

**ATTACHMENT III
Scope of Work**

1. Objectives of the Project: Contractor will manage and implement a project, in accordance with the methodology described herein, to enable the County to utilize Contractor's **<Insert name of software system>** software. In fulfilling its respective obligations as described in this Attachment III – Scope of Work and the resulting implementation plans, Contractor and County agree to use all commercially reasonable efforts to perform in accordance with the respective plans and schedules.

2. Project Personnel:

2.1. Contractor will designate a Project Manager and provide individuals to meet the requirements and accomplish the work as stated in this Contract. If, during the course of the implementation of this Contract, it becomes necessary for the Contractor to change the person assigned as Contractor's Project Manager. Contractor will notify County in writing. The following positions on the Contractor's project team are identified as Contractor Key Roles:

Project Manager

- Responsible for successful project implementations by managing project scope, project deliverables, project resources, project communication, project timelines, and project risk
- Responsible for transition to support

Business Analysts

- Act as subject matter experts for the product
- Define and document data requirements and mapping elements, and configuration requirements through the product overviews and business process discovery
- Perform testing and work with clients on user acceptance testing
- Train the clients and periodically update user documentation
- Support during project completion through transition

Implementation Engineers

- Responsible for data migration and importing templates into the System's data structure
- Responsible for developing reports, extracts, and interfaces for the project team

2.2. Contractor's Project Manager will be responsible for all aspects of the project implementation and will be fully knowledgeable of the objectives of the project. Contractor's Project Manager will provide leadership to both Contractor and County personnel engaged in the Project implementation and will coordinate all administrative and technical decisions on the project.

2.3. Contractor's Project Manager will coordinate all of Contractor's on-site and off-site personnel working on the Project. The Contractor Project Manager will schedule Contractor implementation team resources and work with the County's Project Manager to ensure that the County's team is available for planned activities.

2.4. County will designate a Project Manager to serve as the primary point of contact with Contractor during the execution of the Project. If, during the course of the implementation of this Contract, it becomes necessary for the County to change the person assigned as County's Project Manager, County will notify Contractor in writing.

2.5. Contractor's Project Manager shall deliver to County's Project Manager, weekly reports of Contractor's progress on the project, including progress toward completing the Tasks and

Deliverables as described herein. Each report must contain a description of the current status of the project, the Tasks on which time was spent, the estimated progress to be made in the next reporting period and the problems encountered, the proposed solutions to them and their effect, if any, on the project schedule.

- 2.6. Contractor will solicit and consider input from County prior to substitution of those individuals performing Key Roles as identified herein. Contractor further agrees that any substitution made pursuant to this paragraph must be equal or higher skills, knowledge, and abilities than those personnel originally assigned and that County's concurrence with a substitution will not be construed as an acceptance of the substitution's performance potential. The personnel furnished must have the knowledge necessary to complete requirements as defined in this Contract.
- 2.7. Upon request by County, Contractor shall replace any Contractor personnel who County determines, at County's sole discretion, to be unable to perform Contractor's obligations under the Contract, including but not limited to, inappropriate or unprofessional personal conduct and/or professional incapacities.

3. County Responsibilities

- 3.1. The County's Project Manager will coordinate with the Contractor's Project Manager regarding the delivery of Data Conversion Services. County's Project Manager will be available to Contract Project Manager as needed to enable Data Conversion Services to be performed efficiently, and will participate in meetings, training, and other activities related to the delivery of Data Conversion Services as reasonable requested by Contractor's Project Manager.
- 3.2. The County will make available End Users and additional staff as necessary and appropriate to enable the implementation to proceed as planned.
- 3.3. County will ensure that End Users who participate in Training have the background and experience required to enable them to understand the subject material and learn how to use the Software, including operation of workstations in a MS Windows environment.
- 3.4. County will provide a training room to accommodate up to twelve students and one trainer, each with their own PC.
- 3.5. The County is responsible for meeting the information technology infrastructure needs of the project, including procuring and licensing all hardware and software products, other than the software provided by Contractor, required for the Project. Contractor will provide advice and guidance as necessary to assist County in acquisition and configuration of infrastructure resources. Depending on the nature and extent of such assistance to be provided by Contractor, Contractor's technical services may be billable at then-current rates. Before any non-contract technical services charges are incurred, Contractor will provide a formal quote for said services, which will be managed through the Change Request process.
- 3.6. The County will provide timely access to its office facilities for Contractor personnel as needed during County's regular business hours (Monday through Friday, 8am to 5pm) for the duration of the project. After-hours access can be arranged in advance with the County Project Manager. The facilities to be provided shall include work areas, desks and chairs, telephones and wireless access, and access to copier and fax machines.
- 3.7. The County will provide timely access to all areas of its premises required for Contractor to perform its responsibilities under this Contract. Access to restricted areas (including the server room, wiring closets, etc.) will require an authorized escort.

- 3.8. The County shall provide access to business, operational, and technical data for its environment, as necessary to meet the objectives of this Project. The County shall provide the necessary extracted data in the agreed upon intermediate format required to complete the data conversion. Data and data access will be provided under a mutually agreed security policy.
- 3.9. The County is responsible for all data cleansing activities. Contractor will provide subject matter experts to assist with troubleshooting and developing cleansing strategy.
- 3.10. The County shall be responsible for participating in the Product Overview sessions; Contractor-led “train-the-trainer” sessions; identifying County subject matter experts responsible for defining and documenting the County business process using the Contractor product suite; and providing training resources to conduct the End-User Training sessions in the County offices prior to system development.
- 3.11. The County shall be responsible for developing testing scenarios from defined business processes, documented requirements, and current examples of business use cases. Execution of the functionality testing, as well as data conversion review and validation is the responsibility of the County. Contractor will provide subject matter experts to assist with troubleshooting, system training, and facilitate logging/tracking of identified product defects.
- 3.12. The County shall provide staging areas for the purpose of hardware and software configuration, and operational state testing before installing upgraded or new equipment at the County site.
- 3.13. The County shall provide a facility that will serve as the software solution lab where computer terminals will be set up for interfacing with the test and development database.

4. Contractor Responsibilities

- 4.1. Contractor will provide County with required specifications for Local Hardware, including software specifications for required operating systems and network software, so that County may procure and/or configure the necessary Local hardware at County’s expense.
- 4.2. If requested by the County, Contractor will provide technical support services to assist County in evaluating its Local Hardware; identifying network, communications and computer resources required to properly operate the Software; and installing and configuring the Local Hardware for the County. If Contractor provides these services, it guarantees to the County that, at the time of installation, the Local Hardware will be properly configured and installed, and will provide sufficient network communications, and computer resources to support the anticipated number of End Users.

5. Place of Performance

Contractor will perform project work at its own locations as well as in County offices. County will make available such office space and meeting space as is reasonably required for Contractor staff to perform their work.

6. Project Management Plan

Contractor’s Project Manager, with the assistance and consultation of the Project Management Team, will develop a Project Management Plan (PMP) to include the following components, either incorporated into the body of the PMP or presented as exhibits or schedules thereto:

- 6.1. Project Schedule: A preliminary high-level Project Schedule is provided in Section 12 below. The Contractor and County Project Managers shall conduct a joint review of the Project Schedule during the initial stages of the project. Once the Project Schedule is agreed by the Project Management Team it will become the primary tool used to guide the project team, monitor, and control the project.

The Project Schedule will be reviewed and updated by the project management team on a regular basis in response to changing circumstances, actual progress and as more detailed planning becomes possible. Any material changes to the accepted Project Schedule which affect the schedule of milestones tasks or that are considered to be of significant impact by either Project Manager will be handled in accordance with the Change Control Plan.

- 6.2. Deliverables: A list of the key Deliverables, a form for tracking the completion of the Deliverables, and a sample of the Deliverable Acceptance Statement to be used to document completion of Deliverables. Deliverables will be tracked, and County's acceptance of Deliverables will be documented. Deliverable documents will be provided to the County's Project Manager in an electronic format via email unless otherwise mutually agreed by the project managers. Electronic documents will be delivered in the format of the tool used to produce them (e.g., Word, Excel, MS Project) unless specified differently in the Deliverables List or otherwise mutually agreed by the project managers.

Where deliverables are not documents or where deliverable documents are delivered by a means other than email, the Contractor Project Manager will notify the County Project Manager by email that the deliverable is complete with an appropriate description of the delivery method and how the County can take possession of the deliverable. Where delivery method includes a delay before the County is in receipt of the item, e.g., mail, then the delivery date will be when the County receives the item.

- 6.3. Data Conversion Plan: A description of the overall approach, responsibilities, and timing of the process for converting data from the County's legacy database to the Licensed Software. The Data Conversion Plan will be based on a two-step data conversion effort. The County will design and develop the programs to extract and cleanse the data from the current data structures into an intermediate file format. Contractor will design and develop the programs to convert the data from the intermediate files into the new system. Both parties will build edit and data validation tables/files that at a minimum parallel those currently being utilized by the County for the purposes of validation in the accuracy of the data and files extracted/imported.
- 6.4. Issue Management Plan: A high-level description of how issues will be classified, logged, and resolved. This plan should include a template of the form to be used for logging issues and their resolutions.
- 6.5. Interface Specifications: A definition of external interfaces between the Software and other existing or planned information or communications systems. Contractor and County shall have responsibility for preparing and controlling all of the Interface Specifications.
- 6.6. Training Plan: A description of the strategy for providing comprehensive training in all aspects of system usage, administration and problem resolution will be developed during Project Initiation. The training strategy will include a needs analysis to define who needs training and on what topics, development of training curriculum, arrangement of training logistics, preparation of training materials, and assessing training effectiveness. Training will include classroom lectures and interactive training in concert with the online help resources and user manual. All training will have prescribed user-oriented objectives. Contractor will provide training materials. The Training Plan will incorporate training for the following groups of County staff, and include the indicated content:
 - 6.6.1. Trainers – Contractor will provide general end-user "train-the-trainer" training to designated County "Trainers". This training will be conducted during the pre-installation period. The information the County "Trainers" acquire will be used as they train the End Users. Several different "train-the-trainer" classes will be taught prior to live implementation.

- 6.6.2. Key Users – County staff members identified by management who will be working with Contractor as a part of the installation and implementation team. This includes members of the County-designated Support Team who will be the principal points of contact with Contractor for ongoing maintenance as described in Exhibit C.
- 6.6.3. Supervisors/Managers – County staff members who need to understand and facilitate the system at the operations level will train in a classroom setting. These users will learn how to manage the specifics of daily, weekly, and monthly operations as they pertain to facilitating the program as a whole system. This training will be conducted prior to live implementation.
- 6.7. Risk Management Plan: A high-level description of activities that Contractor and the County will implement to mitigate identified areas of risk to the successful completion of the Project. Risk management and control consists of keeping risks within agreed to bounds. It includes the identification, reporting and assessment of the status of each Project risk at the appropriate management levels. The set of identified Project risks is monitored via Project cost, schedule and requirements management systems. New risks may be identified when any or all of the project control areas have significant deviation from the project plan. Risk reviews identify the status and the effectiveness of avoidance and contingency actions for each risk. This process will continually be reassessed during the reporting/status updates for the project. Details on procedures in place for managing risk during the implementation process, including a template for a Risk Log to be used in tracking risks and their mitigations, will be defined in this plan.
- 6.8. Resource Plan: A description of the roles and responsibilities (task responsibility matrix) of individuals whose efforts will be required to sufficiently staff the Project, as well as a description of how other personnel and non-personnel resources will be allocated and deployed for successful completion of the Project.
- 6.9. Communication Plan: A description of the communication procedures, reporting requirements and formats, and issue escalation process to be used in communications between Contractor and the County during the execution of the Project.
- 6.10. Change Control Plan: The procedures to be used for requesting and approving changes to the Project, including changes initiated by either the Contractor or the County. It should include a Change Request form template and list of situations/activities that will require a duly authorized Change Request to be considered valid. Change Control is a formal procedure to manage changes to project deliverables (including requirement, specifications and project plans). Through this process the impact of proposed change(s) on functionality, performance, cost, schedule, and quality objectives will be analyzed, evaluated, and reported. The Change Control Process will include, at a minimum:
 - 6.10.1. A change request must be made in writing by the party desiring the change, to document the potential change.
 - 6.10.2. The change will be reviewed and, if acceptable to County, Contractor will submit to County an estimate of the impact to cost, schedule, scope, and quality.
 - 6.10.3. Contractor will continue performing the services in accordance with the original Contract unless otherwise agreed upon by the County's project manager. Work cannot commence on any new activities related to the change request until all parties agree in writing.
 - 6.10.4. All change request will be logged and tracked.

- 6.10.5. Contractor's Project Manager and County's Project Manager will adapt project plans to incorporate approved changes.
- 6.11. Document Control Plan: A description of the manner in which Contractor will index and publish project documentation and make that documentation available to the County.
- 6.12. Acceptance Plan: A description of the criteria for final acceptance of the Project and the procedure by which Acceptance will be demonstrated and documented. Unless otherwise provided for in this Contract or agreed upon in writing by both parties, acceptance testing will be performed on the County's site, on the County's equipment. The Acceptance Plan shall include the following provisions:
 - 6.12.1. The review, approval, and acceptance of all project Deliverables will be the responsibility of County's Project Manager. The County will apply the following Software Acceptance Process to acceptance of all deliverables:
 - 6.12.1.1. For the life of this Contract, County has the right to complete a review of any deliverable received from Contractor and notify Contractor of County's findings; and
 - 6.12.1.2. If the deliverable is unacceptable, Contractor shall resubmit the deliverable after the appropriate correction or modifications have been made.
 - 6.12.1.3. The process described above will be repeated until final acceptance is obtained, the County waives the irregularity, or the Contract is terminated.
 - 6.12.2. "Final Acceptance" is defined as:
 - 6.12.2.1. The successful completion of all deliverables as stated in the Scope of Professional Services and following the Software Acceptance Process described above, and
 - 6.12.2.2. The final delivered product fully implemented in County's live production environment AND
- 6.13. Quality Management Plan: A high-level description of Contractor's procedures for ensuring the overall quality and efficacy of the Software.

7. Project Initiation

- 7.1. Contractor will, in accordance with the Document Control Plan, establish a documentation library that is available to County. County shall have the option of making all documentation available on County' intranet site, provided that all documents are treated as confidential and proprietary, and not a matter of public record.
- 7.2. Contractor will initiate systems as described in the Project Management Plan for recording and managing issues, risks, and changes.
- 7.3. Contractor will conduct product overview sessions demonstrating the features of the Software and will review how the Software will be configured to meet the Specifications. The purpose of these sessions is to:
 - 7.3.1. Identify all product configurations necessary to enable functionality to meet defined requirements;
 - 7.3.2. Identify business process changes required to be adopted by the Client in order to deploy the software; and

7.3.3. Familiarize client resources with the software for ultimate production usage – as introductory informal training.

7.4. Contractor will install the Software into a test area on County's Local Hardware for initial testing and training.

8. Project Execution

8.1. Contractor will manage the overall project effort and supervise each project subgroup tasked with all project deliverables.

8.2. Contractor will provide regular status reports in accordance with the Communication Plan.

8.3. Data Mapping Review

8.3.1. The data mapping review will build on the Data Conversion Plan to complete a detailed study of the data conversion requirements.

8.3.2. The County will be primarily responsible for providing information about the nature and purposes of the data. Contractor will provide subject matter expertise as specifically related to the Licensed Software and schema

8.3.3. The Data Mapping Review will consist of the following tasks:

8.3.3.1. Confirm the source files containing data to be converted.

8.3.3.2. Identify the data elements to be converted, or not converted, from each source file.

8.3.3.3. Outline the programs required to extract the data.

8.3.3.4. Provide an approach for controls and reconciliation to ensure the completeness of the mapping.

8.3.3.5. Identify data purification issues, including problem, magnitude, and correction alternatives.

8.3.3.6. Document mapped data elements/files within a working document.

8.3.3.7. Provide a "field-level" mapping of source file data elements to the new system database.

8.4. Data Conversion Development and Test

The development and testing of data conversion programs and files primarily consists of two parallel efforts:

8.4.1. County will develop and test the programs to extract the data from the current file structures and deliver them to Contractor in an intermediate file structure prescribed and provided by Contractor.

8.4.2. Contractor will develop and test the programs to load the intermediate files into the Contractor database. Only data that is absolutely necessary for proper system function and within the scope of the current database structure will be converted. All data not within the current structure will either not be converted or will be converted at Contractor's discretion at the then-current time and materials rate.

8.4.3. Contractor and the County will develop a mutually agreeable data conversion test plan including appropriate audit trails and summary reports.

8.5. Data Conversion Delivery

- 8.5.1. Contractor will load the converted data into the agreed upon environment, so the County can conduct acceptance testing in accordance with the Acceptance Plan.
- 8.5.2. Contractor and the County will work together to refine the process of extracting and loading the data to optimize time and resources required to execute the conversion at three separate points in time:
 - 8.5.2.1. Initial data load – This conversion consists of a sample size set of data addressing the majority of business rules used to define/populate County data. Several iterations of this initial data may be loaded for review based on the number of corrections needed for successful use of the data in testing. The system will be configured using the base configuration for the state-specific features.
 - 8.5.2.2. Full/Complete data load – This conversion builds from the Initial Data Load to include all business rules and a complete set of the County data. Several iterations of this data load may also be necessary. The system will be configured using client-specific configurations identified in the product overview sessions. The goal is to use this database and conversion to move into the User Acceptance Testing activities.
 - 8.5.2.3. Production data load – this is the final conversion and will be used to deploy the system into production use of the application. The configuration will be the one accepted from the User Acceptance Testing (UAT) activities.

9. Training

Contractor will provide training in accordance with the Training Plan. Data used during training will be the County's converted data. In addition to training with the converted data, mock "live" sessions will be run so that the actions currently performed by each department can be simulated on the new system. On completion of each training class, Contractor will provide an assessment of each trainee's skill levels and capabilities with recommendations for any additional recommended training. Additional training will be managed through Change Request process documented in the PMP at the then-current consulting services rates.

10. User Acceptance Testing (UAT)

- 10.1. User Acceptance Testing is primarily concerned with testing the functionality of the delivered software against the County's business requirements and the Product Feature List:

<insert list here>
- 10.2. The County has the primary responsibility for conducting this testing with some assistance from Contractor with process training and troubleshooting.
- 10.3. Acceptance of the converted data is not a part of UAT; it is addressed during the conversion process and tested with each delivery. If data is uncovered during UAT and deemed by County as critical, then that error will be tracked and corrected as part of the UAT process.
- 10.4. Application or data faults or defects uncovered during UAT may require changes to the base application or conversion programs. Prior acceptance of the conversion tasks does not imply that such conversion adjustments will be change requests.
- 10.5. Additional levels of testing, such as system testing and integration testing, may be conducted at the discretion of the County.

- 10.6. The following activities will take place during UAT, as further defined in the deliverables section of Schedule:
 - 10.6.1. Development of the Test Strategy Plan
 - 10.6.2. Development of Testing Scenarios and Scripts
 - 10.6.3. Execution of the Test Plan
 - 10.6.4. Management, documentation, reporting of test results
 - 10.6.5. Fault status tracking

11. Project Deliverables and Deliverables Acceptance

- 11.1. For each of the Deliverables there will be a formal acceptance process by which the County Project Manager provides Contractor with assurance that the County is satisfied that the Acceptance Criteria for the respective Deliverable have been met.

The procedure for formal acceptance of a deliverable will have the following steps:

- 11.1.1. Contractor will complete the deliverable and present documentation or other evidence thereof to the County.
- 11.1.2. For major project deliverables, Contractor will meet with the County Project Manager in person or by telephone conference call to outline the content of the deliverable and provide and points of clarification.
- 11.1.3. A Deliverable Acceptance Statement (DAS) will be presented by the Contractor's Project Manager to the County's Project Manager.
- 11.1.4. The County's Project Manager will review the DAS, confer with the appropriate team members, and sign and return the DAS indicating acceptance, or in the case of non-acceptance, documenting the reasons for the non-acceptance.
- 11.1.5. In the case of non-acceptance of a deliverable, Contractor will conform receipt of the County's non-acceptance and provide a written response detailing the plan to address the non-acceptance issue(s).
- 11.1.6. The Contractor's Project Manager will catalog the response on the Deliverable Register and, if the deliverable is not accepted, document the effect on the project in the next Project Status Report.
- 11.1.7. The County will make its best effort to approve, or reject project deliverables, or otherwise request an extension for deliverables. The timeframe for approval of the submitted DAS is also defined for each deliverable. In the event the County does not respond according to the defined acceptance period for a deliverable, Contractor will assume the deliverable is approved.
- 11.2. Deliverables List: Contractor will provide the deliverables described in the Deliverables List below. This Deliverables List is subject to revision in the Deliverables section of the Project Plan.

<Insert Deliverables List>

- 11.3. Final Project Acceptance
 - 11.3.1. Upon completion of all Deliverables, Contractor will present County with a Notice of Completion.
 - 11.3.2. Upon receipt of the Notice of Completion, County will: (a) sign the Notice of Completion, indicating County's final acceptance of the project; or (b) submit in

writing to Contractor notice of any errors that County believes exist within the Software.

- 11.3.3. If County has identified errors, Contractor will have a plan to correct any reproducible Priority 1, errors, as defined in Exhibit C. If no Priority 1 errors exist, or if a plan to resolve has been delivered, then Contractor will provide a DAS to be executed by County to memorialize Acceptance.

12. Project Schedule

The chart below illustrates the timing and duration of the main activities and milestones of the project. The dates are estimates only as of the date of preparation of this Contract. The chart is intended as an overview to aid in the general understanding of the project schedule. A more detailed schedule will be included in the Project Plan that falls within the overall structure of this summary schedule and that will be used as the working schedule for the project. The current implementation schedule calls for an X to Y month deployment. The Project Schedule will be developed during the Project Initiation phase and will include analysis of the current business cycle before determining a System Cutover target date.

<Insert Project Schedule>

13. Additional Services

County and Contractor contemplate that the Implementation Plan will from time to time be amended during the project. All amendments to the Implementation Plan shall be made in writing on a change control request form and signed by the Project Manager for each party. Services requested of and provided by Contractor that are not within Contractor's obligations under this Contract shall be subject to the applicable rates as described in Exhibit D.