Builder automatically implements the changes and saves the layout of your schema any time you move an object. This eliminates the need to click from page to page to find the details of a relationship or to add a new custom field to an object in your schema. Schema Builder provides details like the field values, required fields, and how objects are related by displaying lookup and master-detail relationships. You can view the fields and relationships for both standard and custom objects. Schema Builder lets you add the following to your schema: Custom objects Lookup relationships Master-detail relationships All custom fields except: Geolocation The system overview page shows usage data and limits for your organization, and displays messages when you reach 95% of your limit (75% of portal roles). The system overview page displays usage for: Schema API usage Business logic User interface Most used licenses Portal roles
AR-008	The application should provide ready access to an up to date and accurate description of the application network architecture from the initiation of design, forward.	Currently Deployed	Please refer to our response in requirement AR-007. In addition, this solution includes the use of Salesforce Communities. Communities are a great way to share information and collaborate with people outside your organization who are key to your business processes, such as customers or partners. Use easy point-and-click branding tools with Lightning templates or go with the Visualforce to create branded collaboration spaces. You can create multiple communities within your organization for different purposes. Communities can be based on standard Salesforce functionality and tabs, or on one of our preconfigured templates. Communities can be used to share a subset of features and data from your internal Salesforce org. Communities can also be customized to use your organization branding. Setup and Manage Communities: https://resources.docs.salesforce.com/206/latest/en-us/sfdc/pdf/communities.pdf Using Templates to Build Communities: https://resources.docs.salesforce.com/206/latest/en-us/sfdc/pdf/communities.pdf

AR-009	The application should provide ready access to an up-to-date and accurate description of the enterprise (statewide) hardware architecture from the initiation of design efforts, forward.	Currently Deployed	Our proposed SaaS solution is built on the Salesforce Platform and includes all needed infrastructure, which is fully hosted, managed, and maintained by Salesforce. Salesforce only requires a computer that can run a web browser and an Internet connection or a mobile device. No other software or hardware is required. Salesforce applications are delivered on-demand over the Internet, so the State Bar will not need to worry about licensing software or setting up and managing hardware platforms. Salesforce Force.com is a modern Platform as a Service (PaaS) that's built for cloud computing, with multitenancy inherent in its design. To meet the high demands of its large user population, Force.com's foundation is a metadata-driven software architecture that enables multi-tenant applications. Force.com combines several different persistence technologies, including a custom-designed relational database schema, which are innately designed for clouds and multitenancy—no virtualization required. Force.com's core technology uses a runtime engine that materializes all application data from metadata—data about the data itself. In Force.com's well-defined metadata-driven architecture, there is a clear separation of the compiled runtime database engine (kernel), tenant data, and the metadata that describes each application. These distinct boundaries make it possible to independently update the system kernel and tenant-specific applications and schemas, with virtually no risk of one affecting the others. Every logical database object that Force.com exposes is internally managed using metadata. Objects, (tables in traditional relational database parlance), fields, stored procedures, and database triggers are all abstract constructs that exist merely as metadata in Force.com's Universal Data Dictionary (UDD). For example, when you define a new application object or write some procedural code, Force.com does not create an actual table in a database or compile any code. Instead, Force.com simply stores metadata that the system's engine can use to generate the virtual application components at runtime. When you need to modify or customize something about the application schema, like modify an existing field in an object, all that's required is a simple non-blocking update to the corresponding metadata. Because metadata is a key ingredient of Force.com applications, the system's runtime engine must optimize access to metadata; otherwise, frequent metadata access would prevent the service from scaling. With this potential bottleneck in mind, Force.com uses massive and sophisticated metadata caches to maintain the most recently used metadata in memory, avoid performance-sapping disk I/O and code recompilations, and improve application response times.

ID	Requirement Text	Response Code	Assumptions/Comments
Initial Capacity			
PF-001	Initially, the application must be able to maintain data and documents for at least 500,000 cases	Currently Deployed	Salesforce provides extensive storage capabilities. Storage is divided into two categories: file storage and data storage. File storage includes files in attachments, the Documents tab, the Files tab, the File field, Salesforce CRM Content, Chatter (including user photos), and Site.com assets. Data storage includes the following entities/records stored within the Salesforce application: Accounts, Article types, Article type translations, Campaigns, Campaign Members, Cases, Case Teams, Contacts, Contracts, Custom objects, Email messages, Events, Forecast items, Google docs, Ideas, Leads, Notes, Opportunities, Opportunity Splits, Orders, Quotes, Quote Template Rich Text Data, Solutions, Tags: Tag applications, Tags: Unique tags, and Tasks. For file storage, Unlimited Edition is allocated a per-user limit multiplied by the number of users in the organization plus an additional per-organization allocation. For example, an Unlimited Edition organization with 600 users receives 1,211 GB of file storage, or 2 GB per user multiplied by 600 users plus an additional 11 GB. For data storage, Unlimited Edition is allocated either 1 GB or a per-user limit, whichever is greater. For example, an Unlimited Edition organization with 10 users receives 1 GB because 10 users multiplied by 20 MB per user is 200 MB, which is less than the 1 GB minimum. Additional storage can be purchased, or files can be exported and archived outside of Salesforce, thus freeing up file storage space. For additional information, visit: https://help.salesforce.com/HTViewHelpDoc?id=limits_storage_allocation.htm&language=en_US
PF-002	Initially, the application must be able to maintain data and documents for at least 300,000 members	Currently Deployed	Please refer to our response in requirement PF-001.
PF-003	Initially, the application should be capable of accommodating a baseline of 300 concurrent users	Currently Deployed	Please refer to our response in requirement PF-001.
Annual / Perpetual Storage Increase			
PF-004	Annually, the application must, scale to maintain data and all documents of record for an additional 15,000 cases.	Currently Deployed	Please refer to our response in requirement PF-001.
PF-005	Annually, the application must, scale to maintain data and all documents of record for an additional 10,000 members	Currently Deployed	Please refer to our response in requirement PF-001.
Scalability			
PF-006	The application should be capable of accommodating a user base growth of up to 15%	Currently Deployed	Multi-tenancy gives applications elasticity. Salesforce applications can automatically scale from one to tens of thousands of users. Processing more than 4 billion transactions each day, Salesforce is used for large-scale deployments. External users are supported via Salesforce Communities products. Limits for Communities are 7 million users for Customer Communities.
State Bar Wide System Performance			
PF-007	A user must be able to review and process 1 filing in 1 minute. This process includes receipt, review, recording on the docket, and notification of the filing. This benchmark is for a filing of 1 document in a case with a single respondent.		The Servio proposed AIMS solution will comply. The persistence layer underlying Salesforce Platform is proven database technology that powers all of Salesforce's products today, serving more than 150,000 organizations and over 4 billion transactions per day with an average request response time of less than 250 milliseconds, all with an average uptime of 99.9+ percent.
PF-008	A user should be able to find, select, and submit to print a standardized report in less than 30 seconds.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-009	A user should be able to log into the application and access its functions in 5 seconds or less.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-010	The application must be able to accept 4 filings (4 pages or less) in 1 minute.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-011	The applications should allow a user to initiate a case in less than 1 minute.		
PF-012	Upon inquiry, a user must be able to obtain a candidate result list of high probability matches in 2 seconds.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-013	A user must be able to retrieve the document file for any case in his/her assigned case load in 3 seconds. For this benchmark, this is the time required to open the document after it is selected.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-014	A user must be able to retrieve and display a selected page of an open document in 1 second. For this benchmark, this is the time required to open the page after it is selected.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-015	A user must be able to retrieve the document file for any case of up to 100 pages in 15 seconds. For this benchmark, this is the time required to open the document after it is selected.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-016	A user must be able to retrieve and display adjacent pages of an open document in 1 second.		The Servio along with the proposed Salesforce AIMS solution will comply.
State Bar Court System System Performance			
PF-017	A clerk should be able to scan, index, and upload a 4 page court filing in 1 minute.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-018	A judge supported by a single clerk must be able to conduct 12 status conferences per 1 hour session including searching for future calendar dates and scheduling future events.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-019	Parties to a case must be able to receive a paper copy or electronic copy of the court decisions and documents from a hearing, immediately after the hearing.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-020	During a court session, a judge must be able to retrieve and display a selected page of an open document in 1 second. For this benchmark, this is the time required to open the page after it is selected.		The Servio along with the proposed Salesforce AIMS solution will comply.

PF-021	During a court session, a judge must be able to retrieve the document file for a case (scheduled to be heard in that session) in 3 seconds. For this benchmark, this is the time required to open the document after it is selected.		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-022	During a court session, a judge or clerk must be able to identify an available date, time, and location for a new court event within 1 second. For this benchmark, the application must show available time slots for the date specified by the judge (e.g., When the user invokes a search for available time slots for a specific judge and date, the application responds with available time slots within 1 second).		The Servio along with the proposed Salesforce AIMS solution will comply.
PF-023	During a court session, a judge or clerk must be able to schedule a court event for a selected date, time, and location within 10 seconds. For this benchmark, the clerk or judge must be able to select an available time slot (conformant to time standards by case type), schedule an event, schedule the case parties who must attend this event, and send notifications to these parties.		The Servio along with the proposed Salesforce AIMS solution will comply.

ID	Requirement Text	Response Code	Assumptions/Comments
Browser-based			
CL-001	Application functionality must be provided by a browser-based user interface.	Currently Deployed	Based on your requirements, we are proposing a pure multi-tenant, cloud-based web application. No additional software or infrastructure is required. Salesforce hosts the entire solution, thus freeing up the State Bar to manage its mission, not manage an infrastructure solution. Additionally, Salesforce is browser agnostic and supports all major browsers (Firefox, Chrome, Safari, IE). No installations on users' laptops or desktops are required and thus the solution is accessible from anywhere an internet connection and supported browser are available, including mobile devices.
CL-002	Browser-enabled interfaces must support Internet Explorer 11 and higher.	Currently Deployed	Salesforce Classic is supported with Microsoft® Internet Explorer® version 9, 10, and 11; however, Internet Explorer 11 isn't supported for the Developer Console. Support for Internet Explorer 11 to access Lightning Experience is retiring beginning in Summer '16.. Internet Explorer 11 isn't supported for Lightning Console Apps or the Developer Console. The State Bar can continue to use IE11 to access Lightning Experience until December 16, 2017. This change doesn't impact Salesforce Classic or users of orgs with Communities. (additional info https://help.salesforce.com/articleView?id=getstart_browser_overview.htm&type=0&language=en_US&release=206.13)
CL-003	Public facing portals must support all commonly used browsers, such as Google Chrome, Mozilla Firefox, etc.	Currently Deployed	Please refer to our response in requirement CL-002.
Screen Based Redaction			
CL-004	The proposed solution must support redaction of the data that can be presented on a screen (including specified fields or entries) to protect confidential information, such as confidential matters related to the respondent.		Redaction with Salesforce can be provided by integrating a 3rd party solution. The list below are some tools that provide document redaction capabilities. There are a couple PDF Editing tools that allow for redaction within their tools and can be integrated directly into Salesforce. The others are full document management systems that integrate with Salesforce that provide both redaction support and document storage that would integrate with the FOIA request in Salesforce: DocHub: Online PDF Editor - https://dochub.com/features/online-pdf-editor PDFfiller: Online PDF Editor - provide APIs and offer a Salesforce Connector, though coming soon:https://www.pdffiller.com/ - Redaction Video:https://www.youtube.com/watch?v=99kMrU-ZKZU SpringCM: Document Management solution that can provide a redaction solution - Contact SpringCM for details Alfresco - Document Management solution that leverages TSG's OpenRedact - http://blog.tsgrp.com/2014/08/07/documentum-or-alfresco-redacting-sensitive-information-with-openredact/ Documentum - Document Management solution that leverages TSG's OpenRedact - http://blog.tsgrp.com/2014/08/07/documentum-or-alfresco-redacting-sensitive-information-with-openredact/
Accessibility			
CL-005	The proposed solution should comply with current webs accessibility standards and guidelines.		Servio has responded to Attachment C with details of compliance for accessiblity standards and guidelines. To help meet our goal of universal design, Salesforce follows the internationally recognized best practices in Section 508 of the Rehabilitation Act and the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA to the extent commercially reasonable. The Voluntary Product Accessibility Template (VPAT) is a standardized form developed in partnership by the Information Technology Industry Council (ITI) and the U.S. General Services Administration (GSA) to document a product's conformance with key regulations of Section 508 of the Rehabilitation Act. These documents describe how federal agencies can use Salesforce accessibility features. A third party vendor has completed an accessibility assessment of Salesforce's core CRM products and has documented their accessibility status using these VPATs. The VPATs are encompassing of the features and functions of Salesforce products and provide an explanation of supporting features. If required, Salesforce will make itself available to review the VPAT and features with the State Bar's Accessibility team to determine the requirements and our ability to assure accessibility. Copies of VPATs are available on the Salesforce website at: https://www.salesforce.com/company/legal/508_accessibility.jsp. As new or additional VPATs become available, they will be posted to the Salesforce website. Additional accessibility details can be found at: https://help.salesforce.com/apex/HTViewHelpDoc?id=accessibility_overview.htm&language=en Below we have highlighted two customer use case examples of accessible solutions deployed on the Salesforce Platform: Bosma Enterprises - VisionForce As both a $50 million medical supply company and a not-for-profit provider of services for the blind and
CL-006	All users, regardless of disability, should be able to access and use the application.		Servio has responded to Attachment C with details of compliance for accessiblity standards and guidelines based on Salesforce selected products for the AIMS solution.

ID	Requirement Text	Response Code	Assumptions/Comments
Authentication (Application Users)			
SEC-001	The applications must provide a single sign on authentication against the State Bar's Active Directory (AD). If this is not possible the systems user directory must be able to synchronize objects with the central directory and the application providers must work with State Bar IT staff.	Requires Configuration	Logon is form-based. When users log into the Salesforce application, they submit a username and password, which are sent to Salesforce via an TLS-encrypted session. Security features are developed by Salesforce and built into the application. Third-party packages are not used for development or implementation of security internal to the application. In addition, single sign-on and two-factor authentication may be used to authenticate users. Some organizations prefer to use an existing single sign-on capability to simplify and standardize their user authentication. You have two options to implement single sign-on—federated authentication using Security Assertion Markup Language (SAML) or delegated authentication. Federated authentication using Security Assertion Markup Language (SAML) allows you to send authentication and authorization data between affiliated but unrelated Web services. This enables you to sign-on to Salesforce from a client application. Federated authentication using SAML is enabled by default for your organization. Delegated authentication single sign-on enables you to integrate Salesforce with an authentication method that you choose. This enables you to integrate authentication with your LDAP (Lightweight Directory Access Protocol) server, or perform single sign-on by authenticating using a token instead of a password. You manage delegated authentication at the profile level, allowing some users to use delegated authentication, while other users continue to use their Salesforce-managed password. Delegated authentication is set by profile, not organization wide. You must request that this feature be enabled by Salesforce. Salesforce can be configured to utilize Active Directory directly via Delegated Authentication, or indirectly via Federated Identity using either SAML 1.1, or SAML 2.0. Additionally your users can be loaded from information drawn from your Active Directory servers and modifications made in Active Directory can be propagated into Salesforce. Customers can use their own SAML Identity Provider, or license one directly from Salesforce with our Identity Connect product.
SEC-002	Application must have single sign on capabilities	Currently Deployed	There are two options to implement single sign-on—federated authentication using Security Assertion Markup Language (SAML) or delegated authentication.
Authentication (Portal Users)			
SEC-003	The systems user directory must be able to synchronize objects with the existing central directory and should provide a single sign on to other portal features.	Currently Deployed	Salesforce's robust security and data sharing functionality determine the data and records that community users have access to within the portal. Community members can leverage advanced list view functionality to create very specific views for the various objects and data exposed to them. Users can add filters and filter logic to target the specific records of interest, define which columns should be displayed, and click a heading to determine the sort order. Users also have the option of displaying the views in a table grid or Kanban board format. These functions all help users access information more quickly in a format that is customized for their needs.
SEC-004	Authentication should be available even if the system host is unavailable.	Currently Deployed	Force.com Sites enables you to create public websites and applications that are directly integrated with your Salesforce organization—without requiring users to log in with a username and password. You can publicly expose any information stored in your organization through a branded URL of your choice, and make the site's pages match the look and feel of your organization's brand. Because Force.com sites are served directly from the Salesforce organization, a site's availability is directly related to the organization's availability. During your organization's maintenance window for major releases, your sites will be unavailable; users who try to access a site will see a Force.com-branded maintenance page or your custom Service Not Available Page. It's a good idea to inform your site users of the release maintenance windows and related sites unavailability in advance. You can view specific maintenance windows, listed by instance, at trust.salesforce.com/trust/status/#maint. Salesforce Authenticator - Salesforce Authenticator is a smart, simple, two-factor authentication solution that increases the security of your Salesforce deployment, while driving a better user experience for your end users. Like soft tokens, Salesforce Authenticator leverages a user's mobile device, making it easy and inexpensive to deploy and manage. However, Salesforce Authenticator advances beyond the limitations of traditional two-factor techniques by using un-phishable, out-of-band approvals. When an action needs to be authenticated, the user is sent a push notification. The user sees contextual information about the authentication and has the option to approve the request or deny it. And since this all happens in a secured, secondary channel, not only is usability improved, but so is the security.
SEC-005	The proposed solution must be capable of using SAML assertions for inter-tier authentication.	Currently Deployed	Federated authentication using Security Assertion Markup Language (SAML) allows you to send authentication and authorization data between affiliated but unrelated Web services. This enables you to sign-on to Salesforce from a client application. Federated authentication using SAML is enabled by default for your organization.
Authorization			
SEC-006	The Application should support role based access.	Currently Deployed	Access permission are defined by a user's Profile and Role. The user Profile controls access permissions to defined standard and custom objects, as well as all functional capabilities in the application. The user Role, as well as the placement of that role in the organization-defined Role Hierarchy, controls user access to specific data records. For example, a user's Profile may indicate that a user has read, create, edit and delete permissions to the Contact object (table) in the database. However, the user's Role will determine which actual contact records the user will be able to access, which may be a subset of all defined contact records in the database.

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