

STATEMENT OF WORK

Between:



Snohomish County

3000 Rockefeller Avenue

Everett, WA 98201

**Cayenta, a Division of N. Harris Computer
Corporation**

4200 North Fraser Way, Suite 201

Burnaby, BC V5J 5K7

Canada

and

For:

**Cayenta ERP v9 Upgrade / New Feature
Implementation & Oracle to SQL Migration
Project**

Agreement Date: October 01, 2021

This Statement of Work (SOW) is entered into and governed by the Agreement for Professional Services (the “Services Agreement 2021” or “Contract”) entered into on <INSERT DATE> by and between Cayenta, a Division of N. Harris Computer Corporation, with principal offices in Ottawa, Ontario (hereinafter “HARRIS”), and COUNTY (hereinafter “COUNTY”). CAYENTA, a division of N. Harris Computer Corporation, is the Harris business unit that will deliver the services defined within this SOW. HARRIS and the COUNTY shall perform in accordance with this SOW. When mutually executed for implementation, this SOW and the documents listed below become contractually binding on HARRIS and the COUNTY under the terms and conditions of the Services Agreement 2021.

In the event of any inconsistency or conflict between this SOW and the Services Agreement 2021, the terms addressing such inconsistency or conflict in the Services Agreement 2021 shall govern. Nothing in this SOW shall be construed as a representation or warranty by Harris notwithstanding reference to such terms. Capitalized terms not otherwise defined herein will have the meanings given to them in the Services Agreement 2021. The industry terms and acronyms referred to in this SOW have the meanings that are generally understood and accepted in the industry.

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1 Project Introduction

COUNTY has embarked on this project for the purposes of upgrading the Cayenta Enterprise Resources Planning (ERP) Solution ("Solution"), migrating from Oracle to SQL Server and implementing several new features and functions of the Cayenta ERP Solution. HARRIS is pleased to work with COUNTY on this project to not only upgrade our ERP Solution but to also ensure that COUNTY can leverage industry best-practices when it comes to the operations of their business.

COUNTY is seeking to achieve the following objectives with the successful completion of this project:

1. Higher productivity through the streamlining of business processes and automation or semi-automation of labor-intensive manual activities
2. More modern User Interface experience
3. Consolidation of functionality by choosing additional offerings available on the ERP platform
4. Migration of database for lower cost and easier maintenance
5. Continued compliance with government regulations

COUNTY will supply the computing hardware and infrastructure as well as the desired relational database (SQL Server licenses) as necessary for the Cayenta ERP Solution to function. HARRIS will provide program management, project-specific recommendations, and implementation services for the Installation of the Cayenta ERP Solution for COUNTY. HARRIS will allocate adequate time and resources within the pricing in this SOW to provide the deliverables in accordance with the Baseline Project Schedule. COUNTY will also allocate adequate time and resources based on the Baseline Project Schedule.

The methodology that HARRIS will use in this project is described in detail in [Section 6: Implementation Plan](#) with specific activities and deliverables for each phase. The HARRIS methodology relies on active participation and involvement from the COUNTY team and focuses primarily on putting the Solution in the hands of COUNTY expeditiously, thus better facilitating upgrade transition, knowledge transfer and product ownership. By focusing our methodology primarily on business process testing, it allows the COUNTY core team and testers to become familiar with the product and its capabilities, and therefore champion the product with ease and confidence.

Along with a proven methodology, HARRIS will supply a strong team of Solution consultants and will lead COUNTY through the project and ensure that the quality of both products and services meet the expectations of COUNTY and help build a strong and lasting relationship.

2 Definitions

In addition to the definitions contained elsewhere in this Statement of Work, the following terms shall have the following meanings.

Term Name	Definition
Acceptance / Accepted	Written documentation of the COUNTY's determination that HARRIS's Work has been completed in accordance with the Contract.
Best Practices	Techniques, processes, and settings that enable services to be delivered more effectively and efficiently. This is based on HARRIS's experience with its software and COUNTY's business practices.
Caystone	HARRIS' web-based testing and incident management tool used to manage a project's requirements, configuration, tests and incidents in one environment, with complete traceability from inception to completion. Caystone forms the hub of the project's tracking and communications and will be utilized by all project team members. HARRIS will provide training on this important software tool. This tool remains available at no additional costs to COUNTY following the project.
Configuration	Process of setting preference and control codes, as well as building SQL queries (for Portal stats and CayentaConnect interfaces) in the Solution in order to have the Solution meet COUNTY's agreed-to business needs. Configuration does not require programmatic software changes by developers, but is performed by application consultants, Business Intelligence (BI) consultants and/or COUNTY project members.
Core Team	This is the team of COUNTY employees and authorized agents that are dedicated to the project by phase. The Project Schedule will determine the staffing levels required for the duration of the Project. This group shall consist of individuals that have specific business knowledge/expertise that will greatly assist in the configuration, testing and training of the Solution. This group will become the 'super users' of the Solution as a result of their efforts on the Core Team. The size of the Core Team may change over the life of the project as determined jointly by the Project Managers.
Critical Path	The critical path of a project is the sequence of activities (as defined in the Project Schedule) that take the longest amount of time to complete at any point during the project.

Term Name	Definition
Deliverable	<p>A Deliverable is a document, work activity or a service that is performed specific to the project to support the completion of the project or a key piece of the project. Deliverables are tied to payment milestones.</p> <p>Deliverables identified in the Appendix A of this document will require approval, accepting the document/work.</p>
Defect	A Defect is an issue in the Solution that is an error in coding or logic that causes the Solution to malfunction or to produce incorrect or unexpected results.
Final Acceptance	The point at which COUNTY acknowledges in writing that HARRIS has performed the entire Work in accordance with the Contract.
Fixed Price	The total cost for implementation services (excluding travel) to be paid to HARRIS to deliver the items identified in this SOW. These costs cannot be increased as long as the scope and duration are not increased beyond the items in this SOW and the assumptions made in this document. Change Orders must be executed in order to increase the Fixed Price. In these cases, the parties will follow the Change Order process agreed to as a SOW deliverable at the start of the project.
Installation	This means any work tasks and installation services provided by HARRIS for software and Support as described in a relevant Statement of Work SOW).
Jira	Jira is the HARRIS development tracking system. Similar to Caystone but used exclusively by HARRIS developers. Not all incidents in Caystone are defects or modifications, but those that are go into the Jira system to enable the development team to manage their workload. HARRIS Application Consultants (AppCons) will create the Jira incidents as required and link them to the Caystone incident for visibility by the project team.
Modification	A Modification shall be defined as custom code that is inserted into the standard HARRIS product to meet the specific business needs of COUNTY. Modifications become permanent additions to the product and will always be available in future releases and Upgrades of the software. Modifications are subject to the mutual execution of a Change Order and are COUNTY-paid activities/deliverables that are added to the base product code and are always available to COUNTY in future releases of the software.

Term Name	Definition
Portal Statistic (Portal Stat)	A Portal Statistic is an online reporting mechanism with the Solution. It utilizes HARRIS's portal technology to deliver real-time or on-demand statistics regarding COUNTY's business operations (e.g. Unapproved PO's). Portal Stats may replace legacy reports or be supplemental information to provide greater insights into the business. The portal page provides statistics on the left and the records that make up the stat on the right. These can be further filtered by the user to see a subset of information and the displayed records are links to the forms where all the data elements can be viewed.
Risk Register	A tool that acts as a central repository for all risks identified by the project or organization and includes information such as risk probability, impact, mitigations, risk owner, etc.
Subject Matter Expert (SME)	Subject Matter Expert – a person who is either a full-time member of the project team or participates on an ad-hoc basis as requested. An SME has particular business process knowledge that is vital to understanding the business requirements, in order to configure and confirm the Solution.
Support	This means technical, maintenance and support services available from HARRIS for any products, software, installation and work provided and/or performed by HARRIS to COUNTY; accessible either: onsite in person, by telephone, remotely or online via the internet.
Updates	This means all minor releases of the Software in which minor modifications, additions, changes, bug fixes, defect corrections and feature enhancements have been made, excluding version-to-version Upgrades, and are designated by a change in sub-version designation (e.g., from version 1.3 to version 1.4).
Upgrades	This means all major releases of the Software in which significant and/or substantial modifications, additions, changes, bug fixes, defect corrections and feature enhancements have been made, and are designated by a change in version designation (e.g., from version 1.4 to version 2.0).
Third Party	A Third Party is any organization, other than HARRIS and COUNTY that is involved in or can affect this project and the successful Go-Live.

3 General Guidelines

3.1 Guiding Principles

COUNTY and HARRIS agree to the following principles to guide the Project and the parties' working relationship:

- The parties recognize this is a project and not normal daily operations. All team members may not be accustomed to the demands of a project and will have to readily adjust to the needs of meeting deadlines and multi-tasking for this project to be successful.
- The parties believe that all team members need to understand the methodology described in this document so that everyone has the same expectations and understands the sequence of activities necessary to get the Solution in production.
- The parties acknowledge that while the timeframes and milestones in this agreement and the Project Schedule may not always be fully understood by all, it is critical to work diligently towards those dates as tasks build on one another and delaying one could have a ripple effect on the rest of the project and consequently the Go-Live date.
- The parties recognize that time is of the essence with respect to adherence to the Project Schedule, so making the best decisions possible within the timeframe allotted and sticking to the decision is vital. If later, adjustments are absolutely required, they will be made, and the Change Control Process will be followed.
- The parties will keep the project moving forward by making decisions in an expedient manner. If additional personnel beyond the team are required to make a decision, we will identify those parties and the change management process to be followed early to keep decisions from being delayed.
- The parties will not try to recreate COUNTY's existing system processes, but rather we will incorporate HARRIS best practices when possible, and will not conflict with State or Federal law, internal controls or result in adverse audit finding, to maximize the capability of the Solution.
- The parties acknowledge that there will be challenges during the project; we will address problems head on and openly with each other. All parties will conduct themselves honestly and with respect in all situations.
- The parties will seek to understand each other's point of view and work collaboratively to find solutions to problems.
- The parties will remain focused on the project goals and on activities that will continue to move the project forward to a successful outcome.

These principles define how the parties wish to work together during the implementation of the Solution. Due to the pressures of a project such as this and the inevitable risks (unknowns) that will be introduced over the life of the project, there may be times when both parties may not feel that the parties are working well together or towards the same objectives. At those times both parties will refocus on the critical importance of the project, review the guiding principles and find a mutually agreeable path through the difficulties.

3.2 General Project Requirements

- HARRIS will use current versions of Microsoft products, including MS Word, MS Excel, MS PowerPoint and MS SharePoint, to produce deliverables according to HARRIS technical standards. SmartSheet will be used to manage the Project Schedule. Should HARRIS not operate at the same versions as COUNTY, HARRIS will make reasonable efforts, within Microsoft product capabilities, to save documents and deliverables to a level that would be accessible by COUNTY and COUNTY shall do the same for HARRIS.
- With direction and assistance from HARRIS, COUNTY will have the Solution environment set up and ready prior to the start of the Initial Configuration phase to enable the loading of the Cayenta software to run on the database.
- COUNTY will provide HARRIS with remote access to the network environments necessary for the implementation of the Solution as well as coordinated access to the hardware and all project folders/files.
- COUNTY will implement back-up and disaster recovery activities to ensure that the Solution and database are recoverable throughout the project and into production.
- COUNTY will be responsible for all data updates/changes to the production system once the Solution is live.
- COUNTY will maintain test instances of other systems to which the Solution will interface and ensure they are identical to the production versions of these systems.

3.3 Daily Operations Testing – Pre Go-Live

The COUNTY may give iterative acceptances as the Work is accomplished either by phase or milestone. HARRIS will give the COUNTY "notice of completion" of Work related to a specific milestone following the HARRIS's completion of all such Work in accordance with the payment schedule and delivery requirements in the Contract.

- Pre Go-Live Acceptance Process. Upon completion of Phase 6 - Daily Operations Testing, HARRIS will notify the COUNTY and the Acceptance process will commence. Acceptance shall be based on conformance with the phase or milestone requirements set forth in the Contract. After notice by HARRIS of completion of the phase or milestone, COUNTY will issue a written notice of phase or milestone Acceptance or provide HARRIS with a notification of rejection, which will include documentation of the specific grounds for the rejection, outlining items not in compliance with the deliverable guidelines.
- Pre Go-Live Correction of Deficiencies Process. If any of the key activities in the phase defined in Section 6.5.7 Phase 6 - Daily Operation Testing have been rejected, HARRIS will have ten (10) Days to either remediate items documented in the COUNTY's notification of rejection, or to provide a remediation plan. Following the delivery of HARRIS's notice that the work has been corrected the Acceptance test will start again and the COUNTY will either issue a written notice of Acceptance or provide HARRIS with a notification of rejection, which will include documentation of the specific grounds for the rejection, outlining work not in compliance with the phase or milestone. The Project Schedule will be adjusted accordingly in the event that a dispute regarding the method or accuracy of the correction causes a delay. If the work fails to comply with the phase or milestone after HARRIS's remediation attempt to correct the work and no clear plan can be agreed upon between the COUNTY Sponsor and HARRIS's Project Director, the COUNTY will determine the appropriate corrective action(s), up to and, including declaring a material breach of Contract.

3.4 Final Acceptance (Post Go-Live)

Final Acceptance shall be achieved as follows:

- The parties shall agree on the start date for the Acceptance test.
- The Acceptance test shall include ninety (90) Days of continuous operation of the Work without critical or high priority incident in accordance with the Contract in the COUNTY's fully implemented production environment ("Acceptance Period").
- If the COUNTY Accepts the Work, the County will send a notice of Final Acceptance to HARRIS.
- If the COUNTY determines that the Work is not Acceptable, the County shall notify HARRIS, describing the deficiencies.
- Incidents shall be tracked in Caystone. HARRIS shall either provide a detailed, written plan to resolve critical or high priority incidents identified as deficiencies and achieve Final Acceptance or to make corrections or replacements within ten (10) Days of the COUNTY's notification. The parties shall mutually agree on a start date for beginning another Acceptance test, if required.

HARRIS agrees to resolve critical and high priority incidents identified in Caystone and the project team will continue to monitor and support the COUNTY in their validation efforts for a period of thirty (30) days after assigning to the COUNTY for validation ("Validation Period")

- If the COUNTY Accepts the Work following the Validation Period, the COUNTY will send a notice of Final Acceptance to HARRIS.

If HARRIS does not correct or replace the unacceptable Work after the Validation Period, the COUNTY may terminate this SOW and the Services Agreement 2021 pursuant to Section 25(b) of the Services Agreement 2021.

3.5 Deficiencies by COUNTY and Rolling Estoppel

COUNTY assumes responsibility for providing the resources as indicated in the SOW. COUNTY will be conclusively deemed to have fulfilled its obligations, unless it receives a deficiency report from HARRIS within 30 days of the alleged deficiencies (the "Report of COUNTY Deficiency") and Contractor identifies specific deficiencies in COUNTY's fulfillment of its obligations in that report. Deficiencies must be described in terms of how they have affected the specific performance requirement of HARRIS.

HARRIS is estopped from claiming that a situation has arisen that might otherwise justify changes in the project timetable, the standards of performance under the contract or the contract price, if HARRIS knew of that problem and failed to include it in the applicable Report of COUNTY Deficiency.

In the event HARRIS identifies a situation wherein COUNTY is impairing HARRIS's ability to perform for any reason, Report of COUNTY Deficiency should contain HARRIS's suggested solutions to the situation(s). These suggestions should be in sufficient detail so that COUNTY can make a prompt decision as to the best method of dealing with the problem and continuing the project in an unimpeded fashion.

If the deficiencies is one that allows HARRIS (within the terms of the contract) to ask for changes in the project timetable, the standards of performance, the project price or all of these elements, the Report of COUNTY Deficiency should comply with the change order procedures.

If COUNTY fails to cure the deficiencies set out in a Report of COUNTY Deficiency within:

- (i) 10 business days of receipt of the Report of COUNTY Deficiency, then Harris may suspend the Services until COUNTY cures the reported deficiencies; or
- (ii) within 30 days of receipt of the Report COUNTY Deficiency, then or Harris may terminate the Services in accordance with Section 25 (d) of the Services Agreement 2021.

4 Project Assumptions

The following assumptions have been made in the development of this SOW and the Project Schedule and form the basis for the scope, duration, level of effort and pricing contained herein. Should these assumptions prove not to be true, then adjustments may be required and will be addressed through the Change Control Process.

4.1 General Assumptions

- The Fixed Price will be firm for the scope, duration, and assumptions as identified in this SOW.
- The duration of this project is as defined in this SOW.
- All scope and schedule changes identified by either COUNTY or HARRIS throughout this project will be documented and managed through an agreed-upon Change Control Process.
- COUNTY and HARRIS are willing to implement “Best Practices” where possible in order to minimize the need for additional software modifications beyond those modifications already identified in this SOW. If “Best Practices” cannot be accommodated with configuration to meet the County’s business needs, and a software modification is required, the parties will follow the Change Control Process outlined in Section 5.1 and evaluate the impact of that modification on project scope, timeline, and budget.
- COUNTY and HARRIS will utilize a mutually agreed to Best Practice project management methodology, as outlined in this SOW, to execute this SOW in the most efficient and effective manner possible.
- HARRIS and COUNTY will have Project Managers (PM) whose responsibility to the project is to manage the overall implementation to a successful conclusion for both COUNTY and HARRIS. The PMs will work collaboratively and respectfully to forge a strong partnership that will contribute to the success of the project.
- Communications is a vital part of managing a project and information sharing between all team members, and management, is crucial to success. HARRIS and COUNTY will create an environment that facilitates and simplifies communications using formal (email, Caystone, etc.) and informal (co-location, ad hoc discussions, etc.) methods.

4.2 Organizational Change Management Assumptions

- COUNTY may provide resources internally or through a Third Party to organize and coordinate organizational change management (OCM) functions to prepare end-users and management for the change-over in systems and any accompanying business process changes. This will be in addition to regular project communications provided by the project PM/Team and end-user training.
- HARRIS will provide information and Support for the OCM efforts in the form of contributing to communications and Business Process Review Workshops.

5 Scope of Work

5.1 System Overview

The standard Solution implemented is defined as “Core Cayenta” with functionalities to be configured to answer COUNTY business needs. Custom modifications to the software are not included in this implementation. If in the unlikely event, a custom modification to the software is requested, the change needs to first be approved by Cayenta Solution Manager. The change will then go through Cayenta Change Management system which includes evaluation of the change by Cayenta product team. If accepted by Cayenta product team and Project Management staff, the result will be a monetary or non-monetary change order through the Change Control Process.

If a new major version of the software becomes available before Business Process Testing, based on the timing and features, COUNTY may move to that version as part of this implementation at no additional charge to COUNTY. Updating to a new level within the same version of the software may be requested by the COUNTY and is a decision determined by the Cayenta Solution Managers and Project Manager of HARRIS.

The proposed Solution focuses on configuration rather than customization. As COUNTY’s business needs change and its organization expands, the inherent flexibility of the Solution supports these changes. Most configuration changes can be made by COUNTY staff, eliminating the need for HARRIS consultants and expensive customizations.

HARRIS will upgrade or implement the following Cayenta applications for COUNTY as the key elements of the Solution.

5.2 Product Overview

5.2.1 Enterprise Application – Cayenta Financials Version 9

The following functionality will be upgraded as part of this project:

- General Ledger
- Purchase Orders
- Accounts Payable
- Job Costing
- Fixed Assets

The following new functionality will be implemented as part of this project:

Multi-Level Approvals

HARRIS will configure Multi-Level Approval (MLA) based on COUNTY specific approval chain(s) for Accounts Payable invoices, Purchase Requisitions and Purchase Orders, GL Journal Voucher Entries, and Bank Reconciliation.

Miscellaneous Receivables (replaces Legacy Accounts Receivables)

HARRIS will install and configure the Cayenta Miscellaneous Receivable module (Miscellaneous/Recurring AR) will be implemented to replace the Legacy Accounts Receivables module including one collection stream.

Based on past discussion with COUNTY, COUNTY will continue to calculate Airport Fees outside of the Cayenta software. However, Cayenta will provide a method via Cayenta Connect or CLUE to load the final calculated values into the Miscellaneous A/R. This will be determined during [Phase 2: Business Process Testing/Review](#). COUNTY can utilize the hours from the reporting allocation for the Solution recommended during Phase 2.

Payment Processing (replaces Legacy Cash Collections)

HARRIS will install and configure the Payment Processing to replace the Cash Collections module as part of this project including configuration for use in Connect Finance.

Contract Management

HARRIS will install and configure the Cayenta Contract Management module to be implemented in a manner which allows COUNTY to efficiently streamline the COUNTY contract process.

5.2.2 Web Products

The following web products will be implemented as part of the project:

Connect Finance

HARRIS shall install and configure Connect Finance, which allows users to access the following core functions of the Cayenta Financials application from a web-enabled device:

Accounting

- Enter/Approve/Deny Journal Entries
- Enter/Approve/Deny Transfer of Funds
- Enter/Approve/Deny Bank Reconciliation

Purchasing

- Enter/Approve/Deny Purchase Requisitions and/or Purchase Orders.
- Receive Goods

Account Payable

- Enter/Approve/Deny AP invoices
- Process and Print AP cheques/checks
- Reconcile and/or Void AP cheques/checks

Payments

- Receive and Record Payments
- Create Deposits using Drawers

Expense Entry

- Create Travel Requests

- Create Expense Entries
- Approve Expenses
- Integration with Accounts Payable for payment

Budget Preparation

HARRIS shall install and configure the Budget Preparation module for general ledger level budgeting. This will include:

- Budget Planning workspace that provides flexible, real-time "what-if?" modelling
- Load to Cayenta Financials of the final approved budget to facilitate budget checking and reporting.
- Budget checking options to ensure Departmental Managers can effectively manage their budgets.
- Cayenta Budget Prep will bring in actuals from your General Ledger and Prior Budgets so comparisons and projections can be made.
- Highline (Third-party) import for personnel/position budgeting.

5.2.3 Cognos Business Intelligence

As part of this project, HARRIS shall install Cognos Business Intelligence on the reporting server (defined in [Section 5.6.3 Servers](#)) and configure the Cognos security for the following licenses:

Part #	Description	Number of Users
D06ZELL	IBM Cognos Business Intelligence Consumer Authorized User License	Equal to number of users of Cayenta ERP
D06WYLL	IBM Cognos Business Intelligence Web Administrator User License	1

5.3 Custom Business Intelligence Development

HARRIS has allocated 750 hours for Custom Business Intelligence Development. This includes: workflow, Portal Statistics, forms, custom reports, CLUE, portals, and interfaces. CAYENTA will provide a Custom Development Plan that will document the mutually agreed upon approach to utilizing the hours based on COUNTY requirements. Should the COUNTY not utilize all of these hours, the Change Control Process will be followed to reduce the milestone MP22 in Appendix A.

5.3.1 Financial Statements

During the Business Process Review Workshops, Cayenta will review COUNTY existing income statement and balance sheet and determine the need to replace COUNTY's existing income statement and balance sheet (MS Excel). The development hours allocation can be utilized for replacement of these existing financial statements to meet COUNTY's requirements and will be included in the Custom Development Plan.

5.3.2 Forms

HARRIS has the ability to output forms for printing and distribution. The following are the common forms that are provided as part of the implementation.

A/R Invoice Print (Miscellaneous A/R Invoice)

HARRIS provides a core A/R Invoice Print form for printing. Modifications to the core A/R Invoice Print will utilize hours from the development hours allocation and will be included in the Custom Development Plan.

PO Form

HARRIS shall provide a core PO Form print. Modifications to the core PO Form will utilize hours from the development hours allocation and will be included in the Custom Development Plan.

AP Check

During the Business Process Review Workshops, Cayenta will review COUNTY's current AP Check printing process. The development hours allocation can be utilized for replacement of the existing AP check with a Cognos check print and will be included in the Custom Development Plan.

Receipt Print

HARRIS shall provide a core Receipt print. COUNTY will have the option of utilizing the receipt printer version or the Cognos (plain paper printer) version. The receipt printer version requires specific printers to be utilized by COUNTY and are not included in the cost of the implementation. Modifications to the core receipt print will utilize hours from the development hours allocation and will be included in the Custom Development Plan.

5.3.3 Reports/Portal Statistics

HARRIS shall provide all the core reports and core portals stats. HARRIS shall gather report requirements throughout the business process training, based on this HARRIS will include in the Custom Development Plan, additional hours outside of the 750 hours reporting allocation may be required to complete the custom reports identified.

5.3.4 Dashboard

HARRIS shall provide the core Financials dashboard and the core dashboard model. COUNTY will have the ability to create their own dashboards using the model and/or modifying the core dashboard provided.

5.3.5 Cayenta Analytics – General Ledger

HARRIS shall provide the core Cayenta Analytics for General Ledger. COUNTY may choose to use the GL Cayenta Analytic model to build out their financial statements. Any customizations required to the core GL Analytic cube may utilize hours from the development hours allocation and will be included in the Custom Development Plan.

5.3.6 Modifications

There are no identified custom modifications for this SOW. Any modification to the software needs to be approved by the Cayenta Solution Manager and managed through the [Change Control Process](#).

5.4 Solution and Technical Training

The foundation for Cayenta's implementation methodology is facilitating knowledge transfer during the implementation to empower COUNTY to make informed decisions throughout the Project as well as managing the system post Go-Live. In addition to the on-going informal training that occurs daily between the HARRIS team and the COUNTY core team and SME's, HARRIS provides training courses to provide the foundation for user adoption and knowledge transfer.

The following is a list of the formal training courses that will be provided during the implementation and delivered as per the Project Schedule:

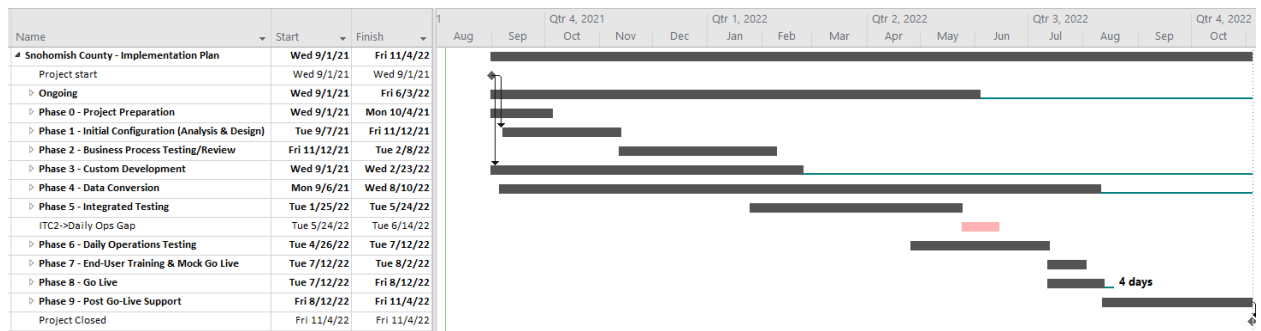
Table 1: Courses and Descriptions

Course	Trainer	Course Outline and Functional Responsibilities
System Overview Training	HARRIS Application Consultants	<p>To provide Core Team members and SMEs with an overview of the Solution functionality prior to the start of Business Process Testing. Overview training is done in preparation for the business process testing and review to allow for better understanding of the HARRIS Solution functionality. These sessions are designed for core project team and SMEs and they run between 1.5 to 2 hours per session.</p> <p>The sessions will cover:</p> <ul style="list-style-type: none"> New V9 features Multi-Level Approval overview Contract Management overview Miscellaneous Account Receivables and Payment processing overview Budget Preparation

Course	Trainer	Course Outline and Functional Responsibilities
		CLUE (Cayenta Link Using Excel) Permissions Configuration Configuration Management Process
Cognos Reporting Training (1 day)	HARRIS BI Consultant	To provide COUNTY's personnel with training on how to create reports from the framework models and how to integrate the reports into the Cayenta Solution.
Train the Tester (1 days)	HARRIS Application Consultants	To equip the COUNTY's core team members with the foundational skills to execute tests and diagnose issues during the Testing Phase components of the implementation (Phase 2 and 5), this training is centered on the use of the CayStone testing and incident management tool. The training included in this segment will cover: Business Process Testing Daily Operations Testing Use of Caystone Testing Management Process

5.5 Project Schedule

The schedule outlined below is a preliminary Project Plan for the implementation of the Oracle to SQL conversion, and the Version 9.X upgrade. HARRIS has developed this preliminary project plan in accordance with its experience with like projects, best practices and delivery methodology and is committed to implementing in a similar timeframe. HARRIS will develop a baseline detailed Project Schedule once the project is initiated and will include COUNTY activities as well as account for statutory holidays. The Baseline Project Schedule (Project Schedule or Schedule) shall be mutually agreed upon in writing by both COUNTY and HARRIS. Should project delays that are attributed to the COUNTY (ex. Resource levels inadequate, requests for additional training or Support, etc.) and arise after mutual agreement of the Baseline Project Schedule, HARRIS will follow the Rolling Estoppel procedures set forth in Section 3.5, which may require use of the Change Control Process.



5.6 Solution Environment

COUNTY will be responsible for the acquisition, Installation, Acceptance and ongoing operation of the Solution's hardware, communications and local/wide area network infrastructure.

HARRIS will install Cayenta software and related Third-Party software required to support HARRIS' Cayenta applications, in COUNTY's computing environment.

HARRIS shall provide COUNTY's IT staff with technical documentation regarding hardware and software requirements for the workstation application including installation instructions, software media, and other prerequisites required for installation. COUNTY is responsible for completion of installation across all necessary workstation machines.

5.6.1 Project Environments

The environments listed below will be used during the implementation project.

Environment Name	Responsibility	Utilization	Comments
CAYDEV9	HARRIS	Permanent	Additional Environment requested by COUNTY
CAYTEST9	HARRIS	Implementation	CAYTEST9 will be the test environment after Go-Live.
CAYCONV9S	HARRIS	Implementation	CAYCONV9S (SQL Env) will be created as part of the environment training. Dedicated instance used as a landing site for freshly converted data. This environment is not used for any testing and remains as a source for refreshing data in a test instance.

Environment Name	Responsibility	Utilization	Comments
CAYPROD9	HARRIS	Permanent	CAYPROD will be the dedicated Production instance used for COUNTY. It will be where all testing will take place during the project.
CAYCONV9	HARRIS	Implementation	Oracle conversion environment.

It may be desirable/necessary to set up additional Instances during the life of the project to isolate certain testing and training activities. It will be the responsibility of COUNTY to create these Instances as requested by the PMs. Any additional environments beyond what is listed in this document may require HARRIS to follow the Change Control Process.

5.6.2 Network

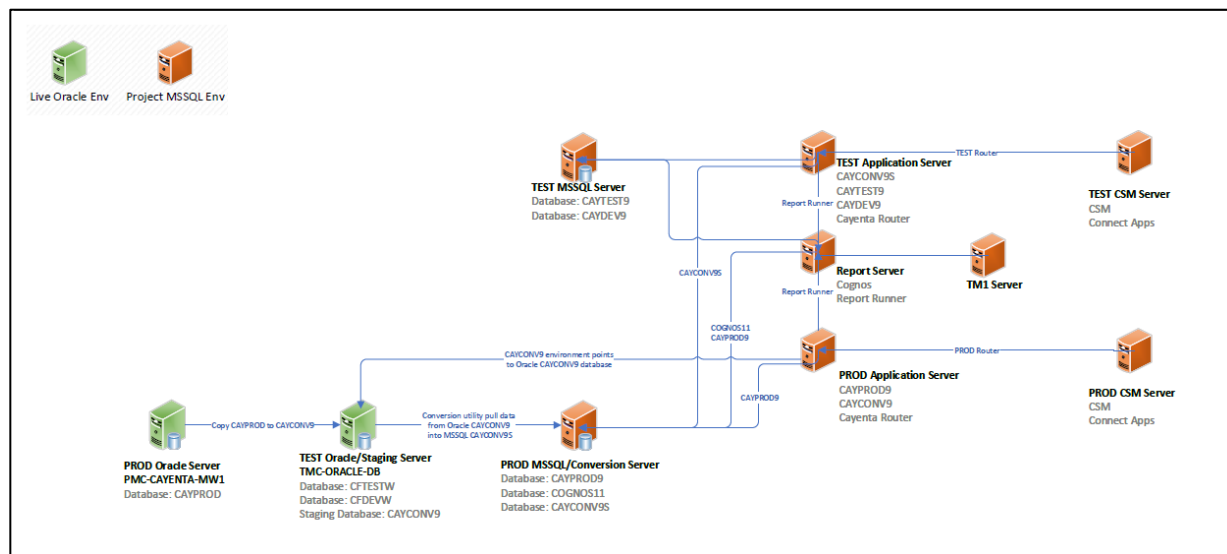
Network contention, i.e., users competing for network resources measured as Ethernet or IP packet collisions, is assumed to be at such a level as to not be a contributing factor to the system performance. Therefore, it is COUNTY's responsibility to supply and maintain a high performing and scalable network infrastructure, as specified in HARRIS's system requirements below, between the servers in the data center, as well as the end-user's access to the data center. It will also be COUNTY's responsibility to monitor network traffic, collisions, errors, latency, and load, and provide network statistics to verify that the network performs within the following tolerance and is not the cause of poor system performance, impacting the guarantee stated herein:

COUNTY's Recommended Network Minimums:

- Maximum network contention (server to server packet collision rate) = 15% over a 1- hour period
- Maximum network contention (client to server packet collision rate) = 25% over a 1-hour period
- Average network latency (server to server) < 15ms over a 1-hour period
- Average network latency (client to server) < 60ms over a 1-hour period

5.6.3 Servers

HARRIS represents that the server configuration described in this Statement of Work will accommodate service levels to meet COUNTY's needs:



The following is a guideline for servers needed for Cayenta project. If the COUNTY is satisfied with performance in its current production, the COUNTY will use the same RAM and Disk space (include space for growth) as its current setup. The COUNTY may also upgrade to the latest OS that is supported by Cayenta for the new version. It is recommended to have a separate set of servers for test and production. Below are the server recommendations that HARRIS sends out for new name installs. This should be taken into consideration when developing specifications for the COUNTY's upgrade environment based on current performance of Cayenta.

Server Type/Purpose	Qty	Usage	Specifications
Reporting Server	2	PROD and TEST environments	<p>Optimal:</p> <p>Windows Server 2019</p> <p>1 Gb Network Adapter</p> <p>32 GB Memory</p> <p>4 multi-core CPU's</p> <p>250 GB disk</p> <p>Minimum:</p> <p>Windows Server 2016</p> <p>100 Mb Network Adapter</p> <p>32GB Memory</p> <p>2 multi-core CPU's</p> <p>100 GB disk</p>
File Server	2	<p>PROD - 1 file servers</p> <p>TEST - 1 file servers</p>	<p>Optimal:</p> <p>Windows Server 2019</p> <p>10Gb Network Adapter</p> <p>16 GB Memory</p> <p>4 multi-core CPU's</p> <p>500 GB disk</p> <p>Minimum:</p> <p>Windows Server 2016</p> <p>1 Gb Network Adapter</p> <p>8 GB Memory</p> <p>2 multi-core CPU's</p> <p>200 GB disk</p>

Server Type/Purpose	Qty	Usage	Specifications
Database Server	2	PROD – 1 server TEST – 1 server	Optimal: O/S that is supported by database platform (SQL 2019) 10 Gb Network Adapter 32 GB Memory 2 multi-core CPU's 1 TB disk Minimum: O/S that is supported by database platform (SQL 2016) 1 Gb Network Adapter 16 GB Memory 2 multi-core CPU's 500 GB disk
Connect Server - Internal	2	PROD – 1 server TEST – 1 server	Virtual Machine to be provided by HARRIS 4 GB Memory 1 processor 70 GB disk

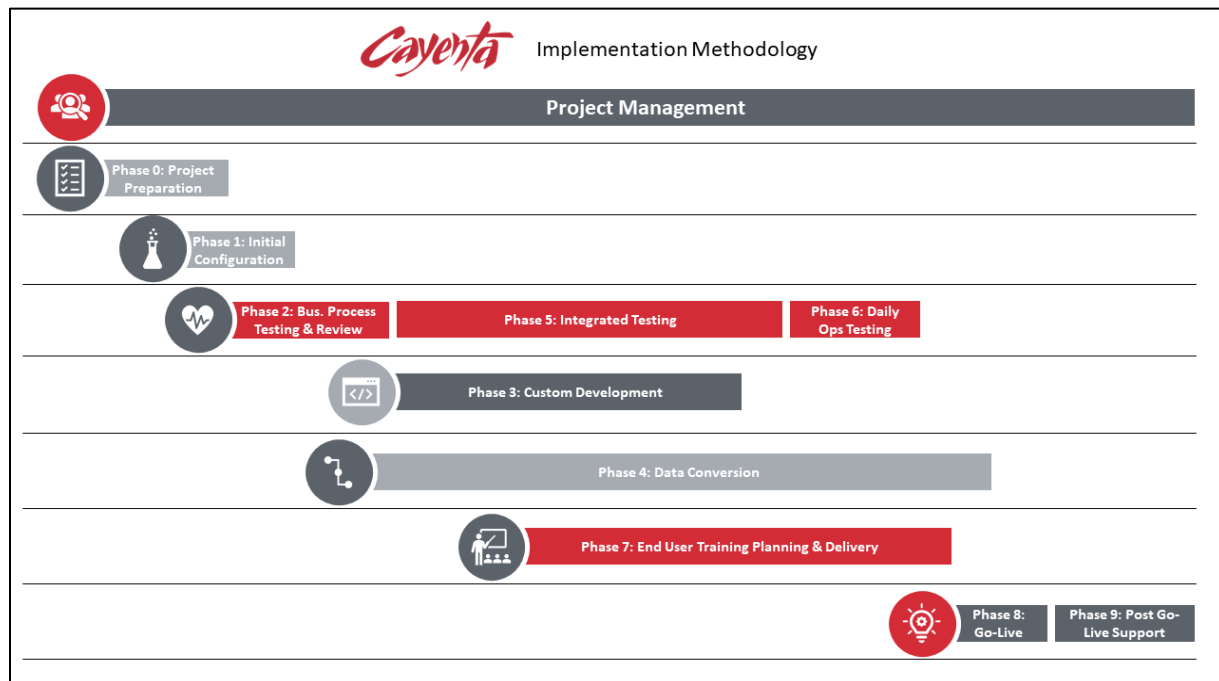
6 Implementation Plan

Cayenta uses a structured project delivery methodology designed to get the Solution into the hands of the customer sooner. By putting the emphasis on early training and education, combined with a comprehensive review of the COUNTY's business processes, Cayenta's methodology complements its product by combining best practices with the best technical solution.

This project will be executed according to Cayenta's standard methodologies and will follow the same rigor and processes for both sections. Each section will be executed in line with the project methodologies outlined below:

- Project Management – Plan, Execute, Monitor and Control
- Configuration Management - Build, Refine and Maintain
- Testing Management – Design, Execute and Measure
- Phase 0 – Project Preparation and Kick-off
- Phase 1 – Initial Configuration (Analysis and Design)
- Phase 2 – Business Process Testing and Review
- Phase 3 – Custom Development
- Phase 4 – Oracle to SQL Conversion
- Phase 5 - Integrated Test Planning and Execution

- Phase 6 - Daily Operations Testing
- Phase 7 – End-User Training Planning and Delivery
- Phase 8 – Deployment – Go-Live
- Phase 9 – Post Go-Live Support



Below is an overview of the project phases that will be completed as part of this project as well as the expectations from both HARRIS and COUNTY.

6.1 Project Management – Plan, Execute, Monitor, Control

HARRIS Project Manager shall be responsible for the initial planning and execution of the project. The overall project management objective will be to quickly establish an effective project structure leveraging established HARRIS methods, templates and tools while working within established project management framework to provide an effective and efficient management process. The COUNTY Project Manager will support the HARRIS Project Manager in these efforts.

The Project Management Team will be made up of COUNTY Project Sponsor, COUNTY PMs and the HARRIS PM and HARRIS Project Director. The COUNTY Project Sponsor will provide guidance and support to the COUNTY team. The COUNTY PM will report to the COUNTY Project Sponsor, who will provide leadership and management of the project. The HARRIS PM will report to the HARRIS Project Director, and will report into COUNTY through COUNTY PM. The HARRIS and COUNTY PMs will work jointly together to plan and execute the project.

An Executive Steering Committee (ESC) shall be formed by COUNTY and HARRIS, and will include the COUNTY Project Sponsor, COUNTY Process Owner, COUNTY Project Champion, other COUNTY leaders, HARRIS Project Director, HARRIS PM, and COUNTY PM. The purpose of the ESC is to provide overall project oversight, approval of completed

Milestone Acceptance Forms, executive management involvement and to assist with strategic project decisions/issues. The ESC will meet monthly virtually, and ad hoc as needed.

Weekly and monthly reporting will be performed by the Harris PM, to track progress, identify concerns and communicate upcoming activities to the Project Management Team.

The primary tool for managing the project is the Project Schedule, built and maintained in SmartSheet in accordance with Section 5.5. The schedule will outline all tasks and deliverables required to complete the project. The HARRIS PM, with input from COUNTY PM, will update the schedule weekly with percent complete, resource assignments, task dependencies, start dates, and finish dates as these aspects change over the life of the project.

HARRIS is responsible for establishing the project management structure with input and approval from COUNTY to include procedures, project directories, calendars, status reporting and other items as agreed to by both parties.

Key Activities

HARRIS

- Lead all HARRIS owned activities and deliverables
- Lead the weekly PM meetings
- Attend weekly Core Team meetings
- Prepare and deliver weekly status reports to COUNTY. Status reports shall include:
 - Status updates of major project activities
 - Project metrics analysis (deliverable status, percent complete, etc.)
 - Regular review of open project incidents
- Update & Monitor Project Schedule/Work Plan
- Manage and Update Risk Register
- Manage and Update the Issue Log
- Participate in the ESC and present the monthly status report (with the COUNTY PM)
- Require Bi-weekly discussions between the HARRIS Project Director and the COUNTY Project Sponsor
- Participate in the ESC meetings, including HARRIS Project Director

COUNTY

- Lead all COUNTY owned activities and deliverables
- Participate in weekly PM meetings
- Lead the weekly Core Team meetings to discuss status, address questions and provide direction on remaining activities
- Use CayStone and other tools (as mutually deemed effective) to manage the work and allow for metrics to be generated

- Provide input to HARRIS PM for Monthly project status reporting
- Organize and facilitate of the ESC meeting, including presentation of the monthly status report (with the HARRIS PM)
- Require Bi-weekly discussions between the HARRIS Project Director and the COUNTY Project Sponsor

6.2 Configuration Management - Build, Refine and Maintain

HARRIS shall lead, manage, and execute the configuration activities with participation and support by COUNTY's Core and technical teams, throughout the life of the project.

During the project, Business Process Testing/Review, COUNTY will execute the HARRIS provided business process test cases. Following each business process test cycle, HARRIS will conduct a Business Process Review Workshop where COUNTY and HARRIS will identify any gaps and/or modifications to configuration to accommodate the business process review. Changes to configuration will be identified, documented, and will be evaluated and decided through the Change Control process.

The following process will be adhered to by HARRIS and COUNTY for managing the configuration of the Solution during the project:

- A need for a configuration change is identified by COUNTY or HARRIS to meet a specific business requirement and/or resolve a configuration defect.
- The Cayenta Solution Manager and/or Application Consultant will review the business requirement and/or defect to determine the optimal configuration change to address the issue. If required, HARRIS and COUNTY may need to engage in a workshop to discuss the issue and potential configuration change to remedy the issue. Depending on the complexity of the change required, the Cayenta Solution Manager and/or Application Consultant may prepare a design document for the configuration change.
- The parties will follow the Change Control Process in the approval and execution of the change.
- Task ownership of who will make the change(s) will be determined by the Cayenta Solution Manager and/or Application Consultant (should the Cayenta Solution Manager delegate responsibility for this).
- COUNTY's Change Control Board (CCB) process and related schedule requires a specific approval and time frame; those requirements will be considered and met prior to any configuration changes occurring.
- The configuration change(s) will be made in the environment being used for testing (CAYTEST for Business Process and Integrated Testing/CAYPROD for Daily Operations Testing) and the change also propagated to the CAYGOLD repository.
- The impact of the change will need to be assessed by HARRIS and COUNTY to determine the level of regression testing required to ensure all functionality effected is adequately retested.

As COUNTY team members become more familiar with the Solution, there will be a natural progression for COUNTY to begin taking a higher degree of ownership in making the configuration changes to the Solution however the process defined above still needs to be adhered to, ensuring that all configuration changes are properly assessed, managed and saved to avoid any situations of configuration changes being lost.

HARRIS will support the configuration through the duration of the project and at the conclusion of the Acceptance Period, COUNTY will assume ownership of the Solution. During the Acceptance Period, HARRIS will facilitate the knowledge transfer to COUNTY to help ease the transition of Solution ownership.

Key Activities

HARRIS

- Setup and maintain of the CayStone Configuration Management Tool
- Present and train on the Configuration Management Process
- Initiate the Change Control process.
- Ensure that the Configuration Management Process is being followed by COUNTY and HARRIS teams
- Generate Configuration Log from the CayStone Configuration Management

COUNTY

- Ensure that its team learns and understands the Configuration Management Process
- Follow the prescribed process for identifying and implementing configuration changes to the Solution

6.3 Testing Management –Design, Execute and Measure

Fundamental to the testing methodology is a set of Testing Plans. HARRIS shall provide generic test plan(s) that will include the items listed below. COUNTY shall review the test plan and modify as required by COUNTY's business needs. HARRIS and COUNTY will review, iterate and approve the test plan(s). COUNTY will review and perform testing activities, per these test plans. These plans shall provide a week-by-week outline of the major tasks and the team members responsible for them.

The test plans will include:

- Testing approach/strategy
- Key testing activities
- Functionality to be covered in each week or key activity of testing.
- Timeline for the key activities
- Source of data to be used in testing.
- Roles and Responsibilities of all participants
- Material and technical environment requirements for testing
- Test scenarios and folder structure within CayStone
- Test Incident tracking methodology, including triage, escalation, and metrics.
- Completion Criteria

Testing is repeated within the time allotted for each testing cycle until all tests are completed or blocked (pending

running in a future cycle). Where multiple testers are assigned the same test scenario, the scenario will be deemed complete once the defined number of scenarios and accounts have been tested successfully. Results will be reviewed at the end of each cycle along with the status of any failed or cautioned tests to evaluate priorities for resolution and determine when re-testing will occur. During the testing activity, COUNTY staff shall refine testing scenarios and data to address testing problems and issues. Testing results are recorded in CayStone and a final report is produced that contains HARRIS and COUNTY's project team approval to proceed to the next major phase (following Business Process and Integrated Testing).

COUNTY will provide the resources for the testing team to work together to accomplish the testing. HARRIS support of Business Process and Integrated Testing will involve a mixture of Application Consultant and Trainer support.

HARRIS and COUNTY will use HARRIS's incident and testing management tool (CayStone) starting in Pre-Configuration and throughout the Testing phases in order to track and report on:

- Business process changes
- Testing Progress
- Incidents and remediation progress
- Cut-over Tasks and Assignments.
- End-user Training Items

Key Activities

HARRIS

- Setup and maintain of the CayStone Testing Management Tool
- Present and train on the Testing Management Process
- Provide the core Business Testing scenarios in the Testing Management Tool
- Support the Testing Management Process, ensure that the Process is being followed by HARRIS team

COUNTY

- Ensure that its team learns and understands the Testing Management Process
- Follow the prescribed process for testing the Solution
- Ensure that the Testing Management Process is being followed by COUNTY

6.4 Training Management – Learn, Absorb, Practice

During the initial hardware and software Installation, HARRIS shall provide training on the Solution as it relates to SQL Server and to the Application File Server. HARRIS shall provide Remote Support and webinar training to COUNTY technical staff. This training is critical to ensure the application is maintained correctly once in production. On-line reference documentation is delivered by HARRIS with each release. COUNTY may print this documentation solely for its internal use.

Training is in the form of workshops, small group reviews, and individual coaching sessions, depending on need as

determined by COUNTY. The table in Section 5.4, Solutions and Technical Training, describes the courses that HARRIS will conduct over the web with the project team. The attendees, timing, and duration of these courses will be defined during preparation and kick-off phase of the project.

Key Activities

HARRIS

- Provide the Solution and technical training as listed in [Table 1: Courses and Descriptions](#).

COUNTY

- Plan End-user training
- Lead End-user Training planning and execution
- Assign Team member(s) to be trainers.
- Create COUNTY specific business process documentation and end-user training documentation.

6.5 The Project Phases

This section will outline the HARRIS implementation methodology, broken down into distinct phases – each with key activities, deliverables as well as specific entry and exit criteria. HARRIS has developed the Preliminary Project Schedule (and will refine the Project Schedule) according to the delivery of the phases listed below.

6.5.1 Phase 0 - Project Preparation

During the initial project preparation, the parties shall finalize the COUNTY and HARRIS teams schedule resources. Preparation tasks include the basic technical infrastructure of the project, Installation of necessary hardware and operating system software by COUNTY, establishing remote access for HARRIS to the COUNTY's network, and preparing project team virtual workspace.

Project Schedule Development

As part of this phase, HARRIS shall provide COUNTY with a detailed Preliminary Project Schedule. This schedule will outline all tasks to complete the overall project and will assign resources from HARRIS and the COUNTY. The schedule will be updated to accommodate holidays, known vacations and other events that remove resources from the project for notable durations. The schedule will be refined and agreed upon by HARRIS and COUNTY and will become the Baseline Project Schedule

The Project Schedule will include a Gantt chart that is built around the work breakdown structure (WBS) and contains the necessary activities, ordering, dependencies, assigned resources and labor hours. The Project Schedule will identify the critical path of activities for the project, which helps the PMs communicate and drive the dates that must be met to keep the project on schedule. The Baseline Project Schedule will include completion dates for critical milestones, and any change to these dates will require a Change Order.

Project Tools

The following tools are to be used for project management, monitoring and execution and will be set up by HARRIS

during this phase for use by HARRIS and COUNTY:

- SmartSheet:** Cloud-based online project management tool used for creation and maintenance of the Project Schedule
- SharePoint:** A dedicated SharePoint site using HARRIS's Office 365 tenancy will be set up by HARRIS for this project and access granted to COUNTY project team members. This will serve as the document repository for all project documents.
- CayStone:** HARRIS' web-based testing and incident management tool used to manage a project's requirements, configuration, tests and incidents in one environment, with complete traceability from inception to completion.

Questionnaires

At the start of this phase, the HARRIS PM will provide questionnaires to the COUNTY PM to distribute within the Core Team and SMEs to gather preliminary information on business processes for the functionality to be implemented. HARRIS will review this information prior to starting configuration of the Solution. COUNTY will ensure the Core Team members and SMEs are available to take part in the Discovery sessions as necessary and will be empowered to make decisions on business process changes impacting the configuration of the Solution.

Other Preparation Tasks

HARRIS shall provide guidance to COUNTY prior to project start date for provisioning of necessary hardware/servers.

HARRIS shall prepare and deliver to the COUNTY PM for approval initial drafts of the project management documents, as described below under Deliverables for this phase. The HARRIS PM and the COUNTY PM will work together to finalize the documents.

HARRIS shall create a testing environment by performing technical tasks required for the Installation of the Solution software. This environment will be used throughout the Project for configuration and testing. COUNTY will be responsible for managing the environment with regards to back-ups, refreshes, patches, database tuning and creating additional instances as requested by the PMs, with HARRIS providing technical Support.

HARRIS shall clearly identify database administration (DBA) tasks in the Project Schedule, as COUNTY uses a third-party DBA service. The COUNTY will ensure adequate time is allotted in the Project Schedule for third-party data base administration.

Key Activities in this Phase

HARRIS

- Develop and publish Baseline Project Schedule in Smartsheet
- Setup project tools (SharePoint, CayStone, Smartsheet)
- Develop Resource Roles and Responsibility Matrix
- Implement Scope Management and Change Control Process

- Develop Go/No-go readiness document.
- Distribute questionnaires to COUNTY

COUNTY

- Complete and return questionnaires.
- Participate in questionnaire review sessions.
- Participate in revisions and approval of the Baseline Project Schedule.
- Update roles and responsibilities table in Section 8.2 to reflect any relevant organizational changes.
- Provide necessary hardware and infrastructure recommended to conduct environment Installations (see Solution Environment section above)
- Provide required network access to HARRIS project team and ensure adequate virtual workspace for the Project team.
- Provide the ability to change the clocks (time and date) on the personal computers (PCs) designated for the testing phase as this is required for testing functions and events that normal operations occur over a month but must be simulated within one day.
- Implement the necessary and typical back-up and disaster recovery activities to ensure that the Solution and database are recoverable throughout the project and into production.
- Maintain test instances of other systems to which the Solution will interface and ensure they are identical to the production versions of these systems.
- Finalize the Core Team and identification of SMEs and other resources assisting with the project.
- Establish of the Executive Steering Committee, a quorum number and regularly scheduled meetings
- Develop a process for managing business process changes.
- Plan Kick-off, setup and deliver with input and participation from HARRIS.

Entry Criteria

Contracts signed by COUNTY and HARRIS

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.2 Phase 1 – Initial Configuration (Analysis & Design)

The purpose of this phase is to match COUNTY's business requirements with the capabilities of the Solution and to gather specific information needed to complete the initial configuration of the Solution that will be used for testing. Configuration will also be undertaken in later phases, both as planned and when new issues arise.

The final step in this phase will be to hold the project Kick-off and introduce the team to the application and the

tools they will be using throughout the project.

Discovery (Analysis & Design)

During this phase, HARRIS will review the information provided by COUNTY in the questionnaires provided in Phase 0 – Project preparation. As required, discovery sessions (via teleconferencing) will be held to address any questions arising from the questionnaire responses. COUNTY will ensure the COUNTY Core Team members and SMEs are available to take part in the Discovery sessions as necessary and will be empowered to implement agreed to business process changes. The Discovery discussions will likely result in additional follow-up items being assigned to COUNTY resources for completion outside the meeting times in preparation for further Discovery discussions and/or configuration of the Solution.

HARRIS will confirm the necessary system modifications required with COUNTY (if any). Any modifications not within the scope will follow the Change Control Process.

Initial Configuration

HARRIS will review the questionnaire responses to confirm the responses are clear and to identify changes to scope. Per above, HARRIS will engage COUNTY to discuss any questions or required follow-ups from the questionnaires to ensure there is a clear understanding of configuration requirements.

HARRIS will confirm any necessary system modifications required with COUNTY. Any modifications not within the scope will follow the Change Control Process.

For initial and ongoing configuration management processes, see the Configuration Management section of this document.

Project Kick-off

HARRIS key personnel shall be present at the kick-off. Topics covered in the kick-off meeting may include organization of the joint project team, reporting structure, timeline, plan overview, resources, roles and responsibilities and key milestones. The kick-off meeting will be facilitated remotely by HARRIS.

Key Activities in this Phase

HARRIS

- Review completed questionnaires (will include a review session with COUNTY)
- Design Solution based on questionnaire responses
- Configure the initial Solution according to design
- Provide the CAYGOLD & CAYTEST Solution environments
- Schedule discovery sessions as required with COUNTY SME's and/or core team
- Develop project kick-off presentation
- Collaborate with COUNTY Project Manager to schedule on-site kick-off meeting
- Facilitate project kick-off meeting

- Generate Change Orders, if applicable for necessary system modifications not within 4 Scope of Work
- Configure Test environment for Business Process Testing
- At the end of pre-configuration, HARRIS will confirm which Functional Requirements were covered
- Document the configuration (via CayStone)
- Identify any requirements captured that were not in the questionnaire responses and reconciliation of requirements no longer needed

COUNTY

- Schedule project kick-off meeting, ensuring availability of COUNTY attendees
- Provide timely decisions as needed to support the Project Schedule
- Initiate data clean-up activities in the legacy system
- Process and approve submitted Change Orders, as applicable
- Gather business process documents and samples of reports that demonstrate the way COUNTY performs daily operations
- Take part (Core Team members and SMEs) in the Discovery discussions as scheduled and document recommended changes to the business processes reviewed

Entry Criteria

- "Phase 0 - Preparation" completed
- Computing infrastructure established and operational
- Solution Installation completed and operational (in its un-configured state)
- Project Schedule refined, baselined, and agreed to by HARRIS and COUNTY PMs

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.3 Phase 2 - Business Process Testing/Review

The main purpose of this phase is to test the core Cayenta Financial processes with the configuration set up in Phase 1 and ensure that the configured Solution is aligned with COUNTY's business requirements. This phase also serves to increase knowledge of the application through overview training provided by HARRIS. This will facilitate better informed decision making by the COUNTY core team and SMEs.

This phase commences with System Overview Training and Train the Tester Training, followed by business process testing and business process review, as defined in the Project Schedule.

System Overview Training

HARRIS shall deliver training in order to adequately support the Business Process testing. In conjunction with the business process testing, this serves as the foundation for knowledge of the HARRIS Financials applications along with all the Web Products part of the scope of this contract. A detailed course description is provided in [Table 1: Course and Descriptions](#)

Train the Tester Training

HARRIS shall deliver remote training to the project team on the CayStone Testing and incident management tool to adequately support the Business Process testing. A detailed course description is provided in [Table 1: Course and Descriptions](#)

Test Case Review

HARRIS shall provide the Business Process Test cases in the CayStone Testing and incident management tool. COUNTY will update test cases as necessary to ensure that they match to COUNTY's business throughout this phase, with guidance from HARRIS.

Business Process Testing

In conjunction with the training, HARRIS shall also provide a Business Process Testing Plan which will prescribe how the testing will be executed and the detailed schedule for test execution. The Business Process Test Plan will include:

- Testing approach/strategy
- Key testing activities
- Functionality to be covered in each week or key activity of testing
- Timeline for the key activities
- Source of data to be used in testing
- Roles and Responsibilities of all participants
- Material and technical environment requirements for testing
- Test scenarios and folder structure within CayStone
- Test Incident tracking methodology, including triage, escalation and metrics

Business Process testing will take place in the converted COUNTY environment. COUNTY will execute the business process test cases provided by HARRIS and updated by COUNTY. HARRIS will support COUNTY in the testing process through a combination of incidents created as a result of test cases and direct test cases execution assistance.

As part of this phase, COUNTY will create/update their integrated test cases based on business process discussions and refinement of the Solution as an outcome of business process review. These test cases will form the scope for integrated testing in Phase 5 – Test Planning and Execution.

Business Process Review

Business Process Review Workshops will be incorporated into the business process testing to align with the completion of the testing for a specific set of business processes. The purpose of these workshops is to confirm the

initial configuration of the system and converted database meets COUNTY's business requirements.

The parties shall adhere to the following workshop steps:

- Review the current Core Processes as configured
- Discuss other, related, non-Core Processes that COUNTY needs to see demonstrated
- Discuss missing steps or problems in the Core Processes and how to handle them
- Identify potential changes to Core Processes and determined how they may impact current configuration
- Confirm that current Core Processes satisfy COUNTY's requirements
- Identify any regulatory requirements that need to be met
- Review additional "Chart of Accounts" with 23 departments, as defined by COUNTY.

Throughout the Business Process Review Workshops, HARRIS and COUNTY will jointly identify the business process changes required or desired to best take advantage of the HARRIS Solution. HARRIS will document the results of the review workshops, identifying any required changes to processes in the system or changes in the way COUNTY conducts the process. COUNTY will analyze and document the changes to their business processes for impacts to current processes and stakeholders. COUNTY will approve any business process changes and will communicate and implement the business process changes.

HARRIS shall confirm the necessary system modifications required with COUNTY. Any modifications or configuration not identified in [Section 5 Scope of Work](#) will follow the Change Control Process.

Key Activities in this Phase

HARRIS

- Deliver System Overview Training provided to the Core Team and SMEs using the CAYTEST environment
- Train the Tester training to the project team
- Facilitate on-site Business Process Review Workshops as per Project Schedule
- Provide the Business Process Testing plan to COUNTY
- Provide testing Support to the COUNTY project team
- Provide the Business Process test cases in CayStone
- Document the results of the Business Process Review Workshops.
- Close all P1 and P2 incidents required for integrated testing Cycle 1 unless otherwise mutually agreed between COUNTY and HARRIS. These incidents will be documented using a 'Required for Phase' field in CayStone for the specific phase.

COUNTY

- Review and approve the Business Process Testing plan
- Add/update COUNTY specific test cases for Integrated Testing in collaboration with COUNTY.

- Participate in the Solution training sessions
- Participate in Business Process Review Workshops
- Execute the Business Process test cases per the plan
- Log incidents in CayStone as required during testing based on Business Process test cases.
- Organize the Business Process Review Workshops and ensure the right resources are present to participate in the discussion.
- Provide information on business processes through documentation and verbally in the Business Process Workshops to accurately convey how the Solution needs to function to meet COUNTY's business needs.
- Capture business process change ideas for further discussion and vetting.
- Identify and create additional COUNTY specific test cases for Integrated Testing with assistance from HARRIS.
- Close all P1 and P2 incidents required for integrated testing Cycle 1 unless otherwise mutually agreed between COUNTY and HARRIS. These incidents will be documented using a 'Required for Phase' field in CayStone for the specific phase.

Entry Criteria

Key activities as described above are complete and deliverables for Phase 2: Business Process Testing/Review) in [Appendix A: Compensation Schedule](#) have been delivered.

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.4 Phase 3 - Custom Development

The purpose of this phase is for the development and delivery of the custom interfaces, workflows, custom reports/Portal Statistics/forms as well as the Financial Statements (as defined in [5.3 Custom Development](#)).

Throughout [Phase 2 - Business Process Testing and Review](#), HARRIS shall conduct Business Process Review Workshops which will include Custom Development discussions for identified and new items. Requirements will be documented as CayStone incidents to track items as the review workshops progress.

During Phase 2, HARRIS will hold a Custom Development Workshop to gather requirements for the known custom development items which will include items listed in [5.3 Custom Development](#). The output of the workshop will be a Custom Development Plan that COUNTY and HARRIS will work together to compile.

Upon COUNTY approval of the Custom Development Plan, the items from the plan will be scheduled and delivered as part of integrated testing. The high-level phases for this development are as follows:

- Functional Design Document for each development item that HARRIS will develop
- Functional Design Document Approval by COUNTY

- Custom Development
- Solutions Document Provided to COUNTY
- Release and Walkthrough with COUNTY
- Validation and Acceptance of interface by COUNTY

Key Activities in this Phase

HARRIS

- Lead Workshops to define requirements for the custom development items
- Conduct Custom Development sessions during Business Process Review
- Develop a Custom Development Plan
- Gather business requirements with COUNTY's assistance to describe the intended functionality and requirements of the custom work
- Develop Functional Design Documents (FDDs/Technical Specification Documents) and provide to COUNTY for approval
- Develop custom modifications, interfaces, reports, bills, forms, Portal Statistics and letters that meet the FDD or design specification.
- Conduct quality control testing, which must occur before COUNTY's testing phase
- Support COUNTY through their validation effort

COUNTY

- Take part (Core Team members and SMEs) in the Custom Development workshop sessions as scheduled
- Review, prioritize and approve or reject the final Custom Development Plan
- Review and approve Functional Design Documents for Custom Development items in the plan
- Respond to Questionnaires for interface and reporting specific questions
- Test/validate deliverables from the Custom Development Plan
- Lead and manage the relationship with applicable third-party vendors
- Provide test systems for third-party applications to facilitate development and quality assurance
- Configure/develop the non-CAYENTA side of Custom Development; this includes working with Third Parties to build/modify the interface
- Complete the COUNTY-assigned Custom Development as defined in the Custom Development Plan
- Provide COUNTY or third-party functional design documents for any identified custom interfaces

Entry Criteria

“Phase 3 – Custom Development” completed.

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.5 Phase 4 – Oracle to SQL Server conversion

This phase focuses on the conversion of the database from Oracle to SQL Server. This phase will overlap with multiple other phases throughout the project. This phase includes the planning, preparation, design and execution of the data conversions to take COUNTY from the Oracle to SQL Server database platform. Using a set of pre-created scripts used for these types of database platform migrations, HARRIS will ensure the accuracy and validity of the data conversion by going through a series of planned conversions, aimed at ensuring the Go-Live conversion occurs issue-free. HARRIS will execute **six (6)** conversions in the scope of this project, each conversion ensuring that any issues discovered from the previous conversion(s) are addressed. In addition to the fixed price for the conversion(s), 80 T&M hours have been allocated for Updates required to portals, custom database objects, interfaces and reports AND **100** T&M hours application testing assistance related to the Oracle to SQL Server conversion related incidents.

Conversion 0 (internal to HARRIS)

- First conversion, done by HARRIS to confirm conversion approach, scripts, and data accuracy
- Used by HARRIS team to test and validate data has come across from Oracle to SQL Server accurately
 - Conversion 1 (used for Business Process Testing)
 - Repeating steps from Conversion 0 and layering in any fixes required as discovered from testing of Conversion 0
 - To be delivered by HARRIS team for COUNTY to utilize during Business Process Testing phase (including training)
 - Any non-critical issues will be addressed for Conversion 2; Critical issues preventing training or execution of Business Process Testing to be addressed immediately
 - Conversion 2 (used for Integrated Testing Cycle 1)
 - Repeating steps from Conversion 1 and layering in any fixes required as discovered from testing of Conversions 1
 - To be delivered by HARRIS team for COUNTY to utilize during first cycle of Integrated Testing (ITC1)
 - Any non-critical issues will be addressed for Conversion 3; Critical issues preventing execution of Integrated Testing Cycle 1 to be addressed immediately
 - Conversion 3 (used for Integrated Testing Cycle 2)
 - Repeating steps from Conversion 2 and layering in any fixes required as discovered from testing of Conversion 2

- To be delivered by HARRIS team for COUNTY to utilize during second cycle of Integrated Testing (ITC2)
- Any non-critical issues will be addressed for Conversion 4; Critical issues preventing execution of Integrated Testing Cycle 2 to be addressed immediately
- Conversion 4 (used for Daily Operations Testing)
- Repeating steps from Conversion 3 and layering in any fixes required as discovered from testing of Conversion 3
- To be delivered by HARRIS team for COUNTY to utilize during the Daily Operations Testing phase
- Any non-critical issues will be addressed for Conversion 5 (Go-Live); Critical issues preventing training or execution of Daily Operations Testing to be addressed immediately
- Conversion 5 (used for Go-Live)
- Repeating steps from Conversion 4 and layering in any fixes required as discovered from testing of Conversion 4
- To be executed by the HARRIS team during the Go-Live window
- Any impactful issues (deemed P1/P2 conversion issues) to be addressed immediately

Key Activities in this Phase

HARRIS

- Create scripts needed for the migration of data from Oracle to SQL Server (using pre-defined scripts as templates)
- Lead the execution of all conversions
- Perform data accuracy audits of each conversion
- Remediate issues arising from the data conversion

COUNTY

- Support the execution of all conversions
- Test the conversions as part of the designated testing phases
- Log issues found relating to the conversion

Entry Criteria

- “Phase 0 - Preparation” completed

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.6 Phase 5 – Integrated Test Planning and Execution (two cycles)

The purpose of this phase is to test the Solution to ensure that it meets the business requirements of COUNTY. This includes all Cayenta products noted in the [System Overview](#) section. In addition, Integrated Testing will also serve to solidify COUNTY's business processes and ensure that the Solution and business processes are working in harmony. All features and functions must work together in the same environment with converted data.

HARRIS's methodology encompasses the following fundamental principles to optimize both time and resources throughout Integrated Testing:

- **Recreate a realistic “production-like” environment.** Using converted data, choose a sub-set of data and scenarios to represent the production system. Integrated Test scenarios will be provided and modified by COUNTY to reflect COUNTY's business processes. This will typically consist of running operational cycles that provide the appropriate sampling of transactions. In creating the ‘pseudo-production’ environment, we ensure all components of the production system have been identified and incorporated into the Integrated Test Plan. In addition to the Solution itself, this includes the procedures and processes that need to be in place for the Solution to run properly, the production reports that supplement the Solution, the documentation, and training of end users, and all interfaces to other internal and/or external systems.
- **Manage the focus and momentum of Integrated Testing.** Ensure all team members are clear on their activities, when they are supposed to be doing them, and whether they have completed their task(s) successfully. This is key and is the responsibility of COUNTY PM or testing lead in adherence to the Project Schedule.
- **Ensure all activities move the team toward the final goal – a successful Go-Live.** The activities of all team members and the project issues must be managed closely. Key metrics for testing progress and issue resolution must be established and monitored closely. Deviations from the plan will be identified by reviewing testing metrics frequently and adjusting the plan and tactics accordingly.

HARRIS uses a structured Integrated Testing approach to ensure the previously described principles are followed. This approach involves having multiple database instances and multiple test team members performing key integrated testing activities in these six main areas:

- Integrated testing scenarios inclusive of the identified Business Process test scenarios
- Testing interfaces and modifications
- Testing reports, workflow, letters, portals, forms and the custom prints (as appropriate for each phase of the Project)
- Integrated testing that tests major batch processes and security
- Performance Testing to ensure the system is working within acceptable performance parameters

In total, COUNTY will perform **one** Integrated Testing for this phase. Each test cycle (ITC) will contain tests for additional functionality as well as tests from the prior cycle. In addition, HARRIS in collaboration with COUNTY will set up the CAYPROD environment for use in Integrated Testing. This will become the production environment for COUNTY at Go-Live.

Application Security Verification Testing

HARRIS will provide a list of all the entity privileges available within the Solution and will guide COUNTY in determining what groups to establish and the privileges to grant each group.

HARRIS will assist COUNTY in the setup of user privileges in the Application and will provide COUNTY with the necessary instruction and documentation on the security functionality and how to update this configuration.

Keeping security at a group level and not at the individual level will greatly enhance maintainability.

Security will be set up prior to the start of Integrated Test Cycle 2. Testers will login using the security groups when testing so that they discover security restrictions and permissions to help hone this configuration. This is particularly important for Daily Operations Testing.

Key Activities in this Phase

HARRIS

- Lead the planning and setup process to support Integrated Testing.
- Support COUNTY through testing Support, incident management and resolution in CayStone in addition to guidance through the integrated testing effort
- Manage the configuration of the Solution per the process described in the Configuration Management section of this document
- Jointly with the County, allocate resources to expediting the resolution of incidents required for the next phase of the project, as documented using the 'Required for Phase' field in CayStone.
- Close all P1 incidents that are required for Daily Operations Testing. These incidents will be documented using a 'Required for Phase' field in CayStone, flagged as 'Daily Operations Testing'.
- Close all P2 incidents required for Daily operations Testing unless otherwise mutually agreed between COUNTY and HARRIS. These incidents will be documented using a 'Required for Phase' field in CayStone for the specific phase
- Provide a sample Daily Operations Testing Plan

COUNTY

- Manage Integrated Testing, under guidance from HARRIS, focusing on how well business needs are met within the Solution.
- Actively participate in the configuration change process to facilitate knowledge transfer.
- Review and perform testing activities under guidance from HARRIS, per the jointly developed and approved test plans and CayStone setup.
- Utilize core test scenarios within CayStone, and the customized scenarios created in Phase 2 - Business Process Testing and Review.
- Organize, communicate and lead the testers through the testing process, following the test plans and the

Project Schedule; HARRIS will assist.

- Log incidents in CayStone within one business day of discovering the issue. Appropriate supplemental information will be provided by COUNTY in the incident to assist HARRIS with expediting the resolution of the incident. Supplemental information should include relevant screenshots and narrative on steps taken to produce the error condition.
- Upon being re-assigned an incident for validation ('Validate' status in CayStone), make every reasonable effort to validate and close the incident within five business days.
- COUNTY and HARRIS will jointly allocate resources to expediting the resolution of incidents required for the next phase of the project, as documented using the 'Required for Phase' field in CayStone.
- Create and approve of the Daily Operations Test Plan.
- Close all P1 incidents that are required for Daily Operations Testing. These incidents will be documented using a 'Required for Phase' field in CayStone, flagged is 'Daily Operations Testing'.
- Close all P2 incidents required for Daily operations Testing unless otherwise mutually agreed between COUNTY and HARRIS. These incidents will be documented using a 'Required for Phase' field in CayStone for the specific phase.

Entry Criteria

- COUNTY Approved Integrated Test Plan
- Completion of Phase 2 – Business Process Testing/Review

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.7 Phase 6 - Daily Operations Testing

During Daily Operations Testing, the activities of a typical business day are followed utilizing the Solution to simulate the tasks and expected results. Daily Operations Testing occurs following the end of Integrated Testing, once all the sub-components of the Solution have been thoroughly exercised and are producing repeatable and expected outcomes.

Before Daily Operations Testing, a Code Freeze will become necessary to stop making significant changes (configuration, modifications and fixes) to the Solution. Critical changes will only be made once both parties have mutually agreed that they are necessary for Go-Live.

COUNTY will develop a formal Daily Operations Testing Plan. COUNTY will develop end-to-end test scenarios and account for information that will cross multiple operational areas. The testing scenarios should include, base functionality, batch processing, reporting, modifications and interfaces. Multiple monthly processes should be performed as part of the testing process.

The conversion that will be used for Daily Operations testing will also be used to simulate the Go-Live cutover, herein referred to as the “mock” Go-Live. Mock Cut-over is the conversion of full data sets in a simulated Go-Live conversion

situation. Mock Cut-over is performed to confirm the accuracy of the conversion process and to eliminate data loading errors as well as to provide performance metrics that will be used in the planning of the actual Go-Live cut-over.

Prior to the execution of the Daily Operations testing, planning will be completed for the end user training, which will immediately follow the conclusion of the Daily Operations testing.

County will perform testing to evaluate system performance and, should excessive latency be identified and attributed to the Cayenta Solution, COUNTY may raise a critical (P1) incident.

Mock Cut-over

Prior to the start of Daily Operations, Mock Cut-over will take place. Mock Cut-over ensures that the detailed schedule of the cut-over weekend is tested and fine-tuned. The Mock Cut-over will reflect each task involved in the actual Go-Live cut-over and includes the conversion of full data sets in a simulated Go-Live conversion situation. Mock Cut-over will confirm the accuracy of the conversion process, eliminate data loading errors and provide performance metrics that will be used in the planning of the actual Go-Live cut-over.

HARRIS and COUNTY will develop a Mock Cut-over schedule that will be tested prior to Go-Live, which must contain all activities in the Cut-over Plan, including but not limited to ordering, dependencies, resources and activity durations for a successful cut-over. HARRIS will lead one Mock Cut-over to validate all activities required for a complete and successful conversion. The schedule will allow sufficient time for successful completion of Mock Cut-over.

Key Activities in this Phase

HARRIS

- Develop draft Cut-over Plan and Readiness Checklist before Daily Operations testing begins
- Lead and execute assigned mock Go-Live tasks
- Deliver core test scripts/scenarios to COUNTY to be used for Daily Operations Testing and assist in the customization of the test scenarios for project requirements.
- Support the development of custom test scenarios by COUNTY
- Provide testing Support services
- Manage testing incidents within CayStone and resolve incidents
- Provide updated reporting on testing progress and metrics based on recorded progress in CayStone
- Jointly develop Cut-over Plan and Readiness Checklist
- Review Mock Cut-over results (from Cut-over Plan) and prepare/review the Readiness Checklist
- Close all P1 incidents that are required for Go-Live. These incidents will be documented using a 'Required for Phase' field in CayStone, flagged as 'Go-Live'.
- Close all P2 incidents required for Go-Live unless otherwise mutually agreed between COUNTY and HARRIS. These incidents will be documented using a 'Required for Phase' field in CayStone for the specific phase.

COUNTY

- Execute assigned mock Go-Live tasks
- Customize testing scenarios based for project requirements with assistance from HARRIS
- Manage and execute integrated testing scripts, performance testing
- Manage testing incidents within CayStone and resolving of the incidents
- Conduct volume testing to ensure batch and on- line performance is acceptable
- Manage (daily) and execute all the test scenarios and related activities as per the Project Schedule and the test plan
- Record test results and incidents in CayStone to ensure a controlled testing process
- Finalize user security with HARRIS's assistance
- Complete Daily Operations Testing with assistance from HARRIS using their test scenario templates
- Design and Execute Daily Operations Testing with the assistance of HARRIS to achieve the desired goal of COUNTY being satisfied the Solution functions as intended and is ready for production.
- Close all P1 incidents that are required for Go-Live. These incidents will be documented using a 'Required for Phase' field in CayStone, flagged is 'Go-Live'.
- Close all P2 incidents required for Go-Live unless otherwise mutually agreed between COUNTY and HARRIS. These incidents will be documented using a 'Required for Phase' field in CayStone for the specific phase.

Entry Criteria

- COUNTY Development of the Daily Operations (UAT) Test Plan
- Completion of Integrated Testing
- Code and Data Migration Freeze
- All Security Set Up for All Roles and Users

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.8 Phase 7 – End-User Training Planning and Delivery

A fundamental factor in the success is COUNTY's ability to manage the organizational change process – transitioning from the current version of the software to the new version and implementation of new modules. The primary mechanism in this transition is end-user training. The goal is to make the transition smooth with widespread adoption across all user levels.

The Training Plan provides a blueprint for the scope and timeline of the end-user training, based on COUNTY's

assessment of the learning requirements of the user groups at COUNTY. HARRIS will provide generic user guides with a license to edit, distribute, and utilize that cover System functionality and recommends that COUNTY develop final end-user training materials. COUNTY will conduct the end-user training with HARRIS assisting as required in a support capacity only (HARRIS will not participate in the training sessions but if there are technical issues encountered that the COUNTY cannot resolve, HARRIS will assist to ensure the training continues unimpeded). The training plan will be oriented towards the logistics involved in training the end-users and will include elements such as: names of trainees, their roles and work groups, as well as the course offerings and training modules, a schedule of classes with trainers and trainees assigned to each course, and the training materials required. Additionally, facility requirements will be called out to ensure these needs are considered and reserved/procured to meet the training schedule. It is recommended that end-user training not begin more than six (6) weeks prior to the scheduled Go-Live date.

COUNTY is responsible for prerequisite education and training such as basic PC skills, MS Windows training, and/or fundamental business process knowledge of the business processes for trainees.

COUNTY has the facilities and will provide the necessary logistics support for all training sessions including class schedules, virtual or physical meeting and training rooms, material reproduction, overhead projectors, training workstations, and any other necessary training supplies.

The COUNTY trainers will be included as members of the Core Team so that they can learn the Solution through Business Process Testing and Review, Custom Development and Testing to be well acquainted with the Solution prior to delivering the training to end-users; and COUNTY will ensure end-user attendance at training. Business process training may be incorporated into the End-user Training or may be handled separately as COUNTY determines best.

Key Activities in this phase

HARRIS

- Assist COUNTY in End-user training planning

COUNTY

- Select team member(s) to be trainers
- Update any relevant COUNTY business process documentation
- Customize training materials to reflect COUNTY specific needs
- Develop (jointly with HARRIS) End-user Training Plan
- Deliver End-user Training

Entry Criteria

- Phase 2 - Business Process Testing/Review started.

Exit Criteria

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.9 Phase 8 – Deployment and Go-Live

The Deployment phase is the point at which the COUNTY and HARRIS determine whether all critical pieces are in place in order to turn the Solution over to production. This phase includes cut-over planning, a Production Readiness Evaluation and Go-Live.

Go-Live occurs when COUNTY starts using the Solution to conduct business and maintain daily operational information in the production Solution. Go-Live will occur over a weekend and will not require more than 72 hours to complete; thus, COUNTY may need to stop operational activities related to customers for up to one business day, or at least not perform any activities in the legacy system once the data conversion process begins.

HARRIS will develop a Cut-over Plan with the assistance of COUNTY prior to the proposed Go-Live date. The Cut-over Plan defines the detailed steps (automated and manual) to achieve Go-Live to production: strategy, activities, timing, metrics, record balancing, financial balancing, the fall back plan, personnel, roles and responsibilities (both cut-over and post Go-Live), customer communications approach, and an end-user Support approach. The activities will include ensuring security is set and user profiles are established, closeout of pending actions in the legacy system, data conversion (automated or manual), roll-out of system to end-users and other activities HARRIS and COUNTY deem necessary. HARRIS with the assistance of COUNTY will stage all aspects of the Solution in preparation for production cutover, including any manual conversion or data entry activities that are required.

The Production Readiness Evaluation focuses on four critical areas:

- (A) **System Readiness.** Is the Solution tested and ready for production?
- (B) **Data Readiness.** Is the data ready for production operations? Have all data issues been resolved or planned for during the cutover period?
- (C) **Process Readiness.** Have the business processes and their changes been part of training? Have all business process re-engineering tasks been completed and made ready for production operations?
- (D) **Resource Readiness.** Are all the end-users trained? Is COUNTY's staff trained to deal with problem solving during the business cycle?

A checklist of issues relating to the cut-over readiness will be developed by HARRIS with assistance from COUNTY. This checklist is based on the experiences gathered from other HARRIS production cutovers and specific issues that arose during the configuration and testing of the software for COUNTY (captured in CayStone for reference). It will contain all activities, whether business or technical that will be performed during the Mock and the final cut-over.

The checklist will, at minimum, address the following:

- Project management readiness
- Solution testing readiness
- Business readiness;
- Training readiness;
- IT infrastructure readiness;
- Organization/people readiness;
- Fall back readiness (requirements and procedures for rolling back to the legacy production environment in the event the Go-Live is unsuccessful);

- Help Desk readiness (Procedures, tools, escalation process and post Go-Live Support procedures);
- Issue Management Process following Go-Live.

COUNTY will make a Go/No-go decision (based on criteria set forth at the beginning of the project) with input from HARRIS to determine when the Solution is ready to Go-Live; if the decision is a Go decision then cut-over to production will take place on the mutually agreed date.

A meeting will be held for the project team and Support staff at which the PMs will present the Cut-over Plan and explain post Go-Live Support. In addition, COUNTY will assemble a support group prior to cut-over to stabilize the implementation and provide production support services, including refresher training, coaching and user authorizations and security support for the duration of the post Go-Live transition period.

Prior to the end of this phase, HARRIS will develop a Close-out Plan with input and approval from COUNTY. The purpose of this plan is to define the criteria necessary to close the implementation efforts at the end of the Transition period and officially transfer the Solution to the HARRIS Support organization.

Key Activities in this Phase

HARRIS

- Develop and finalize Cut-over Plan and Readiness Checklist with assistance from COUNTY
- Lead the Cut-over Plan execution
- Present the Plan at the Cut-over meeting, with assistance from COUNTY
- Participate in the Go-Live readiness review and decision to proceed
- Complete HARRIS cut-over tasks as established in the Cut-over Plan
- Provide support over the Go-Live weekend
- Develop and deliver the Close-out Plan

COUNTY

- Assist in developing and finalizing the Cut-over Plan and Readiness Checklist
- Notify customers (internal and external) of cut-over to new system and any operational interruptions
- Lead the Go-Live readiness review and decision whether to proceed
- Complete COUNTY cut-over tasks as established in the Cut-over Plan
- Ensure Technical IT staff is available for Go-Live weekend
- Ensure Core Team and end-users available for Go-Live weekend to carry out testing on the newly established production Solution and to catch up on work that was stopped or manually processed when the legacy system was taken out of production
- Approve the Close-out Plan.

Entry Criteria

- All testing complete and deliverables Accepted from all testing phases, including resolution of all critical and high incidents identified in the testing process except incidents that COUNTY has agreed can be resolved post-Go-Live.
- End-user Training complete prior to the Go/No-go decision
- Completion of Mock cut-over as specified above.

Exit Criteria/Deliverables

Key activities as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

6.5.10 Phase 9 – Post Go-Live Transition Support

The purpose of the Transition Phase is to ensure complete and successful transfer to the HARRIS Solution and to provide COUNTY with continued access to the project team before transitioning to standard remote Support as per the Support and Maintenance Agreement. All P1/P2/P3 priority incidents at the time of Transition will remain with the project team unless otherwise mutually agreed upon (via the Close-out Plan).

During the Acceptance Period, the project team will provide direct Support to COUNTY. This Acceptance Period is essential to ensure stability of Solution operations and identify any incidents not experienced during Solution testing. If any critical or high priority incidents are identified in the Acceptance Period, Harris Application Consultants will remain engaged and continue working with COUNTY project team until resolution of those identified incidents. Harris Application Consultants will assist COUNTY in verifying the Solution is functioning properly and to assist COUNTY in the identification and resolution of all functional and technical issues and defects related to this project.

A team of HARRIS personnel (developers, analysts, report writers, and technical specialists) will provide Support to the Harris Application Consultants as required for Priority Critical issue escalation and assistance. See the Incident Management section for issue classification definitions.

COUNTY will provide the first line of support to end-users and attempt to resolve issues using the training materials, Solution documentation and the design documents. Unresolved issues related to the Solution will be escalated to HARRIS within CayStone where HARRIS with the assistance of COUNTY team members will work to resolve the issues.

COUNTY will continue to evaluate performance during the post Go-Live period and will notify HARRIS of defect.

Following the Go-Live date, the ongoing operation for the Solution will be the responsibility of COUNTY with the support of HARRIS. HARRIS will correct all identified defects associated with configuration, modifications, interfaces, reports, Portal Statistics, web pages, letters, system performance, etc. as reported by COUNTY during the Transition period unless otherwise mutually agreed upon (via the Close-out Plan). After all deliverables in the Close-out Plan have been met COUNTY will communicate in writing with HARRIS that the Acceptance Period is complete. COUNTY is responsible for defects associated with configuration, modifications, interfaces, and reporting that have been changed by COUNTY or other Consultants (not contracted by HARRIS) without HARRIS written approval.

At the end of this phase, the HARRIS PM will prepare a Transition to Support document. The Transition to Support document outlines all remaining outstanding issues, operational risks, and relevant action items to ensure the stability of COUNTY operations. COUNTY will review and approve the Transition to Support document before it is

submitted. HARRIS Support resources shall support the COUNTY team with diagnostics, problem resolution, error correction, report/BI development, and training as needed.

The HARRIS PM, with assistance from the COUNTY PM will perform the project close-out tasks per the Close-out Plan, including a review of this SOW and change orders to ensure all deliverables have been met. At the end of this phase, the parties will develop a Lessons Learned document, and final approval and invoicing will occur.

During the Transition Period, HARRIS will provide remote consulting and PM services for the Transition period utilizing the assigned Application Consultants and PM from the implementation team. At the end of the Post-Go-Live Support phase, HARRIS will hand over Support to HARRIS Managed Services resources to Support COUNTY team with problem resolution, error correction, report/BI development, and training as needed.

Key Activities in this Phase

HARRIS

- Provide issue and defect resolution services during Acceptance Period including resolution/remediation of Critical and High Priority Incidents within the Validation Period, where applicable.
- Complete the Close-out Plan activities including a COUNTY-approved plan to resolve all remaining incidents
- Prepare and deliver the Transition to Support document
- Meet with COUNTY to discuss and develop Lessons Learned document
- Perform project close-out activities per the Close-Out plan

COUNTY

- Provide a Support Team made up of Core Team members and IT staff to respond to user issues and log incidents in CayStone as required for resolution
- Provide re-training (formal or ad hoc) to users when required
- Correct data as necessitated from user error or missed data conversion items
- Approve Transition to Support document
- Notify HARRIS of a successful Acceptance Period completion
- Participate in Support hand-off meeting
- Final deliverables approval
- Approval for project close

Entry Criteria

- Cut-over plan successfully completed
- Go-Live (Solution in Production).

Exit Criteria

Key activities in this Phase as described above are complete and deliverables for this phase in [Appendix A: Compensation Schedule](#) have been delivered.

7 Project Management Methodology

COUNTY and HARRIS will follow a mutually agreed project management methodology for the duration of the project. HARRIS uses a structured and layered project management methodology that relies on detailed and complete project plans to determine who is working on what tasks and when throughout the life of the project. Central to HARRIS' philosophy is maintaining strong communication throughout the teams, setting expectations early, facilitating and coaching as required, and monitoring progress. HARRIS views the relationship with COUNTY as a partnership in this endeavor.

HARRIS's methodology is the foundation of the implementation; however, it is understood that 'one size does not fit all'. HARRIS takes a consultative and pragmatic approach to ensure that the methodology fits COUNTY's organization. Utilizing the fundamentals, techniques, and industry experience, HARRIS will work closely with COUNTY in refining the methodology to best suit the goals of the Project.

HARRIS will provide a dedicated PM throughout the life of the project who will work directly with COUNTY PM and the joint team to ensure that all project responsibilities are met, and milestones achieved. HARRIS will provide project management services through all phases of this project.

HARRIS does not assume COUNTY's responsibility for management of its resources, or the management of other vendors and suppliers contracted by COUNTY. COUNTY will be responsible for coordinating third-party vendors for products and services that have been subcontracted for by COUNTY to ensure that project deadlines and requirements are met (this includes any HARRIS partner organizations). HARRIS will be responsible for coordinating third-party vendors for products and services that have been subcontracted for by HARRIS.

COUNTY will assist HARRIS in conducting project-related administration activities, including the development and maintenance of the Project Schedule and Risk Register. HARRIS is responsible for creating and updating the Project Schedule and management of all tasks, resource assignments, allocations, resource leveling. Key milestones for other subcontractors working as part of this project for HARRIS or COUNTY may also be tracked in the Project Schedule by mutual agreement of the PMs.

7.1 Project Governance

7.1.1 Team Meetings

The PMs will conduct group meetings with team members weekly to review their assigned project tasks. The purpose of these meetings is to gather information regarding the overall project status, to identify obstacles to successful completion of tasks, and to provide needed assistance and coaching. Assignments will be distributed to ensure the team members are using the same task list as the project management team. Assigned tasks, risks, issues and any other project needs will be reviewed during these meetings.

7.1.2 Project Manager Meetings

The project management team, along with other lead project team members as needed, will meet weekly. The purpose of these meetings will be to discuss the project work activities and the current status, using the Project

Schedule data as a guiding tool for the meeting. Examples of topics to be covered in this meeting are listed below, but not limited to:

- Provide status of major project activities
- Review prior week's accomplishments and update the project schedule
- Analyze project metrics (deliverable status, percent complete, etc.)
- Review open project incidents
- Review and advance change requests
- Update the risk register and issues
- Review the project calendar for scheduling purposes (resource availability, on-site weeks, etc.)
- Discuss project concerns
- Review action items from this meeting.

The PMs may define other meeting needs beyond this weekly meeting; however, meetings should be well facilitated with agendas, time keeping, and action items so that they are efficient and effective.

7.1.3 Executive Steering Committee Meetings

Not less than monthly, the Executive Steering Committee (ESC) will hold a status review meeting. The PMs will develop a presentation that communicates the current project status, any completed Milestone Acceptance Form, outstanding Change Orders, and a forecast of remaining work. This presentation will communicate the project metrics and a brief status of each major phase and component of the project as appropriate. The PMs will develop the presentation for the meeting with each taking responsibility for different portions and then reviewing together to finalize the message.

The PMs will distribute the presentation and any supporting detailed reports one business day in advance of the meeting to permit the ESC members an opportunity to review the materials and come prepared to the meeting with a level of understanding and questions.

7.2 Conflict Resolution

It is expected that most conflicts will be addressed at the PM level or below. If the individual team members are unable to resolve the conflict, the team members will elevate the issue to their respective PM. The PM will then work to resolve the issue with their counterpart. In addressing conflict, it should be remembered that the goal is a partnership between the organizations that is collaborative and positive.

7.2.1 Resolution Escalation Process

HARRIS recommends three levels for conflict escalation:

- Project Managers
- Sponsors
- Executive (VP, EVP, GM).

One representative from HARRIS and representatives from COUNTY are designated at each level. All issues must be in written form – providing details, impacts and alternative resolutions. If the parties are unable to resolve a dispute through this informal process, then they will follow the formal Mediation process that is set forth in section 31 of the “Services Agreement”.

7.3 Project Schedule Management

The Project Schedule will cover the whole project with HARRIS (as defined in this Agreement) always maintaining a ‘planning horizon’ of 90-days with even greater granularity. Future deliverables, such as FDDs, code development, system test and training execution will be represented in the schedule but will be further detailed (progressive elaboration) as the project progresses since information needed is not completely available at the start of the project. Work activities planned for the next ninety (90) calendar days will be detailed as accurately as possible. This schedule will reflect the work to be performed and resource allocation from a weekly view. Available working hours in the schedule will be based on actual working hours for the individuals involved. COUNTY holidays and individual team members’ vacations will be identified in the schedule. Weekly maintenance of the project schedule is identified as part of the recurring Project Management deliverables.

Should a milestone or deliverable ‘slip’, there must be a recovery strategy, agreed to by both parties, performed that will bring the plan back on schedule. Different ways of bringing the plan back on schedule are to look for ways to move or shorten future tasks, add resources, work extended hours per day, utilize slack or, if necessary, extend the project schedule, which may require a Change Order. HARRIS with assistance of COUNTY will monitor the adjustments to maintain the agreed upon schedule.

There are several policies listed below that HARRIS enforces to ensure that the project is completed as scheduled:

- In the first month of the project HARRIS will develop the Project Schedule, conduct a detailed review, and update the schedule with the COUNTY PM. Once COUNTY approves the refined schedule, it will be saved as a baseline schedule
- Project Schedule must include clear objective milestones consistent with identified deliverables and payment schedule, to determine that project progress accurate. These milestones are identified by HARRIS and approved by COUNTY. The milestones represent the project points that must be reached for the overall project objectives to be achieved
- The Project Schedule must have baselines approved and new baselines set when there is an approved Change Order that affects the Project Schedule. This ensures all changes to the baseline are tracked and justified
- Project progress/changes must be approved by COUNTY and reflected in the Project Schedule weekly. The schedule must always reflect the latest and most accurate projection of completion time and remaining effort
- The Project Schedule must contain resource staffing for both COUNTY and HARRIS including estimated effort and percent complete, so it is clear if project tasks are going beyond plan. The actual work will be applied as part of the schedule update process to ensure the schedule can be used to predict the remaining work, therefore the estimated completion date
- Task durations will reflect the best estimates available for the time required to complete the task. Each task will be estimated independently

- Generic resources will not be used except in those portions of the schedule yet to be elaborated or for development resources that constitutes a 'pool' of personnel. The specific resources that may perform a work activity may change later in the Project as required as details are developed
- Project Status Reports must accurately reflect the achievement of the project with respect to the Project Schedule. Project slippage is identified early when there are still opportunities to adjust.

7.4 Change Control

Change Control Process. The "Change Control Process" governs changes to the Project parameters (scope, schedule, budget, quality, risk) during the life of the Project.

Change Orders can be requested by HARRIS or COUNTY; however, all Change Orders must be approved in writing by both HARRIS and COUNTY before any changes are formally Accepted into the project.

No Change Order shall become effective unless mutually agreed to in writing by the parties. No work, other than estimating and impact assessment, will be performed on a Change Order by HARRIS until sign off has been obtained by the parties. There will not be fees charged by HARRIS to provide estimates for Change Orders.

At the start of the Project Planning and Management phase, the HARRIS and COUNTY PMs will agree on the Change Control template forms (see "Services Agreement" for an example).

To effectively control changes to the project, HARRIS uses an industry standard Change Control process to assess all impacts of a potential project change. The Change Control Process is described below:

Change Request Submission

COUNTY and/or HARRIS identify a need for a change to the project and submits a request. It is expected that the party raising the request will provide as much relevant information as possible at the time of raising the request to support proper impact assessment activities.

Such a request must be in writing and identify the business need, underlying cause, and other reasons for the requested change and the impacts it would have if the change is agreed upon, which may include Budget, Deliverables, Milestone Payments, Schedule, Risks, and Resources as deemed necessary by COUNTY and HARRIS Project Managers it would have if the change is agreed upon.

Change Request Assessment

The HARRIS and COUNTY Project Managers will assess the potential change and the impact to budget, schedule, quality, resources and risks. Where applicable, options will be defined and documented.

Change Order Requests will be tracked online with the Project tool and reviewed weekly as part of Project Management Meetings.

Change Order (document)

The HARRIS Project Manager will prepare a formal Change Order document and submit to COUNTY for review. The Change Order document will contain at a minimum:

- Business reason/justification for the change
- Detailed description of the change
- Impact assessment of the change

- Any payment milestone revisions impacted by the change (projected billing dates and amounts)
- Project impacts of not approving the change

Any payment milestones that have already been completed and Accepted by the COUNTY that are subsequently altered because of a Change Order must be appropriately revised, pursuant to the Change Order, with the change number and date noted. An updated version of such a milestone will then be signed and stored with the project documentation.

Additional services will be made available at the Project Rate of \$200.00 per hour for approved additional services, and any travel related costs incurred per Section 8.6 of this SOW. Should HARRIS recommend configuration (as part of the business process review documents) that is implemented during the timeline of this project, which results in a defect, no additional payment milestone revisions or additional charges will be incurred by the COUNTY for reconfiguration or testing of the defect.

COUNTY and HARRIS will review the Change Order for approval or rejection.

Change Order Review Period

After any request for a Change Order is made, the parties will have fifteen (15) business days, or any additional, mutually agreed upon period, to consider the request (the "Change Order Review Period"). The Change Order Review Period will commence the day the Change Order request is received in writing by the party being asked for the Change Order. During the Change Order Review Period, HARRIS will timely provide the COUNTY with all information material to the requested Change Order, regardless of which party initiated the Change Order, including but not limited to any additional fees that would be incurred, the impacts on the relevant Deliverables, and any alteration of the MS Project Schedule that would result if the Change Order were agreed to. HARRIS will also, during the Change Order Review Period, provide a time and materials or a Fixed Price cost based on the COUNTY's desired pricing model. The effort for HARRIS to research and provide a cost estimate is at HARRIS' expense.

During the Change Order Review Period, the COUNTY will provide HARRIS with any information reasonably requested by HARRIS to evaluate any Change Order requested by COUNTY.

Change Order Approval

All Change Orders must be approved by the COUNTY's Project Sponsor or Legislative body, depending on cost, and HARRIS' Executive Sponsor.

If both the COUNTY and HARRIS agree to the change, all relevant terms shall be documented in the Change Order. Any charges not already specified in the Statement of Work or which are different than those in this Statement of Work will be noted in the Change Order. Any additional services performed by HARRIS because of an approved Change Order will require the payment to HARRIS of additional fees as agreed.

Upon approval, COUNTY and HARRIS will sign the Change Order document and HARRIS shall store an executed copy in the project SharePoint site.

Change Order Rejection

If agreement on a requested Change Order does not occur by the end of the Change Order Review Period,

the change order is considered rejected.

Change Request/Change Order Log

HARRIS will maintain an ongoing log of all Change Orders during the life of the project.

7.5 Risk Management

The most challenging part of a project is determining the priority or importance of a project risk and determining appropriate actions. A risk response strategy can include several actions, including preventive action, corrective action, mitigation action or no action at all – with risks that should be acknowledged but cannot be affected.

Risks are regularly reviewed and tracked by the respective PMs. While the PMs are responsible for managing the risks, the entire team is responsible for identifying them and participating in risk mitigation. Once the risks have been identified, the risk strategy is prepared and the triggers that will initiate the risk strategy are agreed upon by the PMs.

The PMs will agree to a Risk Management Process during the Project Preparation Phase. HARRIS will lead the Risk Management Process to identify, manage and reduce project risk. HARRIS will create a Risk Management Register document that will incorporate protocols and escalation processes for addressing risks.

7.6 Incident Management

Central to managing the project towards a successful conclusion is the management of all project tasks. HARRIS provides COUNTY with CayStone, a web-based test tracking and incident management tool. HARRIS will do the initial set up of CayStone and will train COUNTY on how to use it. The COUNTY team members will have access to CayStone, to be used as part of the implementation process and it will remain available to COUNTY following the project during the Transition phase. There are reports available in CayStone that the PMs will use to monitor progress with incident resolution.

CayStone is the preferred method of communication when it comes to testing and incident management. Email should be kept to a minimum so that the history of every incident is captured in one place and is accessible to all. CayStone will also be used to track functional requirements to their corresponding test scenarios.

Testing Incidents

COUNTY team members will utilize CayStone to record every incident they encounter while testing (issues such as: Testing Problems; Database Conversion Issues; Reporting Issues; Environment Issues, Interface Issues and more). The team member will enter a description of the issue, the steps to reproduce it and provide an initial priority to characterize the importance of resolving the issue. A HARRIS team member (typically the HARRIS PM and/or HARRIS application consultant) will be regularly monitoring CayStone for new incidents. The consultant will validate the problem with the team member and verify the priority of the issue. The consultant may change the priority to be in line with the priority definitions in this document. If the priority of an incident is changed by a HARRIS team member, the HARRIS PM will notify the COUNTY PM of the change and why the priority was changed. Each incident will be assigned a "Required by" Phase in Caystone.

The process for managing testing incidents is laid out in the Business Process Testing and Integrated Testing Plans. Best practice and training on the use of CayStone will be reviewed with the core project team at the start of the Testing phase.

Below are the four (4) levels of priority for CayStone incidents. The definitions below will be used by both HARRIS and COUNTY when assessing the priority of an incident.

Incident Priority Definitions

Priority 1 (P1) - Critical - This classification designates a programmatic or configuration defect that renders a business-critical component of the Solution unusable or inoperable. This error is a loss of the capability to perform a critical business function. A workaround does not exist, and testing cannot be performed until the problem has been corrected. Errors that impact critical business processes that put Go-Live in jeopardy are automatically classified as a Priority Critical. Errors that impact financials and key customer facing issues are usually classified as a Priority Critical but may be Priority High. This priority should be reserved for truly critical issues when viewed in the context of overall system functionality.

Priority 2 (P2) - High – This classification designates a programmatic or configuration defect that renders a key component of the Solution unusable or inoperable. This error is a loss of the capability to perform an important business function. A workaround does not exist, or the workaround is so difficult that if the Solution were in production, this defect would result in a serious impact to the business efficiency. Most project issues will be High or lower (Medium and Low).

Priority 3 (P3) - Medium – This classification designates a programmatic or configuration defect that has created a limitation to the documented capabilities: to include but not limited to the application, the application modules and the user interface. This limitation stops the user from performing the normal use of the application; however, a mutually agreed workaround does exist. Testing can continue to be performed on the module with a workaround.

Priority 4 (P4) - Low – These program or configuration errors do not limit the capability of the application or function but are cosmetic or minor in nature. There is a practical workaround, or the defect does not impact COUNTY's operation of the application in any significant respect.

Project Tasks

Both COUNTY and HARRIS will utilize CayStone to record tasks for the project in addition to testing incidents. These tasks include but are not limited to configuration, cut over, reports, interfaces as well as conversion tasks. Each incident will be assigned a "Required by" Phase in CayStone.

7.7 Communications

HARRIS will work with COUNTY in developing a Communication Plan. HARRIS and COUNTY will share responsibility for communications to team members and the ESC. Much of the project communication is informal, between team members as required; however, there are formal communication mechanisms that HARRIS will provide and employ:

- Weekly Status Reports
- Monthly Project Status Report and ESC presentation
- CayStone metrics
- Project SharePoint site

- Weekly Project Schedule updates and related reporting
- Weekly PM Meeting
- Weekly Team Meeting
- Data Conversion Meeting
- Weekly Testing Progress and Incident Review.

8 Project Resourcing

8.1 Project Managers (PM)

The HARRIS PM will have responsibility and authority to act on behalf of HARRIS for all matters pertaining to the management of the HARRIS effort required for Support of the project. The HARRIS PM will work jointly with the COUNTY PM throughout the project implementation.

The HARRIS PM shall attend and contribute to monthly project review meetings and will conduct weekly project status meetings.

The following table identifies the PM roles and responsibilities.

Person	Role and Responsibilities
HARRIS PM	<p>To function as the project lead for HARRIS in the delivery of the services contained within this SOW and the point of contact for COUNTY. This person's responsibilities include:</p> <p>Manage the delivery of services described in this SOW to keep the project on time and within budget.</p> <p>Jointly monitor progress, resource utilization and milestones.</p> <p>Maintain the Project Schedule as described in this SOW with timely weekly input from the COUNTY PM and project team.</p> <p>Manage project risk, with input from COUNTY.</p> <p>Ensure appropriate HARRIS staffing for the project.</p> <p>Timely coordination of HARRIS personnel performance and accomplishments.</p> <p>Lead the PM meetings.</p> <p>Initiate change orders as required and agreed to.</p> <p>Facilitate transition to production and coordinate the resolution of project related issues</p> <p>Participate as part of the project team to share information and be involved in project decision making.</p> <p>Assist with the development and delivery of the not less than Monthly Executive Steering Committee Presentations.</p> <p>Obtain approval for all deliverables and milestones identified in the Appendix A: Compensation Schedule section of this SOW.</p> <p>Notify COUNTY each month of intended milestones to be invoiced and obtain written sign-off on invoiced milestones.</p> <p>Manage and ensure that HARRIS invoicing is accurate and timely.</p> <p>Provide ad hoc project status updates to project sponsor and senior management.</p> <p>Ensure that HARRIS is working within COUNTY policies and procedures.</p>

Person	Role and Responsibilities
COUNTY PM	<p>To function as the project manager for COUNTY and the point of contact for COUNTY activities. The responsibilities of the COUNTY PM include:</p> <p>Communicate COUNTY resource assignments to assist in the maintenance of the Project Schedule.</p> <p>Coordinate project changes.</p> <p>Coordination of COUNTY and COUNTY's sub-contractor resources needed by the project.</p> <p>Coordinate procurement of hardware and other resources that are not the responsibility of HARRIS.</p> <p>Ensure that HARRIS is informed of COUNTY policies and procedures.</p> <p>Lead the project steering committee meetings.</p> <p>Prepare and participate in the PM meetings.</p> <p>Lead the weekly team meeting.</p> <p>Facilitate and participate in decision-making process.</p> <p>Oversee the communication plan for the project to ensure project information is flowing to the right people at the right time.</p> <p>Coordinate the COUNTY organizational change management process to ensure that COUNTY' workforce is engaged with the project.</p> <p>Collect and communicate all project information to COUNTY project team, steering/governance committee and stakeholders.</p> <p>Monitor project status and apply corrective actions with HARRIS.</p> <p>Provide ad hoc project status updates to project sponsor and senior management.</p> <p>Provide timely coordination of deliverable Acceptance process as outlined in this SOW.</p> <p>Initiate COUNTY review and approval, of all milestones identified in the Appendix A: Compensation Schedule section of this SOW as submitted by the HARRIS PM.</p> <p>Submit invoices for approval and payment after deliverables are Accepted.</p> <p>Coordinate the activities of all COUNTY' support personnel (internal and external).</p>

8.2 COUNTY Project Team

COUNTY will provide resources that are jointly responsible with HARRIS for meeting the COUNTY approved Project Schedule and milestones for implementation of the Solution. This preliminary table represents the estimated roles

and responsibilities of assigned project members and will be reviewed and updated as a part of Phase 0, Project Preparation and Kick-off.

Person	Role and Responsibilities
Project Sponsor	<p>The COUNTY Project Sponsor will have primary ownership and accountability of the project and will provide guidance to the COUNTY PM. The Project Sponsor will interact with the HARRIS Project Director on a regular basis to ensure a strong relationship exists at that level. The Project Sponsor will chair the Executive Steering Committee (ESC) and will be the primary approver for Change Control actions. The Project Sponsor will provide project leadership for the COUNTY team/resources.</p> <p>The Project Sponsor is responsible for supporting the project by:</p> <ul style="list-style-type: none"> • Empowering the team to make decisions regarding changes to the process within RCW, WAC and Code guidelines. • Removing barriers and providing needed resources for the team to accomplish established objectives and goals. • Participating in the project from pre-project planning through sustainment of initiatives. • Encouraging creative thinking to drive problem solving and positive outcomes. • Influencing the team to develop the best solution without introducing pre-conceived ideas. • Adopting and delivering unifying message about change and continuous improvement of project together. • Ensuring champion and process owner are preparing people for the changes.
Project Manager	See description in the Project Managers section

Person	Role and Responsibilities
Project Champion	<p>The Project Champion is responsible for supporting the team by:</p> <ul style="list-style-type: none"> • Communicating purpose and building support for project within COUNTY. • Ensuring communication and transparency. • Assisting with removal of barriers during implementation. • Working with process owners to prepare their teams to implement the changes resulting from project outcomes. • Collecting updates on implementation and for 30-, 60-, 90-day post implementation measurements. • Participating in project team kickoff meeting: • Communicating the importance of this work and the results to be achieved. • Empowering staff to improve processes. • Providing space and time that staff need to take to participate in the project. • Demonstrating commitment to the project process. • Supporting the solutions identified by the team. • Attending project update meetings. • Engaging with the project team to further empower and support their work. • Being available to the project team to resolve any barriers and issues that emerge. • Ensuring process owner is preparing people for the changes. • Supporting process owner in developing and monitoring KPIs.
Process Owner	<p>The Process Owner is responsible for supporting the team by:</p> <ul style="list-style-type: none"> • Communicating purpose and support for the project to their team. • Ensuring communication and transparency. • Attending project update meetings. • Preparing their team for changes. • Making their staff available to the project team. • Participating in understanding and measuring the current state. • Implementing the changes that result from the project. • Conducting 30-, 60-, 90-day post implementation measurements. • Engaging with the project team to empower and support their work. • Being available to the project team as required to resolve any barriers/issues that emerge. • Continuing to support the solutions identified by the project team. • Working with OpEx to establish KPI's and monitoring for adherence going forward. • Being prepared to continuously improve the process together.

Person	Role and Responsibilities
Core Team	<p>Core team members are the COUNTY employees that fully participate in the design of business rules and the configuration of the Solution. Core team members are chosen from each of the business areas covered by the new system. One or more will also become key to providing end-user training.</p> <p>This team should be comprised of Subject Matter Experts in the areas covered by the Solution. They should be fully conversant in their subject areas and empowered to make business process decisions. These core team members will participate in the Analysis & Design phase and be involved in all the testing phases and preparation of processes, controls and reports for the production operations.</p>
Subject Matter Experts (As Required)	<p>Subject Matter Experts (SME) are the COUNTY employees that will participate in the design of business rules and the configuration of the Solution. They are chosen from each of the business areas covered by the new system. Ideally, these individuals would be team members, but other operational obligations prevent full-time participation in the project. SMEs will be involved heavily at the beginning of the project as the Business Process Review occurs to configure the Solution to match COUNTY' future business processes.</p>
IT Staff	<p>COUNTY will provide IT support for different aspects of the project. Depending on the skill sets available, this support may be provided by one or several people. This person(s) will be key in regard to providing the following assistance to the project team:</p> <p>Environment setup support (e.g., network, workstations, servers).</p> <p>Hardware issue resolution (e.g., printer problems).</p> <p>Instance management of HARRIS' applications (CAYGOLD, CAYTEST, etc.).</p> <p>Release and Patch application to instances.</p> <p>System administration.</p> <p>Database management.</p> <p>System security.</p>

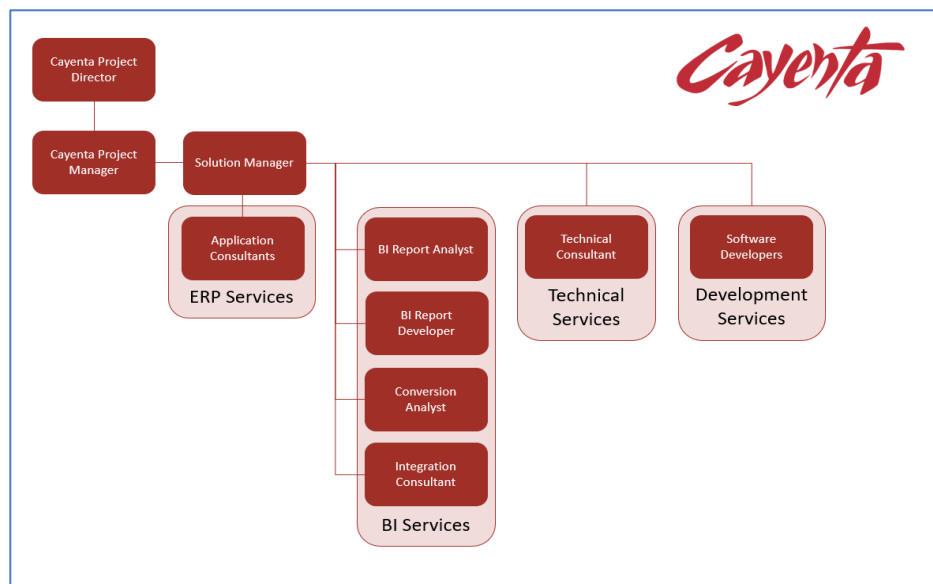
8.3 HARRIS Project Team

HARRIS will provide a dedicated project team and staff the project with qualified resources who are familiar with business process and practices relative to COUNTY' operations.

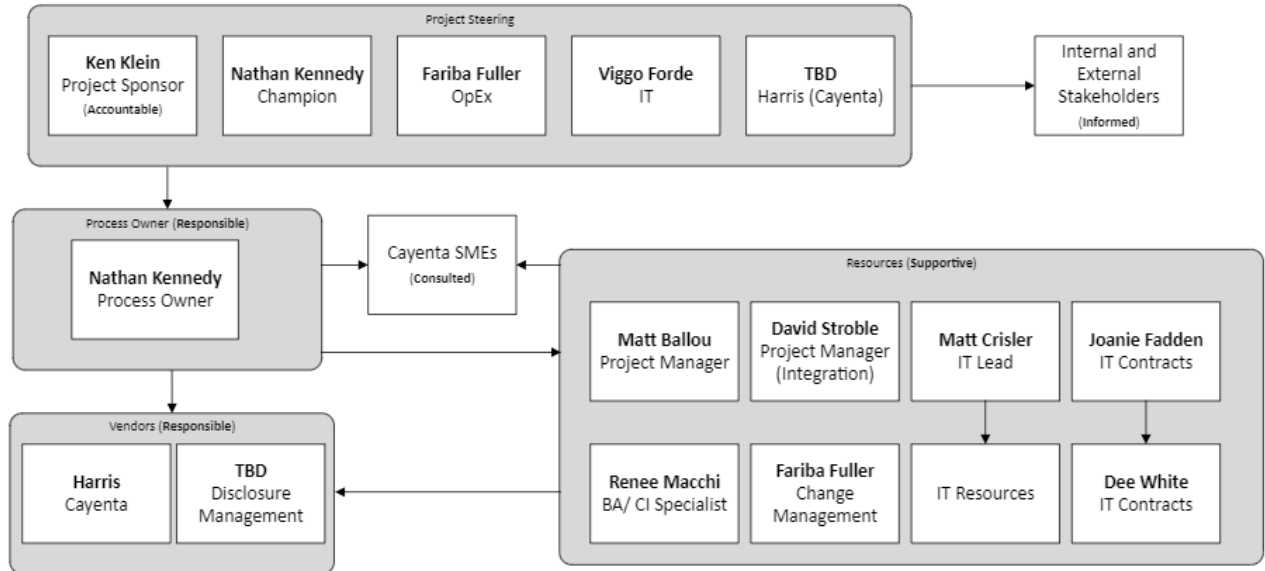
Person	Role and Responsibilities
Project Director	The HARRIS Project Director shall be engaged with the project on a weekly basis to provide guidance to the HARRIS PM and will maintain regular contact with the COUNTY Project Sponsor to ensure that a business relationship exists at the executive level to facilitate communication and resolve issues.
Project Manager	See description in the Project Managers section
Solution Manager	The Cayenta Solution Manager has overall accountability for the design and delivery of the Solution. The Cayenta Solution Manager is a well experienced industry and application consultant who will provide overall guidance, Support and direction to the Application Consultants and other team members as required. The Cayenta Solution Manager will work with the COUNTY core team members to ensure a clear understanding of the business needs and work with the core team members and HARRIS Application Consultants to ensure that the Solution is meeting the business needs while taking advantage of industry best practices. The Cayenta Solution Manager will also provide input to (if not author directly) any requests for modifications to the core Solution to meet the business needs of COUNTY
Application Consultants	The Cayenta Application Consultants (AppCons) are the application specialists who know the Solution and support the Business Process Review Workshops configure the Solution, provide Acceptance testing, training and Go-Live Support, and support post-live transition. AppCons work under the direction of the HARRIS PM and the Cayenta Solution Manager.
BI Report Analyst	The Business Intelligence (BI) Report Analyst is a member of the HARRIS BI team that will facilitate the gathering of requirements for the various reporting needs (bill, S/O, reports, Portal Statistics, letters). This individual will also be responsible for delivering the planning documents that will be followed for each of these deliverables.
BI Report Developer	The BI Report Developer works remotely to develop the reports, Portal Statistics and letters as agreed in the planning documents.
Conversion Analyst	The Data Conversion Analyst is responsible for the Oracle to SQL conversion.
Integration Consultant	The Integration Consultant is responsible for the design and development of custom interfaces utilizing the Cayenta Connect portal technology.
Technical Consultant (As Required)	The Technical Consultant (TechCon) will perform the initial software Installation and provide on-going Support of the Solution instances, through the life of the project.

Person	Role and Responsibilities
Software Developers (As Required)	As specific system modifications are required, Software Developers supporting different modules and products will be used to design and code the modifications. These individuals work remotely.

8.4 Project Organizational Chart



Financial System (Cayenta) Upgrade Project Project Governance Structure



Responsible: are responsible for resourcing deliverables, freeing up staff, and ensuring that the work gets done on time.
Accountable: are accountable for the overall success of the project. They make final decisions and remove barriers at all levels.
Supportive: provide assistance and resources to the Responsible members.
Consulted: provide input as subject matter experts. They are included in front-line decision making and work activity. These are the people who perform the work that will be changed by the project.
Informed: are kept informed of decisions and actions, but are not consulted.

8.5 Business Hours and Time Away from The Project

HARRIS personnel will be working regular business hours (8:00 AM to 5:00 PM) from their home office location, which may be in a different time zone from COUNTY. With COUNTY approval, HARRIS personnel may work alternate hours to better coordinate activities with COUNTY personnel.

HARRIS consultants may be a mix of both American and Canadian residents and as such are entitled to different holidays. HARRIS will endeavor to adjust the consultants' schedules to match COUNTY holiday calendar as much as possible.

The COUNTY PM will be aware of staff absences from the project and will communicate with the HARRIS PM when this occurs so that activities can be adjusted as necessary.

8.6 Travel and Expenses

HARRIS will deliver the services for this project remotely, without the need for travel onsite to COUNTY's office.

In the unlikely event that travel is mutually agreed as required, the following guidelines will be followed:

1. Actual travel and living costs will be billed as incurred. HARRIS will make every effort to minimize travel and living expenses. Travel and living expenses include:
 - a. Airfare
 - b. Lodging

- c. Per Diem
 - d. Ground Transportation (taxis, rental cars, fuel, tolls, parking)
- 2. The actual number of trips required will be determined jointly by the Project Managers.
- 3. COUNTY shall reimburse HARRIS for reasonable and documented travel, lodging and meal expenses directly associated with the performance of service under this Agreement in accordance with COUNTY's travel expense policy 1211, attached hereto and incorporated by this reference. HARRIS shall minimize travel to the extent possible. Much of the work can be performed via remote access to the system. All travel shall be preapproved by COUNTY.



Appendix A: Compensation Schedule

1. Deliverables and Payment Milestones

Below is a table of all project milestone payments. Once the milestone has been Accepted by COUNTY (per the below acceptance criteria) and a completed Milestone Acceptance Form has been signed by both parties, HARRIS will issue an invoice to COUNTY.

MP#	Name	Milestone Amount	Planned Month	Acceptance Criteria
LICENSE-01	License Fees + Acucobol Migration Fee	\$101,230.00	1	Due on contract signing
SUBS-01	Annual Subscription Fees	\$17,024.00	1	Due on contract signing
MP01	Environment Installation	\$15,224.00	1	COUNTY is provided access to the new software modules installed in the project environments
MP02	Project Initiation Complete	\$17,431.48	1	The Questionnaires are delivered to the COUNTY Project Manager The baseline schedule is agreed to by HARRIS and COUNTY Project Managers
MP03	Pre-Configuration Complete	\$30,448.00	2	HARRIS will conduct a demonstration of the pre-configured Solution & provide Solution overview training
MP04	Business Process Testing Completed	\$30,448.00	6	All business process test cases are executed per the approved Business Process Test Plan All P1 and P2 incidents raised during the execution of Business Process testing are closed by COUNTY as being properly remediated HARRIS provides SNOHOMISH with the documentation from the Business Process Review sessions along with the identified required changes to processes or systems



MP#	Name	Milestone Amount	Planned Month	Acceptance Criteria
MP05	Reporting & Interface Workshop and Plan Delivered	\$22,836.00	3	HARRIS delivers the reporting & interface workshop and plan
MP06	Dashboard Provided	\$15,224.00	4	HARRIS delivers the core Financials dashboard and core dashboard model
MP07	Cayenta Analytics - General Ledger Provided	\$15,224.00	4	HARRIS delivers the Cayenta Analytics for General Ledger for testing
MP08	Budget Prep Delivery	\$53,284.00	5	The Budget Prep module has been delivered and is ready for testing
MP09	Conversion 1 (BP Testing)	\$30,448.00	3	Converted data is provided to COUNTY in the CAYTEST environment; Conversion audit reports are provided to COUNTY
MP10	Conversion 2 (Integrated Testing Cycle 1)	\$30,448.00	6	Converted data is provided to SNOHOMISH in the CAYTEST environment; Conversion audit reports are provided to COUNTY
MP11	Conversion 3 (Integrated Testing Cycle 2)	\$30,448.00	10	Converted data is provided to COUNTY in the CAYTEST environment; Conversion audit reports are provided to COUNTY
MP12	Conversion 4 (Mock Go Live)	\$38,060.00	11	Converted data is provided to SNOHOMISH in the CAYTEST environment; Conversion audit reports are provided to COUNTY
MP13	Integrated Testing Test Cases	\$15,224.00	5	SNOHOMISH project team is supplied with test cases in Caystone designated for Integrated Testing
MP13	Integrated Testing Support - Cycle 1	\$45,672.00	7	All Pass 1 test cases are executed and marked as such in Caystone; All P1 and P2 incidents raised as part of Pass 1 Integrated Testing are closed by SNOHOMISH as being properly remediated



MP#	Name	Milestone Amount	Planned Month	Acceptance Criteria
MP14	Integrated Testing Support - Cycle 2	\$45,672.00	9	All Pass 2 test cases are executed and marked as such in Caystone; All P1 and P2 incidents raised as part of Pass 2 Integrated Testing are closed by COUNTY as being properly remediated
MP15	Daily Operations Testing Support	\$45,672.00	11	All Daily Operations test cases are executed and marked as such in Caystone; All P1 and P2 incidents raised as part of Daily Operations Testing are closed by COUNTY as being properly remediated
MP16	Mock Go Live	\$22,836.00	10	Completion of mock go-live activities
MP17	Go Live Preparation Complete	\$15,224.00	11	HARRIS delivers Go Live cutover checklist and production readiness checklist
MP18	Go Live	\$22,836.00	12	COUNTY uses the CAYPROD environment to begin the processing of production data
MP19	Post Go Live Support - Month 1	\$22,836.00	13	One month past the date of Go-Live
MP20	Post Go Live Support - Month 2	\$22,836.00	14	Two months past the date of Go-Live
MP21	Post Go Live Support - Month 3	\$22,836.00	15	Three months past the date of Go-Live
MP22	Custom Development Delivered	\$150,032.52	8	This will be adjusted via Change Control Process after MP05. This will be divided into individual deliverables and milestones per custom development item. (e.g. MP22a, MP22b)
	Project Total	\$879,454.00		



2. Reimbursable Expenses

In accordance with Section 8.6 of this SOW, actual travel related expenses incurred by HARRIS shall be reimbursed by COUNTY up to the total estimated below.

Estimated Travel Costs	\$28,000.00
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3. Sample Milestone Acceptance Form

The layout for each Milestone Acceptance Form will materially follow that of the sample below:



Milestone Acceptance Form

Payment Milestone ERP-Monthly 1
Milestone Description ERP Project Management
Payment Amount \$27,000.00

The above project milestone has been achieved. The associated deliverables have been completed, delivered and approved.

The undersigned has confirmed that the milestone has been completed in accordance with the Statement of work signed September 1, 2021

Authorization

Snohomish County accepts that Cayenta has delivered the products and/or services required to satisfy the acceptance criteria for the above noted Payment Milestone in accordance with the Statement of Work and related contracts

Snohomish County

Cayenta

Name

Name

Title

Title

Signature

Signature

Date

Date