

Copy/Original Contract

CONTRACT

**Snohomish County
&
SFG Technologies (U.S.) Inc.**

Integrated Financial Management System

February, 1996

INDEX TO GENERAL CONDITIONS OF CONTRACT

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THIS AGREEMENT is entered this 20th day of February, 1996 by and between Snohomish County ("COUNTY"), a charter County of the State of Washington, and SFG Technologies (U.S.) Inc. ("CONTRACTOR"):

2.14.1 Recitals

2.14.1.1

Organization and Existence. SFG Technologies (U.S.) Inc. (CONTRACTOR) is a Corporation duly and validly existing in good standing under the laws of the State of Nevada, and is duly qualified to own its properties and carry on its business.

2.14.1.2

Snohomish County is a County government duly and validly organized and existing under the laws of the State of Washington and is duly qualified to own properties and perform municipal functions.

2.14.1.3

SFG Technologies (U.S.) Inc. is a provider of computerized automation systems. SFG Technologies (U.S.) Inc. has submitted a Proposal to Snohomish County for an INTEGRATED FINANCIAL MANAGEMENT SYSTEM Replacement System comprised of hardware and software to be installed, implemented, and supported at the County's location.

2.14.1.4

The COUNTY desires to have SFG Technologies (U.S.) Inc. install and support the System at the COUNTY's business location. The COUNTY wishes to obtain the System by purchasing certain hardware, obtaining licenses to use certain software, and engaging the services of SFG Technologies (U.S.) Inc.

2.14.1.5

This Agreement is awarded by COUNTY pursuant to the success of SFG Technologies (U.S.) Inc. in its response to the Snohomish County Request for Proposal (RFP) -1-95, dated January, 1995.

2.14.2 Certification Of Funds And Budget And Fiscal Provisions

2.14.2.1

This Agreement is subject to the budget and fiscal provisions of the County of Snohomish.

2.14.2.2

This Agreement will terminate without penalty at the end of any fiscal year in which funds are not appropriated for the following fiscal year. If funds are appropriated by the COUNTY for payment under this agreement for a portion of the following fiscal year, this Agreement will terminate, without penalty, at the end of the term for which funds are appropriated. Termination will be handled in the manner specified in Section 2.14.16 of this Agreement.

2.14.2.3

This Section 2.14.2 controls against any and all other provisions of the Agreement.

2.14.2.4

Payment under this agreement shall be as provided in Section 2.14.5 CONTRACTOR's Services.

2.14.3 Term Of Agreement

This Agreement shall be for a term of one (1) year beginning on the date of execution by all parties. The support and maintenance portions of the agreement may be extended on a year-to-year basis at the sole option of the COUNTY. Annual extensions shall be effective automatically for five years unless a written notice of cancellation from the COUNTY Department of Finance is received by CONTRACTOR at least 90 days prior to the end of the annual effective date. This term in no way affects the COUNTY's 's perpetual license to use the software provided under this agreement or COUNTY's ownership of hardware purchased under this agreement.

2.14.4 Definitions

2.14.4.1

Definition of System: The subject matter of this Agreement is an INTEGRATED FINANCIAL MANAGEMENT SYSTEM ("the System") to be provided by SFG Technologies (U.S.) Inc.. The System is comprised of the hardware, software, accompanying documentation, and services set forth in Exhibits A, B, C, D, and E.

2.14.4.2

Definition of Hardware: "Hardware" means the physical equipment identified in Exhibit C, and any substitute or additional equipment (consistent with meeting the COUNTY's need as set out in RFP -1-95) which may be acquired by COUNTY from SFG Technologies (U.S.) Inc.

2.14.4.3

Definition of Standard Software: "Standard Software" means executable applications or system software products which are purchased in an "off-the-shelf"

manner without modification to the source code of the application. "Standard software" shall include products such as the non-proprietary operating systems, and any substitute or additional applications or operating systems (consistent with meeting the COUNTY's need as set out in RFP -1-95) which may be acquired by COUNTY from SFG Technologies (U.S.) Inc.. Standard software may require extensive modification and configuration at levels other than the source code level prior to its use in business applications.

2.14.4.4

Definition of Custom Software: "Custom software" means application products which are modified in a material way at the source code level prior to their normal use by the COUNTY.

2.14.4.5

Definition of Services: "Services" means the labor performed by SFG Technologies (U.S.) Inc. or its sub-contractors identified in Exhibit A, and any substitute or additional services (consistent with meeting the COUNTY's need as set out in RFP - 1-95) which may be acquired by COUNTY from SFG Technologies (U.S.) Inc..

2.14.5 Compensation and CONTRACTOR's Services

In consideration of the sum of \$1,423,069.00 as stated in Exhibit A and Exhibit E, SFG Technologies (U.S.) Inc. agrees to provide to the COUNTY all services, hardware, software, and any materials set forth in Exhibits A, B, and D of this Agreement for the INTEGRATED FINANCIAL MANAGEMENT SYSTEM. The maintenance services will be provided during the term of the Agreement as stated in paragraph 2.14.3 at the rates shown in Exhibit E.

SFG Technologies (U.S.) Inc. shall be the Prime Contractor under this Agreement for its entire life up to five (5) years with respect to all services, software products, and the INTEGRATED FINANCIAL MANAGEMENT SYSTEM application software set forth in Exhibits A, B, and E. As Prime Contractor, SFG Technologies shall be the single point of contact with respect to "System" problem identification, coordination, and resolution and shall exercise its best efforts to assure performance of Budgeting Technology, Inc., and any other third party contractors contained in Exhibit D of this agreement. It is understood that SFG Technologies (U.S.) Inc. will subcontract with Budgeting Technology, Inc. to provide software and related implementation services for software contracted by the COUNTY as set forth in Exhibit D of this Agreement. CONTRACTOR shall remain solely responsible for all performance under this Agreement with respect to all services as set forth in Exhibits A, B, D - Budget Technology Inc. Software Maintenance Agreement, and E.

Subcontractor's addresses are:

Budgeting Technology, Inc.
7910 Woodmont Avenue
Bethesda, Maryland 20814
(Software licensed by the COUNTY with the CONTRACTOR. Software maintenance agreement contracted by the COUNTY with Budgeting Technology, Inc. (see Exhibit D). Implementation services contracted by the COUNTY with the CONTRACTOR, subcontracted to Budgeting Technology, Inc.)

2.14.6 Accounting and Payment for CONTRACTOR Services / Price Protection - "Firm Fixed"
Pricing

2.14.6.1

Each party's "Contract Administrators" under this agreement shall be:

COUNTY	CONTRACTOR
Director, Department of Budget and Finance	Vice-President, Client Services

Each party may change its designated Contract Administrator by written notice signed by its current Contract Administrator or Contracting Officer delivered to the other party.

2.14.6.2

Each party's "Contracting Officer" under this agreement shall be the individual or official who executes this Agreement or that individual's or official's designee.

2.14.6.3

Payment to the CONTRACTOR for services rendered under this Agreement shall be as set forth in Exhibit A and Exhibit E. Where Exhibit A and/or Exhibit E requires payments by Snohomish County, payment shall be based upon billings supported, unless otherwise provided in Exhibit A or Exhibit E, by documentation of units of work actually performed and amounts earned, including where appropriate, the actual number of days worked each month, total number of hours for the month, and the total dollar payment requested. Unless specifically stated in Exhibit A or Exhibit E or approved in writing in advance by the COUNTY's Contracting Officer, the COUNTY will not reimburse the CONTRACTOR for any costs or expenses incurred by the CONTRACTOR in the performance of this contract.

Where required, the COUNTY shall, upon receipt of appropriate documentation, compensate the CONTRACTOR, no more often than monthly, through the

COUNTY voucher system for the CONTRACTOR's service pursuant to the fee schedule set forth in Exhibit A and/or Exhibit E.

2.14.6.4

During the life of the Financial Software System project as defined in Exhibits A through E, payment to the CONTRACTOR will be made for the actual quantities of work performed and accepted in conformance with the contract for the following services; Project management, software installation support, software configuration, FMS Interface. If the actual days of services increases or decreases from the proposed contracted service days, payment will be made at the unit contract price of \$800.00 per day for the accepted work, prorated at a minimum of one quarter of one day (2 complete hours). Therefore, the \$800.00 per day price for the aforementioned services shall remain "Firm-Fixed".

2.14.7 Modifications

Either party may request modifications in the Agreement. Any agreed modification which does not increase the total amount payable under the contract will become effective only when approved in writing by each party's designated Contract Administrator. Any modification which does increase the total amount payable must be agreed to in writing and fully executed as an amendment to this contract by the Contracting Officers with all the formalities of the original.

2.14.8 Assignment and Subcontracting:

No portion of this contract may be assigned or subcontracted to any other individual, firm or entity other than those identified in paragraph 2.14.5 without the express and prior written approval of the COUNTY's Contract Administrator. Such consent shall not be unreasonably withheld.

2.14.9 Independent Contractor:

The CONTRACTOR's services shall be furnished by the CONTRACTOR as an independent Contractor and nothing herein contained shall be construed to create a relationship of employer-employee. All payments made hereunder and all services performed shall be made and performed pursuant to this Agreement by the CONTRACTOR as an independent Contractor.

The CONTRACTOR acknowledges that the entire compensation for this Agreement is specified in Exhibit A and Exhibit E and the CONTRACTOR is not entitled to any COUNTY benefits including, but not limited to: vacation pay, holiday pay, sick leave pay, medical, dental, or other insurance benefits, or any other rights or privileges afforded to Snohomish COUNTY employees. The

CONTRACTOR represents that it maintains a separate place of business, serves clients other than the COUNTY, will report all income and expense accrued under this contract with the Internal Revenue Service on a Schedule C, and has a tax account with the State of Washington Department of Revenue for payment of all sales and use and Business and Occupation taxes collected by the State of Washington.

CONTRACTOR will defend, indemnify and hold harmless the COUNTY, its officers, agents or employees from any loss or expense, including but not limited to settlements, judgments, set-offs, attorneys' fees or costs incurred by reason of claims or demands because of breach of the provisions of this paragraph.

2.14.10 No Guarantee of Employment

The performance of all or part of this contract by the CONTRACTOR shall not operate to vest any employment rights whatsoever and shall not be deemed to guarantee any employment of the CONTRACTOR or any employee of the CONTRACTOR or any subcontractor or any employee of any subcontractor by the COUNTY at the present time or in the future.

2.14.11 Mutual Non-Solicitation

The COUNTY agrees not to approach or solicit for employment in any way CONTRACTOR's employees while this contract is in force, or for ninety (90) days thereafter. The CONTRACTOR agrees not to hire, solicit, or accept solicitation for the services, through employment or other means, of any county employee with whom the CONTRACTOR has direct contact in the course of an assignment under this contract, or for a period of ninety (90) days thereafter.

2.14.12 Taxes

The CONTRACTOR understands and acknowledges that the COUNTY will not withhold Federal or State income taxes. Where required by State or Federal law, the CONTRACTOR authorizes the COUNTY to make withholding for any taxes other than income taxes (including but not limited to Medicare). All compensation received by the CONTRACTOR will be reported to the Internal Revenue Service at the end of the calendar year in accordance with the applicable IRS regulations. It is the responsibility of the CONTRACTOR to make the necessary estimated tax payments throughout the year, if any, and the CONTRACTOR is solely liable for any tax obligation arising from the CONTRACTOR's performance of this Agreement. The CONTRACTOR hereby agrees to indemnify the COUNTY against any demand to pay taxes arising from the CONTRACTOR's failure to pay taxes on compensation earned pursuant to this Agreement.

The COUNTY will pay sales and use taxes imposed on goods or services acquired hereunder as required by law. The CONTRACTOR must pay all other taxes including, but not limited to: Business and Occupation Tax, taxes based on the

CONTRACTOR's gross or net income, or personal property to which the COUNTY does not hold title. The COUNTY is exempt from Federal Excise Tax.

2.14.13 Regulations and Requirement

This Agreement shall be subject to all laws, rules, and regulations of the United States of America, the State of Washington, and political subdivisions of the State of Washington. CONTRACTOR, its agents, employees or subcontractors shall conform in all respects with physical, fire or other published security regulations while on the COUNTY's premises.

2.14.14 Right to Review

The CONTRACTOR agrees that an authorized representative of the COUNTY shall, until the expiration of three (3) years after contract termination and upon reasonable notice, have access to and the right to examine any pertinent books and records of the CONTRACTOR involving transaction(s) related to the performance of this contract.

2.14.15 Termination for Default

Any of the following occurrences shall constitute grounds for the COUNTY, at its option, to terminate the agreement for default: if the CONTRACTOR fails to perform any of the obligations of the contract, or becomes insolvent, or is declared bankrupt, or commits any act of bankruptcy or insolvency, or makes an assignment for the benefit of creditors. The COUNTY may, if the CONTRACTOR has not cured, or submitted a satisfactory plan for cure agreed to by the COUNTY, following a thirty (30) day notice, by depositing written notice to the CONTRACTOR in the U.S. mail, postage prepaid, terminate the contract for default, and at the COUNTY's option, obtain performance of the work elsewhere. If the contract is terminated for default, the CONTRACTOR shall not be entitled to receive any further payments under the contract until all work called for has been fully performed. Any reasonable extra cost or damage to the COUNTY resulting from such default(s) shall be deducted from any money due or coming due to the CONTRACTOR. The CONTRACTOR shall bear any reasonable extra expenses incurred by the COUNTY in completing the work, including all increased costs for completing the work, and all damage sustained, or which may be sustained by the COUNTY by reason of such default.

If a notice of termination for default has been issued and it is later determined for any reason that the CONTRACTOR was not in default, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to the Termination for Public Convenience paragraph hereof.

2.14.16 Termination for Public Convenience

The COUNTY may terminate the contract in whole or in part whenever the COUNTY determines, in its sole discretion, that such termination is in the interests

of the COUNTY. Whenever the contract is terminated in accordance with this paragraph, the CONTRACTOR shall be entitled to payment for actual work performed at unit contract prices, as set forth in Exhibit A, for completed items of work. An equitable adjustment in the contract price for partially completed items of work will be made, but such adjustment shall not include provision for loss of anticipated profit on deleted or uncompleted work. Termination of this contract by the COUNTY at any time during the term, whether for default or convenience, shall not constitute a breach of contract by the COUNTY.

The COUNTY agrees to pay outstanding invoices for services and software that have been successfully performed by the CONTRACTOR, including any holdbacks relating to work successfully completed by the CONTRACTOR.

2.14.17 Withholding Payment

In the event the COUNTY's Contract Administrator determines that the CONTRACTOR has failed to perform any obligation under this Agreement within the times set forth in this Agreement, then the COUNTY may withhold from amounts otherwise due and payable, to CONTRACTOR the amount determined by the COUNTY as necessary to cure the default, until the COUNTY's Contract Administrator determines that such failure to perform has been cured. Withholding under this clause shall not be deemed a breach entitling CONTRACTOR to termination or damages, provided that the COUNTY promptly gives notice in writing to the CONTRACTOR of the nature of the default or failure to perform, and in no case more than 10 days after it determines to withhold amounts otherwise due. A determination of the COUNTY's Contract Administrator set forth in a notice to the CONTRACTOR of the action required and /or the amount required to cure any alleged failure to perform shall be deemed conclusive, except to the extent that the CONTRACTOR acts within the times and in strict accord with the provisions of the Disputes clause of this Agreement. The COUNTY may act in accordance with any determination of the COUNTY's Contract Administrator which has become conclusive under this clause, without prejudice to any other remedy under the Agreement, to take all or any of the following actions: (1) cure any failure or default, (2) pay any amount so required to be paid and to charge the same to the account of the CONTRACTOR, (3) set off any amount so paid or incurred from amounts due or to become due the CONTRACTOR. In the event the CONTRACTOR obtains relief upon a claim under the Disputes clause, no penalty or damages shall accrue to CONTRACTOR by reason of good faith withholding by the COUNTY under this clause.

2.14.18 Defense & Indemnity Agreement

The CONTRACTOR will defend, indemnify and save harmless the COUNTY, its appointed and elective officers, employees and agents from and against all loss or expense, including but not limited to judgments, settlements, attorney's fees and costs by reason of any and all claims and demands upon the

COUNTY, its elected or appointed officials or employees for damages because of personal or bodily injury, including death at any time resulting therefrom, sustained by any person or persons and on account of damage to property including loss of use thereof, by reason of or in connection with the performance of this agreement or any act, error or omission of CONTRACTOR, CONTRACTOR's employees, agents or subcontractors whether such injury to persons or damage to property is due to the negligence of CONTRACTOR, its subcontractors, successor or assigns, or its or their agents, servants, or employees, except only such injury or damage as will have been occasioned by the negligence of the COUNTY, its appointed or elected officials or employees.

It is further provided that no ... to the COUNTY by reason of entering into this Agreement,

2.14.19 Insurance and Industrial Insurance W

CONTRACTOR shall obtain general occurrence form liability \$1,000,000.00 each occurrence. Such insurance shall include "agents and employees" as a canceled without thirty (30) days. CONTRACTOR shall provide a copy of the policy as evidence of intent to execution of this contract.

Insurance is required.

Per R.M. 10/2/03

Commercial Liability + ADDITIONAL ENR Insured END.

Such insurance, in its provision of "Cross Liability Endorsement", "Severability of Interests", or "Separation of Insureds" provision indicating:

pense, s than NTY. ficials, ed or NTY. plicate cedent

"Cross Insureds"

"The inclusion of more than one insured under this policy shall not affect the rights of any insured as respects any claim, suit, or judgment made or brought by or for any other insured or by or for any employee of any other insured. The policy shall protect each insured in the same manner as though a separate policy had been issued to each except that nothing herein shall operate to increase the company's liability beyond the amount or amounts for which the insurer would have been liable had only one insured been named."

With respect to the performance of this agreement and as to claims against the COUNTY, its officers, agents and employees, the CONTRACTOR expressly waives its immunity under Title 51 of the Revised Code of Washington, the Industrial Insurance Act, for injuries to its employees and agrees that the obligations to indemnify, defend and hold harmless provided in this agreement

extend to any claim brought by or on behalf of any employee of the CONTRACTOR. This waiver is mutually negotiated by the parties to this agreement.

2.14.20 Venue and Choice of Law

In the event that any litigation should arise concerning the construction or interpretation of any of the terms of this Agreement, the venue of any such federal court action shall be in Seattle, Washington, and of any state court action shall be in Snohomish County, Washington. CONTRACTOR specifically consents to personnel and subject jurisdiction of said court. This Agreement shall be governed by the laws of the State of Washington.

2.14.21 CONTRACTOR Commitments, Warranties and Representations

Any written commitment received by the COUNTY from the CONTRACTOR concerning this Agreement shall be binding upon the CONTRACTOR and is hereby incorporated into this contract by reference. Failure of the CONTRACTOR to fulfill such a commitment shall render the CONTRACTOR liable for damages to the COUNTY. A commitment includes, but is not limited to any representation made prior to execution of this Agreement as to performance of services or Products, prices or options for future acquisition to remain in effect for a fixed period, or warranties. The COUNTY agrees that the liability of SFG and its associates and their agents and employees arising out of negligent performance of services or products for economic damages incurred directly by the COUNTY, as opposed to damages incurred by third parties, will not exceed two times the total amount payable by the COUNTY to the CONTRACTOR under this agreement. Warranties for CONTRACTOR products are set forth in Exhibit B .

2.14.22 Patent/Copyright Infringement

CONTRACTOR will defend and indemnify the COUNTY from any claimed action, cause or demand brought against the COUNTY, to the extent such action is based on the claim that products furnished hereunder by the CONTRACTOR infringes any U.S. or Canadian patent or copyright. The CONTRACTOR will pay those costs and damages attributable to any such claims that are finally awarded against the COUNTY in any action. Such defense and payments are conditioned upon the following:

2.14.22.1

That CONTRACTOR shall be notified promptly in writing by COUNTY of any notice of such claim.

2.14.22.2

CONTRACTOR shall have the right, in the event such claim of infringement, is made, at its option and expense, to obtain for the

COUNTY the right to continue using the products, or replace or modify the Products so that they become non infringing provided no reduction in performance or loss results to the COUNTY.

2.14.22.3

CONTRACTOR shall not have any liability if the alleged infringement is based upon the COUNTY's use or sale of CONTRACTOR-furnished products, in combinations with other products or devices not furnished by the CONTRACTOR, or modifications made by the COUNTY or by the CONTRACTOR to the COUNTY's specifications, if such combinations or modifications cause the products furnished by CONTRACTOR to become infringing.

2.14.23 Disputes

2.14.23.1 General

Differences between the CONTRACTOR and the COUNTY, arising under and by virtue of the Contract Documents shall be brought to the attention of the COUNTY at the earliest possible time in order that such matters may be settled or other appropriate action promptly taken. Except for such objections as are made of record in the manner hereinafter specified and within the time limits stated, the records, orders, rulings, instructions, and decisions of the County's Contracting Officer, shall be final and conclusive.

2.14.23.2 Notice of Potential Claims

The CONTRACTOR shall not be entitled to additional compensation which otherwise may be payable, or to extension of time for the happening of any event or occurrence, unless the CONTRACTOR has given the COUNTY a written Notice of Potential Claim within 10 days of the commencement or reasonable discovery of the act, failure, or event giving rise to the claim, and before final payment by the COUNTY. The written Notice of Potential Claim shall set forth the reasons for which the CONTRACTOR believes additional compensation or extension of time is due, the nature of the cost involved, and insofar as possible, the amount of the potential claim. CONTRACTOR shall keep full and complete daily records of the Work performed, labor and material used, and all costs and additional time claimed to be additional.

2.14.23.3 Detailed Claim

The CONTRACTOR shall not be entitled to claim any such additional compensation, or extension of time, unless within 30 days of the accomplishment of the portion of the work from which the claim arose, and before final payment by the COUNTY, the CONTRACTOR has given the

COUNTY a detailed written statement of each element of cost or other compensation requested and of all elements of additional time required, and copies of any supporting documents evidencing the amount or the extension of time claimed to be due.

2.14.24 Ownership of Items Produced

All writings, programs, data, public records or other materials prepared by the CONTRACTOR and/or its consultants or subcontractors, in connection with performance of this Agreement shall be the joint property of the CONTRACTOR and the COUNTY, for use by either party without restriction. This paragraph does not apply to application software offered for sale, license or lease to other customers, nor to systems software.

2.14.25 Confidentiality

The CONTRACTOR, its employees, subcontractors, and their employees shall maintain the confidentiality of all information provided by the COUNTY or acquired by the CONTRACTOR in performance of this Agreement, except upon the prior written consent of the Snohomish COUNTY Prosecuting Attorney or an order entered by a court after having acquired jurisdiction over the COUNTY. CONTRACTOR shall immediately give to the COUNTY notice of any judicial proceeding seeking disclosure of such information. CONTRACTOR shall indemnify and hold harmless the COUNTY, its officials, agents or employees from all loss or expense, including, but not limited to settlements, judgments, set-offs, attorneys' fees and costs resulting from CONTRACTOR's breach of this provision.

2.14.26 Notice

Except as set forth elsewhere in the Agreement, for all purposes under this Agreement, except service of process, notice will be given by CONTRACTOR to the COUNTY's department head of the department for whom services are rendered and to the COUNTY's Purchasing Department at the addresses stated below. Notice to CONTRACTOR for all purposes under this Agreement will be given to the address stated below. Notice may be given by delivery or by depositing in the US Mail, first class, postage prepaid. All notices will be deemed to have been given upon mailing of the notice by certified mail return receipt requested to the respective party addressed as specified in this section. Either party may change the address, telefax number, or the person to whom the notice is to be directed by forwarding to the other party a notice which complies with this section.

SNOHOMISH COUNTY PURCHASING DEPARTMENT
Mr. Pat Scattaregia
2nd Floor Administration Annex, M/S 507
3000 Rockefeller Avenue
Everett, WA 98201-4046

Phone: (206) 388-3484

Copy To:

SNOHOMISH COUNTY INFORMATION SERVICES

Department of Information Services, M/S 709

Attn.: INTEGRATED FINANCIAL MANAGEMENT SYSTEM Project Lead

3000 Rockefeller Avenue

Everett, Washington 98201-4046

Phone: (206) 388-3349

FAX: (206) 388-3999

CONTRACTOR'S address is:

SFG Technologies (U.S.) Inc.

Attn. Vice-President, Client Services

8525 Baxter Place

Suite 203A

Burnaby, BC V5A 4V7

Phone: (604) 420-5552

Fax: (604) 420-3553

2.14.27 Waiver

Waiver of any breach or condition of this contract shall not be deemed a waiver of any prior or subsequent breach. No term or condition of this contract shall be held to be waived, modified or deleted except by an instrument, in writing, signed by the parties hereto.

2.14.28 Quiet Possession and Usage

The COUNTY upon paying the amounts due hereunder and performing all other covenants, terms and conditions on its part to be performed hereunder, may and will peacefully and quietly have, hold, possess, and enjoy the INTEGRATED FINANCIAL MANAGEMENT SYSTEM for the term provided without suit, molestation or interruption.

2.14.29 Risk of Loss

During the period the hardware, model changes, or features are in transit or in possession of the COUNTY, up to and including the date of installation by the COUNTY, CONTRACTOR and its insurers, if any, relieve the COUNTY of responsibility for all risks of loss or damage to the hardware. After the date of

installation, the risk of any loss or damage shall be borne by the COUNTY except loss or damage attributable to CONTRACTOR's negligence, or breach of warranty or maintenance agreements.

2.14.30 Hardware Condition

CONTRACTOR warrants that Hardware acquired subject to this agreement is newly manufactured and consists entirely of new components except that used or refurbished hardware for the supply of spare parts where such parts are warranted as new shall be satisfactory during the maintenance periods.

2.14.31 Software Documentation

CONTRACTOR will provide appropriate software documentation, within 30 days after execution of this agreement or as otherwise mutually agreed, in the form of a mutually agreed number of manuals adequate for use of software ordered under the provisions of this agreement. Manual upgrades shall be provided on a no-charge basis by the CONTRACTOR as long as a maintenance agreement is in effect for such software programs.

For all CONTRACTOR programs furnished to the COUNTY within the scope of this Agreement, and to the extent it is contractually allowed to do so, the CONTRACTOR agrees that in the event it withdraws its support (if supported) from such programs, it will immediately furnish to the COUNTY, if requested, source code and documentation under the terms as set forth in Exhibit B.

CONTRACTOR grants to the COUNTY the right to copy or otherwise reasonably reproduce software manuals and documentation furnished pursuant to this provision, for the COUNTY's internal use only within the scope of this Agreement at no additional charge.

2.14.32 Software Upgrades & Maintenance

CONTRACTOR agrees that CONTRACTOR will, at the sole option of the COUNTY, maintain the INTEGRATED FINANCIAL MANAGEMENT SYSTEM application software to original performance specifications in accordance with the following maintenance terms and conditions for a period of five (5) years from date of acceptance of any software purchased or licensed pursuant to this agreement, provided that said software has been continuously maintained by the CONTRACTOR, or the CONTRACTOR's authorized Subcontractor, since its acceptance. Maintenance for purchased software may be discontinued by the COUNTY upon ninety (90) days written notice to CONTRACTOR.

Maintenance charges used in computing credits are as set forth in the Exhibit B.

- a. The COUNTY shall provide the CONTRACTOR access to the System to perform maintenance service. This access may be by modem at the discretion of the CONTRACTOR and the COUNTY.
- b. Maintenance and upgrades shall be performed at a time convenient to the COUNTY.
- c. Major new releases shall be provided on magnetic media compatible with COUNTY installation, with complete instructions for a Systems Administrator to apply the upgrade.
- d. The COUNTY will be notified in advance if any change made is non-reversible, so that appropriate back-ups of programs and/or data can be taken before applying the upgrade, in case the upgrade causes a problem in the System.
- e. Any new functionality for the INTEGRATED FINANCIAL MANAGEMENT SYSTEM application software required by statute of the State of Washington or the United States of America will be provided as follows:

If the required functionality is minor in nature, such functionality will be provided in the next release of the application software at no additional charge to the COUNTY. A functionality shall be considered minor in nature if such functionality can be created in less than twenty-four (24) person hours.

If the required functionality is not minor in nature, it shall be considered an enhancement to the application software. The CONTRACTOR and its subcontractors will advise the COUNTY on the cost of providing such enhancement and shall proceed with such enhancement upon written approval from the COUNTY.

2.14.33 CONTRACTOR Correction of Software Malfunction and Maintenance

CONTRACTOR agrees to perform maintenance in accordance with the following maintenance terms and conditions for a period of five (5) years from date of acceptance of any software purchased or licensed pursuant to this agreement, provided that said software has been continuously maintained by the CONTRACTOR, or the CONTRACTOR's authorized Subcontractor, since its acceptance. CONTRACTOR shall undertake such corrective service in a timely manner.

A. Software Maintenance: General Provisions:

- (1) The COUNTY shall provide the CONTRACTOR access to the System to perform maintenance service. This access may be by modem at the discretion of the CONTRACTOR and the COUNTY.
- (2) The COUNTY agrees to make the System available at reasonable times and in reasonable time increments and in such event the COUNTY will not charge the CONTRACTOR for such System use.
- (3) Performance of maintenance shall begin within the contracted period of maintenance and after notification that INTEGRATED FINANCIAL MANAGEMENT SYSTEM is not operating correctly. The CONTRACTOR shall provide the COUNTY with a designated point of contact and shall make arrangements to enable its maintenance representative to receive such notification. The COUNTY shall provide the CONTRACTOR with a designated representative, a description of the problem and an assessment of the severity of the problem.
- (4) Contracted response time is defined as 4 hours after notification by the COUNTY that maintenance service is required, within which CONTRACTOR's maintenance personnel shall make a good faith effort to reach the COUNTY contact person and begin work to correct the problem.
- (5) Except for causes beyond the control of the CONTRACTOR, if the maintenance personnel fail to contact the COUNTY's designated representative within the contracted response period, the CONTRACTOR shall grant a credit to the COUNTY in the amount of 1/200th of the prorated monthly maintenance charges for the INTEGRATED FINANCIAL MANAGEMENT SYSTEM license for each "late" hour or part thereof (prorated) beginning with the time of notification and ending with the time of contact and, within each calendar month, not to exceed 100% of the prorated monthly maintenance charge. For purpose of response time computations only hours of contracted maintenance shall be included.
- (6) The CONTRACTOR shall furnish a malfunction incident report to the installation upon completion of each maintenance call. The report shall include, as a minimum, the following:
 - (a) Date and time notified;

- (b) Date and time COUNTY contact called;
- (c) Module affected;
- (d) Time spent for repair;
- (e) Description of malfunction;
- (f) Description of problem fix or work-around.

(7) Maintenance Credit for System Malfunction:

- (a) If a major component of INTEGRATED FINANCIAL MANAGEMENT SYSTEM remains inoperative due to a malfunction through no fault or negligence of the COUNTY for a total of 12 hours or more during any 24-hour period, the CONTRACTOR shall grant a credit to the COUNTY for each such hour in the amount of 1/200th of the prorated monthly license and maintenance charges for INTEGRATED FINANCIAL MANAGEMENT SYSTEM and, within each calendar month not to exceed 100% of the prorated monthly maintenance charge. System downtime is defined as that period of time when scheduled jobs cannot be processed on the System due to CONTRACTOR supplied software malfunction. Downtime for each incident shall start from the time the COUNTY makes a bona fide attempt to contact the CONTRACTOR's designated representative at the prearranged contact point and continue until the System is returned to good operating condition; PROVIDED THAT, time required, as a result of the malfunction, to reconstruct data stored on disks and/or other storage media, shall be considered down time for the System. Data reconstruction is defined as the process needed to return a database and its corresponding data to a state that is known to be correct, from a state that is known to be incorrect. The COUNTY wishes to have standard recovery processes available including forward recovery (restore of backup copy with application of all transactions from journal(s) to current) as well as backward recovery (undoing transactions from current using journal). The COUNTY expects the use of checkpoints (automatic database and journal reconciliation during operation periodically) to facilitate data restoral.
- (b) Exclusive of the provisions of Paragraph 7a above the CONTRACTOR shall grant a credit to the COUNTY whenever the System being maintained by the CONTRACTOR fails to perform at an effectiveness level of 95 percent during any month. The effectiveness level for

INTEGRATED FINANCIAL MANAGEMENT SYSTEM is computed by dividing the operational use time by the sum of that time plus system downtime. Downtime shall be defined and computed in the same manner as provided in subparagraph 7a above. The credit shall be a reduction of the total prorated monthly license and maintenance charges by the percentage figure determined by subtracting the actual effectiveness level percentage from 95 percent and within each calendar month, not to exceed 100% of the prorated monthly maintenance charge. For example, if the effectiveness level for the System is 82 percent, the credit would be 13 percent. Any downtime for which credit was granted in accordance with Paragraph 7a above shall not be included in the effectiveness level computation.

2.14.34 Installation and Delivery Dates

CONTRACTOR's INTEGRATED FINANCIAL MANAGEMENT SYSTEM software is to be installed after installation of all required hardware for that module and prior to installation of converted COUNTY data files. Installation to be completed on or before 90 days from CONTRACT date.

COUNTY data files requiring conversion shall be converted to operate on the CONTRACTOR's software per a mutually agreed schedule. If required, the installed hardware can be used to complete any conversions that are to the advantage of both the COUNTY and CONTRACTOR in meeting installation time frames and ease of conversion.

2.14.35 Standard of Performance and Acceptance of Hardware

This section removed. Section title maintained for numbering consistency.

2.14.36 Standard of Performance and Acceptance of Software

This provision establishes a standard of performance and milestones for software acceptance by the COUNTY. It is also applicable to any modifications and upgrades which are added or field modified after completion of a successful Performance Period, but is not applicable to implementation of subsequent versions or modifications which may be delivered from time to time after the Software Final Acceptance of this project. These milestone events are defined as follows:

The project will commence with the SCOPE PHASE (as defined in Exhibit A: Project Summary) and will result in a Project Scope Report. The next phase

will be the FIT ANALYSIS PHASE (as defined in Exhibit A: Project Summary). Prior to the commencement of the FIT ANALYSIS PHASE, given the delivery of the associated hardware, SFG will install the application software (includes all Solutions for Government applications [see Exhibit A: Project Summary]. IQ for Windows, and oversight of the installation of third party Budget Preparation software and Investment Management software).

Software Delivery: To be considered as delivered [SOFTWARE DELIVERY], the CONTRACTOR must provide to the COUNTY, in a media format installable at the COUNTY, related application executable programs, tables, and software that meets the standards and functionality as described in Section 2.14.44.

Software Installation: To be considered Installed, [SOFTWARE INSTALLATION] the CONTRACTOR will provide all related application executable programs, tables and software to the COUNTY's hardware platform described in Exhibit B. The CONTRACTOR shall then further demonstrate to the acceptance of the COUNTY, using a performance audit of the installed software and CONTRACTOR supplied system and application data files, that the CONTRACTOR's system (software) performs to the standards and functionality as described in the documents detailed in Section 2.14.44. Modifications that have been specifically identified in Exhibit A to meet the standards and functionality as described in Section 2.14.44 are not required for installation in this Software Installation event.

Software System Tested: For each module to be considered ACCEPTED [SOFTWARE SYSTEM TESTED], the CONTRACTOR shall demonstrate during the ACCEPTANCE PHASE (as defined in Exhibit A: Project Summary) to the acceptance of the COUNTY, using a performance audit of the installed and modified software and COUNTY supplied system, and test application data files, that the CONTRACTOR's system (software) performs to the standards and functionality as described in the documents detailed in Section 2.14.44 augmented by the requirements outlined in FIT ANALYSIS reports for each module. The COUNTY supplied system and test application data files will be built during and after the FIT ANALYSIS PHASE (as defined in Exhibit A: Project Summary)

Software Cutover To Production: For each module to be considered for [CUTOVER TO PRODUCTION] (also referred to as Go-Live Date, Into Production Date, Implementation Date), the CONTRACTOR shall

demonstrate, to the acceptance of the County, using a performance audit of the installed and modified software and COUNTY supplied system and converted production application data files, that the CONTRACTOR's system (software) performs to the standards and functionality as described in the documents detailed in Section 2.14.44, or the COUNTY substitutes the software into live business processing and relies upon the software for business operations, or a period of 45 days following the mutually agreed upon Cutover date in the Scope phase (or as revised in the FIT phase) of the project.

Software Final Acceptance: To be considered as Final Acceptance, the software shall perform to the standards and functionality as described in Section 2.14.44 for a Performance Period of 45 consecutive days immediately following Software Cutover to Production. A component of the software that adversely, and in a material way, affects the software put into production or other previously accepted components of the software, will not be accepted until the performance or other problem has been resolved and performs to the standards and functionality as described in Section 2.14.44. Once resolved, the performance period shall begin anew for 45 consecutive days. At the end of a successful 45 day performance period, the COUNTY agrees to either accept the software as having successfully performed, or remove the software from normal business use (live processing). The COUNTY shall provide written notice of successful performance.

Future modifications, upgrades and new sub-systems will be subject to Performance Period testing as applicable to those individual systems and will follow separate payment terms as agreed upon between the CONTRACTOR and the COUNTY. CONTRACTOR guarantees that any future enhancements will not negatively impact the operating performance of previously approved software.

The COUNTY shall provide the CONTRACTOR access to the System during normal business hours for any on-site software installation as may be required. The CONTRACTOR shall provide a means to access the COUNTY INTEGRATED FINANCIAL MANAGEMENT SYSTEM via modem for such enhancements and for regular System and user support in accordance with a mutually agreeable schedule of system access (for example, not during scheduled backups of the System) with the COUNTY.

2.14.37 Maintenance of Hardware

This section removed. Section title maintained for numbering consistency.

2.14.38 Engineering Changes

This section removed. Section title maintained for numbering consistency.

2.14.39 Implementation Team

The personnel listed in the vendor implementation team(s) may not be changed without the COUNTY's permission. The team members will be mutually agreed upon and listed as the first implementation task following the signing of this contract.

2.14.40 Sale or Transfer of Contract

The contract between the vendor and the customer may not be sold or transferred without the COUNTY's written permission. Such consent shall not be unreasonably withheld.

2.14.41 Severability

If any term or condition of this contract or the application thereof to any person(s) or circumstances is held invalid, such invalidity shall not affect other terms, conditions or applications which can be given effect without the invalid term, condition or application. To this end, the terms and conditions of this contract are declared severable.

2.14.42 Survival

The provisions of paragraphs 2.14.4 through 2.14.44 shall survive, notwithstanding the termination or invalidity of this Agreement for any reason.

2.14.43 Exhibits

Attached hereto and made part hereof are the following:

- Exhibit A. Project Scope Report
- Exhibit B. SFG Software License and Support
- Exhibit C. Hardware Schedule
- Exhibit D. Budget and Technology Inc. Support and Maintenance Agreement
- Exhibit E. Contract Pricing and Payment Schedule

2.14.44 Entire Agreement

This written contract, including the exhibits listed in paragraph 2.14.43, and the corresponding documents listed below represents the entire Agreement between the parties and supersedes any prior oral statements, discussions, or understanding between the parties. In the event of any conflict requiring interpretation, the precedence of documents shall be:

1. Negotiated, signed contract.
2. Snohomish County Request for Proposal Number RFP -1-95.
3. Vendors original response to RFP -1-95.
4. Vendors detailed design documents.

Snohomish County CONTRACT SIGNATURE PAGE

CONTRACT NAME: _____

CONTRACT # _____

IN WITNESS WHEREOF, the parties have executed this Agreement this 27th day of March, 19 96

CONTRACTOR:

SNOHOMISH COUNTY:

SFG Technologies (U.S.) Inc.
Full Firm Name

Be Sweeney
(Signature)

Joan M. Earl 3/27/96
COUNTY EXECUTIVE
or DESIGNEE Date

JOAN M. EARL
Deputy Executive

Vice-President, Client Services
Title of Signatory Authorized by Firm Bylaws

Approved as to Form:
Craig McNeil 2-23-96
PROSECUTING ATTORNEY Date

Mailing Address:

SFG Technologies (U.S.) Inc.
8525 Baxter Place
Suite 203A
Burnaby, BC V5A 4V7
Canada

Recommended:
Ken Stewart 2/26/96
RISK MANAGER Date

Street Address, if different:

Business Tax ID or Social Security Number:
601-111-736 0

D-6

**EXHIBIT "A":
PROJECT SCOPE REPORT**



SCOPE REPORT

**Snohomish County
Financial Management Systems
Replacement Project**

**SFG Technologies Inc.
February 1996**

ACKNOWLEDGMENT

SFG Technologies would like to take the opportunity to thank all of the individuals at Snohomish County who contributed to the Scope Phase Working Session and the preparation of this Scope Report.

1.0 INTRODUCTION

1.1 BACKGROUND

Snohomish County, located in northwest Washington State, was established in 1861. Composed of 2,100 square miles, Snohomish County is positioned with Puget Sound to the west and the Cascade Mountains to the east. Current population is estimated at 500,000+, with growth expected to reach over 556,000 by the year 2000. The City of Everett, location of Snohomish County Administration, is the largest city in the county.

This project is known as the Snohomish County Financial Management System Replacement Project. The existing Financial Management System is a collection of four self-standing systems which run on a Hitachi 8063 main frame. All but the personnel system are VSAM-file based.

The four major system areas within the Snohomish County Financial Systems Replacement Project are:

1. **Payroll**
2. **Human Resources**
3. **Cost Accounting**
4. **General Ledger**

The existing payroll system was purchased in 1978 from Management Sciences America, Inc. The County later discontinued maintenance and modified the programs in-house. The County currently processes a monthly payroll for 5,000 employees in 40+ various governmental entities.

The existing personnel system was furnished by Integral Systems in 1988. Data in this system is stored in a CA-IDMS database.

The financial management information system (FMIS), also known as the 'cost system', was developed in 1979 to replace a manual cost accounting system. The system is a basic project cost system that features a means of distributing labor, labor burden, and other costs to projects.

The financial system used by Snohomish County was acquired from American Management Systems and is known as LGFS. LGFS was installed in 1985. The LGFS core system includes general ledger, budget, accounts payable, and purchasing. Snohomish County also has multiple PC subsystems performing various application functions, which have been written in Smart.

The County prepared and issued a Request for Proposal in March 1995. SFG responded to the request in a Proposal dated May 3, 1995. Based on its subsequent evaluation process, Snohomish County elected to enter into contract negotiations with SFG. SFG's proposal included a suite of applications which provided solutions in the each of the above four areas. SFG also proposed to provide professional services to assist the county to implement the various subsystems.

The objective of this project will be to migrate from the current applications to SFG "Solutions For GovernmentTM" applications in a UNIX "Open Systems" environment on a Hewlett Packard HP-UX 9000 UNIX server. This will include the implementation of the following SFG "Solutions For GovernmentTM", or SFG Business Partner applications:

General Ledger

- General Ledger
- Financial Reporting
- Budget Tracking
- Budget Preparation
- Fixed Assets

Procurement

- Accounts Payable
- Purchasing
- Bids Management

Revenue and Cash Management

- Accounts Receivable
- Cash Collections
- Quantity Billing

Cost Accounting

- Job Costing
- Service Requests/Work Orders
- Equipment
- Project Accounting
- Grant Tracking

Payroll

- Payroll Processing

Human Resources

- File Folders
- Personnel Roster History
- Position Control

The SFG applications proposed are the ClientView version which present a graphic interface for end users to access the applications.

SFG is further proposing a query and reporting tool, IQ, from Intelligent Query, to be implemented to facilitate ad hoc reporting requirements. IQ will allow Snohomish County to develop reports and queries which are specific to Snohomish County's reporting requirements.

Budget Preparation is an SFG Business Partner third party product which is to be provided through contract with SFG. The Sybase relational database software is also to be provided through contract with SFG.

As part of its proposal, SFG recommended a five phase Implementation Methodology:

- Scope
- Fit
- Implementation
- Acceptance
- Follow up.

The contract under negotiation calls for SFG to provide professional services for scope, fit analysis, Focus Group training, and implementation consulting, as well as project Co-ordination of SFG activities for the project. The services to be provided are detailed in the Statement of Work agreed between SFG and the County which is attached as Appendix "A".

Snohomish County project responsibilities include, but are not limited to:

- acquisition and implementation of the hardware platform (HP K9000)
- execution of a separate agreement to acquire and implement an Investment Management application,
- provision of a variety of physical and personnel resources and
- overall project management.

1.2 PROJECT SCOPE OVERVIEW

SFG began work on the project in January 1996, when the first phase of project implementation, the Project Scope phase, was initiated. The Scope phase is an important project planning phase for a major implementation project such as Snohomish County is undertaking. It represents the first major discussion and decision session between the Snohomish County Project Team and SFG. This the Scope Session the Project Team begins to lay out graphically what the prioritized project goals are, how the project will be executed, and what the initial plan of approach, including resources, will require of both parties.

1.2.1 Scope Phase Purpose

The first phase of SFG's Implementation Methodology, the Project Scope, is a project planning phase conducted jointly between SFG and Snohomish County. The goals of the Scope Phase include:

- "Kick off " of the Project between SFG and Snohomish County,
- Involvement/immersion of key county project personnel (DIS, Project, and User personnel) in project planning,
- Generation of a consensus plan that is understood by the Snohomish County/SFG Project Team,
- Clarification and explanation to Snohomish County of the Application "Fit" process,
- Construction of a solid foundation for a team-based approach to the project (building the project team),
- Identification of this project's Critical Success Factors (What is the Snohomish Team counting on for the project to be successful?),
- Exploration of alternative means by which the team can ensure the critical success factors are realized,

- Preparation of the initial Project Plan and Schedule to the level of detail needed for the team to understand the project and get the project under way.

1.2.2 Scope Phase Working Session

A key element in the Scope phase is the Scope Working Session. The Snohomish County Scope Working Session was held on January 10-12, 1996 at the County Court House offices in Everett, Washington. Both SFG and Snohomish County personnel attended the session which was facilitated by SFG.

The purpose of the Working Session was to:

- Discuss project objectives,
- Determine the project organization, including project organization charts and responsibilities,
- Define the project team and the allocation and use of resources,
- Ensure that all the appropriate business subsystems to be analyzed in the Fit Analysis phase are included,
- Agree on the scope and range of the project: what is included and what is excluded from the project and what items require further investigation,
- Explore the relationship of applications being installed with other application subsystems running at the County,
- Explore and develop initial strategies related to such factors as set up, data conversion, training, testing, cut over to live operations, as well as changes in business practices that may be desired,
- Identify constraints and assumptions made by both SFG and Snohomish County,
- Identify and list key assumptions and Critical Success Factors that will have an impact on the project,
- Prepare an initial "story board" (project plan), and develop the initial macro level schedule for the project,
- Develop and document project communication standards, meeting and report standards.

This report, representing the completion of the Project Scope phase, details the results of the Scope Working Session and the required follow activities. The approval of the Scope Report provides SFG and Snohomish County with an important checkpoint in the overall implementation process.

Attendees at the Scope Working session are shown below.

Scope Working Session Attendees

NAME	WITH	ROLE
Ken Johnson	Snohomish County	Accounting Manager
Sue White	Snohomish County	Financial system Analyst
Jane Scott	Snohomish County	Project Accounting/Public Works
Susan Chesney	Snohomish County	Fin. System Analyst/ Finance
Diane Ingram	Snohomish County	Compliance Officer/Public Works
JoAnn Becker	Snohomish County	Purchasing - Finance
Jackie Anderson	Snohomish County	HR Specialist
Sandra Bayne	Snohomish County	Payroll Supervisor
Neil Brimacombe	Snohomish County	Sr. Operations Manager
Dave Hopkins	Snohomish County	DIS - Technical Project Lead
Rance Fretland	Snohomish County	Finance/ AR
Leon Zainwel	Snohomish County	DIS/ System Analyst
Zul Govanni	Snohomish County	DIS/ System Analyst
Greg Morgan	Snohomish County	DIS/ System Analyst
Bob Ramsay	Snohomish County	Accounts Payable
Bryan Brooking	SFG Technologies	Facilitator
Nancy Todd	SFG Technologies	Senior Consultant

2.0 OBJECTIVES

2.1 PROJECT OBJECTIVES

The replacement information system is required to provide assistance to and reduce work loads for operational and administrative arenas within Snohomish County, its Junior Taxing Districts, and the Department of Information Services (DIS). It is expected that the new systems will provide the following benefits:

- Eliminate the need for resources to maintain multiple PC "cost systems"
- Eliminate redundant transaction entry and reduce duplication of effort
- Provide improved control over the payment of county employee leave time
- Provide additional options for employee deductions
- Provide maximum flexibility in data retrieval to meet changing reporting requirements
- Implement payroll systems backup
- Provide timely and reliable job costing
- Provide continued payroll services beyond December 31, 1999
- Facilitate easier preparation of CAFR financial reports
- Enable conformance to Washington State BARS requirements
- Provide ability to more easily track grant revenues and expenditures
- Provide clear and current status on cost accounting and work order projects
- Reduce error rates by keeping entry close to the originator
- Achieve as much of a "paperless environment" as possible
- Reduce hard copy/paper report preparation

- Maintain access to historical data to minimize the need to create archived reports for 'just in case' reporting
- Reduce forms handling
- Achieve a higher level of integration of financial systems
- Eliminate or at least minimize 'shadow systems'
- Increase access to, ownership in, and use of central systems
- Enable easy end user access to the central systems for information retrieval
- Promote end user self-reliance to supplant reliance on others to supply information
- Achieve ease of data portability into desktop tools (PC export) for non-financial end users
- Minimize re-keying of data to create information by end users of data
- Meet multiple audit requirements
- Reduce the effort and improve the timelines of month end closing and reporting
- Decentralize data entry
- Reduce labor costs associated with information preparation and handling
- Provide an infrastructure that enables and facilitates changes in how Snohomish County chooses to do business in the future
- Provide increased access to historical information and exception reporting
- Increase accountability for processes and improve security of information
- Automate the cash collections processes
- Automate the personnel tracking processes
- Reduce paper flows and duplication of efforts throughout the operation with a single database
- Maintain acceptable system response times.

The objective of the project is also to provide a base for various enabling technology projects. By way of example, Snohomish County is considering options such as:

- Direct fax transmission of graphic images, documents such as Purchase Orders, etc.
- Integration of legacy systems e.g. permits in the Building Department
- GIS link to FIS
- Optical imaging in areas, such community development, Payroll, Personnel
- Possible COLD (computer output laser disk) storage
- Possible voice response (IVR) systems for citizen access across departments and internally such as employee access to Payroll/Personnel.

2.2 PROJECT PHASE OBJECTIVES

The County's fiscal year is the same as the calendar year. There is perceived to be significant benefit to Snohomish County from going live on specific applications, including financial applications and payroll processing, on the first of January.

The key project objective is to be live on the following applications **January 1, 1997**:

- General Ledger (GL)
- Budget Tracking (BU)
- Financial Reporting (FR)
- Payroll/Roster History (PA)
- Accounts Payable (AP)
- Purchasing (PO)
- Grant Tracking (GT)
- Project Accounting (PJ)
- HR File Folders (FF)
- Position Control (PC)
- Job Costing (JC)
- Equipment (EQ)

Of the above modules, the HR File Folders is less dependent on a fiscal year implementation. Implementation dates for this module may shift to April 1, 1997, if it becomes apparent that County resources would be better focused on assuring that Payroll and Roster History are implemented for January 1, 1997.

Another key activity will be to verify the pros and cons of bringing up Job Costing and Equipment on January 1, 1997. Delaying the start up of these modules will reduce resource loading in the early stages of the project and reduce the "big bang" system implementation. There is the possibility that any benefit anticipated may be offset by the requirement to provide resources to create temporary "bridging" interfaces. Bridging interfaces are those that may be required to bridge the period in which the existing job costing would need to be interface to the new SFG systems.

The following modules will be implemented in advance of the main modules:

- Accounts Receivable (AR) **July 31, 1996**
- Cash Collections (CC) **July 31, 1996**
- Quantity Billing (QB) **July 31, 1996**

The following modules have a target live date of **April 1, 1997**:

- Service Requests (SR)

- Bid Management (BQ)

The following modules have a target live date of **May 1, 1997**:

- Fixed Assets (FA)
- Budget Preparation (BP)

Additional aspects of bringing these applications into live operation are detailed in Section 4.1.

3.0 SCOPE

This section of the report discusses the scope of the project in terms of which subsystems make up the project, what is included within the scope of the project and what is excluded from the scope of the project. It also documents the "platform" (hardware, networking, operating system and utility software and communications), the interfaces that will be required (internal, external and bridging), and key implementation constraints and assumptions.

Scope issues that were raised during the Scope Working Session are outlined, together with the resulting resolution for those that have already been resolved and may be found in Appendix D.

3.1 SUBSYSTEMS

Figure 3 -1 shows the major modules within the system and the major interfaces that exist. The major processing or functional aspects associated with each application are shown below.

The detailed functional aspects of each of the subsystems are contained in the Product Briefs, the SFG Proposal and the SFG Reference Manuals. The interfaces are discussed in Section 3.3 below.

General Ledger, Financial Reporting
Chart of Accounts Structure
Journal Entries
Subsystem interfaces
Inquiries
Month End / Year End Processing
Reporting
Funding and Interfunding

Budget Tracking
Budget Entry
Controlled Budget JV's
Remaining Balance Inquiry/Reporting
Budget Versions
Budget versus Actual Reporting
Encumbrances

Budget Preparation
GL/Budget Extract
Salaries and Benefits extract
Salary and Benefits forecasting
Budget Preparation packages
Budget Versions
Budget Upload

Fixed Assets
Fixed Asset Master
Depreciation Processing
Inquiry and Reporting Requirements

Accounts Payable
Vendor Master Maintenance
Warrant/Check Forms
Voucher Processing
Encumbrancing
Year End 1099 Reporting
Inquiry and Reporting
Payment Approval and Processing
MBE/WBE Tracking
Discount Processing

Purchasing
Purchase Requisitions
Vendor Master Maintenance
Commodity Tracking
PO Entry and Approval
PO Print
Encumbrancing
PO Adjustments

Bid Management
Bidder Master Maintenance
Bid Preparation
Send Out Bids
Process Responses
Bidder Select
Create PO from Bid

Accounts Receivable, Cash Collections
Customer Master Maintenance
Invoice Entry and Approval
Invoice Processing
Invoice and Statement Forms
Payment Processing
Deposit Processing
Receipt Forms
Inquiry and Reporting

Quantity Billing
Customer Master Maintenance
Rate Table Maintenance
Invoice Entry and Approval
Invoice Processing
Inquiry and Reporting

Investment Management
Review daily Investment Options
Identify Cash available for investments
Select Investment Instruments for Renewal
Process Investments
Report on Investment Activity

Job Costing
Job Cost Master table maintenance
Update from other subsystems
Generate Activity based Reports
Process any necessary adjustments
Process Allocations

Service Requests
Service Request Code Table Set up
Service Request Entry
Service Request tracking
Inquiry and Reporting
Set up standard Tasks

Equipment
Equipment Master Maintenance
Activity/Usage Recording
Record Maintenance Expenditures
Establish Charge categories and rates
Allocate out usage
Generate Activity reports and inquiries

Project Accounting
Project Header Maintenance
Project Reporting

Grant Tracking
Grant Header Set up and Maintenance
Grant Tracking
Pro Forma Invoice

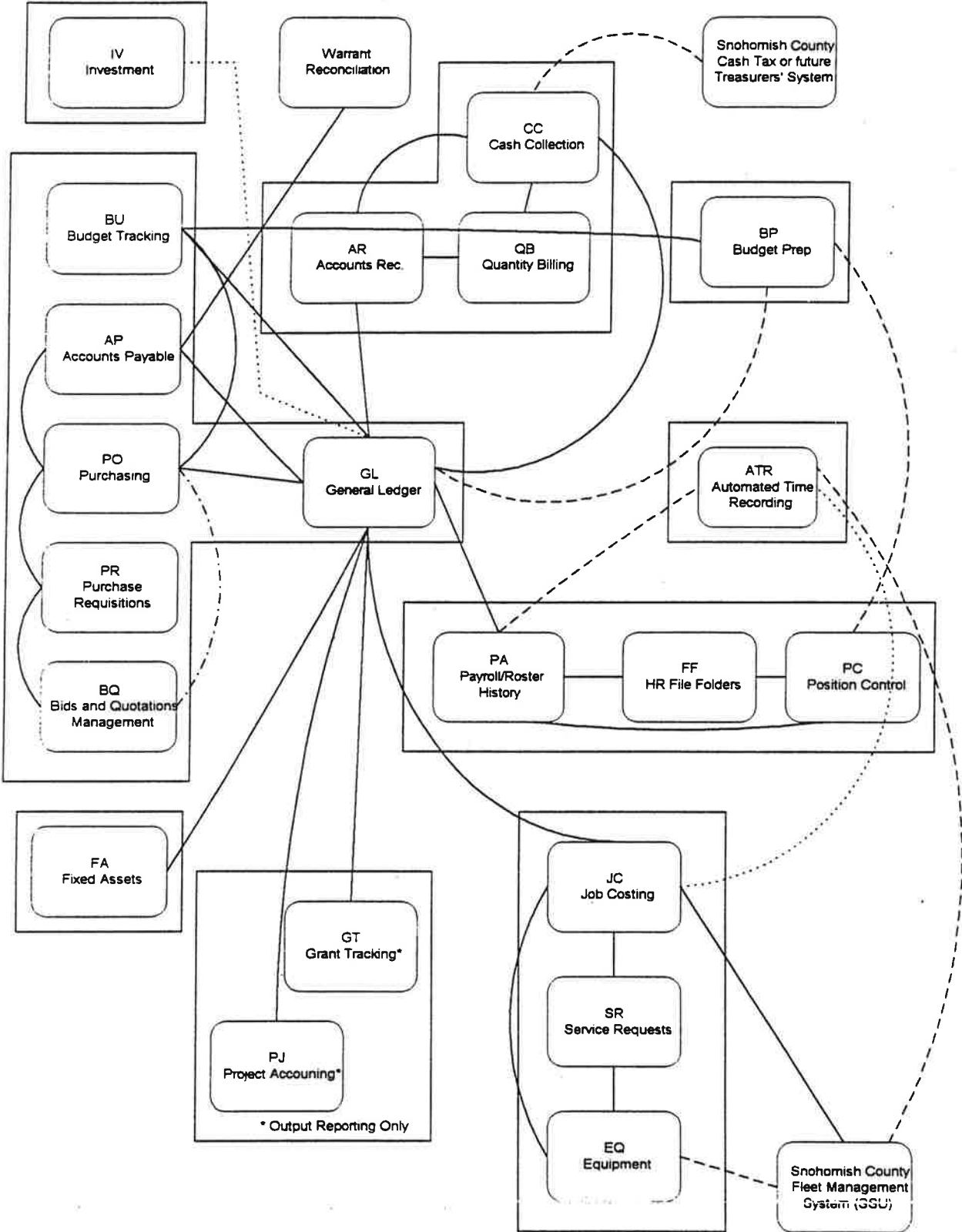
Payroll Processing
Employee Setup
Warrant Form / Direct Deposit Stub
Time Entry and Approval
Earnings / Deductions / Benefits Setup
Time Bank Processing
Check Processing / Direct Deposit
Labor Costing / Benefits Burdening
Year End and W2 Processing
State and Federal Reporting
Inquiry and Reporting

HR - File Folders
File Folder Set up and Maintenance
Personnel Information Entry
Reminder Entry
Employee Inquiry
Inquiry and Reporting

Position Control
Position Control File Set up
Position Maintenance
Inquiry and Reporting
EEO Reporting

HR Roster History
Employee Payroll Interface Set up
File Folder Set up
Effective Dated Changes
Inquiry and Reporting

**Figure 3-1
Subsystems and Interfaces**



3.2 PLATFORM

Snohomish County has a Banyan Vines Ethernet LAN network environment. The County's networking concept is to have a NETWORK FILE SERVER as the backbone for each department to provide office automation functions such as word processing and E-Mail and an APPLICATION FILE SERVER to provide the computer resources for the SFG applications. (An additional Application File Server may be acquired for on-going testing, training and development work.)

The County's Network File Server PC's are replacing existing 3270 terminals and will be used to access the new application system. Snohomish County Department of Information Services (DIS), has installed the NETWORK FILE SERVER including 350 PCs and 25 printers. A detailed diagram of the county's network and floor plans depicting the locations for the county's PCs and printers can be found attached to the RFP.

The proposed overall configuration diagram is shown on Figure 3-2. The County will be acquiring an HP 9000 (model K400 Series) UNIX Server for its Network File Server. The significant hardware, software and networking components are summarized in Table 3 -1 below.

Disk storage shall be sized so as to provide a minimum of three (3) years of records on-line for immediate retrieval. Other financial information retained after three (3) years shall then be transferred to archive files. The archived information will be available for retrieval upon demand with minimal operator intervention.

The Application Software versions are summarized on Table 3-2 below.

**Table 3 - 1
Major Platform Components**

Product	Purpose/Description	Current Version	Go Live Version
Banyan Vines	County-wide Networking	(Requires TCP/IP stack and Snohomish County to provide)	See Notes below
HP-UX	HP UNIX Operating System	10.01	10.01
WISP environment	SFG Runtime Support	3.3.18	3.3.18
AcuCobol	SFG Runtime Support	2.4	2.4
IQ Intelligent Query	Query and Reporting	5.0	5.0
Acu4GL	Relational Database Support	1.1	1.1
ClientView	SFG Windows Application Option	1.3.4	1.3.4
TCP/IP	Supports ClientView	Part of Banyan	See Notes below
Sybase	Database	10	10
SY/MM	SFG System Core and Menu Management	4.1.1	4.1.1
UniQue	Print Queue Manager	3.29	3.29

NOTES:

- For ClientView, the number of concurrent users must be specified. Currently the contract/proposal specifies 200 concurrent users.
- IQ may have a newer product version available at the time of installation.. Contracted pricing is for the version indicated above and may change as a function of IQ pricing for a newer version.
- The County may wish to consider at the purchase of additional system utilities such as:
 - "Unibatch" to manage background job processing for specified SFG job processes
 - IQ Smart Server to manage background job processing for IQ generated jobs/report processes. (SmartServer may be required to support management of Version 5 level products in order to meet the widest possible reporting capabilities.)
- The TCP/IP "stack" currently in use is that provided with the Banyan VINES networking software. Snohomish is currently reviewing alternative options for a broader base of requirements and uses.
- There are some Macintosh PC's in use in various County Departments, such as the Solid Waste Division. ClientView will not run in a MacIntosh environment. These users will require A Keyboard Emulation package on the MacIntosh, and users will have only function key (as opposed to function key and mouse) capabilities.

**Table 3 - 2
Application Software Versions**

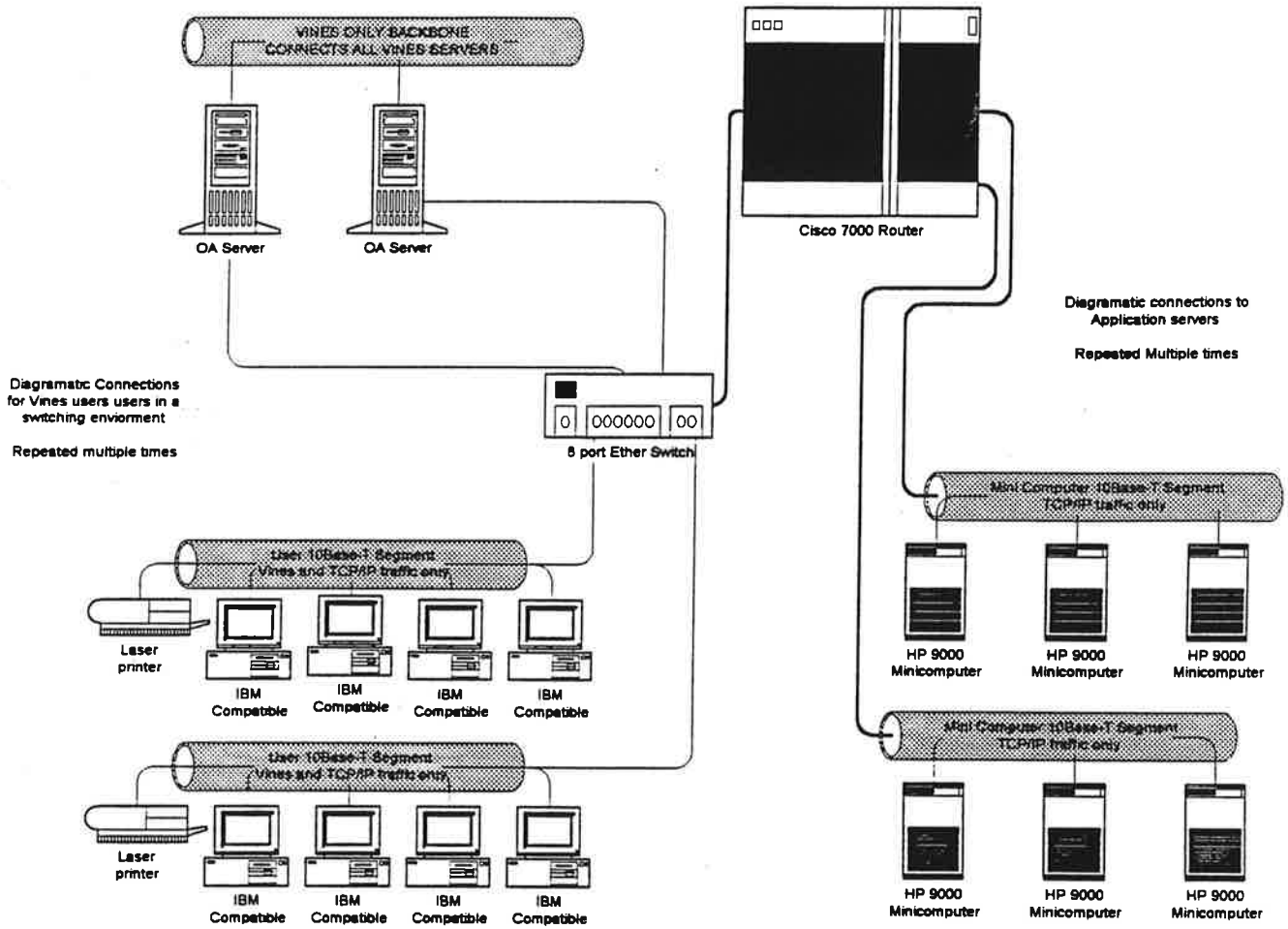
Application	Current Release Level	Higher release level for Go Live (Y/N)	Comments
General Ledger	4.11	No - 4.1x	Then Current Fix Release
Financial Reporting	4.11	No - 4.1x	Then Current Fix Release
Budget Tracking	4.11	Yes -	
Budget Preparation	5.11	Yes	From BTI - interfaced
Fixed Assets	5.00		V5.00 in Development
Accounts Payable	4.11	No	
Purchasing	4.11	No	
Bids Management	4.11	No	
Accounts Receivable	4.11	No	
Cash Collections	4.11	No	
Quantity Billing	4.11	No	
Job Costing	4.11	Yes	
Service Requests	4.11		V5.00 in Development
Equipment	4.11	Yes	
Project Accounting	4.11	Yes	
Grant Tracking	4.11	Yes	
Payroll Processing	4.11	Yes	
HR File Folders	4.11	No	
HR Roster History	4.11	No	

NOTES:

- Where a higher level is not definitely required for Go Live, it is anticipated that the latest fix level and/or would be that used to Cut Over into production.
- Higher than current version levels are required to incorporate the Software Modifications specified in Appendix "C". The specification, final pricing, and delivery dates of these modifications will be determined during the Fit Phase.
- Fixed Assets Version 5 is under development. Snohomish will be one of the initial group of users. This application requires Sybase SQL support.
- The Budget Preparation Application requires Sybase SQL Support

FIGURE 3-2 Snohomish County Network Configuration

SNOHOMISH COUNTY NETWORK DIAGRAMATIC PICTORIAL WITH REPEATED SEGMENTS NOT DRAWN



3.3 INTERFACES

The new system will contain a number of internal and external interfaces as listed below. Interfaces indicate some form of electronic transfer of information on a periodic basis, as distinguished from "on-line " integration for information for look up or retrieval.

3.3.1 Internal Interfaces - Production

After all of the SFG applications have been implemented, internal interfaces will exist in new SFG environment between the following subsystems.

From	To	For
<i>New Subsystems</i>		
General Ledger	Investment Management	Cash and Fund Balances
Investment Management	General Ledger	Investment Transactions
General Ledger	Budget Preparation	Prior Budgets and Actuals
Payroll	Budget Preparation	Employee Compensation, Position Information
Budget Preparation	General Ledger	Budgets
Time Recording	Payroll	Payroll, Job and Equipment utilization information
Time Recording	Fleet?	Maintenance activities
<i>Existing Subsystems</i>		
Fleet/Fleet Inventory	Various SFG subsystems - e.g. General Ledger, Accounts Payable, Purchasing	Various Items including: Equipment Charge Rates Inventory Activity Activity against Jobs Stores Requisitions
Fleet	Fixed Assets	Equipment additions, changes, etc.
Treasurer's Collection System (Tax) also known as Cash Tax	SFG General Ledger	Collection Activity JV's

Notes:

The exact nature of the relationship between Snohomish County's Fleet system and the SFG applications will be determined during Fit. Some comments are as follows:

- Implementation of SFG Inventory module may be required depending on the nature of the overall solution
- SFG Inventory module may be a prerequisite to NIGP implementation
- The primary function of the SFG Equipment module is understood to be not as a replacement to Fleet system, but rather to store information required by SFG Job Cost collection and reporting, such as charge out rates for Fleet/Non-fleet equipment.
 - "Foreign" Interface file specifications exist for the following applications:
 - General Ledger for transactions from non-SFG subsystems
 - Payroll for time entry
 - Accounts Payable for Open Item entry
- Snohomish County may be replacing the existing Tax system in the Treasurer's Department.

3.3.2 Internal Interfaces - Bridging

Bridging interfaces are non-permanent interfaces required between SFG and non-SFG subsystems during a phased implementation. These interfaces could be manual and/or electronic.

From	To	For
AR/CC/QB	Existing GL	Transaction Summary Updates
Existing General Ledger	Investment Management	Cash and Fund Balances
Existing Fixed Assets	SFG General Ledger	

If the File Folder implementation dates is extended beyond January 1, 1997, the development of additional 'bridging' interfaces may be required.

3.3.3 External Interfaces

External interfaces involve the preparation and transfer of data files to entities outside of Snohomish County Administration, such as State agencies. The files may be transferred by some form of telecommunications or by physical transfer on tape or disk. External interfaces can either be "Inbound" or "Outbound". Inbound represent data that

is coming into the County data processing environment, while outbound represents data that is being sent out.

Outbound external interfaces are summarized on Table 3-3 below. Inbound external interfaces are summarized on Table 3-4.

**Table 3 - 3
Outbound External Interfaces**

Application	Interface	To	Format
General Ledger	None		
Financial Reporting	None - County may use download to PC's for CAFR		
Financial Reporting	Schedule 4/5	State Auditor	Diskette
Financial Reporting	DOT Report	State Auditor	???
Budget Tracking	None		
Budget Preparation	None		
Fixed Assets	None		
Accounts Payable	None - may be a future EFT option		
Accounts Payable	1099's	IRS	Tape?
Purchasing	None - may be a future Fax Gateway option		
Bids Management	None - may be a future Fax Gateway option		
Accounts Receivable	Grant Billings	State	???
Cash Collections	None		
Quantity Billing	None		
Job Costing	CRAB Report	State	???
Service Requests	None		
Equipment	None		
Project Accounting	None		
Grant Tracking	None		
Payroll Processing	Names, salaries and hours	State of Washington (State) Retirement Board	
	Unemployment information	State - quarterly	
	Emp. and Dept. No. Retirement Reports	State - annually	
	Payroll Direct Deposit	Bank - twice monthly	
	SSA Report	IRS	Tape?
	Deferred Comp.	PEPSCO - Monthly	???
	W-2	IRS	Tape?
	Tax Deposit	IRS - Monthly	???
HR File Folders			
Position Control	EEO Reports		
HR Roster History	None		

**Table 3 - 4
Inbound External Interfaces**

Application	Interface Data	From	Format
General Ledger	None		
Financial Reporting	None		
Budget Tracking	None		
Budget Preparation	None		
Fixed Assets	None		
Accounts Payable	Warrant issue data for Warrant Reconciliation	School Districts	
Accounts Payable	Warrant Redemption	Bank (SeaFirst)	Tape?
Accounts Payable	Requests for payment	Fairground - Judges and Winners	???
Purchasing	None		
Bids Management	None		
Accounts Receivable	None		
Cash Collections	Collections	Solid Waste	PC File??
Cash Collections	Collections	District Courts	???
Quantity Billing	None		
Job Costing	None		
Service Requests	None		
Equipment	None		
Project Accounting	None		
Grant Tracking	None		
Payroll Processing	Time Entry Data	From Kronos system if implemented	
HR File Folders	None		
Position Control	None		
HR Roster History	None		

3.4 CONSTRAINTS

During the Scope working sessions, a number of project constraints were identified. In addition to the functional requirements, other considerations have system and data processing implications. These considerations, including transaction volumes, represent constraints and/or performance objectives that the resulting overall system needs to meet.

3.4.1 Performance Objectives

These are as follows:

- The system must initially support an 100 concurrent on-line users, and ultimately support a maximum of 350 users.
- The system must be able to handle a significant volume of transactions on a regular basis. Major transactions processed by the system and their volumes are as follows:

Index	1994 Actual	2000 Estimates
Payroll Entities	40+	50
Active Employees	5,000	7,000*
Salary Tables	50	100
Cost Transactions (per month)	70,000	100,000*
AP Transactions (per month)	7,000	10,000
Expenditure budget lines	10,000	10,000
Funds	300	200

Note: *-Estimated without changing current business practices from FMIS.

Transaction rates will increase during certain recurring periods. Processing during the month end closing period when AP warrant processing and payroll processing coincide may represent the peak processing period.

3.4.2 Other Constraints

Other constraints that were raised in the Scope session included:

- The software must be implemented into the existing Banyan based LAN configuration. The implementation of remote "dial-up" users needs to be taken into account.

- County staffing constraints must be considered during the project and appropriate arrangements must be planned.
- Snohomish County intends to install the HP production server as soon as possible. The project implementation schedule in this Report is dependent on the installation of the server in a timely manner.
- If there are long leads times to acquire the hardware and if the county wishes to preserve their targeted cut over date, they may need to make arrangements acquire a "loaner" machine in order for the project to get underway and support their desired implementation schedule.
- Due to the highly integrated nature of the applications, the Chart of Accounts needs to be formalized and approved prior to building some specific data tables in each of the subsystems. The new account numbers must also be established prior to completion of any conversion and interface programming.

3.5 SERVICES

Any systems project is comprised of a set of activities which are together required to move from the current system to the new system (to get from "A to B"). Developing the set of required activities and allocation of resources to those activities is a key project planning and management activity. In addition to the software products that SFG is providing, SFG is also providing various services as part of its contract with Snohomish County. The allocation of activities between SFG and Snohomish County and the details of the Services to be provided by SFG are contained in the Statement of Work in Appendix A and summarized below.

SFG Activities:

- Provide Scope consulting services and work with Snohomish County to prepare a mutually agreed "macro" or high level project plan. This Scope Report represents the result of the Scope activity.
- Work with Snohomish County Project Manager to Co-ordinate and schedule SFG and SFG subcontractor resources and prepare status updates as required to support project management reporting by Snohomish County as discussed in Section 5.3.

- Deliver and install software purchased from SFG. SFG will be responsible for the initial loading of SFG provided software on the server. After the initial software load, the County assumes responsibility for installing new software releases, software fixes and maintaining system housekeeping services such as system backup, etc..
- Provide "Fit" services. SFG will lead "Focus Group" Fit sessions to assist in finalizing the functional specifications of the system. Fit sessions provide for procedural review and initial training in an application. The result of Fit activity and Fit decisions are captured in the Fit Report. Snohomish County Focus Groups are responsible for updating the application implementation strategies following the completion of Fit activity for each application.
- As discussed in the Scope working session, it may be very useful to begin certain activities in advance of the Fit sessions (such as consulting on Chart of Accounts). This may involve working sessions with SFG, SFG/client consultation and/or pre-arranged telephone consultation. This approach may help Snohomish County to keep the project progressing forward to meet the relatively tight implementation schedule. The final determination of which approach is best suited to user needs will take place after Scope Phase completion.
- Deliver application training to the Focus Groups.
- Participate in Snohomish County project planning once the implementation phase is under way. This could take the form of planning related to specific applications or to implementation issues, such as data conversion, or to project management.
- Provide application consulting support during the project, i.e. assistance with application questions, issues, and problems encountered.
- Provide assistance as appropriate during cut over to production.
- Provide acceptance testing support from SFG premises or on-site Snohomish County, as appropriate.

Snohomish County Activities:

Provide overall project management. This will be based on the project plan developed during the Project Scope phase and refined during the Project Fit Phase. Project Management activities are discussed in Section 5.2.

Be responsible for:

- Installing and/or configuring all hardware and software that is not supplied by SFG, including responsibility for setting up communications and networking.
- Planning for data conversion, data conversion, data creation and data quality assurance. This is discussed in Section 4.1.3.
- Preparing test plans, development of test data sets and test scripts. (SFG to provide sample test scripts.)
- Testing for functionality, including individual function, module, systems and acceptance testing. SFG would test any modifications developed for the project under normal "in-house" testing procedures and could use test scripts and data provided by Snohomish County to conduct its testing, if desired. The testing strategy for the project is discussed in Section 4.1.7.
- Ensuring that all issues raised in Fit sessions are fully documented.
- Ensuring that all issues raised during the project are ultimately resolved by the appropriate party.
- Developing training plans and training schedule and the training of end-users (those who have not been Focus Group members and therefore not been trained as part of the SFG Focus Group training). The approach to training is discussed in Section 4.1.4.
- Developing end user training standards and material. SFG can provide its Reference Manuals in soft copy format (Word 2), should the County so desire.
- Providing system cut over and new system administration during the project.
- "Building" the new system, including establishing security appropriate to Snohomish County requirements, establishing end user menus and logons.
- Providing "first line" end user support.
- Developing documentation standards for system administration and operations management manuals and preparation of those manuals. (Section 4.1.5).
- Participating in the Focus Group Review sessions with specific responsibility for documentation of issues and policy/business rule changes (Section 5.2).

- Preparing appropriate project reports for mutual review based on the requirements of the project, e.g. Data Conversion Strategy Report.
- Developing documentation standards for End User Operation Manuals and preparing that documentation (Section 4.1.5).
- Mapping all fields and converting all data to the SFG foreign interface files, or directly into the data tables. SFG is to provide Snohomish County with required data layout information.
- Running the data conversions and verifying the output.
- Providing system administration including back up strategies and implementation for all test data and system files.

3.6 APPLICATION SOFTWARE MODIFICATIONS

The software modifications which have been committed by SFG as part of the contract are summarized in Appendix C. Specifications for these modifications will be reviewed during the Fit Phase.

3.7 PROJECT SCOPE ISSUES

Issues raised during the Scope Working Session have been provided by Snohomish County and are documented in Appendix D. The key issues are summarized on Table 3-5

**Table 3 - 5
Key Issues From Scope Working Session**

Issue	Description
Automated Time Recording	Need to determine if Automated Time recording is within scope/contract or out.
Inventory	County may require SFG Inventory to support certain levels of inventory tracking and Fleet Inventory Interface.
Project Accounting/Grant Tracking	The ability and issues related to conversion of prior fiscal Grant and Project information will need to be assessed.
Fit Facility	Need to determine if more than one Fit facility required.
Training Facility Requirements	Need to determine if more than one Training facility required.
GL History - Archived Records	The approach to handling prior year financial information needs to be resolved - what will happen to archived information - how far back will data conversion be considered - will this be converted to the SFG GL and re-archived?
Job Costing	It has been discussed that the best approach is to bring up Job Costing at the same time as GL and Payroll, etc. The validity of this conclusion needs to be checked.
TCP/IP Support	ClientView requires a TCP/IP networking protocol environment in order to function. The availability of this environment needs to be verified.
Remote User Support	Need to determine an overall approach to support remote end users.
AP Check Reconciliation	An interface will be required to support School District Warrant reconciliation.
Pay Cycle Change	There will be a need to confirm whether or not a change in Pay Cycle will be made in January 1997, and if so, what actions are required.

4.0 PROJECT PLANNING

The Project Scope section of this report dealt with **what** will be encompassed within the project and **what** the resulting system will do and accomplish. This section deals with **how** the project will be carried out. Strategies have been prepared covering a number of key areas of the project; these strategies have been then used to prepare an overall project plan.

Based on the Fit Session Process, this overall plan will be reviewed and refined by Snohomish County and SFG during the Fit Phase. Initial discussions about the various strategies took place in the Scope Group Working Session. Based on these discussions, Snohomish County has developed initial strategies to support system implementation. In considering the various approach strategies, a number of key assumptions and "Critical Success Factors" were also discussed.

4.1 STRATEGIES

Strategies in the following key areas were discussed in the Scope Working Session:

- Platform
- Application implementation, including application specific conversion and testing issues and approaches
- Interfaces
- Data conversion
- Training

- Testing
- Procedures and policies
- Project Communications (with sponsors, end users, employees, suppliers, etc.)

After the close of the Working Session, the various individual functional strategies were prepared by Snohomish County Scope Session participants as shown below:

Each of the strategies shown is included in this section, except Project Communications which is discussed in Section 5.4.

Strategy	Prepared By
BU Strategy	BU FG
GL Strategy	GL FG
AP Strategy	AP FG
PO Strategy	PO FG
BQ Strategy	PO FG
Budget Prep. Strategy	BTI FG
AR/CC/QB Strategy	AR FG
Payroll Strategy	PA FG
HR File Folders Strategy	HR FG
Position Control Strategy	HR FG
JC/EQ/SR Strategy	JC FG
Grant Tracking and Project Accounting Strategy	JC FG
FA Strategy	FA FG
Conversion Strategy	DIS FG
Conversion Program. Listing	DIS FG
Data Set Strategy	DIS FG
Training Strategy	TG FG
Procedures Strategy	SC PM
Communications Strategy	SC PM
Interface Strategy	DIS FG
Interface Listing	DIS FG
Platform Strategy	DIS FG
Security Strategy	SEC FG
Reporting Strategy	REP FG

4.1.1 Platform

A platform strategy looks at the way in which the existing hardware, software and networking configuration will be expanded and upgraded during the course of the project such that at Cut Over the necessary configuration to support production use of the system is in place. There many interim steps that in terms of levels represent important milestones which are on the project critical path. For example, a Fit facility is required in order to conduct the Fit Sessions. The ideal scenario has one workstation per attendee.

Some of the milestones are follows:

- Server installation and DiS access to system
- Fit Facility operational

- Focus Group members able to access system after Fit sessions
- Focus Group Training Facility operational
- Expanded Configuration for simulated production testing operational
- Additional Users (such as Client Leads) able to access system
- Production printers in place for Operational testing
- End User Training facility(s) in place and operational
- Trainees able to access system after training
- Operational Configuration required at Cut Over in place and operational
- Configuration expands as subsequent phases proceed.

Each of these milestones can involve many activities and can involve for example, both physical cabling requirements as well as additional hardware and/or software.

Some of the action items discussed in the Scope Working session and subsequent meetings were:

- Finalize the HP 9000 configuration.
- Obtain financing for the HP 9000.
- Order the HP 9000 hardware and software.
- Determine access requirements for initial County Project Team and FG's.
- Determine printer requirements for Fit sessions.
- Order any PCs required for the FIT Facility.
- Install the SFG software on the HP 9000
- Install PC's in Fit facility prior to the first Fit session.
- Install a printer for Fit sessions if required.
- Provide network access to the HP 9000 for Fit session attendees.
- Determine system access and printer requirements for all County departments.
 - Consider other systems and applications
 - Consider dial-up vs. dedicated circuits
 - Consider on-line capabilities of SFG
- Expand Project Center configuration to accommodate Training sessions.
- Provide system access to the HP 9000 for training session attendees.
- Provide access to the HP 9000 for remote departments.
- Take the inventory of all items upon their arrival.
- Check hardware and software installation.
 - boot from the primary boot
 - boot from the CD-ROM
- Review function of the HP and its peripherals.

- Set up and test Network connection. Update /etc/hosts.
- Customize user's profile.
- Create logical volumes and save them in /scripts/custom_lvm for disaster recovery.
- Set up and test weekly system files backup and recovery.
 - using the 4GB DDS DAT drive.
 - using the autoloader.
- Create alternate boot system.
- Set up and test disaster recovery.
- Determine HP Support ID and coordinate HP Support contract to expire on October 31st.
- Install Sybase.
 - Create user Sybase.
 - Load Sybase
 - Create devices
 - Modify kernel
 - Customize Sybase (sp_configure).
 - Set up and test Sybase backup and recovery.
 - Set up and test Sybase disaster recovery
- Write System Administration documentation

4.1.2 Applications

General Ledger and Financial Reporting

The objective is to be live on the SFG General Ledger system January 1, 1997 including a financial reporting package and inquiry capability in place to roll out to end user departments.

Goals of the General Ledger and Financial Reporting implementation are:

- maintain an account structure that is in conformance with Washington State BARS requirements, yet meets all the end-user's needs for information retrieval and centralized reporting requirements.
- enter data only once, and have it integrated with the other modules.
- track transactions on both the modified accrual or full accrual basis of accounting.
- track GAAP transactions separately from budget (e.g. depreciation, loan payments, etc.)
- track grant revenues and expenditures.
- operate in more than one fiscal period simultaneously.
- charge multiple funds at input, or to bill between funds.

Currently, the Snohomish County account code structure requires the following fields:

- Real Accounts Fund; Balance Sheet Account
- Expenditures Fund; Agency; Organization; Activity; Object
- Revenues Fund; Agency; Organization; Revenue Source

Currently, to meet Washington State BARS requirements we infer the prime digit from the transaction type; for expenditures, the basic account, sub account, element, and sub element is equal to the activity code and object and sub object is inferred from the object class; for revenues, the basic account, sub account, element, and sub element is equal to the revenue source code.

The ability to meet the BARS reporting requirement will taken into account in the design of the SFG GL "background" coding structure.

We currently can view the Snohomish County general ledger on-line at the transaction level of detail. We keep the prior year's detail on-line until approximately August and then it is deleted. Thus the maximum amount of transaction detail on the system is around 18 months. We also have off-line ledgers that are used for reporting, both standard reports and ad hoc. Currently, we have approximately 30,600+ accounts and 650,000 general ledger transactions per year.

The design of the Chart of Accounts will be a key project activity.

A General Ledger Pre-fit and research on account code structure needs to be conducted prior to the G/L Fit session. Included in this strategy are visits with City of Everett and Yakima County, documentation of current account code structure, and discussion of the design and set-up of the "crosswalk" logic to translate the old accounts to their new system equivalent.

As part of the approach a G/L mini Chart of Accounts will be developed. This should contain small sample sets for all account types. (The revenue and expenditure accounts will be done in consultation with the other focus groups, including project and grant information.) Based upon entry of sample set of transactions and those transactions from other subsystems, various tests and sample financial reporting will be conducted. The G/L module will be the first application to have a Fit session. This should occur in the first part of April 1996.

In regard to conversion, the following data and files have set up and/or conversion considerations:

- GL Account Codes and Background Structure
- GL Control Files and Code Tables - e.g. Funds Master
- Opening Balances

- Transaction History.

The General Ledger control tables and code master tables need to be built the first part of May 1996. These will most likely be built by manual entry. Once these tables are built both sets of master tables (LGFS and SFG) will need to be updated as new codes are set up. If they are built as part of building the mini Chart of Accounts, they will be copied to the other data sets.

The remaining conversions will be electronic. The approach proposed will involve the conversion of 1996 opening balances and YTD transactions. These will be converted into a 1996 data set. A year end roll over can be run to then generate the 1997 opening balances. The conversion program for YTD G/L balances needs to be specified by the end of May 1996. (The Year End roll over is "re-runnable" and can be run as new YTD transactions are added.)

The SFG GL foreign file interface will be used to upload the 1996 opening balances and YTD transactions. The Focus Group will decide at what level of detail transactions will be bought across - for example, full detail, or aggregate by account by month.

The other electronic conversion will relate to the Chart of Accounts. If the County is changing COA, design then there will be a definite need to create a "cross walk". If the current account number and the new SFG short code happen to be the same, the crosswalk becomes easier while not necessarily missing out on new system reporting capability enabled by the SFG foreground/background structure.

Note: historical changes that may affect crosswalk such as past changes by State of WA in defining account numbers may affect the conversion of historic data. For example, an account number that may mean something today, may have had a different meaning two years ago.

Project balances need to be entered into the G/L, or Project "Header" in order to use the Project report writer (PJ). This needs to be investigated during the Fit session.

YTD conversion program needs to be running by the beginning of August 1996, in anticipation of testing and running the YTD rollover of 1996 balances the first of January 1997.

The Focus Group will need to resolve how much G/L history data, if any, we are going to convert? This needs to include the following concerns:

- on-line conversion of data,
- archived tape conversions,
- job cost history, and
- level of data to be converted (detail vs. summary).

The following interfaces will need to be specified:

- Treasurer Cash Tax
- Fleet Management
- TRACS Investment Module.

Documentation of policies and procedures will relate to:

- Explanation of account code structure, including short codes
- Inquiry ability
- Journal entry
- Closing procedures.

The Focus Group will resolve whether or not the County will decentralize the creation of journal entries.

The testing strategy is as follows:

- Once the account code structure has been created, a subset of all transaction types will be selected.
- Testing will occur first by individual module, then by inter module to make sure all module integration is working.
- Parallel testing of this subset of transactions will be conducted.
- Will work with the Reporting Focus Group to make sure the Chart of Accounts supports all the necessary reporting requirements.

The G/L Focus Group will attend the GL training after the G/L Fit session. The Focus Group will need to provide training to end-users on the application and policies and procedures listed above. It is estimated that 18 days of end user training will need to be delivered in the November/December 1996 period.

In terms of Cut Over:

- February 1997 will be first month end G/L processing on SFG
- January 1997 first working day will be cut over to the new General Ledger
- 1997 transactions will be input to the SFG system
- 1996 transactions will continue to be input to LGFS. All 1996 year end processing will be conducted on LGFS.

After year end processing is complete, beginning balances that were rolled over on January 2nd to SFG will need to be adjusted. This might be accomplished by bringing the various transactions into a 1996 GL data set and rerunning the Year End (1996 to 1997) roll over to generate revised/updated opening balances.

A G/L Fit report is written following the G/L Fit session. The G/L Focus Group will solicit feedback from key user departments and the other focus groups on several variations of the proposed chart of accounts. This feedback will be used in determining the final creation of the chart of accounts, to be completed by mid June, 1996.

Remote users will require the ability to access the general ledger. A printer strategy will need to be established for all users, including remote sites. Establishment of user privileges will need to be defined.

Budget Tracking

The key project objective is to be live on the new budget tracking module by January, 1997. This will require that approved budgets for 1997 are entered into the SFG system prior to Cut Over. The approved budgets are available by the end of November.

The goals of the implementation of the application are to provide the ability to:

- establish budget appropriations at a higher level than expenditures
- set user defined controls to prevent data entry if conditions such as lack of sufficient budget exist
- look up budget modification transactions on-line

Currently, there are approximately 10,000 budget expenditure lines and 1,700 revenue lines. The level of budget authority is at the object class level.

The approach to the data entry of budget changes (Controlled Budget JV's) will need to be assessed during Fit. Departmental access to this capability will not be provided, at least initially.

Budget Tracking Fit session will follow the G/L Fit session. Budget tracking aspects will be included in the overall GL Fit Report. A Budget Tracking Fit report will be written following the Budget Tracking Fit session.

The following data and files have set up and/or conversion considerations:

- GL Account Codes and Background Structure
- Budget Tracking Control Files
- 1997 Approved Budgets and Budget versions

Budget Tracking uses same Chart of Accounts structure as the GL. One way to populate budget master accounts is to run a actual to budget version creation from the GL.

In mid-December of 1996, 1997 adopted budget amounts will be loaded into the SFG budget tracking module.

Since the Budget Preparation module will not have been used to prepare the 1997 budgets, the mechanism for entering, or uploading the budgets will need to be assessed during Fit. Budgets prepared according to the existing account structure will have to be crosswalked into new Chart of Accounts account numbering system. How this will be handled will be assessed during the Fit process.

In addition, the Focus Group will need to resolve how much budget history data, if any, Snohomish is going to convert. This assumes that Snohomish is going to create the 1998 budget book in BRASS. If that is correct, we need to load history information into BRASS and the issue becomes, do we add budget history to the SFG software as well?

Documentation of policies and procedures will relate to:

- Inquiry ability
- How Budget checking has been implemented and procedures to be followed when issues arise

The testing strategy is as follows:

- Once the account code structure has been created, a subset of all budget transactions will be selected.
- Testing will occur first by individual module, then by inter module to make sure all module integration is working.
- Parallel testing of this subset of transactions will be conducted.
- Will work with the Reporting Focus Group to make sure all the necessary reporting requirements will be met.

The Budget Tracking Focus Group (a subset of the G/L Focus Group) will attend Focus Group training after the Budget Tracking Fit session. The Focus Group will need to provide training to end-users on the policies and procedures listed above.

Cut over for the new SFG budget module will occur on the first working day of January 1997. Any transactions relating to 1997 will be input to the SFG system. Any 1996 transactions will continue to be input to LGFS.

Budget Preparation

The project objective is to use the Budget Preparation application for the Fiscal 1998 budgeting cycle.

The key goals of implementing the Budget Preparation application are to provide the ability to:

- establish budget appropriations at a higher level than expenditures
- create "what if" analyses for a variety of scenarios
- establish multi-year budgeting for capital, grants, and projects
- maintain various versions of the budget through the development stage
- decentralize initial budget request entry
- produce improved budget preparation reporting
- improve the incorporation of position control information, both in the budget preparation process and "downstream" in the position staffing approval process.

Currently, Snohomish County has approximately 9,700 budget lines and 1,100 revenue lines created each budget cycle. These lines are currently being input by the Finance department.

The 1998 budget will be the first budget created in the BTI budget preparation module. The Fit session will be held in October of 1996. A Budget Preparation Fit report will be written following the Budget Preparation Fit session. The GL chart of accounts design will take into account the fact that the BTI Budget Preparation application is being implanted at Snohomish County.

The 1998 budget book will be generated in the BRASS budget module. The resulting approved budgets will be uploaded into the SFG General Ledger through the BRASS to SFG Budget Master interface. Earlier budget versions may also be uploaded. The implementation will include decentralized budget request entry (as distinguished from centralized data entry with decentralized entry phased in at a later date).

The following conversions will need to occur:

- 1996 actual expenditures and revenues into BRASS
- 1997 current modified budget amounts into BRASS
- 1997 six month YTD actual dollar amounts into BRASS
- 1997 Salary and Benefit information from the SFG Payroll application into SBSF.

These conversions will use extract and upload interfaces between the SFG and BTI software. Documentation of policies and procedures will relate to:

- Input ability by departments
- Process and guidelines to be followed
- Inquiry ability.

The testing strategy will be as follows:

- Once the budget structure has been set up in BTI, the GL extracts will be tested on 1996 and YTD 1997 data sets.
- The PA extract from the 1997 PA files will be tested.
- A selection of budget preparation and salary/benefit forecasting transactions will then be made and the upload of the resulting budgets to an SFG test GL will be completed.
- Once the Budget Preparation package has been prepared, it will be tested at the department level with one department, prior to roll out.
- The Budget Preparation Focus Group will work with the Reporting Focus Group to make sure all the necessary reporting requirements will be met.

The Budget Preparation Focus Group will attend training after the Budget Preparation Fit session. The Focus Group will need to provide training to end-users on the policies and procedures listed above. It is estimated that 9 days of end user training will be required.

A Budget Change advisory needs to be sent to all departments in early February of 1997 notifying them of all the 1998 Budget Preparation process changes. The 1998 budget preparation packet will be sent to the departments in May of 1997.

Remote user access and support will be required to enable the transition to budget requests being input by departments. The establishment and maintenance of user privileges needs to be defined.

The PC workstation used will need to be large enough to support the BTI software. The minimum PC requirement is as follows:

- 486
- 16 Mb RAM
- 66 Mhz

Fixed Assets

Although this application will be implemented as part of the third phase of the project, the tentative estimate is to be live on the new Fixed Asset module during March of 1997.

Project goals are to implement a Fixed Assets system that:

- is integrated with the general ledger, and accounts payable/purchasing.
- meets Washington State Audit requirements.

Currently, we have a fixed asset database of inventory items only that is maintained in the property management department. A project is underway to develop a database in accounting that imports the property management database and then adds in land and buildings. Accounting is also establishing a reconciliation procedure of this new database to the general ledger.

The first production use of the software is estimated to be in March of 1997. The following data and files have set up and/or conversion considerations:

- Fixed Asset Master Files
- Control Files
- Asset History
- Valuations

The accounting fixed asset database will need to be loaded into the SFG software. History information will not be converted. Establishing the Control files will involve deciding upon the structure of the various fixed asset "templates" (Land, buildings, equipment, fixtures, etc.)

Documentation of policies and procedures will relate to:

- Purchases, modifications, transfers, and deletions of fixed assets.
- Inquiry ability
- Depreciation and reserve calculations
- File Maintenance
- Reports

The testing strategy is as follows:

- A subset of various types of fixed asset transactions will be input to make sure all module integration is working.
- Depreciation and reserve routines will need to be tested.

The Fixed Asset Focus Group will attend Fit and training in approximately the first part of March, 1997. A Fixed Asset Fit report is written following the Fixed Asset Fit session.

Cut over for the new fixed asset module will occur on a date to be specified later, but approximately in March of 1997. Transactions that have fixed asset impact that occur in the first part of 1997 will have to be input manually to the new SFG system, or as part of the current fixed asset database conversion once the cut over date is determined.

Accounts Payable

The key objective will be to go live on January 1, 1997 with a working Accounts Payable function, replacing the current centralized multiple data entry system with a decentralized single entry operation.

The current accounts payable operation issues approximately 7300 warrants on average per month for 41 county offices and 40+ junior taxing districts. The county warrants originate from approximately 50+ origination points. The current vendor master shared with Purchasing has 5,100+ records. The effect of the SFG program on the volume base is an unknown at this point.

The decentralization of voucher entry will require system access and equipment at all origination points. There will also have to be a centralized location for entry of junior district and other unconnected origination points.

Warrant printing capabilities will be required. An unresolved issue is to where and what equipment will be available at end of 1996. (What changes in warrant form and timing of warrant runs will be based on this issue? Snohomish County currently has an "up/down" warrant format.)

AP Fit sessions will follow the Purchasing Fit sessions in early June 1996 to build on the continuation of the functional work flow associated with the overall procurement cycle.

The following data and files have set up and/or conversion considerations:

- Vendor Purge and clean up
- Vendor Master Files
- Control Files
- Open Vouchers
- Paid Item History
- Issued Check/Warrant Reconciliation
- Open Warrants

A "cut on new/cut off old" approach will be followed for voucher entry in which we will stop entering payables into the old system and start entering them into the new system. Data entry is then shut off in old system and started in the new system- everything that is in old system is paid out. This means that there will be no electronic conversion required for open items.

The first SFG voucher entry will be on first working day January, 1997, for FY 97 vouchers only. The activity for FY 96 will continue until the end of January, 1997 in LGFS. No FY 96 or prior paid item history will be converted into the new system. The form in which this historical data will be ultimately stored is also an unresolved issue at this point. (It is currently stored on Microfiche.) Paid item history will be kept on-line significantly longer than in the current system.

The first SFG warrant run will be January, 1997, with the last LGFS run the final week of January, 1997. The results of the final LGFS AP activity will be converted into the SFG GL. Reconciliation of the reserve for encumbrances and other liability balances to and in LGFS will occur in the first weeks of January, 1997. Since in Warrant processing accounting entries result from the Warrant redemption process, the issue of conversion of open Warrants and Warrant redemption, (as opposed to Check reconciliation) will require consideration during the Fit process.

Warrant and voucher forms design if needed will be completed by end of July/96. Testing will take place in October/96. Orders for these forms will be place by mid October/96 to allow time for stock to be on hand prior to December/96.

The Vendor Master, in a joint effort with the Purchase Focus Group, will be ready for coding in August/96 and in a working condition by end September/96. Master file maintenance from that point to cut-over will be dual in both old and new systems. For the vendor master conversion, a manual "top up" to populate SFG fields not in current system may be required. This will be assessed during Fit.

The FY 96 vendor 1099's will be prepared in January, 1997 and February, 1997 using the old system. (Note that there are separate vendor codes for junior taxing districts for which the IRS requires separate reporting.)

The Port/Hospital/School warrant interface will be specified in June/96 and coded in July/96. The last warrant reconciliation in the old system will be in late December/96. The first warrant reconciliation in the new system will be in early January/97. A possible voucher interface with the FMS system will be reviewed by July/96.

AP procedures will be drafted starting in July/96 and will be finalized by the end of September/96. Due to the commonalty of the work flow, much of the testing will be jointly Co-ordinated with the Purchase Focus Group. A mini-County data set will be installed in July/96 for transaction testing. Full cycle testing in which selected

transactions will be entered through both the current and new systems will begin in early October/96 and be completed by the end of that month. The AP procedures will also be tested and these Procedures will be used in training.

The new AP warrant forms will be tested in a simulated production environment early December/96.

Focus Group training will be in June/96. End user training will begin the first week of November/96 and will be complete by the last week of December/96. The Focus Groups will either train end users and/or train "Client Leads" who will in turn train the End Users.

The AP Fit report will be completed in July/96. A written communication detailing all changes in the AP operation, the cut off and start up dates will be sent to all affected departments and staff in November/96. Vendors may also be advised of changes, if appropriate, prior to Cut Over. The Focus Group will remain cognizant of the possible need to advise staff of any major change decisions that might effect their planning prior to the November/96 communication.

Purchasing

The key project objective will be to Go Live with purchasing, including on line purchase requisition entry, on January 1, 1997.

Goals for the implementation of the Purchasing application will be to provide the ability to:

- enter data once and have it integrated with other modules
- encumber funds prior to making purchase
- update and maintain master vendor table in central location (i.e. Purchasing)
- track requisitions and purchase orders status and history
- assign proper authorization/security for transactions, reporting, and reviewing
- maintain current response time to departments for assigning PO numbers
- allow Central Purchasing Buyers (CPB), or Purchasing Manager (PM) to manually assign PO numbers as needed.

Currently, two separate vendor tables are utilized - the Vendor Table (VT) in AMS/LGFS and the Vendor Reference Table (VRT) in Microsoft Access (database). The VT is utilized by both AP and Purchasing, whereas the VRT is only utilized by Purchasing. The VT contains approximately 5,100 vendors and the VRT contains approximately 1,000 (additional) vendors with multiple commodity assignments.

Departments have the authority to make purchases of \$500 or less (excluding tax) without a PO. Purchases over \$500 in value (excluding tax) require a PO (some exceptions). Purchases over \$500 in value also require CPB/PM approval.

Currently, many departments call purchasing for a PO number and then call and place their order with the vendor. A requisition is then completed by the department and submitted to Purchasing for entry into LGFS encumbering the necessary funds. A confirming PO is sent to the vendor, a copy filed in purchasing, and two copies sent to the using department/division.

When the department receives the goods/services, one of these copies is used as a receiving report and is attached to the payment voucher along with the invoice. Payment is made by the using department/division and processed by Accounts Payable (AP).

A key Focus Group activity will be to define and create a mini sample data set for testing. The Focus Group will work closely with the AP Focus Group regarding vendor master table and PO requirements (including bid related PO's to insure accurate price is paid). The group will review PO form and have a final design by the end of June. The Focus Group will also review and implement NIGP commodity codes in current vendor reference table in order to assist in the conversion to the SFG Vendor/Commodity XREF table.

There will be a need to insure remote user access, establish a printer strategy and establish a user authorization strategy.

The following data and files have set up and/or conversion considerations:

- Vendor Purge and clean up
- Vendor Master Files
- Control Files
- Open PO's
- PO History
- Open Requisitions

There will be no conversion of existing data for history of purchase orders or requisitions. There will be a few multi-year open PO's (less than 25) that will be manually entered into the new system. Any other open PO's at cut over will be closed out and re-entered into the SFG system. A similar process currently takes place on an annual basis at year end. The key difference in this case will be the need to prepare these PO's for re-entry according to the new account numbers, etc. The new System will need capability to accept previous PO numbers (i.e. 9400003, 9600001, etc.)

The Vendor master table (used by Purchasing and Accounts Payable) will be electronically converted by the end of November and then manually updated until actual implementation January 1997. It is anticipated that the conversion specifications will be completed by mid June, the vendor master table coded by first of August, and

testing completed by mid September. This work will be done in conjunction with the Accounts Payable Focus Group.

Vendor Reference/Commodity tables also need to be converted. It is anticipated that we will manually update the Snohomish County Access database with the NIGP codes prior to conversion to SFG. NIGP file set up needs to be completed by early August and the Vendor-NIGP XREF built by early October. The final NIGP code conversion to SFG would be done in late December. (NIGP Code Conversion to current Access database would be done by late June.) The actual approach to the conversion and/or creation of this XREF table will be assessed during the Fit.

There is no Purchase Requisition history to be converted and a simple "Cut On" strategy will be followed in which new requisitions are entered into the new system by the departments beginning 1/2/97. Hard copies of requisitions will be accepted and processed by Purchasing, if needed, until mid February.

There are no known Interface requirements at this time.

First draft of proposed SFG procedures shall be completed by the end of July with a final draft completed by mid September.

PO mini sample data set shall be established by early July and testing conducted with representative transactions to verify the application set up. Integration and full cycle testing with parallel batches shall begin in early October with final testing completed by late October. Control files that are set up as part of the set up of the mini sample data set will be copied to other data sets as required. The New PO form shall be tested to printer(s) in a simulated production environment in late November.

The Purchase Requisition and Purchase Order module Fit session will be held in mid May, 1996. The PO Focus Group will be trained in mid June. End users shall be trained by December 1 by members of the Focus Groups, or by Client leads who have been trained by the Focus Group. Access to a "play" data set will be provided for student practice after training. An additional training package shall be prepared and issued in mid November to those departments requiring open PO's (actually PO's for on going multi-year projects - i.e. PW/CC, PARKS, FAIR, etc.).

There may be communication with vendors prior to the PO Fit regarding various items and processes (e.g., prompt payment discount, sales tax rate, commodities, 1099's, etc.) There may also be communication with vendors in mid November, or with the new PO's sent out in January (i.e. changes to PO form, prompt payment discount procedures, etc.). The PO Fit report will be completed by late June.

Bids Management

The key project objective is to be live April 1, 1997 with bids and quotations capabilities.

Goals of the implementation of the application are to provide the ability to:

- enter data once and have it integrated with other modules
- insure fund availability prior to bidding
- automate bid/quotation functions
- facilitate purchasing staff to access project information and status
- search for vendors by commodity
- facilitate departments ability to retrieve annual contract pricing and enter data onto requisition
- track annual contracts and expiration dates
- provide project history.

Currently, bids are typed from templates in Microsoft Word. The selection of vendors for bids is from the Vendor Reference Table (VRT), a database in Microsoft Access. Another Smart database allows us to assign and track projects (informal and formal bids, SS, emergencies, RFQ, RFP, RFI, etc.)

Departments currently submit a requisition to Purchasing along with technical specifications for their purchase over \$2,500 (excluding sales tax). A central Purchasing buyer (CPB) prepares and issues the bid to multiple vendors. All bids are received in Purchasing.

Review is made by the CPB and a copy of the low bid is sent to the department for review. When department review is completed, award is made by the:

- CPB for purchases of \$5,000 or under
- Purchasing Manager for purchases between \$5,001 and \$250,000
- County Council for purchases over \$250,000.
- If the requirement/project is an annual contract, public work, or over \$25,000 in value, an award letter is issued by Purchasing.

A PO is then issued unless:

- contract documents are required, or
- the contract is for materials on an "as needed" basis.

If contract documents are required, additional tracking capability may be required. If the contract is an "as needed" requirement, award information should be accessible to the using department (and possibly others), Purchasing, and Accounts Payable.

The BQ Fit session will be held in mid-May, 1996 along with the PO Fit session. A Fit report will be included in the PO Fit report. The Bid package format will be completed by end of February.

The following data and files have set up and/or conversion considerations:

- Bidder Master Files
- Control Files
- Open Bids
- Bidder/Commodity Cross Reference

The Bidder master file will be created electronically through data conversion together with the Vendor cross reference to commodity information. Some use may be made of the data already converted for the PO application. Past project history does not need to be converted. Annual contracts may need to be manually converted (or data entered). A simple "Cut On" approach will be followed in which new bids will be handled in the new system at Cut Over. Existing open bids will be handled through to completion of the bid process in the same manner as they were handled during the January - March period.

There are no known Interfaces at this time. The Focus Group will look at integration with various desktop tools, such as word processing during the Fit process.

The first draft of procedures will be done by early February, 1997. The final draft will be completed in early March.

For Testing purposes a small sample set data will be built and a representative set of Bids passed through it. In preparation for Cut Over, selected bids will be passed through both the current process and via the new system.

Training for users (Purchasing staff only) will be done in early January, 1997.

Cut Over is targeted for April 1, 1997.

The BQ Fit report will be completed in February 1997. Communication to user departments regarding change of procedures will be done prior to Cut Over, as appropriate. Possible communication to vendors regarding change of procedures or forms will also be considered.

Accounts Receivable, Cash Collections and Quantity Billing

The key projective is to be live on June 30 1996. This includes having A/R, QB, and CC on line by June for posting, invoicing, and remittance, and journalizing of A/R to LGFS G/L.

The Platform will need to support:

- Remote user ability for inquiry to A/R
- Remote user ability for invoicing
- Remote user ability for cash collection

A/R, QB, and CC Pre-fit need to be completed prior to the FIT session for A/R, QB and CC. A "Shadow GL" will need to be setup and users will need to be setup for A/R, QB and CC access. A Fit Report will be prepared after the Fit Sessions.

The following data and files have set up and/or conversion considerations:

- Customer Master Files
- Control Files
- Open Items

No conversions are proposed. A/R will be created when new accounts are initiated and any old balances will be journal vouchered in. The same customer master is used for both AR and QB. Customers will be entered the first time that are invoiced - this could be different for QB at the Airport and the possibility of the Customer data base being converted may be looked at. Open item history will not be an issue, in general. Any existing open receivables will be "wound out" in the existing system. History maybe required in the case of Quantity, but this will be assessed during the Fit process.

Interface considerations include:

- Interface needed to existing G/L
- PDS
- Treasurer's investment and tax applications?

Forms will include:

- invoice form,
- cash receipt, and
- follow up, or collection letter.

The Collection Letter may require work on the part of DIS to fully implement it in terms of merging with PC-based word processing. Since there are multiple locations with different information required by different 'customers' there may be different forms requirements by location where there is concern over invoice content. For example, billings go from Airport for rental, garbage collections, etc. and these look very different than invoices generated from other departments. The Fit process will be used to look at these differing requirements and needs.

Documentation of policies and procedures will relate to:

- Quantity Billing
- A/R posting
- Cash receipt
- Reporting Inquiry ability
- Journal entry
- Closing Procedures

In particular cash handling policy issues may need to be changed. Investigation of this aspect is anticipated to commence prior to the Fit Session. Issues associated with decentralized cash collections will be looked at.

In terms of testing a small sample set approach will be used. This will involve:

- Mini setup and test of A/R, CC, QB
- Form test

It is planned to have a complete cycle from invoice run, posting, and payment receipts, through to J.V.s to LGFS. Reports will be run to reconcile A/R to LGFS

The A/R Focus Group will attend training. End user training will be conducted by Focus Group members before module is put into live operation.

Job Costing, Service Requests and Equipment

The key project objective is to go live on the Job Cost module:

- Department of Public Works and other selected departments January 1, 1997
- Remaining departments between April - September, 1997.

In addition the objective is to ensure that Service Requests goes live in April 1997. If the roll out through all departments is not accomplished at the January 1, 1997 cut over, there may need be "bridging" issues that need to be taken into account.

Goals of the implementation of the application are to:

- provide project managers with year-to-date and life-to-date costs at the task and task group for current and multi-year projects
- provide program managers with performance based information such units and the unit cost per task, the employee hours per unit for each task
- assure that the job cost module ties to the general ledger controls where required by law, good management practices, or the desires of Snohomish County's management for the full integration of the Fleet Management System (FMS) to the appropriate SFG modules

- provide both project and non-project expenditures at a higher level of detail for funds/organizations than is available in the current General Ledger
- provide reasonable assurance that billable activity can be easily identified and automatically billed
- provide reasonable assurance that legally mandated, as well as informal management budgets, can be applied at various levels i.e., project, project task group, project task, non project expenditure at task group and sub organization level
- provide the ability to allocate indirect costs to benefiting organizations and/or billable activities based on allocation bases both within, or outside of the formal budget depending on the organization's desire
- provide interested parties with on line inquiry and query capability on project expenditure status by task and character of expenditure as expenditures are incurred
- provide the ability to integrate project expenditures with related sources of funding
- provide necessary interfaces with the Fleet Management System to provide for the timely and accurate two way exchange of information needed by each system to function properly

Public Works alone has in the neighborhood of 600 projects, of which approximately 75 carry over from year to year. Projects include construction activities, maintenance projects and billable projects. The County's construction program has a 1996 budget of \$50 million. Approximately 70 employees are involved in the direct management of projects. The County's existing FMIS has approximately 25,000 unique data elements comprising of division/section/functions, projects and objects. There were approximately 280 grants active at the end of 1994.

An important part of the implementation will be a Pre-Fit session and involvement with the with General Ledger Fit process. The data elements that will be required by the job cost system should be known by the time the chart of accounts is established to provide assurance that the chart of accounts will not have to be revised in light of the job cost modules needs, (since the chart of accounts design will have to be formulated before then.)

The Department of Public Works is the only department with an existing formal project cost system - FMIS. The following conversion methodology assumes that the departments, with the exception of Public Works would make an election in April, 1996 to go live on the new Job Cost module at the beginning of fiscal 1997 concurrently with Public Works.

The departments other than Public Works that elect to use the Job Cost module would have to provide the following information to Focus Group by the middle of March, 1996:

- a general description of the financial information they would like to track,
- a definition of the data elements they would want tracked i.e.: cases, buildings, parks, tasks, construction projects, etc.,
- a copy of any PC based tracking system they are currently using to track this information, and
- a time based plan to provide the resources necessary to update the master tables and to convert transactions history or opening balances.

The Job Cost master tables necessary to initialize the new system would be manually entered in September, 1996. The master tables would be reviewed periodically thereafter and updated for any subsequent additions, modifications and deletions. A final review of them would take place in December, 1996. *No master tables exist for the Grant Accounting and Project Accounting; they are a integral part of the General Ledger structure and would be developed in concert with the rest of the General Ledger master files. There are however, "header" records for each project and each grant, It is anticipated that these records for each active grant and project would be entered manually by the Focus Group.*

The proposed plan would be that Public Works expenditure and budget information relating to uncompleted multi-year projects from this system will have to be entered into the Job Cost and General Ledger modules at a detailed level sufficient to provide expenditure and related budget information at task, task group and object levels. Since there are approximately 75 projects with approximately 40 tasks/objects each, uncompleted project balances should be manually pulled off of the final reconciled 1996 FMIS Project Report, converted into General Ledger module chart of accounts and entered into the GL through the SFG's Foreign Interface File capability.

The viability and feasibility of this approach will require careful assessment and work will be done in advance of the Fit in order to assist in this assessment. Care will have to be taken to have a clean cut over to prevent transactions from being double counted, once before the conversion and then again in the new system. Any late 1996 adjustments to those projects occurring after the conversion will have to be treated similarly to original entry. These project initiation transactions cannot be allowed to enter the new system's general ledger. The reconciled FMIS Project Report should be ready in the late February, 1997 - early March, 1997 time frame; the open multi-year projects would then be selected, converted to the Job Cost module in April, 1997. (All 1997 data would be entered into the new system).

The other departments who have selected to go live simultaneously on January 1, 1997 would convert their transactions or carry forward balances in manner similar to Public Works unless they didn't have any carry forward project balances, or have elected not to initialize project balances. For those departments who have selected to go live later than January 1, 1997, it may be necessary to provide year-to-date balances as well as prior year balances.

The Project Accounting and Grants Reporting are inextricably tied to the SFG General Ledger. During the Fit Analysis, decisions will have to be made on how to merge pre-1997 grant and project histories with current year information for ongoing grants and projects will be accomplished; using the Job Cost module, reporting from two systems, merging data streams on a PC, etc.? This may require finding out the particular requirements of the granting agencies and/or the State Examiner.

There are no formal existing work order or equipment tracking systems outside of Fleet Management. During the Fit process it will have to be determined if there are any informal systems with histories in departments such as Parks, the Airport, Information Services and Corrections. To the extent that they exist, data will have to be developed and entered manually into these modules in the September-October, 1996 time frame.

The SFG Equipment master is required in order to support the equipment charge rates required by Job Costing. This master file will be "populated" from the FMS equipment by electronic conversion. Other equipment required for charge out purposes may need to be added (manually or electronically). File maintenance on an ongoing basis between FMS and the SFG equipment master will be an issue that needs to be considered during Fit.

Cut over for Job Cost, Project Accounting and Grants Accounting and for Public Works and the other elective departments would be at the beginning of Fiscal 1997. This would mean that expenditures relating to that fiscal year would be entered into the new system. Since the carry forward balances for Public Works multi-year projects are not available until March, 1997 life-to-date Job Cost module information on those projects won't be available until then. Public Works pre-1996 project costs will have to be tracked in FMIS until cut-over. The construction costs in LGFS will have to be reconciled to FMIS construction and reimbursable projects to provide assurances that the carry forward balances on multi-year projects are accurate.

The cut over date for the remainder of the elective departments will be known in April, 1996. In those instances where beginning of the year cut overs are not feasible, it may be necessary to track project or task expenditure from the beginning of the year on PC's if there are not current manual or automated systems currently collecting the data. Conversion of year-to-date transactions or balances from these systems would be assessed during Fit, or Pre-Fit.

The temporary or permanent interfaces to the Fleet Management System would have to be constructed, tested and operational prior to Public Works going live on the Job Cost module. The transactions' exchange is too great between the systems to bridge the two with manual development of the transactions.

It is not currently contemplated that any of the systems would be run in a parallel mode. FMIS and the other PC based cost tracking systems would not be used after the cut-overs by departments.

Testing for the Project Accounting and Grant Accounting should occur concurrently with that of the General Ledger module.

It is currently contemplated that the following prerequisites will have to be completed to allow for Job Cost module testing to take place:

Activity	Date Finished
Development of Mini-Sample Set	End of June, 1996
Focus Team Training	June, 1996
Development and Set Up of Master Tables	September, 1996
Temporary/Permanent Bridge to Fleet Management	November, 1996

Limited functionality testing can begin as soon as the sample data sets are developed, or pulled from existing data sources and the Focus Group training has occurred in July, 1996. Full functionality testing cannot begin until the temporary or permanent interfaces with Fleet Management is in place. The interfaces at this point have not been scheduled; they need to be in place by September, 1996, in order to test the system's functionality and make the necessary adjustments before November, 1996, inter module testing, and going live at the beginning of fiscal year 1997.

At this point, due to the anticipated differences between the old and the new cost systems and the lack of integrity in the old system, it is not felt that running parallel is cost effective. The assurance that the Job Cost module is operating properly can be established by monitoring the data sets entered in the system against selected expenditure information in the general ledger for known relationships. The integrity of the non-financial information should be tested on a sampling basis against known results or existing results.

The Fleet Management temporary or permanent interface will have to be established to provide for the following existing data flows:

To Fleet Management from FMIS-Direct

- hourly vehicle usage from Public Works time sheets (includes FMIS expenditure codes)
- coding table updates (manually updated) to validate FMIS expenditure and project codes for automated data transfer of equipment usage billings and inventory withdrawals
- use of labor distribution module to distribute Fleet Management employee time to the Fleet Management System

To FMIS from Fleet Management - Direct

- FMIS hourly vehicle usage in dollars by FMIS expenditure/project codes

To FMIS from Fleet Management-Via LGFS General Ledger/Accounts Payable

- monthly billed equipment
- reimbursable work orders

To Fleet Management from FMIS - Via LGFS General Ledger/Accounts Payable

- reimbursable projects

A strategy to link the remote locations to this system needs to be developed by the time the extensive testing of this system begins in August, 1996. Road Maintenance utilizes the existing system extensive for input, inquire, query and reporting. This means that hardware and transmission decisions need to be made by late May, 1996. These decisions need to be shared with the people they are going to affect, and alternative approaches need to be developed for those sites that do not have access.

Policies and procedures will have formulated on the who, what, where, when and how-relating to the following subjects:

- the input of source documents
- security and access
- maintenance of master tables.

Job Cost/Project Accounting/Grants/Service Requests/Equipment policies and procedures need to be final prior to end user training therefore they need to be drafted by September, 1996 and completed the following month.

The Focus Group will need to have a thorough understanding of the potentials of the modules before the Job/Cost/Project Accounting/Grant/Service Requests/Equipment modules review and design (Fit analysis) occurs in the March-May 1996 time frame. The same group will need to be trained on the particulars of the system in June, 1996 before the mini-sample testing begins in September 1996.

The Focus Group will have to develop a training plan in concert with the overall training plan that will at minimum:

- determine who needs to be trained in what aspects of the Job Cost/Project Accounting/Crants/Service Requests/Equipment modules.

- determine how to distribute the training workload to members of the Focus Group equitably
- set up a specific schedule to have the bulk of the heavy users of the Job Cost module trained by the end of November, 1996 and for the rest of the modules in by the end of December 1996

Payroll Processing

The key project goal is to be live on the new payroll system January 1, 1997.

The major goals for the implementation of the application are to:

- For "inside" employees, convert to a lagged pay date,
 - move the current draw disbursement from the 15th of the month to the 25th
 - move the current month end disbursement from the 31st, to the 10th of the following month.
- implement direct deposit three months after the January 1, 1997, go live date.
- decentralize time entry to the departments with the possibility of collecting data via electronic input devices.
- implement a savings bond program at a later phase.

In terms of converting to a lagged pay date, the current preference is to leave the "outside" districts as is. The conversion for inside employees has been logged an important Issue Paper.

There are currently:

- 2,088 regular budgeted employees
- 500 - 700 seasonal and extra help employees
- Monthly pay cycle, with an optional draw
- 30 union bargaining units, 9 non-represented units
- 2,500 Junior Tax District employees

The following data and files have set up and/or conversion considerations:

- Employee Master Files
- Employee Deduction Files
- Control Files
- Time and Leave Bank Balances
- FLSA entries (year end).

The employee master files for all "inside" employees will be transferred electronically from the Human Resource data base and the Benefits data base. The employee master files for all "Junior Tax District" employees will be transferred electronically from the existing Payroll data base. This is scheduled to be done in August of 1996.

Prior to the full conversion of the master file,

- first conversion testing will take place in April,
- second conversion testing in June,
- final conversion testing in July.

The leave accrual hours from the existing system at the end of the 1996 calendar year will be transferred electronically to the new system at Cut Over. W2's for 1996, will be issued from the existing system.

All tax tables and entity control tables will be manually converted. No prior year history, including 1996, will be required for conversion purposes. While history is very important, it will be accessed via the old system or on microfiche rather than converting it. In future the County would like to hold 2 - 3 years on line; the old system will be around for 6 MOs following cut over for inquiries into history, but not forever.

The January 1997 draw will be the first pay cycle processed on the new system. The draw warrants will be dated January 24th, because the lagged date of 25th is a Saturday. The January month end payroll will be processed with actual time transactions through the 31st of the month, and paid on February 10th. If time is collected daily, time entry could take place immediately after the old system conversion takes place the first week of January 1997.

Leave balances will be transferred from the old system immediately after closing the 1996 files. The level of effort required to transfer beginning leave balances and the time sheet data will be assessed during the implementation process to ensure that sufficient resources are available to do the required data entry in the time frames required for the first payroll processed in the new system.

Year End processing will be conducted on the current system and W-2 reporting will be done in the current system. This will require the current system to remain operational through at least the first week in January 1997.

Cut Over will be done on a centralized basis. Decentralization of time sheet entry will take place immediately with the new system, beginning the second week of January 1997.

The testing strategy proposed is as follows:

- Once the employee master has been created, a subset of employees representative of different scenarios will be selected. Pay modeling will then be conducted for these employees in order to validate basic set up options. Subsets for both the "inside" employees and the "Junior Tax District" employees will be required. Sample set testing will take place in June and July 1996.
- When ready, one or more partial parallel runs will be conducted, with time sheet balances keyed in. Results from the two systems will be compared.
- Once comfortable with the payroll processing provided by the new system under test conditions of several small subsets, the set up will be changed and trial processing of a complete full blown parallel run will be conducted in October of 1996. A second full blown parallel run will be conducted in November of 1996.
- In December of 1996, a Cost of Living Adjustment test will need to be conducted which will model the COLA increases effective January 1, 1997.
- Time sheet formats will be revised as appropriate and "tested" during the parallel run testing.

The following interfaces will need to be established:

- Pepsco
- US Savings Bonds
- Automated Time Recording

The following programs need to be reviewed for determination of conversion requirements:

- WA State Retirement Plans, LEOFF & PERS
- Snohomish County Leave Accrual Program
- Benefit Liability Posting Program
- COLA Compute Program

There are no special platform requirements. However, a transition to decentralized time sheet entry will require remote workstations and workstation access.

In addition, it is important that the actual printer designated for payroll warrant stub printing be acquired early enough for testing prior to Cut Over. A change in the current format is planned - most likely to an "up/down" format. Forms testing will take place in November 1996.

Primary documentation of policies and procedures will relate to:

- The change to "lagged" pay dates. (This must be approved no later than 7/96.)
- Time sheet entry at the daily detail, rather than monthly detail.
- Decentralized time entry at the department level.
- Implementation of direct deposit, including the selection and contract with an originating bank.
- Determination of level of services to JTD, with possible interlocal agreements.
- Phased in implementation of US savings bonds
- Phased in implementation of Automated Time Collection.

The Payroll Focus group will include all employees who require in depth knowledge of the application. Two payroll focus groups will be formed:

- several key "inside" payroll clerks
- payroll Focus Group with several key "Junior Tax District" payroll clerks.

Human Resources will participate in the "inside" payroll Focus Group and Accounts Payable will participate in the "Junior Tax District" payroll Focus Group. Focus group training will take place in June.

Employee advisories will be distributed to each employee in November, which will clearly communicate the changes in pay policy.

In terms of sequencing the Payroll software review, two Fit sessions will be conducted in May 1996, after the G/L Fit session. Payroll Fit session #1 will be held the first part of May and Payroll Fit session #2 will be held the second part of May. The Fit report will be completed in June 1996.

While the County is not planning to go live with direct deposit, it will likely stage this in after a couple of months to minimize change on employees. (The County Focus Group will resolve whether or not direct deposit be voluntary or required - most likely voluntary - some employees don't have a bank account.) Validation testing will take place at least two months prior to going live.

HR File Folders

The key project objective is to go live on the new Human Resources system January 1, 1997.

The Goals of implementing the application are to:

- Eliminate duplicated processes in all departments involving HR information.
- Provide access to authorized personnel across county.
- Develop/maintain authorization processes for personnel actions.

Currently, there are:

- around 2100 regular and 200 temporary employees.
- 39 different bargaining unit categories (includes 9 non-union categories).

Various PC-based and manual programs/record keeping systems are being used in the HR department and all other departments across county. General employee data is maintained in the ISI system, Employee Data Base.

The following data and files have set up and/or conversion considerations:

- Human Resources File Folder Setup
- Employee History for File Folders
- Security and access

A lot of the data for use in the file folders will come from the ISI Employee Data Base and will be converted to the Employee Master File during the Payroll conversion.

The Employee Master File conversion is scheduled to begin in April 1996 with a final run at the end the year to be ready for the 1/1/97 go live date. The conversion of any additional information needed will be determined in the Pre-Fit and Fit sessions.

The file folders hopefully will replace the many PC-based programs throughout the county. Conversion of data from those programs will depend on the volume and simplicity of conversion. It is anticipated that a lot of that data could be manually entered. If not, the conversion may take place sometime following the go live date of 1/1/97.

Once the information has been converted and the system goes live, responsibility for maintaining information in file folders will need to be done both at HR personnel and at the department level, depending on the function of the file folder.

- If the information and usage is only at the department level, they will be responsible for maintaining it.
- If it is for county-wide usage, the maintenance responsibility will need to be established based on the information being used.
- HR will monitor and/or maintain responsibility for many of the file folders representing current HR systems, or as needed.

After the system is running, new file folders may be established, as needed. The old systems will be phased out as soon as all of the data has been converted after 1/1/97.

The testing strategy proposed is as follows:

- File folders will be designed and set up that will cover any of the known needs.
- Once the Employee Master has been created, a subset of employees representative of different scenarios will be selected.
- For this dataset, various file folder scenarios will be established. Information will be converted and manually entered into the file folders.
- establish whether the file folders work sufficiently. In particular, with the HR File Folders applications, the set of pre-established reports is limited - IQ is used to develop reports that are meaningful in the particular user environment.

No interfaces are planned at this time. However, if any needs arise as the Fit sessions are done, they will need to be included. There are no special platform requirements other than the need to provide access to the appropriate users.

Primary documentation of policies and procedures will relate to:

- Establishing and maintaining file folder information.
- Security of data.

The conceptual design and set up of access security will be an important Focus Group activity. The HR/Payroll Focus Group may have some members that will need training.

A special File Folder Focus Group will be established that will encompass those departments with special needs and more of the HR department staff. As this may be a different group than the HR/Payroll Focus Group, they will also need to be trained. A Fit session will need to be conducted in August 1996 to review software and needs. A Fit report will be prepared after the Fit session.

Position Control

The key project objective is to be live on the new Human Resources system January 1, 1997.

The Goals associated with implementation of the application are to provide the ability to:

- maintain position information for active/inactive, filled/vacant positions.
- prohibit filling positions that have been eliminated/canceled or that are frozen due to lack of funding.

- prohibit double filling of positions.
 - track information about a position including:
 - classification,
 - union status,
 - FLSA status, etc.
- handle job-share situations.
- track budget information at position level.
- obtain information for EEO reporting.

Currently the Position Control information is maintained in the ISI Position Control Database. There are over 3000 positions (active/inactive, vacant/filled). A program was written that moves information from the Employee Database to the Position Control database and calculates projection of salary and benefit information for Budget reporting. The database is also used as source of job assignment information when entering employee information.

In terms of conversion, there are two broad considerations:

- The SFG Position Control File
- The BTI Salary and Benefits forecasting position control information.

The initial focus will be on the SFG Position Control file, since the objective is to have this in place for the January 1 cut over.

The conversion timing for the Position Control master will be generally the same as that associated with the Employee Master File on the Payroll side - starting June 1996 and working by mid-August 1996. The conversion will be from the ISI-Position Control Database and will be done electronically. A final conversion will need to be done at the end of December 1996 to be ready for live use in January 1997.

Once the system goes live January 1997, it will need to be maintained from that point on in the new system. The old position control database will be used to run month-end and year-end reports at the end of December 1996, or beginning of January 1997. Once final reporting is done, the old system will no longer be used. All reporting from the position control system will need to be established for use before the end of January 1997.

Testing will be done at the same time as the testing for the Employee Master File under Payroll. A sample dataset will be used that coincides with the employee datasets used for the Employee Master File testing with the inclusion of adding new employees (filling positions) and removing separated employees (vacating positions). It will begin in June 1996 and will go through several cycles concluding with a full cycle run in November. Updates in budget information may effect a position. A strategy will need to be

developed to determine the work flow process and procedures to be used for updating the Position Control system. Some testing may need to be done in this area.

There are no interfaces scheduled at this time. If a need arises due to the relationship position control has with budget, an interface may need to be done after the go live date of 1/1/97. It may need to be done in order to provide information to the Budget Preparation module in April 1997 for preparing the 1998 Budget.

There are no special platform or equipment requirements known at this time.

Primary documentation of policies and procedures will relate to:

- Procedures for new system.
- Budget reporting based on position information.
- Position changes based on budget actions.
- Decentralized vs. centralized use of system.

A Fit Session will need to be conducted along with the Employee Master File time frame which will be in May of 1996.

Focus Group, Human Resource and Budget personnel will need training. Department employees will also need training in Position Control, but it is not clear yet whether it will be for inquiry only or update capability. This training will be done in the same time frame as the Payroll Employee Master File training.

- Focus Group training beginning June 1996 through August 1996, and
- end-user training in November 1996 with some follow-up after we go live in January 1997.

HR Roster History - Employee Master and Benefits

The key project objective is to be live on the new Human Resources system January 1, 1997. This includes the Employee master files as used for basic personnel, payroll and benefits processing use.

The goals to implement a single overall system to:

- Maintain employee information for HR and Payroll purposes.
- Eliminate duplicate entry and processes county-wide.

The current system has the following characteristics:

- Employee information maintained in ISI - Employee Database.

- Benefit information including dependent information maintained in PC-based program newly created.
- Around 2100 regular and 200 temporary employees. (Benefit information includes additional data for outside districts, retirees and COBRA eligible employees.)
- 39 different bargaining unit categories (includes 9 non-union categories).
- Various PC-based and manual programs/record keeping being used for tracking employee information in other departments across county.

The conversion will start June 1996 and be working by mid-August 1996. The conversion will be from the existing employee databases and will be done electronically. The dependent information maintained in the Benefit data base will also need to be converted electronically. A final conversion will need to be done at the end of December 1996 to be ready for live use in January 1997.

The Benefit data base also includes information for tracking outside districts, separated employees for tracking COBRA, and retirees receiving medical benefits. The employee information coming from the ISI system may not include information for these records. However, there will be some information in the MSA Payroll system that may need to be converted in connection with this benefit data.

Once the system goes live in January 1997, it will need to be maintained from that point on in the new system. We anticipate most of the entry being done from the department level (decentralized). Benefit information will probably be maintained from the HR department. Some "top-up" entry will probably need to be done.

Testing will be done following the same schedule as the Payroll testing, since the files are part of the SFG Payroll and HR systems. Testing will begin in June with several cycles of tests concluding with a full cycle run in November. Small sample datasets will be set up for testing that will cover all of the differences/exceptions from various departments.

There are no special platform requirements. Primary documentation of policies and procedures will relate to:

- Procedures for new system.
- Decentralization of entry into the system (to the department level).

HR/Payroll Focus Group training will begin in June 1996 with the Payroll training. End user training will follow in November 1996 with some follow up training in January 1997. A Fit Session will need to be conducted along with the Payroll sessions and is scheduled for May 1996.

4.1.3 Data Conversion

The following section details general aspects of the approach to data conversion as they apply to the project.

The key conversion goal is to convert the agreed information from the existing financial systems into the new SFG financial system in a manner that matches the overall schedule and needs of the individual Focus Groups.

It is recognized that manual clean up may be involved in either the existing system, to improve to integrity and completeness of the converted information, or once the final conversion has been run.

SFG has agreed to provide conversion support in the form of ten (10) days of professional services to the County which will be used during detailed conversion programs specifications. The County will also be responsible for three data interfaces which will be needed between existing financial systems and the SFG financial software. Finally, the County will create an environment to accommodate testing, training, conversion, and production data areas within the constraints of available disk space and system capacity.

The assumption is that the Snohomish County project team has adopted the strategy, given the fast track implementation schedule, to programatically convert only information which meets at least one of the following criteria:

- It is summary information whose detail need not be converted if such conversion is scheduled for fiscal year end
- The file consists of more than 5,000 records
- The conversion will need to be repetitively run throughout the life of the implementation project.

Data storage requirements, as specified in the Snohomish County Request for Proposal, are for three years of records on-line for immediate retrieval. It is assumed no conversion will attempt to retrieve records older than 3 years.

Other than the specific SFG Foreign interface file specifications for General Ledger, Accounts Payable, Accounts Receivable, Cash Collections, Budgeting Control (Spreadsheet upload) and Payroll time entry, it is assumed there are no table loading utilities or programs available for use or customization from SFG for the County's conversion effort.

Currently, Snohomish County operates several independent financial systems primarily upon a Hitachi Data System model 8063 mainframe computer. These are:

- **FMIS:** Financial and Management Information System (Job Costing)
- **ISI:** Human Resource Management System, Integral Systems, Release 9.1.5 (Personnel)
- **LGFS:** Local Government Financial Systems, American Management Systems, Release 12
- **Payroll:** Payroll Accounting System (1978), Management Sciences America

These systems utilize a variety of file formats :VSAM, IDMS database, and sequential flat files.

There are also a number of stand alone PC database systems throughout the County. There is no plan to convert any of this information during the 1996 implementation schedule. Subsequent to implementation of the Phase I system modules in January 1997, requests for additional conversions may be scheduled.

Table 4-1 below identifies all the destination and source files involved with Phase I conversion. All entries in bold indicate a programmatic conversion conducted by the Snohomish County Department of Information Systems (DIS). DIS has dedicated four FTEs (70% availability) for this effort. Other entries indicate either a manual conversion/initial entry or N/A for not applicable (data from a go-live forward position).

**Table 4 - 1
Data Conversion Summary**

App. System	Destination File	Source Files
AP	Accounts Payable	
	Vendor Master	LGFS: Vendor Table : Mainframe
		FMIS : Vendor Table : Mainframe
	Paid Vouchers	No Conversion - history on microfiche
	Open Voucher	Manual Entry
	Open Warrants	Not assessed yet
AR	Accounts Rec.	
	Open Receivable	Manual Entry
	Customer Master	Manual Entry
ATE	Automated Time Entry	N/A
BP	Budget Preparation	LGFS: 1996 actual Expense & Revenue Budget Files:Mainframe LGFS: 1997 modified Expense & Revenue Budget Files:Mainframe LGFS: 1997 6 month YTD actual dollars -Expense & Revenue Budget Files:Mainframe
BQ	Bids & Quotations	
	Bidder Master File Bidder/Commodity Commodity File	Access database
	Vendor Master	Additional info manual entry
BU	Budget (Tracking)	
	Budget Master	Extract from GL?
	1977 Budgets	BTI interface upload
CC	Cash Collections	N/A
EQ	Equipment	
	Equipment Master	FMIS : Equipment File : Mainframe
FA	Fixed Assets	N/A
GL	General Ledger	
	Chart of Accts	LGFS: Mainframe
	Transactions	LGFS: Document History Detail : Mainframe
	Master Table	Client manual entry
GT	Grant Tracking	Grant Header
HR	Human Resources	
	Roster History	ISI: Position Control
	Position Control	ISI: Control (Job Class, Department Files) File : Mainframe
	File Folders (Employee History)	ISI : Employee File : Mainframe (Info to convert unknown)
JC	Job Costing	
	Project History	FMIS: Project Header/Detail (Open Project Only) : Mainframe

**Table 4 - 1
Data Conversion Summary - Continued**

PA	Payroll		
		Employee Master (include Deductions)	MSA Payroll : Payroll Master File : Mainframe
			FMIS : Employee Detail File : Mainframe
			ISI : Employee File : Mainframe WYATT Benefits System : PC (Foxpro)
		Time and Leave Bank Balances	MSA Payroll : Payroll Master File : Mainframe
		Transactions	N/A
		History	N/A
		Master/Tax Tables	Client manual Entry
PO	Purchase Orders		
		Vendor Master Vendor/Commodity Commodity Codes	see A/P Access database ?
PR	Purchase Requisitions	N/A	N/A
PT	Project Tracking	Project Header	Manual Entry
QB	Quantity Billing	N/A	N/A
SR	Service Requests	Open Projects	To be assessed during Fit

The Department of Information Services will create a series of conversion programs to:

- extract and modify data from existing systems,
- accommodate the transfer of data from the mainframe to the new server platform, and
- load (create new rows and insert) the converted information into the appropriate SFG financial system tables.

These programs will produce an error report when records cannot be either extracted, modified, or inserted into the new tables. Focus group members for each area of conversion will:

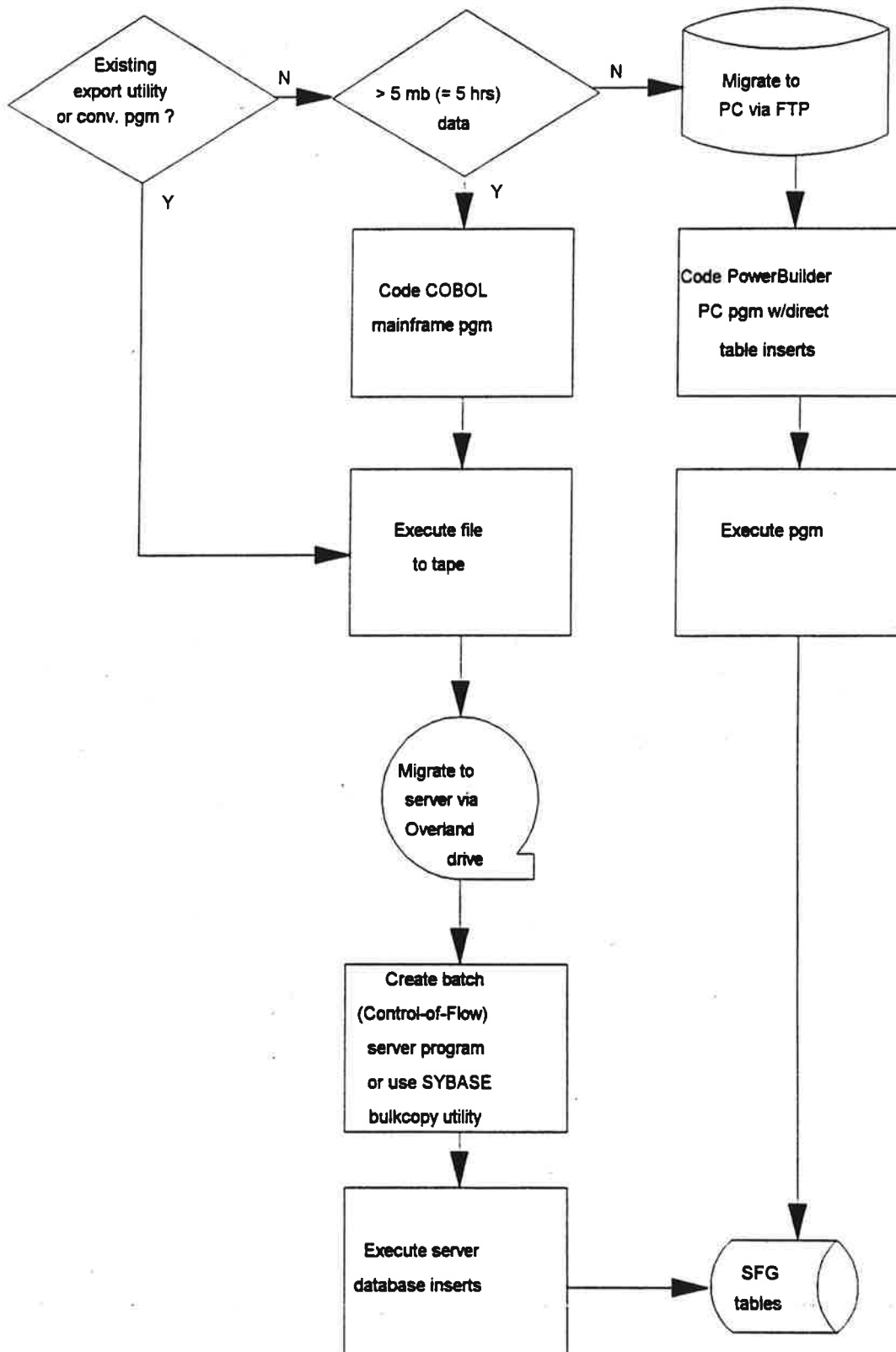
- provide all conversion rules for modified data,
- review all converted data both on-line in the new system and hard copy error reports, and
- confirm the conversion program is functionally operational for a final run (completed).

Figure 4-1 illustrates the general methodology each analyst will use in creating a conversion program.

Note that the County utilizes Powersoft's Powerbuilder Version 3.0 application development software. Past experience has shown a generous estimate for conversion time is 1 Mb of data to be converted requires 1 hour of Powerbuilder execution time (using 486 class PCs). It is expected for conversions that are expected to run less than five hours (PC file sizes \leq 5 Mb), Powerbuilder conversion programs which directly access the SFG tables will be utilized. In addition, conversions that need new SFG tables for editing purposes would also fit best as Powerbuilder applications. However, it is expected most conversions will be as COBOL programs written on the mainframe. It is further expected that all modifications to old data will be performed either on the PC (with Powerbuilder) or on the mainframe (with COBOL).

The overall assumption is that no programming other than that required to transfer the data to the server should be required on the server (HP K400) itself.

**Figure 4-1
Conversion Methodology**



The following conversion milestones are limited to those only concerning the Department of Information Services. (Refer to the complete Scope Session storyboard schedule for all other conversion tasks, including Focus Group manual entry).

February, 1996

- SFG - County Conversion Pre-Fit Analysis (further detailed strategy)

April, 1996

- SR/EQ/JC conversion agreement (how much)

May, 1996

- GL (transactions YTD) conversion program. specification
- GL (Chart of Accounts) conversion program specification
- Budget Master conversion program specification

June, 1996

- JC History conversion specification
- Budget Master conversion program coded
- EQ Equipment conversion specification
- SR (Projects) conversion program specification
- Vendor Master conversion specification
- Payroll - Employee master conversion program specification
- Payroll - Bank balances conversion program specification
- GL (transactions YTD) conversion program coded
- GL (Chart of Accounts) conversion program coded

July, 1996

- Payroll - Bank balances conversion program coded and tested
- JC History conversion coded
- EQ Equipment conversion coded (from FMS only)
- Budget Master conversion program tested
- Vendor Master specification coded
- Payroll - Employee master conversion program coded and tested

August, 1996

- Payroll - Employee master conversion program complete
- Payroll - Bank balances conversion program complete
- GL (transactions YTD) conversion program complete

- Budget Master conversion program completed
- GL (Chart of Accounts) conversion program complete
- HR File Folder conversion program specification
- HR Position Control conversion program specification

September, 1996

- Vendor Master conversion program. complete
- Budget Master conversion program final run
- HR File Folder conversion program coded
- HR Position Control conversion program coded
- EQ Equipment conversion tested

October, 1996

- EQ (Equipment) conversion program complete
- JC (Job Costing History) conversion program. complete
- HR File Folder conversion program tested
- HR Position Control conversion program tested

November, 1996

- HR File Folder conversion program complete
- HR Position Control conversion program complete

December, 1996

- PA Payroll - Employee Master conversion final run
- HR File Folder conversion final run
- HR Position Control conversion final run
- JC conversion final run
- EQ conversion final run
- Vendor Master conversion final run
- GL (transactions YTD) conversion program final run
- GL (Chart of Accounts) conversion program final run

January, 1977

- Payroll - Bank balances conversion final run

SFG will provide to Snohomish County a database dictionary describing and defining all the tables, columns, and keys of their financial system database. Snohomish County System Analysts from the Department of Information Services will provide

conversion/interface client partners of the associated Focus Groups with forms to describe their current files.

The Focus Groups will in turn provide to Snohomish County System Analyst from the Department of Information Services these completed forms in a detailed report which will also include conversion/interface instructions to either roll-over (as is) the data to the new database or convert (modify) the data first according to a set of client defined (written) rules and then move the result to the new database.

The client data mapping report will also make a reasonable attempt at identifying the data target (new column (field) on new table). Also included in this report, per field, is an indication of the old field size, new field size, truncation rule (if sizes do not match), data type (integer, character, date), justification (left, right, center), and file type source (mainframe, Smartware, MS Access, etc.). Conversions/interfaces will be tested by the client partners for accuracy.

Test scripts, developed by the respective Focus Groups, will be utilized to verify the integrity of the data converted as well as the functionality of the system software components. Reports may need to be written (possibly using IQ report writer for checking converted data on the new system) to compare before and after conversion rules. Development of the various conversion programs, such as leave balances, will coincide with the development strategy in terms of priority and sequencing of the development of the subsystems as prescribed by the Focus Group.

4.1.4 Training

Snohomish County has established a Training Focus Group to identify training needs and strategies. This represents the initial effort to identify strategies for the training function for this project.

The training team will identify and coordinate:

- a curriculum for training trainers
- a curriculum for training casual users
- a curriculum for training heavy users
- a standard for focus groups in developing training reference material
- needs of the training facility
- initial training requirements
- follow-up training programs for initially trained end-users
- a standard for the training module data set
- training session reservations with the client leads
- need to generate strategy for meeting the different needs of various groups that will need training
- work with client leads to define trainees.

Some notes and comments follow:

- The Application Focus Groups will prepare standard for training materials
- The training Group will assess initial application and system use training versus on-going training and training for new end users and new employees/users
- classroom size and availability may become a scheduling issue. The Training Focus Group will decide which training is not required before Go Live, but in the near term after Go Live - balance out load on the facility
- One strategy will be to have available a 'play dataset' in addition to 'training dataset'
- The Training Focus Group will be responsible for ensuring that there are sufficient resources available to do the training
- The Training Focus Group will consider the curriculum for 'how to get information out' classes 3 months after cut over as well as consider training in general keyboard and application navigation
- The development of the procedures manuals will be linked to the training of the end users. The procedures manuals will be used in the training of the end users, this will be a good test in the functionality of each manual.

4.1.5 Procedures and Policies

Some policy and procedure issues originated from the Scope Working Session. It is anticipated, however, that most issues will originate from the Fit session for each application. The policy issues will be resolved with the following methodology:

- The Focus Group will write up an Issue Paper.
- The Focus Group will first discuss the Issue Paper topic and develop viable options. This will include a review of the RFP and Proposal and any other relevant materials.
- The project team may recommend the Issue Paper result in a SAN (Software Action Notice) requesting a change to the software.
- Since most SAN's will involve a change order for costing purposes, the project team will also prioritize the SAN as either a critical (show stopper for go-live), a desirable (not a show stopper, but important), and a nice-to-have (something we will eventually get around to).
- All critical SAN's must be resolved by the go-live date for that application.
- Desirable SAN's need to be addressed, but not necessarily by the go-live date. Nice-to-have SAN's may addressed as time allows.
- The Project Team will be updated on a regular basis regarding status and outcomes.

Each Focus Group will develop the policy and procedure guide for their software application, in the format developed by the Training Focus Group. The guide will use information from the SFG manual, Snohomish County's Policies, and the particular needs of the application. Extracts from the soft copy version of the SFG manuals may be used for portions of the Procedure Guides.

Policies and procedures will be developed for the hardware platform as well as the software usage. This will include such tasks as data set management, and updating of the topology of the system. The soft copy of the SFG System Administration Guide may be used as a basis to build from.

The project lead will also secure samples of successful policy and procedure guides from other SFG clients. These samples will be considered as options for the Snohomish County guide.

All critical SAN's must be resolved by the go-live date for that application. Desirable SAN's need to be addressed, but not necessarily by the go-live date. Nice-to-have SAN's may addressed as time allows.

4.1.6 Data Sets

The SFG applications can be implemented in such as way as to give access to multiple data sets. Data set use can be managed at the user level by system security.

Which data set a user is in at any given point is based upon the choice made by the user (constrained by security access definition - Users can not access Data Sets to which they have not been granted access). A data set can be established to serve many different purposes. For example, there may be data sets for testing, training, live data, historic data, etc.

The County will acquire an HP 9000 K400 application server for its production, testing, and training environment. The County is considering an option to purchase an additional HP 9000 K200 application server to off-load test and training environments at a later date.

Using the initial single server approach, it is estimated that between systems software, SFG software, and financial data, a minimum of 18 Gb of disk storage will be required. For production purposes only, this data will be mirrored onto an additional 10 Gb of disk storage.

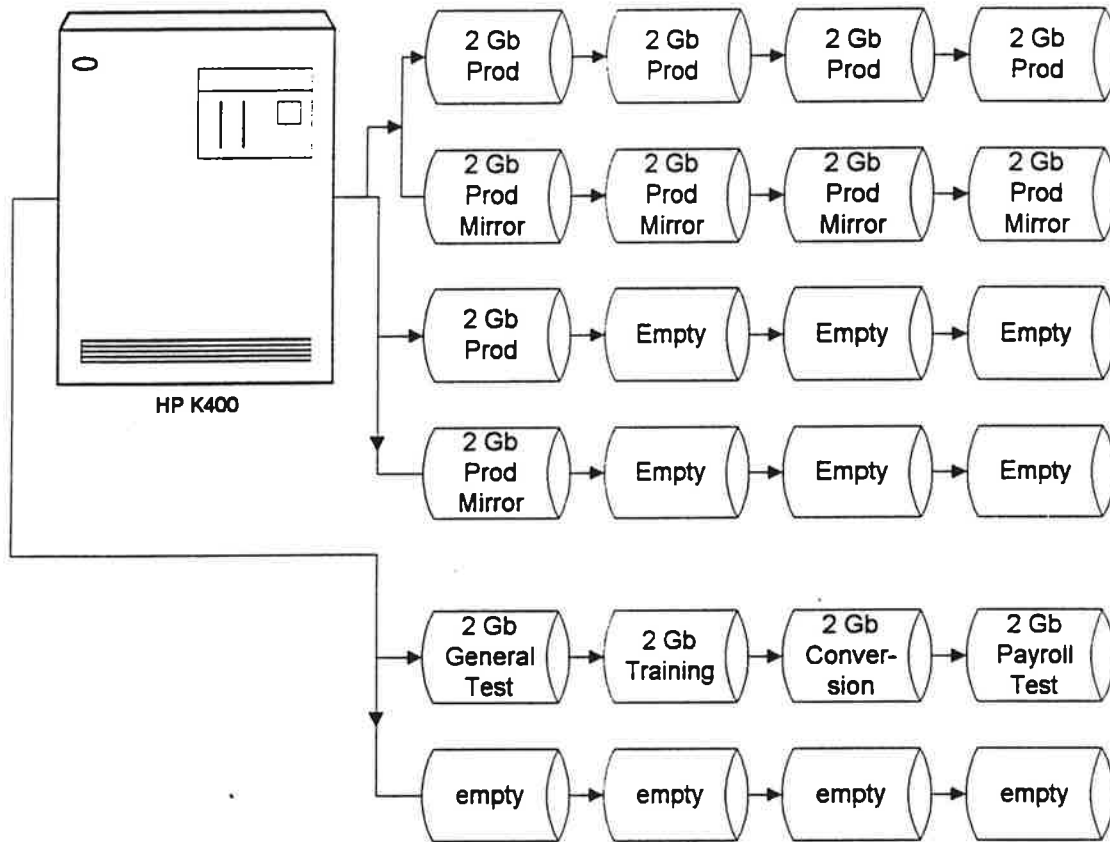
The production area will contain SFG software, system software, and production database tables across two disk cabinets. Production backups occur incrementally nightly and full backups occur weekly and monthly.

Another disk cabinet with a total of 8 Gb of storage will be dedicated to a training database, a conversion database, a test database (payroll use only), and another test database (all other departments). Each training and testing environment will be backed up incrementally nightly for the period of Phase I implementation (April through December, 1996). Full backups of the test and training areas will be conducted once a week.

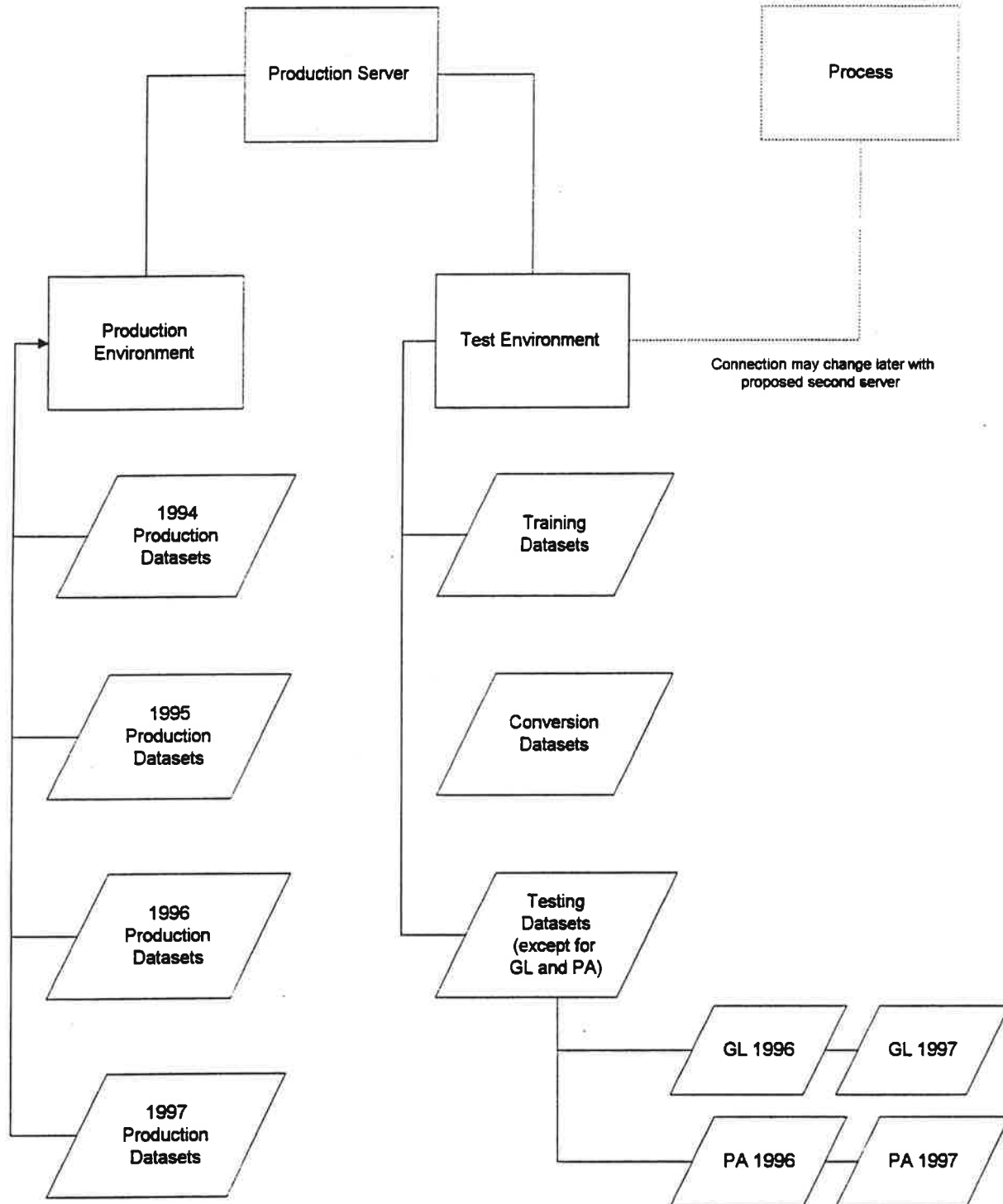
DIS will require several weeks once the server arrives to set up all the necessary program scripts to control server startup, shutdown, backup, and recovery. This is in addition to the setup time required by SFG to configure the databases and install their software.

The overall physical data structure is shown on Figure 4-2, while Figure 4-3 summarizes the conceptual data set structure that the County proposes to use. This data set structure will be re-assessed during the Fit Analysis Phase.

**Figure 4 - 2
Physical Data Set Organization**



**Figure 4 - 3
Proposed Conceptual Data Set Hierarchy**



4.1.7 Testing

While each application will have a specific testing approach relative to the specific needs of that application, there will be an overall approach to testing. This overall approach will involve testing in the following areas:

- System Testing
- Networking
- Loading and Initializing the System
- Data Conversion and Creation
- Component and Small Sample Set Testing
- Interfaces
- Volume Testing
- Full System
- Procedures

The testing conducted by Snohomish County will have the following objectives:

- To confirm the integrity of the software and programs provided
- To confirm that the software meets the contractually committed requirements
- To confirm the network configuration is functional for all users
- To document the integrity of the data creation and conversion programs
- To ascertain the integrity of the system components and the interfaces developed by Snohomish County.

The testing will be performed through various system levels. This does not mean one step will be completed prior to continuing the testing process. Various testing procedures will run concurrently.

System Testing, Networking, and Initializing the System

System testing, networking and initialization of the system will be performed by Snohomish County DIS staff. This will include hardware, networking and uploading of the SFG software. Initial procedures will be performed to verify the integrity of the data set.

Procedures will also include the necessary testing of the networking connections for the Fit Analysis and Project Training Sessions. The integrity of the back up process will also be tested early in the project and at least once again prior to Go Live.

Separate data sets will be developed for testing data, training and final conversion.

Data Conversion and Creation, and Component Testing

Data will be converted and tested for accuracy. Test scripts, developed by the respective Focus Groups, will be utilized to verify the integrity of the data converted as well as the functionality of the system software components. Reports may need to be written (possibly using IQ if the reports are created in the new system) to compare before and after conversion results.

Development of the various conversion programs, such as Leave Balances, will coincide with the development strategy in terms of priority and sequencing of the development of the subsystems as prescribed by the Project Team.

Testing of the Payroll/Human Resource System will encompass Pay Modeling, Interface, Parallel runs, Auto Earnings and Check Processing.

Interfaces

Test scripts will be utilized to verify the accuracy of all of the interfaces created. Initially, each interface will be tested individually; with all interfaces to be tested in conjunction with the Full System test.

Volume Testing

Volume testing will be utilized for the Payroll module with double entry in the current system and SFG to test the accuracy of the data entered and the results calculated. This is tentatively scheduled for the end of October or early November.

It was determined that volume testing would not be required for the other modules. However, selected transactions from each module will be used to test the integrity of the data.

Full System

For selected periods of operations, transactions will be processed through both systems. Reports and outputs will be used for the comparison of processing results between the new and existing systems. In particular, in the period immediately following Cut Over, the project team will meet to verify that all the subsystems are working together as expected. SFG will suggest various system reports that can be run to assist in this process.

Procedures

Testing of procedures and systems as laid out in the documentation by the Project Team will be based upon user functions.

4.1.8 Interfaces

There will be three major areas in which the County will create programmatic interfaces in three areas to extract and provide data between existing external financial systems and the SFG financial software:

- AP Warrant Reconciliation
- Treasurer Cash Tax
- Fleet -- GL/JC

In addition, interfaces will be required between the recently acquired Investment Management module (TRACS) and the SFG General Ledger. SFG has been requested to provide cost estimates for these interfaces.

SFG will provide interfaces between the SFG General Ledger, Budgeting Control and Payroll modules with Budget Preparation module.

AP Warrant Reconciliation:

Recently developed, AP Warrant Reconciliation is a mainframe application which feeds the current LGFS system to perform a warrant reconciliation for the external junior taxing districts. Information passed through AP Warrant Reconciliation includes: bank code, warrant ID, fund code, warrant date, vendor name, warrant amount, warrant status, last active date, interest rate, and interest amount. The Warrant Reconciliation process includes the Warrant redemption accounting entries.

Treasurer Cash Tax (Cash Tax :Treasurer Tax Receipting to General Ledger)

This interface takes cash receipts from the Treasurer's tax receipting system (via tapes) and passes them as cash receipt and journal voucher transactions to the General Ledger system (via VSAM disk file). The Treasurer's tax system operates on the mainframe and is written in COBOL - Command Level CICS with VSAM files. For cash receipting transactions : revenue source, line description ("Real/Property tax"), date of deposit, accounting period, budget year, and amount are passed.

For the journal voucher transaction: debit balance sheet account, debit account type, debit description, credit balance sheet account, credit account type, credit description. An audit report listing the transactions input to GL is produced. Further, there is a

monthly interface which takes minor redistribution collections and adjustments to taxes and passes these to GL from the Treasurer system in a like manner described above.

(Side note: A new Treasurer's system will be replacing Cash Tax and should be installed by July, 1997. The interface described above will need to be altered in early, 1997 to accommodate this.)

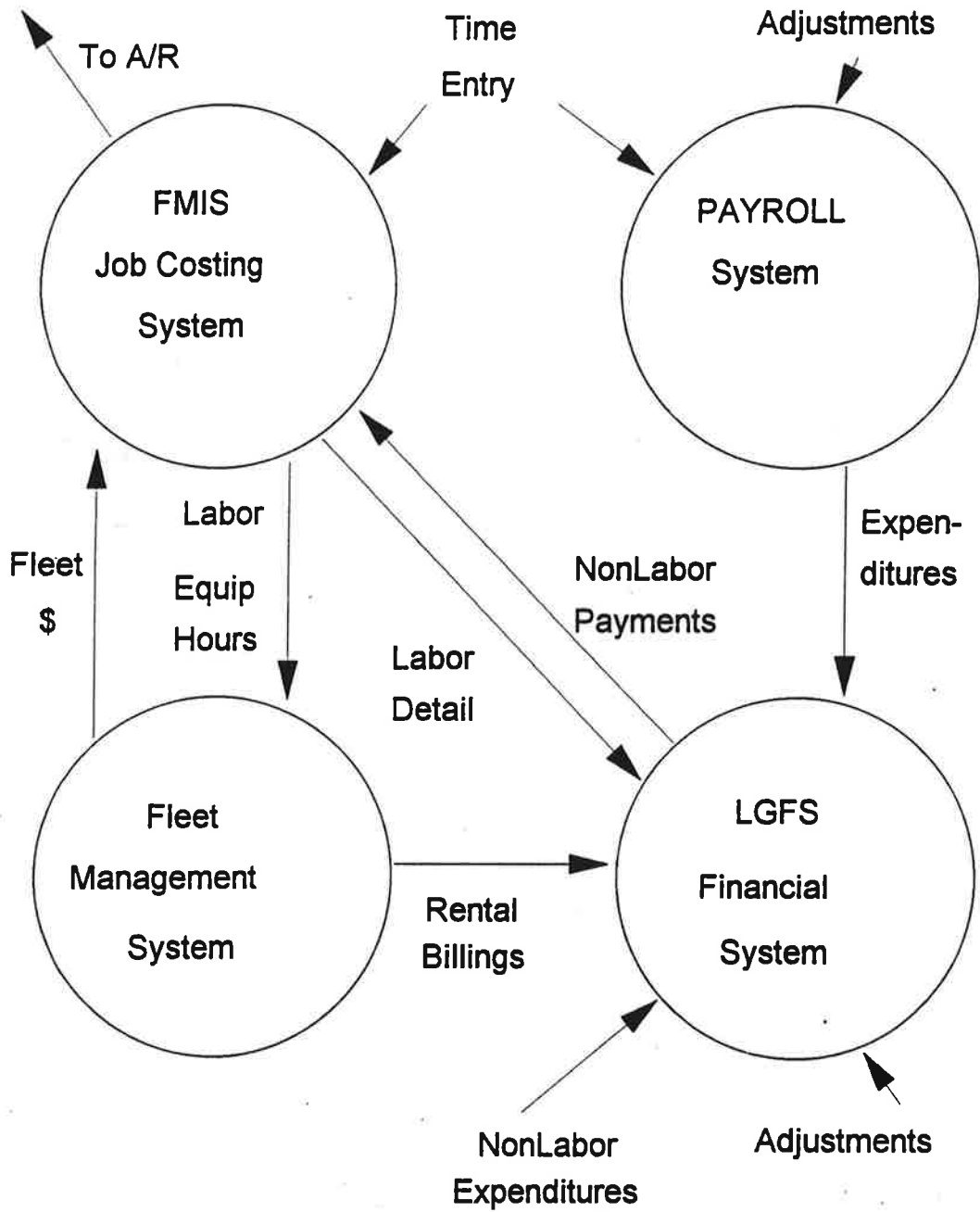
Fleet -- GL/JC

Snohomish County currently has a fleet of approximately 650 vehicles and equipment managed by the Fleet Management Division of the Department of Public Works.

A recent software upgrade project now has Fleet Management utilizing the Software Solutions Unlimited (SSU) Ultramain software to capture costs of depreciation, fuel, overhead, parts and labor.

The system operates on PROGRESS relational database on a HP Model E45 application server. Figure 4-5 describes the current interfaces between the Fleet system and existing financial systems (FMIS-Job Costing, Payroll, and LGFS - Financial System).

**Figure 4 - 5
Current Fleet System Interfaces**



Details of the data flows within the current interfaces are:

1. Job Costing to Fleet - County road equipment and labor usage.

The current interface consists of passing equipment usage in hours and labor usage from the current job costing system.

Information passed for equipment usage:

Employee SS#, equipment, usage hours, transaction batch date, transaction batch number, customer fund number, div./section code, function code, equipment number, transaction accounting period, project number, and the road class code Information passed for labor distribution: task code, labor code, work order, no. of hours, labor/fringe pay, benefit fringe, transaction batch date, transaction batch number, transaction accounting period, and employee SS#.

2. Fleet to Job Costing/General Ledger - Inventory withdrawals and equipment usage expenditures and billings.

Fleet takes the above information and calculates the equipment usage rate and billing. Billing and Accounts Receivable for vehicles billed monthly, hourly, time and mileage, as well as billings for parts and labor to outside agencies are then passed from FMS to the Job Costing system (and eventually General Ledger through the current Payment Voucher interface).

Equipment information:

Employee SS#, equipment usage, transaction batch date, transaction batch number, division/section code, function code, equipment number, transaction acct. period, road class number, project number, equipment usage billing amount, invoice number, equipment rental rate. Sign transfer/material withdrawal usage information: inventory no of units (quantity), transaction batch date, transaction batch number, division/section code, function code, transaction acct. period, road class number, project number, inventory usage billing amount, invoice number, inventory description.

Audit reports accompany the execution of the interface.

3. General Ledger to Fleet - Relieve accounts receivable.

Information is passed from the General Ledger to Fleet to relieve accounts receivable on a daily basis.

Information: customer fund number/agency number, transaction date, transaction number, invoice number, and payment amount.

Interface Strategy

The County has contracted for seven days of SFG professional services to define and help the County create the interfaces (ten additional days are reserved for conversion consulting). Given several unknowns to both SFG and the County (file structures, replaced functionality in new system, or future modified interface requirements), the following strategies will be considered during the fit analysis and design phase for each interface:

- Purchase a COBOL based server development language compiler and convert the current COBOL programs
- Create a Powerbuilder interface application (read flat file and update SFG tables)
- Create a server-based batch program (Sybase Control-of-Flow statements) to import information (off tape or FTP transferred data)
- Investigate any existing SFG interfaces (Foreign Interface Structure to update GL)
- Investigate the possibility of using the C/ANSI C Compiler purchased with the HP400 server to create resident batch interfaces

Major DIS Interface Milestones

The following interface milestones are limited to those only concerning the Department of Information Services. Refer to the complete Scope Session storyboard schedule for all other interface tasks (including clients manual entry).

February, 1996

- Interface Pre-Fit Analysis (with SFG)

June, 1996

- Treasurer Case Tax Interface specifications completed
- Fleet Management Interface specifications completed
- AP Warrant Reconciliation specifications completed
- TRACS interface specifications completed

July, 1996

- TRACS interfaces coded and tested

October, 1996

- Treasurer Case Tax Interface tested
- Fleet Management interface tested
- AP Warrant Interface tested and complete

November, 1996

- Treasurer Case Tax Interface complete
- Fleet Management Interface complete

Data Conversion and Interface testing

SFG will provide Snohomish County a database dictionary describing and defining all the tables, columns, and keys of their financial system database:

Snohomish County System Analysts from the Department of Information Services Members will provide conversion/interface client partners of the associated Focus Groups with forms to describe their current files.

Focus Groups will give Snohomish County System Analyst from the Department of Information Services the completed forms in a detailed report (client report) which will also include conversion/interface instructions to either roll-over (as is) the data to the new database or convert (modify) the data first according to a set of client defined (written) rules and then move the result to the new database. The client report will also make a reasonable attempt at identifying the data target (new column (field) on new table). Also included in this report, per field, is an indication of the old field size, new field size, truncation rule (if sizes do not match), data type (integer, character, date), justification (left, right, center), and file type source (mainframe, Smartware, MS Access, etc.).

Conversions/interfaces will be tested by the client partners for accuracy. Test scripts, developed by the respective Focus Groups, will be utilized to verify the integrity of the data converted as well as the functionality of the system software components. Reports may need to be written (possibly using IQ report writer software for checking converted data on the new system) to compare before and after conversion rules.

Development of the various conversion programs, such as leave balances, will coincide with the development strategy in terms of priority and sequencing of the development of the subsystems as prescribed by the Focus Group.

4.1.9 Security

The County has established a Focus Group specifically to deal with Security issues.

The goals of the Security Group are to:

- give each end user a simple logon procedure that gives them access to all the data and programs that they need to get their job done

- protect confidential information from unauthorized access
- insure that financial transactions have been authorized.

Currently the end user in the department has access to view information only in the GL system (LGFS). All processing is centralized in the Finance department where the staff has data entry rights. The end user has access to read and update data in the cost system (FMIS). The end user has no access to the payroll or HR system. All data entry and inquiry is centralized in Finance or Human Resources for these two systems. Given the move toward decentralization of data entry and inquiry, the set up and structuring of user access and security will be an important undertaking.

The overall approach will be to work with each Focus Group after their fit session to design the rights that they think the end users and the Finance department should have in each subsystem. The information will be used to classify all users of the systems into groups: (i.e. payroll clerks, managers, voucher clerks, executives, system administrators). Security can be generalized for a particular type of user, thus making the administration of security rights uncomplicated.

The county will use a variety of measures to manage user access for data entry, inquiry and reporting. The measures include:

- Network access in general
- Server access at the UNIX level
- SFG menu management
- Data set access restrictions

Each user should see only the screens that they need for their function. To validate the approach to set up the County will prepare a test pack to prove that the security profiles established are effective.

4.1.10 Reporting

The County will have a Focus Group to focus specifically on reporting. This is a cross application Focus Group and will encompass both issues associated with hard copy reports, inquire and inquiry and reporting options. This Focus Group will work with each of the affected application Focus Groups.

The key project objective is to have required reports in place by January, 1997, the "go-live" date for Phase one systems. The goals of the Reporting Focus Group are to:

- eliminate reports that are no longer required because of the efficiencies gained in implementing an integrated system.
- code reports that are still required, but not provided by SFG standard reports or by SFG on-line inquiries
- predict the impacts of on-line report generation on system performance

- recommend an appropriate, efficient report tool (on-line inquiry, report, or data transfer into Excel) to the departments
- provide new users with enough information about reporting that they can get the information out of the system as soon as they "go-live"
- follow-up with departments during the months after go-live to see if their reporting needs are being met.

The County is currently generating many custom reports for the GL Payroll, HR, and Cost systems to provide system reconciliation, external reporting information, CAFR reports, and departmental budget monitoring. In addition the County has all of the expected reporting requirements for Federal and State agencies regarding payroll and benefits, grants, etc. There is also a requirement to report activity processed for the special districts (warrant activity for schools, and GL and Payroll activity for other special districts.)

Many end users are using PC desktop tools to analyze and report data to management. These tools include :Excel, Access, and FoxPro.

In terms of approach, one of the major initial steps will be a "Survey of reports". Reporting Focus Group members will attend the Fit sessions for the various subsystems to collect information on the reporting needs of each group.

This survey will:

- List the name and purpose of each custom report that is produced in the current system
- For each report, recommend
 - whether the need for the report will be eliminated in the operation of an integrated system, or
 - which SFG report or inquiry will provide the information, or
 - whether a custom report should be designed for use with the new system
- Document the reporting requirements not satisfied for each of the focus groups

The survey will also include a design package of reports in the training materials for departmental end users.

The Focus Group will prepare test data to determine which report method is the most efficient. Test results should show whether on-line reporting degrades system performance. This may be an issue if report requests are decentralized (more frequent and higher volume?).

The Focus Group will also:

- Interview other SFG clients to establish:
 - how many custom reports they have developed
 - which reporting tools they use
 - whether on-line reporting degrades system performance
 - if they have decentralized the report requests for development of IQ queries
- Analyze the impact of on-line reporting after go-live.
- Determine if departments have the information they need, or if they know how to use the reporting features of the system.
- Develop criteria to help decide which is the most efficient way to provide custom reports. (Report writer vs. IQ).

The Focus Group will also participate in a "stress test" in cooperation with other focus groups to monitor system performance while many reports are being run. For those reports that will be replaced by a custom report with converted data the Focus Group will work to:

- Prepare specifications
- Code report
- Test report against SFG test data
- Put report into production

Some of the Issues that the Reporting Group will deal with include:

- Should report requests be decentralized?
- Should report documentation (source code) be decentralized?
- Is there any evidence that one report method is more efficient than another?
- Which reports are not necessary after we go-live, and which reporting requirements will require a custom report?

4.2 KEY ASSUMPTIONS AND CRITICAL SUCCESS FACTORS

4.2.1 Key Assumptions

Key assumptions raised during the Scope Working Session were that:

- Sufficient hardware and fit facilities (room, equipment) will be in place for Fit sessions.
- The software will "Fit as is", i.e., it will not require significant go live modifications, other than those which have already been identified.
- The county network configuration will provide the capacity to support the proposed number of users and system load.

- SFG will provide user documentation and conversion file layout information prior to Fit Analysis workshops startup.
- The Chart of Account structure will be established early as possible in the project. This will involve GL pre-fit activities.
- Other key issues identified during the Scope Working session will be addressed as early in the project as possible. This will involve various pre-fit activities.

4.2.2 Critical Success Factors

The Working Scope Session group viewed the following factors as critical to the overall success of the project:

- Good end user training
- Easy to use manuals
- End user "buy in" so that end users actually use the system
- Management support to provide resources to enable project
- Providing system access when needed
- Hardware in place when needed
- Network implementation
- Realistic dates with sufficient resources to meet deadlines
- Good project communications
- Existing system does not become a problem
- Basic data conversion activities are completed "up front" in the project
- Trainers who in turn will be able to successfully train Co-workers / end users
- Successful incorporation of all components, including third party interface providers
- Acceptable performance and response times.

4.3 OVERALL PROJECT PLAN

The overall project plan is shown in Appendix E. This is based around the "macro plan" that was developed during the Scope Working Session. It takes into account the strategies previously discussed. Comments are as follows:

- The plan in this report is the result of the Scope Phase Working Session. It will be updated and may be changed or modified as a result of Fit activity and decisions.
- The basic subdivision of tasks is laid out based on the various strategies and interdependencies that were discussed in the Scope Session.

- The key overall schedule target is to go live on January 1997 on the core financial, payroll, HR and Job Costing subsystems.
- Project Status Reports should show how each area is progressing according to the established schedule and identify interdependencies that may be affected by delays.

5.0 PROJECT ADMINISTRATION

This section of the report lays out the organizational structure for the project and details the various project roles and responsibilities. One of the key areas in any project of this type is that related to Project Management.

In this project, Snohomish County will be providing the primary project management activities, with the SFG Project Coordinator reporting the status of SFG's project elements to Snohomish County's Project Manager on a regular basis. This is discussed in Section 5.3 below.

5.1 PROJECT ORGANIZATION

Figure 5-1 shows the overall project structure. Snohomish County's reporting groups are:

- County Executive
- Sponsor's Committee
- Project Team
- Focus Groups.

SFG's reporting groups are:

- SFG Executive
- SFG Project Coordinator
- SFG Project Team.

Membership in the various Snohomish County groups are detailed below.

COUNTY EXECUTIVE

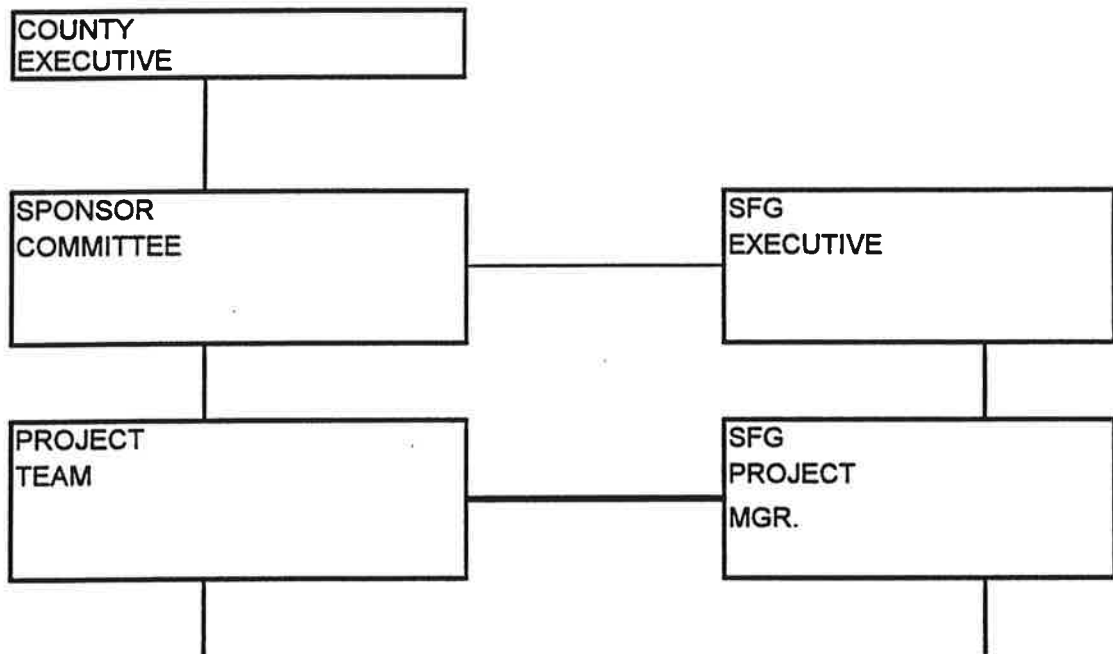
Person	Position	Responsibility
Bob Drewel	County Executive	
Joni Earl	Deputy County Executive	

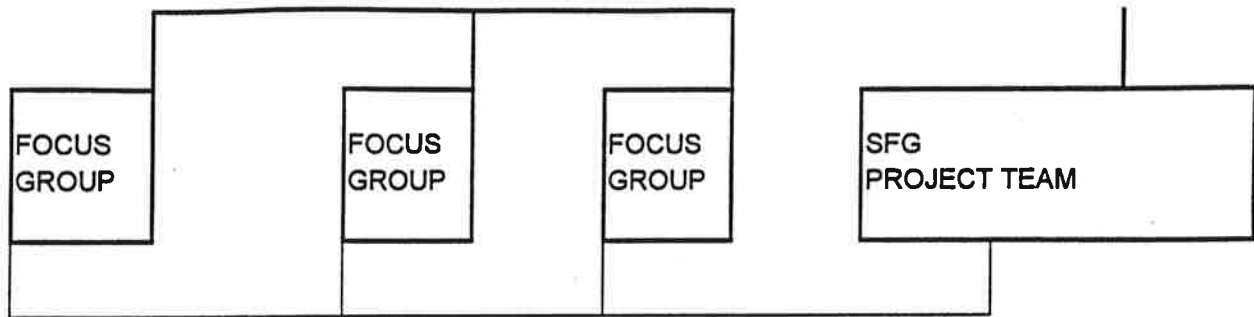
SPONSOR'S COMMITTEE

Person	Position	Responsibility
Dan Clements	Director Of Finance	Co-Chairperson
Peter Hahn	Director of Public Works	Co-Chairperson
Brigid Clawson	Director of Human Resources	Project Sponsor
Bill Harper	Director Of Corrections	Project Sponsor
Robin Trenbeath	Director of Information Services	Project Sponsor
Dave Waggoner	Airport Manager	Project Sponsor

Figure 5-1

**FINANCIAL MANAGEMENT SYSTEM REPLACEMENT PROJECT
PROJECT ORGANIZATION**





The Snohomish County Project Team is composed of the County Project Manager, Focus Group Leaders (FGL's) and key Snohomish County DIS personnel involved in the project. Ken Johnson is Snohomish County Project Manager. Ken provides day-to-day direction to the Project Team. The County Focus Groups are shown below.

PROJECT TEAM

Person	Position/Department	Responsibility
Ken Johnson	Finance	Project Manager
Sue White	Financial system Analyst	Focus Group Leader
Jane Scott	Project Accounting/Public Works	Focus Group Leader
Susan Chesney	Financial System Analyst/ Finance	Focus Group Leader
Diane Ingram	Compliance Officer / Public Works	Focus Group Leader
JoAnn Becker	Purchasing - Finance	Focus Group Leader
Jackie Anderson	HR Specialist	Focus Group Leader
Sandra Bayne	Payroll Supervisor	Focus Group Leader
Neil Brimacombe	Sr. Operations Manager	Focus Group Leader
Dave Hopkins	DIS - Technical Project Lead	Focus Group Leader
Rance Fretland	Finance/ AR	Focus Group Leader
Leon Zainwel	DIS/ System Analyst	
Zul Govanni	DIS/ System Analyst	
Greg Morgan	DIS/ System Analyst	
Bob Ramsay	Accounts Payable	Focus Group Leader
Bill Cook	Executive's Office	At Large

GENERAL LEDGER, BUDGET TRACKING

Person	Position/Department	Responsibility
Sue White	Finance	Focus Group Leader
Shirley Robbert	Finance	
Bob Ramsay	Finance	
Marianne Rice	Corrections	
Stacie Hoggarth	Finance	
Susan Chesney	Finance	
Zul Govani	DIS/Technical Support	
Susie Bennett	Finance	
Melinda Pann	Public Works	
Debbie Witt	Treasurer	
Mike Fulcher	Human Services	
Pete Vanmieghem	Human Service	

BUDGET PREPARATION

Person	Position/Department	Responsibility
Sue White	Finance	Focus Group Leader
Sharie Freemantle	Finance	
Mark McLemore	Finance	
Jane Scott	Public Works	
Susan Chesney	Finance	
Becky O'Reilly	Finance	
Zul Govani	DIS/Technical Support	
Stacy Hoggarth	Finance	

JOB COSTING/WORK ORDERS/GRANTS/PROJECTS

Person	Position/Department	Responsibility
Neil Brimacombe	Public Works/Maint. & Ops.	Focus Group Leader
Diane Ingram	Public Works/Design and Construction	Focus Group Leader
Jane Scott	Public Works/Surface Water	Focus Group Leader
Mike Jackets	Airport	
Julie Perez	Public Works/Engineering	
Lane Hoiland	Public Works/Engineering	
Brigitte Smith	Parks	
Janelle Sgrignoli	HR	
Susie Bennett	Finance	
Jamie Gill	Finance	
Chuck McKinney	Finance	
Ken Moser	Public Works/Solid Waste	
Greg Morgan	DIS/Technical Support	
Zul Govani	DIS/Technical Support	
Suzanne Klaas	General Services	
Jim Petrie	DPA	
Aundree Torgerson	DPA	
Julie Perez	Public Works	

PURCHASING

Person	Position/Department	Responsibility
Jo Ann Becker	Finance	Focus Group Leader
Pam Kane	Public Works/Maint. Ops	
Linda Evans	Airport	
Laura Castor	Clerk	
Lynn Gray	Corrections	
Susan Johnson	Human Resources	
Vicki Thoroughman	Information Services	
Nancy Mattson	Public Works/Engineering	
Priscilla Retzlaff	Public Works/Fleet Mg't	
Dave Hopkins	DIS/Technical Support	
Nancy Matson	Public Works/Engineering	
Priscilla Retzlaff	Public Works/Fleet Mg't	
Dave Hopkins	DIS/Technical Support	

ACCOUNTS PAYABLE

Person	Position/Department	Responsibility
Bob Ramsay	Finance	Focus group leader
Ellen Powell	South District Court	
Anita Hutter	Finance	
Ken Johnson	Finance	
Dave Hopkins	DIS	
Janelle Sgrignoli	Human Services	
TBA		

ACCOUNTS RECEIVABLE, CASH COLLECTIONS, QUANTITY BILLING

Person	Position/Department	Responsibility
Rance Fretland	Finance	Focus Group Leader
Janice Wolf	Public Works	
Julie Perez	Public Works/Engineering	
Sandy Cole	Finance	
Mike Jackets	Airport	
Louie Parshall	DIS/Technical Support	
Debbie Witt	Treasurer	

PAYROLL/HUMAN RESOURCES

Person	Position/Department	Responsibility
Jackie Anderson	HR Specialist	HR Focus Group Leader
Sandy Bayne	Payroll Supervisor	Payroll Focus Group Leader
Diane Frauenholtz	Sheriff	
Marianne Rice	Corrections	
Pat Walter	Public Works	
Bruce Eklund	Juvenile Services	
Janelle Sgrignoli	Human Services	
Karen Hersch	Planning & Development	
Brigid Smith	Parks	
Pam Sandoz	Auditors	
Greg Morgan	DIS	
Laura Nelson	Executive	
Rochelle Terry	Council	
Karen Husch	PDS	
Laura Caster	Clerks	
Pam Sandoz	Auditors	
Mary Jo Ballou	District Courts	
Delilah George	District Courts	

FIXED ASSETS

Person	Position/Department	Responsibility
Sue White	Finance	Focus Group Leader
John Carr	Finance	
Patsy Danhof	General Services	
Becky O'Reilly	Finance	
Zul Govani	DIS	
Candy Coomes	General Services	

TRAINING

Person	Position/Department	Responsibility
Ken Johnson	Finance	Focus Group Leader
Bill Cook	Executive	
TBA		

REPORTING

Person	Position/Department	Responsibility
Susan Chesney	Finance	Focus Group Leader
Rebecca O'Reilly	Finance	
Sandy Bayne	Payroll	
Jackie Anderson	Human Resources	
Dave Hopkins	DIS	
Sue White	Finance	
Marianne Rice	Corrections	
Bobann Fogard	Public Works	

SECURITY

Person	Position/Department	Responsibility
Susan Chesney	Finance	Focus Group Leader
Sue White	Finance	
Sandy Bayne	Payroll	
Dave Hopkins	DIS	
Jackie Anderson	Human Resources	
Sinh Nguyen	DIS	

The Focus Group structure incorporates all the functional subsystems that were detailed in Section 3.1 above. A Technical Focus Group has also been established. The Technical Focus Group is responsible for installing the hardware, system software, and communications (Platform) aspects of the system and ensuring that the required platform is established and in place for the project as it proceeds. The Technical Focus Group is also responsible for Data Conversion and Interface programming.

TECHNICAL

Person	Position/Department	Responsibility
Dave Hopkins	DIS	Focus Group Leader
Greg Morgan	DIS	
Leon Zainwel	DIS	
Zul Govani	DIS	

Membership in the various SFG Groups is as follows:

EXECUTIVE

Person	Position/Department	Responsibility
John Hille	President, North America	North American Operations
Bryan Brooking	Vice President, Client Services	North American SFG Projects

PROJECT TEAM

Person	Position/Department	Responsibility
Nancy Todd	Senior Project Manager, Client Services	SFG Project Coordinator
Bryan Brooking	Vice President, Client Services	Re engineering Aspects
Janet Wardlaw	Senior Application Consultant	AR/CC/QB
John Wilson	Senior Application Consultant	GL/BU/FR /GT/PJ
Gerry Ukrainetz	Senior Application Consultant	JC/EQ/SR/FA
Steve Magida	Budgeting Technologies Inc.	Budget Preparation
Ken Ho	Senior Technical Specialist	Software installation and technical issues
Romi Aghakhani	Technical Specialist	System Admin. Training
TBA	Senior Application Consultant	PA/HR
Edith Roller	Senior Application Consultant	AP/PO/BQ

SOFTWARE TEAM

Person	Position/Department	Responsibility
Al Turner	Payroll/HR	Product Manager
Kath Occleshaw	GL/FR/BU/AP/PO/BQ/GT/PJ	Product Manager
Ingrid Faisal	AR/CC/QB	Product Manager
Mike Spector	JC/EQ/FA	Product Manager
Simon Drake	Vice President, Software Engineering	Software Team

5.2 ROLES AND RESPONSIBILITIES

Within the project organization, certain individuals and groups have specific responsibilities, as follows:

Snohomish County Sponsor's Committee

- Develops overall project objectives
- Makes policy decisions
- Establishes priorities for the project
- Controls the project budget
- Approves the progress and deliverables of the project at milestone dates
- Accepts the system
- Resolves issues forwarded by the Project Team
- Resolves any contract issues between Snohomish County and SFG which may be forwarded by the Project Team
- Consults from time to time with the SFG Executive on project progress
- Reviews Monthly Project and milestone reports

Snohomish County Project Team

- Reviews project progress and resolves procedural issues
- Makes recommendations on policy decisions to the Sponsor's Committee
- Oversees Focus Group issues and activities
- Reviews decisions and assumptions made by the Focus Groups
- Forwards unresolved issues to the Sponsor's Committee
- Reviews the progress and deliverables for the project and forward meeting minutes to the Sponsor's Committee

Snohomish County Project Manager

- Coordinates overall scheduling of all Snohomish County resources
- Maintains the plan and updates it based on any schedule changes, scope changes and/or other project adjustments
- Raises Project Change Requests and Software Change Controls
- Manages any other subcontractors involved with the project, other than those subcontracted through SFG
- Prepares project status reporting
- Controls issues ensuring issues raised by individual Focus Groups are resolved
- Oversees activities of Focus Groups to ensure they are meeting as appropriate and that progress of the meetings is reported accurately
- Provides day-to-day reviews of the project

- Provides first point of contact for the SFG Project Coordinator
- Schedules Project team meetings
- Manages review and sign-off process for Snohomish County
- Coordinates other (non-SFG provided) third parties involved in the project
- Ensures that contingency and cut over planning supports County objectives
- Administers the contract (including payment schedule) for Snohomish County.

Focus Group Leaders

- Schedule Focus group activities and resources
- Summarize Focus Group Issues and prepare Issue Papers
- Re-visit and refine Application Implementation Strategies after Fit sessions
- Report on Focus Group activities as required
- Participate in Project Team meetings and activities
- Review and provide regular feedback on project plan and strategies as they relate to their focus area
- Prepare Software Action Notices including supporting documentation to report software problems, or opportunities to SFG
- Interface with SFG Project coordinator regarding forms and forms selection - e.g. AP Warrant form
- Sign off/approve any functional and design specifications provided by SFG during the course of the project.

Focus Groups

- Participate in Fit Analysis sessions
- Meet regularly during the Fit Analysis Phase to determine how to best use the system to meet Snohomish County's requirements
- Identify internal procedural and policy changes that may be needed to make effective use of the SFG Software
- Suggest alternative approaches to issues
- Build, set up and test mini-Snohomish organization small sample data sets
- Document application set up parameters
- Maintain regular communications with DIS on data set changes, copying, back ups, etc.
- Participate actively in testing the new system and software delivered by SFG as outlined in the Testing Strategy (Section 5.1.7)
- Research answers to questions raised by SFG or the Project Team during the course of the project
- Develop User/Procedure documentation and training materials
- Participate in Contingency Planning prior to cut over to live operation
- Participate in and help orchestrate any manual data conversion and data validation activities

- Be involved in End User training
- Become "Key Users" or Power Users during cut over to production operations
- Review design specifications submitted by SFG during the course of the project

SFG Executive

- Resolves issues forwarded by the SFG Project Coordinator
- Resolves any contract issues between Snohomish County and SFG which are forwarded by the SFG Project Coordinator
- Consults from time to time with Snohomish County Sponsor's Committee regarding project progress
- Reviews Monthly Project reports

SFG Project Coordinator

- Controls and deploys SFG resources and Co-ordinates all SFG resources
- Coordinates activities of all SFG staff on Snohomish County premises
- Prepares an SFG project status report monthly for Snohomish County Project Team Leader
- Administers contract for SFG and prepares invoicing for payments
- Forwards issues to SFG Executive as appropriate
- Assists Snohomish County Project Team Leader in Project planning activities.

5.3 PROJECT REPORTING

Every month Snohomish County Project Team Leader will prepare a written status report with the following suggested/recommended format to capture all project issues:

- Project Completion Status, which includes:
 - an overview of Milestones, Deliverables and/or Events which were scheduled for the period of the report and whether they were completed or not,
 - items scheduled for the next period,
 - a summary of Issue Papers received to date,
 - a summary of Project Change Requests received to date, and
 - a summary of Software Action Notices received to date.

- Project Issues, providing an explanation of any problems that may affect the ability to meet the project schedule, budget, or quality targets. This will include a discussion of the efforts being taken to correct the identified situations.
- Project Billing Reconciliation, showing the amounts invoiced to date and those still left to bill.

The timing of the monthly report will be established by Snohomish County Project Manager.

The SFG Project Coordinator will submit a written report to Snohomish County Project Manger in the same overall format. This report will cover SFG's elements of the project (while Snohomish County report will cover the overall project including Snohomish County and other County third party activities).

5.4 COMMUNICATIONS AND REVIEW PROCESSES

The Working Session Group agreed to the following:

- Sponsor's Committee would initially meet every six weeks. (This schedule may be changed from time to time to coincide with major project milestones.)
- Project Milestones requiring approval from the Sponsor's Committee and SFG Executive will typically have first been signed off by Snohomish County Project Team Leader and SFG Project Coordinator.
- Project Team will meet weekly and minutes will be documented and circulated by the Project Team Leader.
- Focus Groups will meet weekly and the Focus Group Leaders will report meeting results to the Project Team at weekly meetings.
- Use of EMail to keep the Project Team, Client Leads and End Users as Cut Over approaches will be considered.
- Methods to keep the Junior Districts involved and up to date will be looked into.
- For Payroll changes advance notices may be distributed with the pay checks.

- Client lead meetings will be used from time to time to inform the Key user departments of project status and progress this will be done at least quarterly.
- Focus Groups will consider ways to communicate that various current activities should be stopped, or are no longer needed once the new system is in place - for example, using on line vs. running reports, downloading to PCs, 'tips and traps', etc.
- The Project Team will prepare a post live/end user support plan as well as a plan for cut over and for on going.
- The Project Team will remain committed to the project for a 4 - 6 week period after Go Live, as opposed to "disbanding" upon Cut Over. The will involve validation meetings : is it working 'as tested' or as expected?
- It may be necessary to communicate with vendors regarding such items as; changes in PO forms, changes in processes, changes in timing and method of payments, etc.
- The Project Team Leader and the SFG Project Coordinator will be the points of contact between Snohomish County and SFG. Each will be responsible for distribution of information received within their respective organizations.

For communications related to Issues, software problems and enhancements, and Project changes, specific forms will be used such that these areas can be properly recorded and tracked:

- Issue Papers;
- Software Action Notices;
- Project Change Requests,;

Issue Papers will be used throughout the implementation process to address:

- opportunities and/or the need to amend existing Snohomish County policies and procedures; and,
- issues requiring resolution, raised by any member of the Project Team, in connection with the implementation of the project.

The format of the Issue Paper is shown in the Appendix F. Issue Papers should be reviewed on a regular basis by the Project Team. The Fit Report, as well as reports at the end of each project implementation phase, will summarize all Issue Papers and their status.

Issue Papers will be tracked throughout the project. Issues Papers address not only software customization or enhancement issues, but also scheduling issues, policy and procedure items, and any other activity or decision that will affect completion of the project.

Issue Papers are summarized and reviewed by the Project Team at the completion of each phase, including the completion point of the follow-up phase of implementation. Issue Papers provide a vehicle to ensure that any items outstanding at the end of any phase of implementation, or at the end of the project, have been assigned for follow-up.

Copies of all Issue Papers by Focus Group will be kept in ring binders in the Snohomish County Project Room.

The SFG **Software Action Notice (SAN)** is used to document software customization requirements or any functional problems found in the software. These are initially documented by Snohomish County. SANs submitted by Snohomish County will be entered into the SFG SAN database and summary status lists provided back to Snohomish County. Snohomish County will submit SAN using the SAN form illustrated in the Appendix F.

At the end of the Fit Analysis Phase of implementation, all documented SANs will be jointly reviewed by SFG and Snohomish County's Project Team for the purpose of confirming that they are within the scope of Snohomish County Financial Project.

Project changes requested by either SFG, or Snohomish County, will be documented and will undergo a formal approval process. An example of the **Project Change Request** form is shown in the Appendix F. Each project change request will be evaluated by SFG and Snohomish County for the purpose of determining the estimated effect on: cost; staffing; and, the project schedule. As such, each project change request will clearly specify the:

- nature of the project modification, or change;
- resources affected in terms of staff, scheduling, or any other considerations; and,
- necessary approvals prior to implementation of the modification, or change.

The need for SFG to be provided with the capability to remotely communicate via modem to the Snohomish County system (should the need arise to review data file building, transmit software upgrades, etc.) was also discussed.

SFG recommends that Snohomish County have in place alternative methods of remote communication to provide redundancy in the event of a system failure. An example of alternative methods would be:

- internet address and access, and
- modem appropriately configured, as backup.

6.0 FIT ANALYSIS PHASE

6.1 FIT ANALYSIS ACTIVITIES AND OBJECTIVES

The next step in the implementation of the SFG Solutions is the Fit Analysis Phase. This start can be started upon approval of the final Scope Report and appropriate contracting activity.

Objectives of the Fit Analysis phase are to:

- Review software by application function (subsystem) and its implementation and set up options with the Focus Groups
- Determine what issues exist in relation to the successful implementation of the software. Such issues may relate to decisions as to the manner in which the software will be set up, and/or what changes in business practices may be made during or after the implementation of the software
- Determine if any policy changes are required in relation to the changes in business practices proposed

The Fit sessions are also one form of application training for the County. They represent a transfer of product knowledge from SFG to the Focus Groups and Project Team.

6.2 INSTALL SFG SOFTWARE

This step includes the following basic activities:

- Installation of the HP 9000 Server and sufficient networking and equipment to support the Fit Session Facility requirements.
- Installation of the current versions of the SFG SolutionsTM financial software applications (together with their runtime utilities) for those subsystems to be implemented on or before January, 1997. The SFG System Core and Menu Management software will also be installed. The applications to be implemented after January, 1997 will not be installed until they are required for Fit sessions.
- Installation of the Sybase Software, and IQ for Windows.
- Prior to installation of the software, Snohomish County should have configured the hardware (including disk, printers, terminals and network) necessary to load the current version of the SFG software.

6.3 CONDUCT FIT SESSIONS

The next step in the Fit Analysis Phase is to conduct subsystem specific workshops with each Focus Group. The Activities include:

- Fit Workshops, where Focus Groups are taken through the existing software and implementation and usage issues are identified. (The Focus sessions will go beyond the ground that has already been covered through the RFP/Proposal and product review process.) All of these issues are documented in Issue Papers.
- An Issue Paper will be created by the Focus Group detailing every issue related to changing Snohomish County policies or procedures, or modifying the software and making recommendations for resolution. The Fit Analysis Report will contain a summarized list of the Issue Papers raised and their resolution.
- Issues which relate to internal policies and procedures will be reviewed by the appropriate Focus Group who will recommend appropriate resolutions. If the issue should relate to broader organizational policies, it will be referred to the Project Team along with recommendations for resolution.

- The Security Focus Group is responsible for defining the menu access required by users for their particular subsystem(s). The Project Team will reconcile the overall menu security requirements.

6.4 REVIEW TECHNICAL REQUIREMENTS

During the Fit phase:

- The Technical Focus group will meet with the Project Team to examine and refine platform and interface requirements as well as to review the hardware requirements for terminal and printer placement to meet the needs of the end users.
- The Project Team is also responsible for defining the standard processing schedules for all subsystems, and for reviewing the processing schedules to ensure that the information requirements of inter-dependent financial applications are met.
- Once the Fit Session for any particular phase or subsystem has been held, a technical Fit session should also be held by the Technical Focus Group, to focus on issues such as interfaces to existing data files and subsystems, processing schedules, hardware requirements, data conversion, cut over and backup requirements.
- Backup procedures should be reviewed to ensure they will maintain the integrity of the database and avoid loss of data during the project implementation and live operation.

6.5 UPDATE STRATEGIES AND PROJECT PLAN

Activities include:

- The Strategies for the key project activities outlined in Section 4.1 are reviewed and updated by the Focus Groups in consultation with the SFG as a result of the Fit Session process. The updated strategies are included in the Fit Report. These strategies will include the scheduling of the delivery of the product modifications set out in Appendix C. The emphasis is on delivery prior to Go Live of those modifications that need to be in place at Cut Over

- The macro level plan contained in this Scope Report is jointly reviewed on an application-by-application basis, refined and updated by Snohomish County and SFG.
- Development of any agreed modifications will begin after Fit sign-off. Areas where the Fit is expected to yield complete sign-off include:
 - Conversion strategy and basic understanding of field mapping
 - Interface strategy and basic understanding of field mapping
 - Forms layouts and basic understanding of field mapping
- The following form types were identified for further review:

Application	Form
Accounts Payable	Warrant
Purchasing	PO Form(s)
Payroll	Warrant and Stub, Deposit Advice
Accounts Receivable	Invoice(s)
Cash Collection	Receipt
Quantity Billing	Invoice(s)
Payroll	W-2

6.6 PREPARE FIT ANALYSIS REPORTS

When Fit Analysis workshops have been completed, the SFG Project Coordinator manages the completion of the Fit Analysis Report prepared for each application. The report presents a summary of the Issue Papers produced by the Focus Groups, Software Action Notices, Project Change Requests, updated costs if any, detailed project schedule and the updated strategies.

Once accepted, the Fit Analysis Report becomes the basis for the subsequent Implementation and Acceptance Phases. An example Fit Analysis Report Table of Contents is contained in the Appendix G.

Outstanding issues and Project Change Requests (PCR's) are resolved and processed and their impact on the project, if any, is summarized in terms of costs, scheduling and resources.

6.7 APPROVE FIT ANALYSIS REPORTS

Approval of the Fit Analysis Report on an application by application basis by Snohomish County and SFG provides another important checkpoint in the process and is required before the implementation can proceed.

6.8 FIT ANALYSIS SCHEDULE

The Fit Analysis stage of this project will be conducted in the form of Focus Group workshops targeted to begin in April, 1996. The preliminary SFG Event Schedule is summarized in Appendix B. This shows a draft schedule of how the SFG on-site person days specified in the Statement of Work will be incorporated into the project. It is based upon the schedule and events discussed during the Scope Working Session.

SFG and Snohomish County will work to revise the draft schedule according to both Snohomish County and SFG personnel availability. This activity will take place as part of Project Kick Off. The resulting updated schedule can then be incorporated into the overall Project Plan.

7.0 SUBSEQUENT PHASES

The subsequent phases of the project are described below. SFG's involvement in these phases is detailed in the Statement of Work in Appendix A.

7.1 IMPLEMENTATION PHASE

The Implementation Phase consists of activities required to prepare the application for acceptance by Snohomish County and cut over into production. These activities are accomplished with careful reference to the strategies agreed in the Scope and Fit Analysis phases.

The Implementation phase is a "building" phase in which the software is set up and tested, data is converted the conversions are tested. During this phase Cut over and contingency plans are prepared to further refine the optimal approach to cut over to live operations. Any agreed enhancements or modifications to the software applications required for cut over are developed and delivered.

7.2 ACCEPTANCE PHASE

The Acceptance phase of the project begins with running the applications against Snohomish County's test and volume data. In particular, integration and interfaces between the applications are tested. Output forms, such as warrants are tested in a simulated production environment. The purpose of this deliberate process is to

identify and highlight any problems while there is time to do something about them and further verifies that Snohomish County is using the software as designed.

Tests are repeated iteratively and actual to expected results modified until the Focus Groups and Project Team signify that they are prepared to cut over. During this phase End User training takes place and final planning and preparation for cut over takes place. The completion of the phase is signified by cut over to supporting Snohomish County business process with the new application(s).

7.3 FOLLOW-UP PHASE

The Follow Up phase is the final phase of the project. The SFG Project Coordinator will conduct a review with the Project Team to determine how each of the subsystems are operating in the live environment. Any open issues or requirements for additional follow-up or advanced training will be documented.

During Follow Up, the operational financial system is also compared with the original project goals. An evaluation is prepared and identifies any further changes that may be possible and/or required to meet the project goals. In many cases the Follow Up phase is an opportunity to put additional process improvements into place that were logged for implementation during the Scope or Fit Phases.

8.0 PROJECT SCOPE SIGN-OFF

The completion of the Scope Phase resulted in the preparation of a draft Scope Report with our joint conclusions and recommendations. Both Snohomish County and SFG reviewed the report and made recommendations which have been incorporated into this final Scope Report.

The approved Scope Report becomes a project document that is used to augment (not replace or displace) Snohomish County's RFP, SFG's Proposal and the Contract Snohomish County and SFG. Unless explicitly referenced herein, in the event of any discrepancy between this Scope Report and any of documents incorporated by reference in the Contract, then the documents shall prevail in order of the precedence set out in the Contract.

APPENDIX A
STATEMENT OF WORK

BACKGROUND

Snohomish County has been a user of computerized data processing for a number of years. However, the needs and requirements of the County have evolved over time to a point where the current software applications no longer meet all of the County's needs. The objective of this project will be to migrate from the current applications to SFG "Solutions For Government™" applications in an "Open Systems" environment. This will involve the implementation of the following SFG "Solutions For Government™" applications:

System/Menu Management	Purchasing
General Ledger	Bids Management
Budget Tracking	Accounts Payable
Financial Reporting	Accounts Receivable
Project Accounting	Quantity Billing
Grant Tracking	Cash Collections
Payroll	Job Costing
Human Resources	Fixed Assets
Service Requests/Work Orders	Equipment Management

In addition, a Query and Reporting tool called IQ, from Intelligent Query, will be implemented. This allows reports and queries to be developed by Snohomish County which are specific to Snohomish County's needs and requirements. A third party application for Budget Preparation and Sybase, a relational database, are included in the contract.

STATEMENT OF WORK

SFG undertakes to provide the Professional Services for the software applications outlined above. SFG's fees for its Professional Services will be billed on a monthly basis throughout the Project, such that the fees shown below will have been billed in full by the completion of the Project. The fees shown will not be exceeded without prior approval of a mutually agreed upon change in the scope of work documented by a Project Change Order (PCR).

The specific subdivision and allocation of Professional Services into days by activity shown below should be regarded as representative only of where the time may actually be applied.

Included with the Licensed Software Products are the following core systems capabilities which will be implemented with the application software:

- Menu and System Control
- Organizational Security
- Client View (GUI)
- IQ Views
- Acu4GL and Runtime

SFG will provide Snohomish County a Project Implementation Methodology to install and bring the applications into "live" operation. The SFG Methodology provides a five phase process which enables Snohomish County to move deliberately from the current technical and functional environment to a new production environment. The five phases of the SFG Methodology are:

1. Scope
2. Fit Analysis
3. Implementation
4. Acceptance
5. Follow up.

The SFG methodology incorporates the following key principles:

- "Structured" methodology following a designed and deliberate sequence of steps.
- Client participation during each phase, such that the client is fully involved in the process of installing and implementing the system.
- Transfer of knowledge from SFG consultants to client owners. client is fully responsible for running and maintaining the system by the time they go live and therefore neither dependent nor reliant on SFG for the ongoing operational management of their system.

The Methodology is focused around a Project Plan which addresses the following fundamental areas:

- Hardware platform installation and configuration set up
- Software review (and Modification if required)
- Interfaces to other systems
- Testing
- Data Conversion and Creation
- Procedure development
- Training
- Cut Over to live operations.

SFG and Snohomish County's respective involvement and responsibilities related to the project are defined in the Statement of Work and Constraints and Assumptions sections set out below.

SFG assumes that it is providing services under the overall direction of Snohomish County and that the role of the SFG Project manager is related to the planning and coordination of SFG deliverables under the contract.

Scope Phase

SFG services will conduct an on-site Scope Working session. (Two SFG personnel will be involved in this Scope Working session.) SFG will then prepare a Scope Report for SFG/Snohomish County review and signoff/approval.

Methodology:

- Confirm which departments and business functions fall within the scope of the implementation project and establish their roles.
- Take the initial step toward building a team-based approach to the project (building a project team),
- Involve the key project personnel (IS, Project, and User personnel) in project planning, such that the resulting plan is a consensus plan that is understood by the Snohomish County/SFG Project Team,
- Prepare the Project Plan and Schedule to the level of detail needed for the team to understand the project and get the project under way.
- Provide clarification and explanation to the Snohomish County of the Application "Fit" Process, how the Fit sessions will be conducted, and what will be the expected outcome of the Fit sessions,
- Discuss Critical Success Factors for the project (What is the project team counting on for the project to be successful?), and explore ways in which the team can ensure the critical success factors are met,
- Assist in identifying interfaces that will need to be created to bridge between new and existing modules during the course of the project. Assist in identifying the logical order of implementation and the interfaces that may be required during phased implementation. Assist in identifying the issues related to interfaces required in the final operational environment.
- Document all issues that relate to the project implementation.

SFG Deliverables:

- 2 Person days of off-site coordination/preparation of the Working Session "Kit" containing agenda and handout materials for the Scope Working Session.
- 6 person-days of on-site attendance at Scope Working sessions. (Note that all on site days referenced are person days.)
- Project Scope Report containing Project Organization, strategies for conversion, testing, training etc., schedule for On-site Fit sessions, and project plan. The County will prepare written strategies based on SFG examples.
- 4 person days of off-site effort in the preparation of Project Scope Report.
- SFG's near term schedule of activities/events.
- SFG Team list and indication of SFG team member roles and their responsibilities within the SFG team
- 1 person day, on-site, for the presentation/approval of the Project Scope Report to the Project Team/ Steering Committee.
- 2 person days on-site for Project Kick off and scheduling.

NOTE: Of the above deliverables, all but the 2 person days on-site for Project Kick off and scheduling are being delivered as part of a separate initial professional services contract. The items have been left in this Statement of Work for purposes of completeness in describing the overall project and SFG commitment. The fees associated with the Professional Services contract have been removed from this Statement of Work.

Deliverable	Comment	SFG	Client
SCOPE STAGE			
Paper Deliverables			
Customer Profile	SFG provides template		✓
Scope "Kit"	Agenda and handouts for Scope Working Session	✓	
Scope Report	Client prepares strategy write ups - SFG provides examples. Client participates in Project Schedule/Plan preparation and provides Focus Group lists	✓	
Issue Paper Status Report			✓
Issue Papers	SFG Provides template		✓
Near Term Schedule		✓	✓
Client Background Information.			✓
Scope Report Acceptance			✓
Process Deliverables			
Scope Working Session	Facilitated by SFG - attended by Client.	✓	
Physical Deliverables			
Working Session Facility			✓
P. Mgt. Deliverables			
Project Ring binders		✓	✓

Fit Analysis Phase

Prior to the commencement of the application "Fit" sessions, SFG will install the application software. SFG will also provide "System Core" and Menu Management training during this Phase.

Platform Initialization

Methodology:

- Install and test computer hardware, networking, operating systems, database and other system software.
- Install SFG Solutions Software™.
- Provide System Administration training for the application software.

SFG Deliverables:

- SFG will provide 8 days of services to:
 - configure hardware (e.g. disks, printers, terminals) necessary to load the SFG Solutions application software and test sample data bases in preparation for FIT session workshops.
 - load SFG application modules, sample data libraries and system management modules at their then-current release level. SFG will arrange shipment and delivery of the application documentation.
 - load all third party software which it is contracted to deliver under this agreement
- SFG will provide 2 person days on-site training for application set, configuration, menu management, print queue management and application housekeeping.

Constraints and Assumptions

- It is the responsibility of Snohomish County to provide a working hardware platform with sufficient capacity to load SFG software. The hardware must be connected to any required network interfaces to provide user access to printing and terminal facilities in at least one training location. Snohomish County will indicate to SFG that the hardware is installed and operational, ready for SFG activities. SFG assumes that prior to coming on site for any particular activity, the platform will be operational to the extent required for that activity. For example, a training facility will be prepared prior to SFG coming on-site to deliver training.
- Snohomish County will provide high speed modem access to the system, prior to SFG coming on-site.
- Basic training of IS operations personnel in UNIX, Sybase database administration and use of the hardware platform must be completed before SFG installs the applications software.
- Snohomish County participates with SFG in the software installation process for the purposes of augmenting knowledge transfer.
- IS personnel must establish backup procedures that meet Snohomish County security requirements to secure the new operating

environment. SFG assumes Snohomish County provides system housekeeping as soon as the system is turned over to Snohomish County following software installation.

- SFG may load the software in stages relevant to the application phases agreed to in the Project Planning stage. Some Third Party software, such as Sybase or Acu4GL, and some SFG application software may be loaded onto the hardware platform at later intervals as the project plan dictates.
- SFG's fees assume that only one system will be loaded by SFG (for example, not a "loaner machine" followed by reinstalling the software on the production machine, or duplicate load onto a second server box acquired for whatever purposes). Extra fees will apply for multiple machine installs.
- As referenced in Exhibit "B" of this Agreement, SFG will be providing to Snohomish County the Sybase database software.

Fit Analysis

Once the application software is installed and functions successfully, SFG will provide on-site personnel to conduct application "Fit" sessions. SFG will then co-ordinate the preparation of a Fit Analysis Report for each module. The Fit Analysis Report will include documentation of the "issues" that were raised during the fit and their resolution, updated strategies for conversion, testing, etc., and updated project plan.

Methodology:

- Analyze and document the setup of the application software to support the user requirements.
- Define the overall platform, including hardware, system software, networking, and other technical requirements.
- Identify at the detail level any and all customization requirements for the application software
- Identify Snohomish County policy and procedural changes that relate to the implementation of the new software.
- Update the project strategies based on the results of the Fit sessions
- List and resolve issues
- Refine and update the project plan complete with the resource requirements and responsibilities for the successful completion of the project.

SFG Deliverables:

- SFG will provide **106** days of FIT sessions by module as set out below.

SFG Application	On-site Days	Off-site Days	Comment
General Ledger	11	4	Includes Budget Tracking and Financial Reporting
Grant Tracking and Project Accounting	2	1	
Fixed Assets	4	2	
Accounts Payable	4	2	
Purchasing	8	2	Includes Bid Management
Job Costing	4	2	
Equipment Management	3	1	
Service Requests/Work Orders	2	1	
Payroll	8	3	
Human Resources	4	3	
Accounts Receivable	6	2	Includes Cash Collections and Quantity Billing
Security	8	1	Includes security (SY) and Menu Management (MM)
IQ and Report Writer	4	2	
Total Fit Session Days	68	26	

Third Party Application	On-site Days	Off-site Days	Comment
Budget Preparation	8	4	
Total Fit Session Days	8	4	

- SFG will provide example layouts of the various forms available in the SFG applications. SFG will advise Snohomish County as to the trade offs between forms.
- SFG will provide 5 days of assistance to prepare a conversion plan. SFG assistance will include input to the preparation of the conversion and interface definitions - e.g. file/table layouts, bridges to existing systems, existing system to new system cross mapping, file transfer and upload, etc.
- The SFG Project Manager will provide cost estimates and delivery lead times for all approved modifications to SFG-provided software.

- SFG will provide a Fit Analysis Report for each subsystem, including Issue Papers and Software Action Notices. Snohomish County is responsible for documenting the Issue Papers, implementation strategies and updated plan for inclusion in the Reports.

Constraints and Assumptions

- It is the responsibility of Snohomish County to provide a suitable "Fit" facility with access to terminals, printers and access to the SFG application software.
- Snohomish County will be responsible for all note taking during the Fit Sessions.
- Snohomish County will document requested product changes. After approval by the Snohomish Project Manager, Software Action Notices (SANs) requesting changes to the existing SFG application, will be sent to SFG's Application Development department for the purposes of suggesting alternatives and cost estimates and schedules. Only SAN estimates prepared by SFG and subsequently approved by Snohomish County will be committed for delivery.
- SFG's fees include the necessary preparation time prior to delivery of each Fit session.
- Forms modifications have not been quoted, or included in this contract.
- Snohomish County will review SFG 's forms and determine whether these will meet the requirements of the County. Snohomish County agrees that any forms customization will be in addition to the fees listed in this contract. The fees will be mutually agreed between SFG and Snohomish County. (Modifications required for Live Operation are usually delivered during the Implementation Phase.)

Training

Training for the software applications and the IQ Query and Reporting tool is delivered by SFG to the Snohomish County Focus Groups, who as trainers then in turn train end users during the Acceptance Phase.

Methodology

- SFG provides "Train-the-Trainer" sessions; the Client delivers End User training.

Constraints and Assumptions

- SFG training is for the project team and end user trainers who have been involved in the Fit sessions, not for end users. SFG training is not customized to specific Snohomish County data or procedures.
- Snohomish County provides the end user training, based upon the training provided by SFG. Snohomish County provides the training facility for both SFG and Snohomish County delivered training.
- It is prerequisite that Snohomish County obtain training for Systems personnel in operating systems and other systems and platform related areas. SFG's fees do not include training related to Sybase or Sybase administration, HP-UX, or any other operating system utilities, or any software packages which are acquired directly by Snohomish County.

SFG Deliverables:

SFG will provide **56** days of on-site training for the project team as per the following table:

SFG Application	On-site Days	Comment
General Ledger	7	Includes Budget Tracking and Financial Reporting
Grant Tracking and Project Accounting	2	
Fixed Assets	4	
Accounts Payable	4	
Purchasing	8	Includes Bid Management
Job Costing	3	
Equipment Management	2	
Service Requests/Work Orders	3	
Payroll	8	
Human Resources	6	
Accounts Receivable	3	Includes Cash Collections and Quantity Billing
Security	2	
IQ and Report Writer	0	
Total Acceptance Training/Consulting Days	52	

Third Party Application	On-site Days	Comment
Budget Preparation	4	
Total Training Days	4	

Deliverable	Comment	SFG	Client
FIT STAGE			
Paper Deliverables			
Fit Report	Client updates strategies and inputs to Project Plan	✓	
Issue Paper Status Report			✓
Issue Papers			✓
SAN's	SFG provides template and Process for submission		✓
Forms Design	SFG provides std. form layouts		✓
Mod Quotes and Spec's	Client Approves	✓	
Configuration Diagram			✓
Conversion Plan	SFG provides 5 days of assistance to prepare a conversion plan.	✓	✓
System Procedures			✓
System Name			✓
Process Deliverables			
Hardware Installation			✓
Hardware Set Up			✓
Network Installation			✓
Network Configuration			✓
SFG Software Installation	Initial Load - 8 days	✓	
Accounting Events Orientation	Included in the Fit Sessions	✓	
Fit Sessions	SFG provides 106 days	✓	
SY/MM Training	SFG provides 2 days on-site training	✓	
Project Team Meetings	SFG participates when on-site		✓
System Set Up	Data Sets, etc.		✓
System Administration	Backup's, etc.		✓

Physical Deliverables			
FIT Facility		✓	✓
Initial Hardware Platform and Network			✓
Remote Dial up Access	For SFG Support Access		✓

SFG Software and Documentation		✓	
Software Backups			✓
Third Party Software and Documentation		✓	
P. Mgt. Deliverables			
Project Reference Library	SAN's, Issue Papers, Minutes, Sign Offs, etc.		✓
Project Office	Including Voice Mail, Fax access for SFG		✓

Implementation Phase

The objective of this phase is to prepare the system for testing and acceptance in order to bring the products into live operation. These activities are accomplished with continual and careful reference to the strategies agreed in the Fit phase.

Methodology

- The SFG Solution Software set up is finalized,
- File building and Data Conversion takes place,
- Bridges and interfaces are developed,
- Hardware is installed and the platform expanded to meet the evolving needs of the Project and the Focus Groups,
- Software modifications required for initial live operations are developed and delivered,
- Training materials and Training Schedules are developed,
- Acceptance Test Plans are developed,
- Cut Over and Contingency plans are further updated and refined,
- Policies and Procedures are documented.

SFG Deliverables:

SFG will provide 70 days of Implementation Consulting Services by module as set out below:

SFG Application	On-site Days	Off-site Days	Comment
General Ledger	3	2	Includes Budget Tracking and Financial Reporting.
Grant Tracking and Project Accounting	1	1	
Fixed Assets	2	1	
Accounts Payable	2	2	
Purchasing	2	2	Includes Bids & Quotes
Job Costing	4	3	
Equipment Management	2	2	
Service Requests/Work Orders	2	2	
Payroll	7	6	
Human Resources	2	2	
Accounts Receivable	2	2	Includes Cash Collections and Quantity Billing
Security	2	2	
IQ and Report Writer	1	1	
Total Consulting Days	32	28	

Third Party Application	On-site Days	Off-site Days	Comment
Budget Preparation	6	4	
Total Consulting Days	6	4	

SFG will provide to Snohomish County the following services:

- 7 days of assistance with the development of conversion programs and 10 days for interfaces. This assistance will be in the form of guidance, information and input to questions raised etc. and may be either on or off site.
- Software modifications required for Cut Over to live operations. Software modifications are summarized in Appendix C of the Scope Report.
- Follow up to issues, together with project meetings and liaison with Snohomish County.
- Example test scripts for selected modules (not all modules). These to be used by Snohomish County as they see fit. SFG will provide the sample test script in MS WORD format.
- Provide copies of SFG training manuals in MS Word format for Snohomish County to use as they wish in the preparation of End User training and Operations Procedures manuals.

Constraints and Assumptions

- Snohomish County is responsible for delivering conversion programs and interfaces. SFG's conversion assistance does not include any actual programming of interfaces or conversion routines. Snohomish is also responsible for interim bridging interfaces which may become necessary as a result of the final implementation strategy which is decided upon. If additional effort is required by SFG personnel, any incremental fees will be mutually agreed to in advance of the commencement of work.
- Snohomish County agrees it may be beneficial to both Snohomish County and SFG to send one or more Snohomish County personnel to Vancouver to meet with multiple SFG personnel regarding conversion and interface design, development approaches and information exchange.

Deliverable	Comment	SFG	Client
IMPLEMENTATION STAGE			
Paper Deliverables			
Interface Design	SFG provides file layouts for SFG files and available interfaces	✓	✓
Conversion Design	SFG provides file layouts for its Files	✓	✓
SAN's			✓
SFG Training Manuals	These are standard training manuals - available in Soft Copy	✓	
SAN Status Report		✓	
Issue Paper Status Report			✓
Issue Papers			✓
Testing Plan	SFG provides examples		✓
End User Training Schedule			✓
Newsletter	SFG Provides examples		✓
Process Deliverables			
FG Training Sessions	SFG provides 56 days of training	✓	
Master File Creation			✓
Data Conversion Programming and Testing	SFG provides 7 days of assistance with the design of conversion programs between systems.		✓
Procedure Development			✓
Interface Program and Testing	SFG provides 10 days of assistance with the design of interfaces between systems and modules.		✓
File Building			✓
Implementation Consultation	SFG provides 70 days of implementation consulting Services	✓	
Project Team meetings	SFG participates when on-site		✓

Physical Deliverables			
Forms Master	AP Check form "proofs", etc.		✓
Training Facilities	For Focus Group Training		✓
Operational Platform and Network	The platform and Network for Testing		✓
Workplace Facilities	Cash Collections Counter, for example, for testing		✓
Training Data Set	For End User Training		✓
Small Sample Data Set	For full scale small volume testing		✓
Test Data Set(s)	For Conversion, Interface, and Volume testing		✓
Production Data Set	Being built for Live Use		✓
SFG Software	Version for Go Live. Client provides version control	✓	
PMgt. Deliverables			

Acceptance Phase

During this phase application and system testing takes place. Snohomish County, in a controlled, orderly manner, runs through the complete process of starting up and verifying that the new system will operate as required. This step confirms the decisions made in the Fit Analysis and developed in the Implementation Phase. The final step of this phase is to take all the aspects of the systems (the software, procedures, documents and reports) into live operation.

Cut Over plans and operational procedures are finalized. Any additional hardware and networking capability required for live operations is generally installed and tested by Snohomish County (or their selected hardware/software vendors) at this point.

End User training is roll out. Project Communications may include communications with end users, constituents, suppliers and customers.

Methodology:

- Conversion procedures are run to provide current data for testing as required. This enables the conversion procedures themselves to be tested.
- Acceptance testing is conducted according to the Acceptance Test Plan including any internal and external interfaces.
- Trial cut overs are performed as appropriate.
- Client "help desk" and Support procedures are finalized.
- Final Platform requirements for live operations are installed.
- Communications are finalized.
- Contingency and Cut Over plans are finalized.
- Cut over to live operations occurs.
- SFG will provide 26.5 days of acceptance testing support, either on-site or off-site by mutual agreement. SFG assists Snohomish to resolve problems encountered in the setup and testing of each application.
- SFG project staff are available by telephone to provide the advice. This includes weekly or bi-weekly teleconference call with relevant SFG Project team members.
- Delivery of the agreed forms and reports which have been developed and/or modified by SFG

Constraints and Assumptions

- The Testing phase which exercises each application and departmental procedures is a Snohomish County responsibility. The project managers from Snohomish County and SFG must collaborate to ensure that the testing is not hindered due to lack of information, procedures, or testing methodology.
- Snohomish County is responsible for delivering and managing an evolving hardware platform which satisfies a growing number of users to test multiple applications.

- SFG provides advice upon request on activities involving preparation of manuals, documentation, organizational changes, and reviewing conversion / interface programs and procedures, and development of a system test plan and environment.
- SFG assists Snohomish County in resolving issues and problems encountered in the set up and testing of each application.
- SFG advises Snohomish County regarding final testing and cut over procedures.
- Snohomish County develops operational procedures relative to its situation and environment. SFG provides Application and User reference guides in electronic format (Word for Windows - Version 2.0 or 6.0). Snohomish County may use these as a basis for developing its Operational Procedure manuals, should it so desire. Copyright of SFG materials shall be acknowledged.

Cut Over

The objective of this task is to perform those conversion and support activities necessary to begin operation of the new system in a production environment. By the end of this task, the application system should be formally operational in the production environment.

Methodology

- The conversion of the accepted and tested system into the new production environment will be performed. The conversion will include all files and processes for both manual and automated functions
- The system will then formally begin operating in a production environment. This will include moving all required hardware, software and network components to the production environment. Pilot or parallel operations will also be started in the production environment, as appropriate.
- If required, the legacy system will execute in parallel with the new system, maintaining balance and integrity between the data used in both systems. The Project Sponsor's approval will be obtained to validate that the new system is capable of handling the processes and data requirements of the old system and that no outstanding conversion or bridging issues remain.

SFG Deliverables:

- SFG will provide 22 days of assistance at defined Cut Over points during the project. The allocation of these days between project phases and between on-site and off-site assistance will be agreed between SFG and Snohomish County. Typically these on-site periods are based around key activities such as first check run, first bill run, etc.
- SFG Technical Support desk will be available to provide telephone assistance during the regular support hours. Extended Support is available by mutual arrangement - additional fees apply.

Constraints and Assumptions:

Snohomish County agrees to provide a high speed modem and system logon to enable SFG to access Snohomish County's System should this be necessary for file transfer and to assist SFG to locate the cause of software problems.

Deliverable	Comment	SFG	Client
ACCEPTANCE STAGE			
Paper Deliverables			
Client Training Manuals			✓
Procedure Manuals			✓
Cut Over Plan	SFG provides 8 days assistance in preparation	✓	✓
End User Communications			✓
System Procedures	These are updated to reflect operational environment		✓
Process Deliverables			
Final Module testing	SFG provides 26.5 days of testing support		✓
Integration Testing			✓
Interface Testing			✓
End user Training			✓
System Testing			✓
Cut Over Assistance	SFG provides 22 days of cut over assistance.	✓	
Project Team Meetings	SFG participates when on-site		✓
Cut Over			✓

Physical Deliverables			
Forms Supplies	Stocks of AP Check forms, etc.		✓
Training Facilities	End User Training		✓
Operational Platform and Network	The platform and Network for Live Operations		✓
Workplace Facilities	Cash Collections Counter, for example, for live use		✓
SFG Software	Version for Go Live. Client provides version control	✓	
PMgt. Deliverables			

Follow Up Phase

The objective of this task is to conduct a post-implementation review assessing the overall operation of the new applications and to identify opportunities for improvement. Additional consulting/training is also delivered.

Methodology:

- The implemented application system will be evaluated as to how it compares with user expectations. This review will evaluate the current functional capabilities against those documented during the design of the system.
- The overall application system will also be evaluated as compared to the original procedures and that its use is effective and efficient.
- The system documentation will be evaluated to determine if it is adequate, accurate, properly used, and in compliance with the Company's documentation standards.
- The performance of the implemented application system will be evaluated from the perspective of application system, hardware, software, and any other peripheral devices.
- The deliverable that documents the results of the post-implementation review task will then be assembled, reviewed, and finalized. This consolidated deliverable will be used to document and communicate findings and recommendations.

SFG Deliverables:

- 8 person days of project management time on-site working with Snohomish County, meeting with application user groups
- 4 person days of report write up assistance. The actual write up activities will be mutually agreed at the end of the on-site visit.

- SFG will provide 20 days of on-site follow on consulting and/or training for the project team as per the following table:

SFG Application	On-site Days	Comment
General Ledger	3	Includes Budget Tracking and Financial Reporting
Grant Tracking and Project Accounting	0	
Fixed Assets	0	
Accounts Payable	0	
Purchasing	0	Includes Bid Management
Job Costing	3	
Equipment Management	3	
Service Requests/Work Orders	1	
Payroll	2	
Human Resources	2	
Accounts Receivable	2	Includes Cash Collections and Quantity Billing
Security	0	
IQ and Report Writer	0	
Total Follow up Training/Consulting Days	16	

Third Party Application	On-site Days	Comment
Budget Preparation	4	
Total Training/Consulting Days	4	

Constraints and Assumptions:

- Delivery of a final post implementation report to Snohomish County is the responsibility of Snohomish County.

NOTE: Should the County so desire all or portions of the 20 days of Training/Consulting can be moved forward into the Acceptance Phase to provide additional assistance with County activities during this phase.

Deliverable	Comment	SFG	Client
FOLLOW UP STAGE			
Paper Deliverables			
Follow Up Report	SFG provides 4 person days preparing report. Snohomish provides various inputs	✓	✓
Report Acceptance			✓
Process Deliverables			
Follow up training sessions	SFG provides 20 days of on-site training	✓	
System Tuning			✓
Focus Group Review Sessions	SFG provides 8 person days facilitating review sessions. Snohomish participates in session and write up	✓	
Physical Deliverables			
Expanded Hardware Platform and Network	As any additional devices are installed as system is "rolled out" or decentralized	✓	
PMgt. Deliverables			

PROJECT MANAGEMENT

SFG will provide project management services to coordinate its activities and responsibilities under the contract. This includes

- ongoing liaison with Snohomish County
- preparation of status reports for SFG's activities
- on-going planning and status assessments with Snohomish County.
- Attendance planning and reporting meetings as mutually agreed and scheduled by the Snohomish County's project manager.
- Regular project reports outlining progress
 - SFG target deliverables,
 - the status of issues,
 - software action notices (SAN),
 - billing against the project ,
 - resource usage and
 - the disposition of future, pending tasks.
- As the project progresses, any changes, whether they reflect budget / costs or not, are formally documented by Project Change Requests and tracked by the SFG Project Manager and the Snohomish County Project Manager.

SFG Deliverables:

- 101 person days planning and co-ordinating the SFG deliverables under the contract. For planning purposes, SFG intends to have a Project Manager on site at Snohomish County on average one week per month.

Constraints and Assumptions:

SFG does not assume Snohomish County's responsibility for management of Snohomish County obligations or the management of other vendors and suppliers. Note that the initial Scope phase, however, has a "total project" perspective for the project.

The Snohomish County project manager will maintain overall responsibility for delivery, establishment of controls, and tracking of the project plan. SFG will assist the project manager by providing advice, attending scheduled meetings at agreed-upon intervals, and reporting at monthly intervals on the progress of SFG deliverables as documented in this statement of work.

SFG Project Team:

Name: John Wilson, Senior Application Specialist

Background: For more than three years prior to joining SFG in 1992, John Wilson

was the Accounting Officer at the City of Fairfield, CA, and for eight years prior to that he was a private sector accountant.

As a **senior application specialist** with SFG, John is responsible for the successful implementation of major *Solutions for Government™* installations.

**Areas of
Specialization:**

Consistent with his experience as a local government accounting professional, in addition to his project management duties, John also works as an application specialist, most notably in:

- General Ledger
- Budgeting
- Financial Management and Reporting
- Payroll
- Accounts Payable

Career Highlights:

As the Accounting Officer for the City of Fairfield, CA, John's accounting team produced a steady stream of GFOA award-winning CAFR's.

While at Fairfield, in addition to his accounting duties, John also functioned as project manager for all financial software-related conversions, including implementation of SFG *Solutions of Government* financial systems.

**Education &
Credentials:**

**Bachelor of Science - Accounting,
Bachelor of Science - Finance,
California State University at Fullerton**

Name:

Nancy Todd, Senior Consultant and Project Manager

Background:

Nancy Todd brings 9 years of increasingly responsible experience wor on projects with the IBM (materials and public sector organization). Na came to SFG from a regional wholesale/distributor where her pri assignment as Chief Financial Officer included multiple re-enginee projects in the warehouse and with marketing/sales group. Nancy has b

trained in Business Process Improvement and Quality Management.

As a Senior Consultant/Project Manager with SFG, Nancy is responsible bringing projects to a successful closure creating a satisfied customer. Nancy brings special skills to SFG in the arenas of entity financial management and operations management (inventory/asset management).

Areas of Specialization:

More specifically, Nancy's specialized responsibilities included:

- Project planning, contracting and management
- Project implementation services
- Resource management to assure compliance to defined outcomes
- Consulting services including business process improvement

Career Highlights:

Nancy has been involved in a wide variety of projects with manufacturing corporations and with State, Federal and County government in the U.S., including:

- Contract negotiations on multi-period contracts
- Team Leader and Team Member on various major construction projects
- Vendor management as Senior Buyer for IBM/San Jose disk production facility
- Team Leader of IBM's Western U.S./Public Sector/Social Services project organization
- Project manager of various public sector teams with project values up to \$1.2 billion

Education & Credentials:

Master of Business Administration - Materials and Logistics Management

Bachelor of Science - Accounting and Finance (joint)
Central Michigan University (Mt. Pleasant, MI)

Associate Degree - Certification of Paralegal Technology
Macomb County Community College

PROJECT SCHEDULE

The project will complete for each module 30 days after "live" operation of that module. "Live Operation" is defined as the first use of a module in Snohomish County's normal business operations.

The key project objective is to be live on the following applications **January 1, 1997:**

- General Ledger (GL)
- Budget Tracking (BU)
- Financial Reporting (FR)
- Payroll/Roster History (PA)
- Accounts Payable (AP)
- Purchasing (PO)
- Grant Tracking (GT)
- Project Accounting (PJ)
- HR File Folders (FF)
- Position Control (PC)
- Job Costing (JC)
- Equipment (EQ)

Of the above modules, the HR File Folders is less dependent on a fiscal year implementation. Implementation dates for this module may shift to April 1, 1997, if it becomes apparent that County resources would be better focused on assuring that Payroll and Roster History are implemented for January 1, 1997.

Another key activity will be to verify the pros and cons of bringing up Job Costing and Equipment on January 1, 1997. Delaying the start up of these modules will reduce resource loading in the early stages of the project and reduce the "big bang" system implementation. There is the possibility that any benefit anticipated may be offset by the requirement to provide resources to create temporary "bridging" interfaces. Bridging interfaces are those that may be required to bridge the period in which the existing job costing would need to be interface to the new SFG systems.

The following modules will be implemented in advance of the main modules:

- Accounts Receivable (AR) **July 31, 1996**
- Cash Collections (CC) **July 31, 1996**
- Quantity Billing (QB) **July 31, 1996**

The following modules have a target live date of **April 1, 1997**:

- Service Requests (SR)
- Bid Management (BQ)

The following modules have a target live date of **May 1, 1997**:

- Fixed Assets (FA)
- Budget Preparation (BP)

The macro level project plan will be agreed upon during the Scope phase and finalized following contract execution. It may be altered upon mutual agreement between the SFG Project Manager and the Snohomish County Project Manager. SFG will provide personnel to perform the functions defined in the scope for the fees defined below:

Project Phase	Fees
Scope Phase	\$ 1,600
Fit Analysis Phase	\$ 96,800
Implementation Phase	\$ 119,400
Acceptance Phase	\$ 45,200
Follow - Up Phase	\$ 25,600
Project Management	\$ 80,800
Total	\$369,400

The price quoted for the services described is fixed. The project has been quoted based on a fixed number of days' effort as outlined above. Additional services will be made available at under the terms and conditions set out in Section 2.1.4.6.4 of the agreement.

Taxes are not included.

Travel and living expenses for SFG and third party providers are not included in the pricing of this proposal.

Travel and living will be billed at actual and reasonable as incurred (or at rates as otherwise agreed between Snohomish County and SFG), and payable upon invoice.

The total amount billed will not exceed \$95,750 without the prior approval of Snohomish County. A spreadsheet which supports the development of this Not to Exceed amount is attached. The spreadsheet is based on the implementation schedule jointly developed by SFG and Snohomish County during the Scope Session.

BILLING SCHEDULE

Project services fees including implementation assistance and training will be billed according to the following payment schedule:

Month	Amount
March, 1996	16,340
April, 1996	17,910
May, 1996	18,710
June, 1996	36,820
July, 1996	36,820
August, 1996	18,710
September, 1996	36,820
October, 1996	20,310
November, 1996	36,020
December, 1996	36,020
January, 1997	17,110
February, 1997	36,020
March, 1997	17,110
April, 1997	17,110
May, 1997	7,570
TOTAL	\$369,400

If project implementation is delayed for any reasons not solely attributable to the Snohomish County, the foregoing payment schedule shall be adjusted accordingly. In no event shall Snohomish County be required to make payment in full prior to completion of the Project.

CONTINUANCE

The above Project Services fees include project management, implementation assistance, and training services incorporating the schedule and the assumptions discussed above.

In the event that Snohomish County extends the project beyond these dates or beyond the contract scope, Snohomish County agrees that additional fees for Project Management and other required implementation assistance and reimbursement for the travel incurred may apply. These fees will be mutually agreed between SFG and Snohomish County.

Summary of Professional Services Fees by Phase

Phase	For	On-site Days	Off-Site Days	Total Days	Fees
Scope	Kick Off	2	0	2	\$1,600
Fit	Install	8	0	8	\$11,400
	Training	2	0	2	\$1,600
	Sessions	76	30	106	\$84,800
	Conv.		5	5	\$4,000
Imp.	Consulting	38	32	70	\$56,000
	Training	56	0	56	\$44,800
	Conv.	8	9	17	\$13,600
Acc't	Support	16	10.5	26.5	\$21,200
	Cut Over	15	7	22	\$17,600
	Planning	4	48		\$6,400
Follow Up	Sessions	8	4	12	\$9,600
	Training	20	0	20	\$16,000
PM	P Mg't	48	53	101	\$80,800
Totals		301	154.5	455.5	\$369,400

Summary of Estimated Travel Expenses by Phase

Phase	For	Trips	At	Travel Subtotal	On-site Days	At	Lodging Subtotal	T&L Total
Scope	Kick Off	1	\$1,000	\$1,000	2	175	\$350	\$1,350
Fit	Install	2	\$100	\$200	8	125	\$1,000	\$1,200
	Training	1	\$100	\$100	2	125	\$250	\$350
	Sessions	22	\$500	\$11,00	76	150	\$11,400	\$22,400
	Conv.	0						
Imp.	Consulting	11	\$500	\$5,500	38	150	\$5,700	\$11,200
	Training	15	\$500	\$7,500	56	150	\$8,400	\$15,900
	Conv.	2	\$100	\$200	8	125	\$1,000	\$1,200
Acc't	Support	4	\$500	\$2,000	16	150	\$2,400	\$4,400
	Cut Over	4	\$500	\$2,000	15	150	\$2,250	\$4,250
	Planning	1	\$1,000	\$1,000	4	175	\$700	\$1,700
Follow Up	Sessions	2	\$1,000	\$2,000	8	175	\$1,400	\$3,400
	Training	6	\$500	\$3,000	20	150	\$3,000	\$6,000
PM	P Mg't	14	\$1,000	\$14,000	48	175	\$8,400	\$22,400
Totals		86		\$50,000	301		\$46,550	\$95,750

APPENDIX B

EVENT SCHEDULE

SUBSYSTEM	EVENT	DATE	DAYS	TYPE
Project	Kick Off	15-Mar-96	2	Checkpoint
Technical	Tech/Equipment Install #1	1-Apr-96	4	Fit
SY/MM	SY/MM #1	1-Apr-96	4	TTT
General Ledger	GL/Fit #1	8-Apr-96	4	Fit
Technical	Tech/Equipment Install #2	10-Apr-96	4	Fit
Project Management	PM/On Site #1	15-Apr-96	4	Checkpoint
SY/MM	SY/MM #2	15-Apr-96	4	Consulting
Technical	Tech/Training	15-Apr-96	2	Fit
General Ledger	GL/FIT #2	22-Apr-96	4	Fit
SY/MM	SY/MM Focus Group Training	22-Apr-96	2	TTT
Payroll	PA/ Fit # 1	29-Apr-96	4	Fit
Accounts Receivable	AR/CC Fit #1	6-May-96	3	Fit
Job Costing	JC/ Fit	6-May-96	4	Fit
Purchasing	PO/Fit #1	6-May-96	4	Fit
Service Requests	SR/Fit	6-May-96	2	Fit
Purchasing	PO/Fit #2	13-May-96	4	Fit
General Ledger	GL/TTT #1	13-May-96	4	TTT
Project Management	PM/On site #2	15-May-96	4	Checkpoint
Tech/Conversion Design	Conversion Assistance #1	15-May-96	4	Conversion Assistance
Purchasing	PO/TTT #1	20-May-96	4	TTT
Project Management	MEMORIAL DAY	27-May-96	0	Holiday
Accounts Payable	AP/ Fit	28-May-96	4	Fit
Job Costing	JC/TTT	28-May-96	3	TTT
Purchasing	PO/TTT #2	3-Jun-96	4	Consulting
Payroll	PA/ Fit # 2	3-Jun-96	4	Fit
Accounts Receivable	AR/CC TTT	10-Jun-96	3	Cutover
Accounts Receivable	AR/CC Fit #2	10-Jun-96	3	TTT
General Ledger	GL/TTT #2	10-Jun-96	3	TTT
Service Requests	SR/TTT	10-Jun-96	3	TTT
Project Management	PM/On site #3	15-Jun-96	4	Checkpoint
Tech/Conversion Design	Conversion Assistance #2	15-Jun-96	4	Conversion Assistance
Accounts Receivable	AR/CC Consulting	17-Jun-96	2	Consulting
Payroll	PA/TTT #1	17-Jun-96	4	Consulting
Purchasing	PO/Consulting	17-Jun-96	2	Consulting
Accounts Payable	AP/ Focus Group Train	24-Jun-96	4	TTT
Project Management	FOURTH OF JULY	4-Jul-96	0	Holiday
General Ledger	GL/Consulting #1	8-Jul-96	3	Consulting
Accounts Receivable	AR/CC Cutover Support	8-Jul-96	2	Cutover
Equipment Management	EQ Fit	8-Jul-96	3	Fit
Project Management	PM/On site #4	15-Jul-96	4	Checkpoint
Payroll	PA/TTT #4	15-Jul-96	4	Consulting

Intelligent Query	IQ TTT #1	15-Jul-96	4	TTT
Service Requests	SR/Consulting	22-Jul-96	3	Consulting
General Ledger	GL/Consulting #2	29-Jul-96	4	Consulting

Grant Tracking	GT/Fit	29-Jul-96	2	TTT
Human Resources	HR/ Fit	5-Aug-96	4	Fit
Equipment Management	EQ/TTT	5-Aug-96	3	TTT
General Ledger	GL/Consulting #3	12-Aug-96	2	Consulting
Payroll	PA/Consulting #1	12-Aug-96	4	Consulting
Project Management	PM/On site #5	15-Aug-96	4	Checkpoint
Grant Tracking	GT/Training	26-Aug-96	2	TTT
Human Resources	HR/TTT #1	26-Aug-96	3	TTT
Project Management	LABOR DAY	2-Sep-96	0	Holiday
Grant Tracking	GT/Follow On	9-Sep-96	1	Cutover
Human Resources	HR/TTT #2	9-Sep-96	3	Cutover
Project Management	PM/On Site #6	15-Sep-96	4	Checkpoint
Equipment Management	EQ/Consulting	16-Sep-96	2	Consulting
Payroll	PA/Consulting #2	23-Sep-96	3	Consulting
Intelligent Query	IQ TTT #2	7-Oct-96	1	TTT
Project Management	PM/On site #7	15-Oct-96	4	Checkpoint
Implementation Phase	PM/Acceptance Support Plan	15-Oct-96	16	Cutover
Project Management	PM/ Cutover Planning	15-Oct-96	4	Cutover Support
SY/MM	SY/MM #3	28-Oct-96	2	Consulting
BP/ Budget Preparation	BP/ # 1	28-Oct-96	4	Fit
BP/ Budget Preparation	BP/ # 2	11-Nov-96	4	Fit
Project Management	PM/On site #8	15-Nov-96	4	Checkpoint
Project Management	THANKSGIVING	21-Nov-96	0	Holiday
Equipment Management	EQ/Cutover	2-Dec-96	2	Cutover
BP/ Budget Preparation	BP/ # 3	9-Dec-96	4	Consulting
Accounts Payable	AP/Consulting	9-Dec-96	2	Cutover
Project Management	PM/On site #9	15-Dec-96	4	Checkpoint
Project Management	PM/Cutover Support	15-Dec-96	15	Cutover Support
Project Management	PM/Follow Up Sessions	15-Dec-96	8	Follow Up
Project Management	CHRISTMAS	25-Dec-96	0	Holiday
Project Management	NEW YEARS DAYS	1-Jan-97	0	Holiday
Human Resources	HR/Cutover Support	2-Jan-97	4	Cutover
Payroll	PA/ Cutover Support #2	2-Jan-97	2	Cutover
BP/ Budget Preparation	BP/ # 4	6-Jan-97	3	Consulting
Project Management	PM/On site #10	15-Jan-97	4	Checkpoint
BP/ Budget Preparation	BP/ # 5	27-Jan-97	3	Consulting
Job Costing	JC/Consulting	14-Feb-97	4	Cutover
Project Management	PM/On site #11	15-Feb-97	4	Checkpoint
BP/ Budget Preparation	BP/ # 6	24-Feb-97	4	Consulting

Fixed Assets	FA/ Fit	24-Feb-97	4	Fit
Project Management	PM/On site #12	15-Mar-97	4	Checkpoint
Fixed Assets	FA/ Training	17-Mar-97	4	TTT
Fixed Assets	FA/Consulting	24-Mar-97	2	Consulting
Job Costing	JC/Cutover	1-Apr-97	3	Cutover
TOTAL ON SITE/EVENT DAYS:			301	

APPENDIX C

SOFTWARE MODIFICATIONS

SOFTWARE MODIFICATIONS

The table below sets out the costs associated with various software functionality modifications as described in the SFG proposal and agreed as required by Snohomish County.

3.2.1 Employee Deductions/Employer Contributions

91	Issue government savings bonds	\$700
94	Charge "effective date" employee deductions/employer contributions for retroactive payments	\$5,600

3.2.4 Reporting

177	Select a sort option prior to printing Form W2 by key fields, such as employee name, department, social security number or work location	\$1,600
211	Generate system posting of termination leave cash outs with user-defined eligibility routines, similar to Exhibit 7D-72	\$3,200

3.2.7 Time and Attendance

268	Prohibit hiring for canceled, frozen, or terminated temporary positions	\$4,000
269	Validate hiring actions against the available FTE of the position and the available budget	\$included

3.3.2 General

284	Create automatic letters to notify employees of expiring I 9s.	\$800
285	Create automatic notices to employees of pending performance reviews	\$800
286	Create automatic notices to employees scheduled to return from leaves of absence	\$800
287	Create automatic notices to employees of other user-defined events	\$800

3.3.4 Benefits

307 Associate dependents and beneficiaries with specific benefits and coverage \$8,000

308 Produce an annual benefits statement for each employee \$1,600

3.3.4 Reporting

321 Print employee head count reports with accurate count by user-defined breakdowns \$500

3.5.02 Data Input

448 Use alternative data entry devices such as: Badges TBD

449 Use alternative data entry devices such as: Scantron Cards TBD

3.5.09 Budget

923 Track budget adjustment transactions by dollar amount \$625

924 Track budget adjustment transactions by ordinance number \$625

925 Track budget adjustment transactions by date \$625

926 Track budget adjustment transactions by authorized user \$625

936 Budgetary reports on between fund revenue and expense/expenditures by user-defined levels, similar to Appendix 7D-38 \$3,750

3.5.10 Fixed Assets

938 Initiate fixed assets additions directly from voucher transactions \$0

940 Initiate fixed asset additions from work order transactions. \$0

942 Provide automated closure of construction in progress projects to fixed assets \$0

954 Grant identification number \$1,200

955	Grantor	\$included
956	Grant percentage contributed	\$included
958	Custodian	\$400
972	In service/out of service indicator	\$400
995	Automate depreciation calculation routines on a percentage of capacity basis	\$3,200
100 6	Amortize contributed capital as its related contributed asset is depreciated	\$1,600
100 8	Distribute construction in progress expenditures to their respective general ledger fixed asset accounts when the project is complete	\$0
	Provide SFG/GL - TRACS two way interface (7 days at \$800.00)	\$5600

Notes for Table 1. are as follows:

1. Forms Modifications

Costs have not been included for modifications to existing forms to meet Snohomish County specifications. Standard SFG forms have been proposed, without modification for the following forms:

- Accounts Payable cheque
- Purchase Order form
- Purchase Requisition form
- Accounts Receivable Invoice
- Accounts Receivable Statement
- Cash Receipt.

If modifications are requested by the County for any of the above forms, final quotations will be provided, once specifications are provided. The "library" of forms created for other SFG clients is available for Snohomish County to review and select from. Should Snohomish County choose a form that is the same as that already in use at another client, that particular form is available to Snohomish County for a one-time charge of \$500.00 (The charge is for setting the form up under Snohomish County in the form library such that Snohomish County's version is maintained separately from the original version.)

APPENDIX D

ISSUES

Automated Time Recording

Description: The County may wish to implement Automated Time Recording. Need to determine whether or not it is within the scope of this project, what the implications of including it in scope are, and when the implementation would be targeted for. Kronos is the solution that has been looked at by the County

Responsible: SC PM

Due Date: TBA

Status: Not started

Priority: 2

Resolution:

Next Action:

Inventory

Description: The County wishes to implement NIGP coding for Commodity tracking. Depending upon the level to which the County desires to implement this and the level of interfacing with Fleet System inventory, the SFG Inventory module (or portions thereof) may be required. Inventory is not currently included in the applications contracted for.

Responsible: Nancy Todd

Due Date:

Status: Not started

Priority: 1

Resolution:

Next Action:

Applicant Tracking

Description: Applicant Tracking was discussed during the working session, but it was not finalized as to whether or not the application is included in the project or not. SFG is proposing a third party product.

Responsible: SC PM

Due Date:

Status: Not started

Priority: 1

Resolution:

Next Action: Need the County to decide if Applicant Tracking is included or not.

Project Accounting/Grant Tracking

Description: There are multi year projects an Grants as well as history information regarding completed projects, etc. These are financial reporting modules. We need to determine what format the current financial information is in and in what manner it can be converted into the SFG GL.
Responsible: Nancy Todd/ SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

Fit Facility
Description: Depending on the Fit schedule that is developed, more than one Fit Facility may be required. This facility could also be used as a training facility? (See related training facility issue.)
Responsible: SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

Training Facility Requirements
Description: The number of training facilities required will depend upon the size of the facilities and the volume of training to be conducted in the November 96- April 97 time frame. The facility requirements need to be determined as soon as possible.
Responsible: SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

GL Transaction History Conversion
Description: The level of aggregation of GL transaction history that will be converted need to be decided - for example, individual transaction versus aggregate amounts by account by month
Responsible: GL FG
Due Date:
Status: Not started
Priority: 2

Resolution:
Next Action:

GL History - Archived Records
Description: The approach to handling prior year financial information needs to be resolved - what will happen to archived information - how far back will data conversion be considered - will this be converted to the SFG GL and re-archived?
Responsible: GL FG
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

Job Costing
Description: It has been discussed that the best approach is to bring up Job Costing at the same time as GL and Payroll, etc. The validity of this conclusion needs to be checked
Responsible: Nancy Todd
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

Project and Grant Status and History
Description: The County has both multi-year Grants and multi-year projects. (There is also history related to completed Grants and Projects, but this is understood to be less of an issue.) The "convertibility" of this information into the new SFG system needs to be assessed and resolved. Involves input from SFG to assist in resolving this issue.
Responsible: Nancy Todd/SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

Applicant Tracking Installation
--

Description: The County uses Banyan Vines as its networking platform. The ability for Applicant Tracking to run in a Banyan Vines environment needs to be verified
Responsible: Nancy Todd
Due Date:
Status: Closed
Priority: 1
Resolution: Confirmed that Applicant Tracking can run in a Banyan vines environment
Next Action:

TCPIP Support
Description: ClientView requires a TCPIP networking protocol environment in order to function. The availability of this environment needs to be verified.
Responsible: SC PM
Due Date:
Status: Not started
Priority: 1
Resolution:
Next Action:

Remote User Support
Description: The manner in which remote users will be supported for dialup access to both the SFG and Third Party applications needs to be verified.
Responsible: SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

AP Check Reconciliation
Description: The question was raised as to what programming effort would be required of the Snohomish County to receive AP data in the appropriate bank format for electronic check reconciliation. This will also impact the development of the School District Warrant reconciliation interface.
Responsible: SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:

Next Action:

Project Tracking

Description: Snohomish County needs to resolve what tool they will use for Project Planning and Tracking - SFG understands that it will be Microsoft Project?

Responsible: SC PM

Due Date:

Status: Not started

Priority: 1

Resolution:

Next Action:

AP Vendor Master Conversion

Description: The need to review the existing AP Vendors master file was discussed in view of the fact, that while an electronic conversion is planned, there may be additional information to be added manually after conversion. may be records that should be deleted.

Responsible: AP FG

Due Date:

Status: Not started

Priority: 2

Resolution:

Next Action:

HR File Folder Conversion

Description: The County need to determine how much history should be entered into the HR file folder system and from what source(s)

Responsible: HR FG

Due Date:

Status: Not started

Priority: 2

Resolution:

Next Action:

Warrants vs. Checks

Description: does SFG handle both warrants and checks? (warrants do not reduce overall cash until redeemed/do not credit cash checks reduce overall cash on being issued/ do credit cash). SFG will check with other clients

Responsible: Nancy Todd

Due Date:

Status: Not started

Priority: 2
Resolution:
Next Action:

1997 Budget Preparation cycle
Description: For 1997 budget preparation, the decision needs to be made whether or not to prepare and get budgets approved to new or old COA structure - crosswalk when?
Responsible: SC PM
Due Date:
Status: Not started
Priority: 2
Resolution:
Next Action:

APPENDIX E

PROJECT PLAN

APPENDIX E

PROJECT PLAN

Project Plan - Activities by Area

Platform	9601	Jan96		Scope Strategy	
Platform	9602	Feb96		Configuration Stage Planning	
Platform	9602	Feb96		Remote User Support	
Platform	9602	Feb96		Printer Strategy	
Platform	9603	Mar96		Installation of HP9000	
Platform	9604	Apr96		FIT Facility Ready	
Platform	9604	Apr96		SFG Software Load	
Platform	9605	May96		Configure to Support Project Flows	
Platform	9606	Jun96		Configure to Support AR/CC/QB	
Platform	9610	Oct96		Training Facility (Two) /Play System	
Platform	9610	Oct96		Production Printers in Place/Tested	
Platform	9611	Nov96		Establish User Privileges/Go Live	
Platform	9612	Dec96		Environment Operational	
Platform	9701	Jan97		GO LIVE	
Platform	9701	Jan97		Restrict End Users Old System Access	
Software	9601	Jan96		Snoco Dataset Strategy WriteUp	
Software	9601	Jan96		Snoco Application Strategy Writeup	
Software	9602	Feb96	AR	Pre-fit	
Software	9602	Feb96	CC	Pre-fit	
Software	9602	Feb96	QB	Timing for Implementation	
Software	9603	Mar96	GLC	Pre-fit & Research	
Software	9603	Mar96	JC	Pre-fit & approach review	
Software	9604	Apr96		FIT facility-1or2?	
Software	9604	Apr96	GL	FIT Session	
Software	9604	Apr96	BT	FIT Session	
Software	9604	Apr96	PJ	Set up project account heirarchy	
Software	9604	Apr96	PJ	FIT Session and Training	
Software	9605	May96	AR	FIT Session	
Software	9605	May96	EQ	FIT Session	
Software	9605	May96	SR	FIT Session	
Software	9605	May96	JC	FIT Session	
Software	9605	May96	PA	FIT Session #1	
Software	9605	May96	CC	FIT Session	
Software	9605	May96	GL	Chart of Accounts design complete	
Software	9605	May96	BQ	FIT Session	
Software	9605	May96	PO	FIT Session	
Software	9605	May96	PA	FIT Session #2	
Software	9605	May96	AR	Invoice Form Final	
Software	9605	May96	CC	Form Final	
Software	9606	Jun96	AP	FIT Session	
Software	9606	Jun96	QB	Firm	
Software	9606	Jun96	JC	Structure Design	
Software	9606	Jun96	AP	Focus Group Training	
Software	9606	Jun96	AR	Shadow GL Setup	
Software	9606	Jun96	AR	Users Setup	
Software	9606	Jun96	CC	Shadow GL Setup	
Software	9606	Jun96	CC	Users Setup	
Software	9606	Jun96	PO	Form Design Complete	
Software	9607	Jul96	CC	First Invoice Run	

Software	9607	Jul96	AR	First Payment Processing	
Software	9608	Aug96	HR	FIT Session	
Software	9608	Aug96	AR	First JV's to LGFS	
Software	9608	Aug96	CC	First JV's to LGFS	
Software	9608	Aug96	HR	ATS FIT/Training/Tailoring	
Software	9608	Aug96	AR	First reports	
Software	9609	Sep96	AR	Reconcile AR balance in LGFS	
Software	9609	Sep96	HR	File Folder Design	
Software	9609	Sep96	RP	Design monthly reporting package	
Software	9610	Oct96	BP	FIT Session	
Software	9611	Nov96	HR	File Folders Complete	
Software	9612	Dec96	AP	Last Warrant Run Junior Districts	
Software	9612	Dec96	PA	Last Old payroll warrant	
Software	9612	Dec96	AR	User dataset change	
Software	9612	Dec96	CC	User dataset change	
Software	9701	Jan97	AP	First voucher entry SFG	
Software	9701	Jan97	PO	First PO Entry SFG	
Software	9701	Jan97	HR	File Folder cutover	
Software	9701	Jan97	HR	ATS Cutover	
Software	9701	Jan97	PA	First payroll entry SFG	
Software	9701	Jan97	CC	First live cash receipting	
Software	9701	Jan97	JC	First live use SFG	
Software	9701	Jan97	EQ	First live use SFG	
Software	9701	Jan97	SR	First live use SFG	
Software	9701	Jan97	PO	First PO forms out	
Software	9701	Jan97	PO	First requisition entry SFG	
Software	9701	Jan97	PA	Last old payroll entry	
Software	9701	Jan97	AP	First Warrant run SFG	
Software	9701	Jan97	AP	Last warrant run LGFS	
Software	9701	Jan97	PA	First payroll draw run SFG	
Software	9702	Feb97	AP	Reconcile reserve for encumbrance	
Software	9702	Feb97	PA	January state retirement report	
Software	9702	Feb97	PA	January month end	
Software	9702	Feb97	BP	Setup	
Software	9702	Feb97	AP	Reconcile liability balances in LGFS	
Software	9702	Feb97	GL	First month-end SFG	
Software	9703	Mar97	FA	First Production use	
Software	9704	Apr97	JC	First Production use	
Software	9704	Apr97	BQ	Cutover	
Software	9704	Apr97	PA	Live on Direct Deposit	
Conversions	9601	Jan96		Snoco Technical listing conversion strategy	
Conversions	9602	Feb96		Snoco Technical conversion activity host?	
Conversions	9602	Feb96		Snoco Technical conversion pre-fit	
Conversions	9604	Apr96	SR	History conversion agreement	
Conversions	9604	Apr96	EQ	History conversion agreement	
Conversions	9604	Apr96	PA	First conversion to test	
Conversions	9605	May96	GL	Master Table Setup	
Conversions	9605	May96	GL	YTD conversion program specified	
Conversions	9606	Jun96	PA	2nd conversion to test	
Conversions	9606	Jun96	PA	Employee master file conversion specified	
Conversions	9606	Jun96	QB	Setup master file	

Conversions	9606	Jun96	SR	Mini Snoco dataset	
Conversions	9606	Jun96	EQ	Master conversion specified	
Conversions	9606	Jun96	JC	History conversion specified	
Conversions	9606	Jun96	JC	Mini-Snoco dataset	
Conversions	9606	Jun96	EQ	Mini-Snoco dataset	
Conversions	9607	Jul96	PO	Mini Snoco dataset	
Conversions	9607	Jul96	PA	Employee master file conversion tested	
Conversions	9607	Jul96	AP	Mini Snoco dataset	
Conversions	9607	Jul96	AP	Warrant form design	
Conversions	9608	Aug96	PO	Vendor master file coded	
Conversions	9608	Aug96	PO	NIGP table setup	
Conversions	9608	Aug96	GL	YTD conversion program running	
Conversions	9608	Aug96	PA	Employee master file conversion working	
Conversions	9608	Aug96	EQ	Master conversion code	
Conversions	9608	Aug96	HR	File Folders specified	
Conversions	9608	Aug96	JC	History conversion coded	
Conversions	9608	Aug96	PO	Vendor master file coded	
Conversions	9609	Sep96	JC	Job master file setup	
Conversions	9609	Sep96	BP	Load budgets 96	
Conversions	9609	Sep96	HR	Mini Snoco dataset	
Conversions	9609	Sep96	HR	File folders coded	
Conversions	9609	Sep96	JC	History conversion test	
Conversions	9609	Sep96	PO	Vendor master file working	
Conversions	9609	Sep96	EQ	Master conversion test	
Conversions	9610	Oct96	PO	Build NIGP cross reference	
Conversions	9610	Oct96	HR	File folders working	
Conversions	9610	Oct96	EQ	Master conversion working	
Conversions	9610	Oct96	JC	History conversion working	
Conversions	9610	Oct96	HR	File folder set complete and reports	
Conversions	9611	Nov96	GT	Setup grant header	
Conversions	9611	Nov96	PJ	Setup project header	
Conversions	9611	Nov96	PO	Open PO package preparation/reissue/train	
Conversions	9612	Dec96	BT	Load 97 budgets	
Conversions	9612	Dec96	HR	File folder run final history conversion	
Conversions	9612	Dec96	HR	File folder shut off old HR	
Conversions	9701	Jan97	GL	96 conversion ytd rollover	
Conversions	9701	Jan97	PA	Conversion to live/banks	
Conversions	9701	Jan97	PA	W2's on old system	
Interfaces	9601	Jan96		List Interfaces	
Interfaces	9602	Feb96		Internal and external bridge interfaces	
Interfaces	9605	May96		TRACS link1 to LGFS	
Interfaces	9606	Jun96	AP	School warrant interface specified	
Interfaces	9606	Jun96	GL	Treasurer cash tax interface specified	
Interfaces	9606	Jun96	GL	Fleet Management interface specified	
Interfaces	9608	Aug96	AP	School warrant interface coded	
Interfaces	9608	Aug96		Treasurer cash tax interface coded	
Interfaces	9608	Aug96		Fleet Management interface coded	
Interfaces	9609	Sep96		School warrant interface tested	
Interfaces	9610	Oct96		School warrant interface complete	
Interfaces	9610	Oct96		Treasurer cash tax interface tested	
Interfaces	9610	Oct96		Fleet Management interface tested	

Interfaces	9611	Nov96		Treasurer cash tax interface complete	
Interfaces	9611	Nov96		Fleet Management interface complete	
Interfaces	9612	Dec96	AP	Last warrant recon run/old system	
Interfaces	9701	Jan97	AP	First warrant recon run/SFG	
Interfaces	9702	Feb97	PA	Validate direct deposit	
Interfaces	9703	Mar97	GL	TRACS/GL specified	
Interfaces	9703	Mar97		AT/GL specified	
Interfaces	9703	Mar97		Live on Direct deposit	
Interfaces	9704	Apr97		TRACS/GL coded	
Interfaces	9704	Apr97		AT/GL coded	
Interfaces	9704	Apr97		GL AT tested	
Interfaces	9705	May97		TRACS GL Completed	
Interfaces	9705	May97		GL:AT completed	
Procedures	9601	Jan96		Procedures strategy template	
Procedures	9604	Apr96		Procedures template final	
Procedures	9606	Jun96	AR	Procedures draft	
Procedures	9606	Jun96	CC	Procedures draft	
Procedures	9606	Jun96	QB	First draft	
Procedures	9606	Jun96	AR	Procedures final	
Procedures	9606	Jun96	CC	Procedures final	
Procedures	9606	Jun96	QB	Procedures final	
Procedures	9607	Jul96	PO	Procedures draft	
Procedures	9607	Jul96	AP	Procedures draft	
Procedures	9609	Sep96	SR	Procedures draft	
Procedures	9609	Sep96	JC	Procedures draft	
Procedures	9609	Sep96	EQ	Procedures draft	
Procedures	9609	Sep96	PO	Procedures final	
Procedures	9609	Sep96	AP	Procedures final	
Procedures	9610	Oct96	HR	Procedures draft	
Procedures	9610	Oct96	HR	File Folder procedures draft	
Procedures	9610	Oct96	SR	Procedures final	
Procedures	9610	Oct96	EQ	Procedures final	
Procedures	9610	Oct96	JC	Procedures final	
Procedures	9610	Oct96	HR	Procedures final	
Procedures	9611	Nov96		Reporting Handbook	
Procedures	9611	Nov96	HR	File Folder Procedures final	
Procedures	9701	Jan97		Run daily balancing reports	
Procedures	9701	Jan97		Run daily balancing reports	
Procedures	9701	Jan97		Run daily balancing reports	
Procedures	9701	Jan97		Run daily balancing reports	
Procedures	9701	Jan97	AP	1099 Information Returns old system	
Procedures	9702	Feb97	BQ	Procedures draft	
Procedures	9702	Feb97	BP	Procedures draft	
Procedures	9702	Feb97	AP	1099's Information Returns mag tape	
Procedures	9703	Mar97	BQ	Procedures final	
Procedures	9703	Mar97	BP	Procedures final	
Testing	9606	Jun96	PA	SML sample set cycle 1 advance	
Testing	9606	Jun96	AR	Mini setup and test	
Testing	9606	Jun96	CC	Mini setup and test	
Testing	9606	Jun96	QB	test	
Testing	9606	Jun96	PA	SML sample set cycle 1 me	

Testing	9606	Jun96	PA	SML sample set 2 advance	
Testing	9606	Jun96	CC	Form test	
Testing	9606	Jun96	PA	SML sample set cycle 2 me	
Testing	9607	Jul96	PA	SML sample cycle 3 advance	
Testing	9607	Jul96	PA	SML sample cycle 3 me	
Testing	9608	Aug96	PA	SML sample cycle 4 advance	
Testing	9610	Oct96	PA	Full cycle 1	
Testing	9610	Oct96	PO	Cycle testing begin	
Testing	9610	Oct96	AP	Cycle testing begin	
Testing	9610	Oct96	HR	File Folder test	
Testing	9610	Oct96	AP	Check reconciliation test	
Testing	9610	Oct96	PO	Cycle testing complete	
Testing	9610	Oct96	AP	Cycle testing complete	
Testing	9611	Nov96	PA	Full cycle 2	
Testing	9611	Nov96		INTER MODULE INTEGRATED TESTING	
Testing	9611	Nov96	PA	Test top the form/PTR	
Testing	9611	Nov96	AP	Test new form	
Testing	9611	Nov96	PO	Test new PO form/PTR	
Testing	9612	Dec96		INTER MODULE GROUP GROPE	
Testing	9612	Dec96	PR	Labor distribution	
Training	9604	Apr96		SY/MM training	
Training	9605	May96	GL	Fit training	
Training	9605	May96	BT	Focus Group Training	
Training	9606	Jun96	PO	Focus Group Training	
Training	9606	Jun96	PA	Focus Group Training	
Training	9606	Jun96	JC	Focus Group Training	
Training	9606	Jun96	ST	Focus Group Training	
Training	9606	Jun96	EQ	Focus Group Training	
Training	9607	Jul96	AR	End User Training	
Training	9607	Jul96	CC	End User Training	
Training	9607	Jul96	IQ	Focus Group Training #1	
Training	9608	Aug96	HR	Focus Group Training	
Training	9610	Oct96	IQ	Focus Group training #2	
Training	9610	Oct96	RP	Monthly reporting package	
Training	9611	Nov96	PO	End user training	
Training	9611	Nov96	AP	End user training	
Training	9611	Nov96	BP	Training	
Training	9611	Nov96	HR	Training	
Training	9611	Nov96	SR	Training	
Training	9611	Nov96	EQ	Training	
Training	9611	Nov96	JC	Training	
Training	9612	Dec96	AP	End user training	
Training	9612	Dec96	PO	End user training	
Training	9612	Dec96	SR	End training	
Training	9612	Dec96	EQ	End training	
Training	9612	Dec96	JC	End training	
Training	9701	Jan97	BQ	Training (only)	
Training	9701	Jan97	HR	Training end	
Training	9702	Feb97	RP	Training #2	
Training	9702	Feb97	BQ	Bid Package format	
Training	9703	Mar97	FA	Training	

Com'cations	9601	Jan96		Communications strategy writeup	
Com'cations	9601	Jan96		Application strategy writeups	
Com'cations	9601	Jan96		Issue paper writeups	
Com'cations	9601	Jan96		Scope report	
Com'cations	9601	Jan96		Finalize Focus Group membership	
Com'cations	9601	Jan96		Audit Storyboard	
Com'cations	9602	Feb96		PO vendor survey	
Com'cations	9602	Feb96		FIT Schedule	
Com'cations	9605	May96	GL	FIT report	
Com'cations	9605	May96	BT	FIT Report	
Com'cations	9606	Jun96	GL	New Chart of Accounts Structure Announced	
Com'cations	9606	Jun96	PO	FIT report	
Com'cations	9606	Jun96	PA	FIT Report	
Com'cations	9606	Jun96	PJ	FIT Report	
Com'cations	9606	Jun96	GT	FIT Report	
Com'cations	9606	Jun96	JC	FIT Report	
Com'cations	9606	Jun96	EQ	FIT Report	
Com'cations	9607	Jul96	PA	Pay cycle approval	
Com'cations	9607	Jul96	AP	FIT report	
Com'cations	9609	Sep96	HR	FIT report	
Com'cations	9611	Nov96	PO	vendor announcement	
Com'cations	9611	Nov96	AP	Communication old AP cutoff	
Com'cations	9611	Nov96	PA	advisory on changes	
Com'cations	9611	Nov96	BP	FIT Report	
Com'cations	9701	Jan97		CELEBRATION	
Com'cations	9702	Feb97	BP	Changes advisory	
Com'cations	9702	FEB97	BQ	FIT Report	
Com'cations	9703	Mar97	FA	FIT report	
Com'cations	9705	May97	BP	Package to departments	

Project Plan - Activities by Application

Platform	9601	Jan96	Scope Strategy
Software	9601	Jan96	Snoco Dataset Strategy WriteUp
Software	9601	Jan96	Snoco Application Strategy Writeup
Conversions	9601	Jan96	Snoco Technical listing conversion strategy
Interfaces	9601	Jan96	List Interfaces
Procedures	9601	Jan96	Procedures strategy template
Com'cations	9601	Jan96	Communications strategy writeup
Com'cations	9601	Jan96	Application strategy writeups
Com'cations	9601	Jan96	Issue paper writeups
Com'cations	9601	Jan96	Scope report
Com'cations	9601	Jan96	Finalize Focus Group membership
Com'cations	9601	Jan96	Audit Storyboard
Platform	9602	Feb96	Configuration Stage Planning
Platform	9602	Feb96	Remote User Support
Platform	9602	Feb96	Printer Strategy
Conversions	9602	Feb96	Snoco Technical conversion activity host?
Conversions	9602	Feb96	Snoco Technical conversion pre-fit
Interfaces	9602	Feb96	Internal and external bridge interfaces
Com'cations	9602	Feb96	PO vendor survey
Com'cations	9602	Feb96	FIT Schedule
Platform	9603	Mar96	Installation of HP9000
Platform	9604	Apr96	FIT Facility Ready
Platform	9604	Apr96	SFG Software Load
Software	9604	Apr96	FIT facility-1or2?
Procedures	9604	Apr96	Procedures template final
Training	9604	Apr96	SY/MM training
Platform	9605	May96	Configure to Support Project Flows
Interfaces	9605	May96	TRACS link1 to LGFS
Platform	9606	Jun96	Configure to Support AR/CC/QB
Interfaces	9608	Aug96	Treasurer cash tax interface coded
Interfaces	9608	Aug96	Fleet Management interface coded
Interfaces	9609	Sep96	School warrant interface tested
Platform	9610	Oct96	Training Facility (Two) /Play System
Platform	9610	Oct96	Production Printers in Place/Tested
Interfaces	9610	Oct96	School warrant interface complete
Interfaces	9610	Oct96	Treasurer cash tax interface tested
Interfaces	9610	Oct96	Fleet Management interface tested
Platform	9611	Nov96	Establish User Privileges/Go Live
Interfaces	9611	Nov96	Treasurer cash tax interface complete
Interfaces	9611	Nov96	Fleet Management interface complete
Procedures	9611	Nov96	Reporting Handbook
Testing	9611	Nov96	INTER MODULE INTEGRATED TESTING
Platform	9612	Dec96	Environment Operational
Testing	9612	Dec96	INTER MODULE GROUP GROPE
Platform	9701	Jan97	GO LIVE
Platform	9701	Jan97	Restrict End Users Old System Access
Procedures	9701	Jan97	Run daily balancing reports
Procedures	9701	Jan97	Run daily balancing reports
Procedures	9701	Jan97	Run daily balancing reports

Procedures	9701	Jan97		Run daily balancing reports	
Com'cations	9701	Jan97		CELEBRATION	
Interfaces	9703	Mar97		AT/GL specified	
Interfaces	9703	Mar97		Live on Direct deposit	
Interfaces	9704	Apr97		TRACS/GL coded	
Interfaces	9704	Apr97		AT/GL coded	
Interfaces	9704	Apr97		GL AT tested	
Interfaces	9705	May97		TRACS GL Completed	
Interfaces	9705	May97		GL:AT completed	

Software	9606	Jun96	AP	FIT Session	
Software	9606	Jun96	AP	Focus Group Training	
Interfaces	9606	Jun96	AP	School warrant interface specified	
Conversions	9607	Jul96	AP	Mini Snoco dataset	
Conversions	9607	Jul96	AP	Warrant form design	
Procedures	9607	Jul96	AP	Procedures draft	
Com'cations	9607	Jul96	AP	FIT report	
Interfaces	9608	Aug96	AP	School warrant interface coded	
Procedures	9609	Sep96	AP	Procedures final	
Testing	9610	Oct96	AP	Cycle testing begin	
Testing	9610	Oct96	AP	Check reconciliation test	
Testing	9610	Oct96	AP	Cycle testing complete	
Testing	9611	Nov96	AP	Test new form	
Training	9611	Nov96	AP	End user training	
Com'cations	9611	Nov96	AP	Communication old AP cutoff	
Software	9612	Dec96	AP	Last Warrant Run Junior Districts	
Interfaces	9612	Dec96	AP	Last warrant recon run/old system	
Training	9612	Dec96	AP	End user training	
Software	9701	Jan97	AP	First voucher entry SFG	
Software	9701	Jan97	AP	First Warrant run SFG	
Software	9701	Jan97	AP	Last warrant run LGFS	
Interfaces	9701	Jan97	AP	First warrant recon run/SFG	
Procedures	9701	Jan97	AP	1099 Information Returns old system	
Software	9702	Feb97	AP	Reconcile reserve for encumbrance	
Software	9702	Feb97	AP	Reconcile liability balances in LGFS	
Procedures	9702	Feb97	AP	1099's Information Returns mag tape	

Software	9602	Feb96	AR	Pre-fit	
Software	9605	May96	AR	FIT Session	
Software	9605	May96	AR	Invoice Form Final	
Software	9606	Jun96	AR	Shadow GL Setup	
Software	9606	Jun96	AR	Users Setup	
Procedures	9606	Jun96	AR	Procedures draft	
Procedures	9606	Jun96	AR	Procedures final	
Testing	9606	Jun96	AR	Mini setup and test	
Software	9607	Jul96	AR	First Payment Processing	
Training	9607	Jul96	AR	End User Training	
Software	9608	Aug96	AR	First JV's to LGFS	
Software	9608	Aug96	AR	First reports	
Software	9609	Sep96	AR	Reconcile AR balance in LGFS	
Software	9612	Dec96	AR	User dataset change	

Conversions	9609	Sep96	BP	Load budgets 96	
Software	9610	Oct96	BP	FIT Session	
Training	9611	Nov96	BP	Training	
Com'cations	9611	Nov96	BP	FIT Report	
Software	9702	Feb97	BP	Setup	
Procedures	9702	Feb97	BP	Procedures draft	
Com'cations	9702	Feb97	BP	Changes advisory	
Procedures	9703	Mar97	BP	Procedures final	
Com'cations	9705	May97	BP	Package to departments	

Software	9605	May96	BQ	FIT Session	
Training	9701	Jan97	BQ	Training (only)	
Procedures	9702	Feb97	BQ	Procedures draft	
Training	9702	Feb97	BQ	Bid Package format	
Com'cations	9702	FEB97	BQ	FIT Report	
Procedures	9703	Mar97	BQ	Procedures final	
Software	9704	Apr97	BQ	Cutover	

Software	9604	Apr96	BT	FIT Session	
Training	9605	May96	BT	Focus Group Training	
Com'cations	9605	May96	BT	FIT Report	
Conversions	9612	Dec96	BT	Load 97 budgets	

Software	9602	Feb96	CC	Pre-fit	
Software	9605	May96	CC	FIT Session	
Software	9605	May96	CC	Form Final	
Software	9606	Jun96	CC	Shadow GL Setup	
Software	9606	Jun96	CC	Users Setup	
Procedures	9606	Jun96	CC	Procedures draft	
Procedures	9606	Jun96	CC	Procedures final	
Testing	9606	Jun96	CC	Mini setup and test	
Testing	9606	Jun96	CC	Form test	
Software	9607	Jul96	CC	First Invoice Run	
Training	9607	Jul96	CC	End User Training	
Software	9608	Aug96	CC	First JV's to LGFS	
Software	9612	Dec96	CC	User dataset change	
Software	9701	Jan97	CC	First live cash receipting	

Conversions	9604	Apr96	EQ	History conversion agreement	
Software	9605	May96	EQ	FIT Session	
Conversions	9606	Jun96	EQ	Master conversion specified	
Conversions	9606	Jun96	EQ	Mini-Snoco dataset	
Training	9606	Jun96	EQ	Focus Group Training	
Com'cations	9606	Jun96	EQ	FIT Report	
Conversions	9608	Aug96	EQ	Master conversion code	
Conversions	9609	Sep96	EQ	Master conversion test	
Procedures	9609	Sep96	EQ	Procedures draft	
Conversions	9610	Oct96	EQ	Master conversion working	
Procedures	9610	Oct96	EQ	Procedures final	
Training	9611	Nov96	EQ	Training	
Training	9612	Dec96	EQ	End training	
Software	9701	Jan97	EQ	First live use SFG	

Software	9703	Mar97	FA	First Production use	
Training	9703	Mar97	FA	Training	
Com'cations	9703	Mar97	FA	FIT report	

Software	9604	Apr96	GL	FIT Session	
Software	9605	May96	GL	Chart of Accounts design complete	
Conversions	9605	May96	GL	Master Table Setup	
Conversions	9605	May96	GL	YTD conversion program specified	
Training	9605	May96	GL	Fit training	
Com'cations	9605	May96	GL	FIT report	
Interfaces	9606	Jun96	GL	Treasurer cash tax interface specified	
Interfaces	9606	Jun96	GL	Fleet Management interface specified	
Com'cations	9606	Jun96	GL	New Chart of Accounts Structure Announced	
Conversions	9608	Aug96	GL	YTD conversion program running	
Conversions	9701	Jan97	GL	96 conversion ytd rollover	
Software	9702	Feb97	GL	First month-end SFG	
Interfaces	9703	Mar97	GL	TRACS/GL specified	
Software	9603	Mar96	GL	Pre-fit & Research	
Com'cations	9606	Jun96	GT	FIT Report	
Conversions	9611	Nov96	GT	Setup grant header	

Software	9608	Aug96	HR	FIT Session	
Software	9608	Aug96	HR	ATS FIT/Training/Tailoring	
Conversions	9608	Aug96	HR	File Folders specified	
Training	9608	Aug96	HR	Focus Group Training	
Software	9609	Sep96	HR	File Folder Design	
Conversions	9609	Sep96	HR	Mini Snoco dataset	
Conversions	9609	Sep96	HR	File folders coded	
Com'cations	9609	Sep96	HR	FIT report	
Conversions	9610	Oct96	HR	File folders working	
Conversions	9610	Oct96	HR	File folder set complete and reports	
Procedures	9610	Oct96	HR	Procedures draft	
Procedures	9610	Oct96	HR	File Folder procedures draft	
Procedures	9610	Oct96	HR	Procedures final	
Testing	9610	Oct96	HR	File Folder test	
Software	9611	Nov96	HR	File Folders Complete	
Procedures	9611	Nov96	HR	File Folder Procedures final	
Training	9611	Nov96	HR	Training	
Conversions	9612	Dec96	HR	File folder run final history conversion	
Conversions	9612	Dec96	HR	File folder shut off old HR	
Software	9701	Jan97	HR	File Folder cutover	
Software	9701	Jan97	HR	ATS Cutover	
Training	9701	Jan97	HR	Training end	

Training	9607	Jul96	IQ	Focus Group Training #1	
Training	9610	Oct96	IQ	Focus Group training #2	

Software	9603	Mar96	JC	Pre-fit & approach review	
Software	9605	May96	JC	FIT Session	
Software	9606	Jun96	JC	Structure Design	
Conversions	9606	Jun96	JC	History conversion specified	
Conversions	9606	Jun96	JC	Mini-Snoco dataset	
Training	9606	Jun96	JC	Focus Group Training	
Com'cations	9606	Jun96	JC	FIT Report	
Conversions	9608	Aug96	JC	History conversion coded	
Conversions	9609	Sep96	JC	Job master file setup	
Conversions	9609	Sep96	JC	History conversion test	
Procedures	9609	Sep96	JC	Procedures draft	
Conversions	9610	Oct96	JC	History conversion working	
Procedures	9610	Oct96	JC	Procedures final	
Training	9611	Nov96	JC	Training	
Training	9612	Dec96	JC	End training	
Software	9701	Jan97	JC	First live use SFG	
Software	9704	Apr97	JC	First Production use	

Conversions	9604	Apr96	PA	First conversion to test	
Software	9605	May96	PA	FIT Session #1	
Software	9605	May96	PA	FIT Session #2	
Conversions	9606	Jun96	PA	2nd conversion to test	
Conversions	9606	Jun96	PA	Employee master file conversion specified	
Testing	9606	Jun96	PA	SML sample set cycle 1 advance	
Testing	9606	Jun96	PA	SML sample set cycle 1 me	
Testing	9606	Jun96	PA	SML sample set 2 advance	
Testing	9606	Jun96	PA	SML sample set cycle 2 me	
Training	9606	Jun96	PA	Focus Group Training	
Com'cations	9606	Jun96	PA	FIT Report	
Conversions	9607	Jul96	PA	Employee master file conversion tested	
Testing	9607	Jul96	PA	SML sample cycle 3 advance	
Testing	9607	Jul96	PA	SML sample cycle 3 me	
Com'cations	9607	Jul96	PA	Pay cycle approval	
Conversions	9608	Aug96	PA	Employee master file conversion working	
Testing	9608	Aug96	PA	SML sample cycle 4 advance	
Testing	9610	Oct96	PA	Full cycle 1	
Testing	9611	Nov96	PA	Full cycle 2	
Testing	9611	Nov96	PA	Test top the form/PTR	
Com'cations	9611	Nov96	PA	advisory on changes	
Software	9612	Dec96	PA	Last Old payroll warrant	
Software	9701	Jan97	PA	First payroll entry SFG	
Software	9701	Jan97	PA	Last old payroll entry	
Software	9701	Jan97	PA	First payroll draw run SFG	
Conversions	9701	Jan97	PA	Conversion to live/banks	
Conversions	9701	Jan97	PA	W2's on old system	
Software	9702	Feb97	PA	January state retirement report	
Software	9702	Feb97	PA	January month end	
Interfaces	9702	Feb97	PA	Validate direct deposit	
Software	9704	Apr97	PA	Live on Direct Deposit	

Software	9604	Apr96	PJ	Set up project account heirarchy	
Software	9604	Apr96	PJ	FIT Session and Training	
Com'cations	9606	Jun96	PJ	FIT Report	
Conversions	9611	Nov96	PJ	Setup project header	

Software	9605	May96	PO	FIT Session	
Software	9606	Jun96	PO	Form Design Complete	
Training	9606	Jun96	PO	Focus Group Training	
Com'cations	9606	Jun96	PO	FIT report	
Conversions	9607	Jul96	PO	Mini Snoco dataset	
Procedures	9607	Jul96	PO	Procedures draft	
Conversions	9608	Aug96	PO	Vendor master file coded	
Conversions	9608	Aug96	PO	NIGP table setup	
Conversions	9608	Aug96	PO	Vendor master file coded	
Conversions	9609	Sep96	PO	Vendor master file working	
Procedures	9609	Sep96	PO	Procedures final	
Conversions	9610	Oct96	PO	Build NIGP cross reference	
Testing	9610	Oct96	PO	Cycle testing begin	
Testing	9610	Oct96	PO	Cycle testing complete	
Conversions	9611	Nov96	PO	Open PO package preparation/reissue/train	
Testing	9611	Nov96	PO	Test new PO form/PTR	
Training	9611	Nov96	PO	End user training	
Com'cations	9611	Nov96	PO	vendor announcement	
Training	9612	Dec96	PO	End user training	
Software	9701	Jan97	PO	First PO Entry SFG	
Software	9701	Jan97	PO	First PO forms out	
Software	9701	Jan97	PO	First requisition entry SFG	
Testing	9612	Dec96	PR	Labor distribution	

Software	9602	Feb96	QB	Timing for Implementation	
Software	9606	Jun96	QB	Firm	
Conversions	9606	Jun96	QB	Setup master file	
Procedures	9606	Jun96	QB	First draft	
Procedures	9606	Jun96	QB	Procedures final	
Testing	9606	Jun96	QB	test	

Software	9609	Sep96	RP	Design monthly reporting package	
Training	9610	Oct96	RP	Monthly reporting package	
Training	9702	Feb97	RP	Training #2	

Conversions	9604	Apr96	SR	History conversion agreement	
Software	9605	May96	SR	FIT Session	
Conversions	9606	Jun96	SR	Mini Snoco dataset	
Procedures	9609	Sep96	SR	Procedures draft	
Procedures	9610	Oct96	SR	Procedures final	
Training	9611	Nov96	SR	Training	
Training	9612	Dec96	SR	End training	
Software	9701	Jan97	SR	First live use SFG	
Training	9606	Jun96	SR	Focus Group Training	

Project Plan - Activities By Month

Platform	9601	Jan96		Scope Strategy
Software	9601	Jan96		Snoco Dataset Strategy WriteUp
Software	9601	Jan96		Snoco Application Strategy Writeup
Conversions	9601	Jan96		Snoco Technical listing conversion strategy
Interfaces	9601	Jan96		List Interfaces
Procedures	9601	Jan96		Procedures strategy template
Com'cations	9601	Jan96		Communications strategy writeup
Com'cations	9601	Jan96		Application strategy writeups
Com'cations	9601	Jan96		Issue paper writeups
Com'cations	9601	Jan96		Scope report
Com'cations	9601	Jan96		Finalize Focus Group membership
Com'cations	9601	Jan96		Audit Storyboard
Platform	9602	Feb96		Configuration Stage Planning
Platform	9602	Feb96		Remote User Support
Platform	9602	Feb96		Printer Strategy
Conversions	9602	Feb96		Snoco Technical conversion activity host?
Conversions	9602	Feb96		Snoco Technical conversion pre-fit
Interfaces	9602	Feb96		Internal and external bridge interfaces
Com'cations	9602	Feb96		PO vendor survey
Com'cations	9602	Feb96		FIT Schedule
Software	9602	Feb96	AR	Pre-fit
Software	9602	Feb96	CC	Pre-fit
Software	9602	Feb96	QB	Timing for Implementation
Platform	9603	Mar96		Installation of HP9000
Software	9603	Mar96	GLC	Pre-fit & Research
Software	9603	Mar96	JC	Pre-fit & approach review
Platform	9604	Apr96		FIT Facility Ready
Platform	9604	Apr96		SFG Software Load
Software	9604	Apr96		FIT facility-1or2?
Procedures	9604	Apr96		Procedures template final
Training	9604	Apr96		SY/MM training
Software	9604	Apr96	BT	FIT Session
Conversions	9604	Apr96	EQ	History conversion agreement
Software	9604	Apr96	GL	FIT Session
Software	9604	Apr96	IV	TRACS installation
Software	9604	Apr96	IV	TRACS FIT Session
Conversions	9604	Apr96	PA	First conversion to test
Software	9604	Apr96	PJ	Set up project account heirarchy
Software	9604	Apr96	PJ	FIT Session and Training
Conversions	9604	Apr96	SR	History conversion agreement
Platform	9605	May96		Configure to Support Project Flows
Interfaces	9605	May96		TRACS link1 to LGFS
Software	9605	May96	AR	FIT Session
Software	9605	May96	AR	Invoice Form Final
Software	9605	May96	BQ	FIT Session

Training	9605	May96	BT	Focus Group Training
Com'cations	9605	May96	BT	FIT Report
Software	9605	May96	CC	FIT Session
Software	9605	May96	CC	Form Final
Software	9605	May96	EQ	FIT Session
Software	9605	May96	GL	Chart of Accounts design complete
Conversions	9605	May96	GL	Master Table Setup
Conversions	9605	May96	GL	YTD conversion program specified
Training	9605	May96	GL	Fit training
Com'cations	9605	May96	GL	FIT report
Conversions	9605	May96	IV	Build Tracs Chart of Accounts
Testing	9605	May96	IV	TRACS Testing
Training	9605	May96	IV	TRACS training
Com'cations	9605	May96	IV	FIT report
Software	9605	May96	JC	FIT Session
Software	9605	May96	PA	FIT Session #1
Software	9605	May96	PA	FIT Session #2
Software	9605	May96	PO	FIT Session
Software	9605	May96	SR	FIT Session
Platform	9606	Jun96		Configure to Support AR/CC/QB
Software	9606	Jun96	AP	FIT Session
Software	9606	Jun96	AP	Focus Group Training
Interfaces	9606	Jun96	AP	School warrant interface specified
Software	9606	Jun96	AR	Shadow GL Setup
Software	9606	Jun96	AR	Users Setup
Procedures	9606	Jun96	AR	Procedures draft
Procedures	9606	Jun96	AR	Procedures final
Testing	9606	Jun96	AR	Mini setup and test
Software	9606	Jun96	CC	Shadow GL Setup
Software	9606	Jun96	CC	Users Setup
Procedures	9606	Jun96	CC	Procedures draft
Procedures	9606	Jun96	CC	Procedures final
Testing	9606	Jun96	CC	Mini setup and test
Testing	9606	Jun96	CC	Form test
Conversions	9606	Jun96	EQ	Master conversion specified
Conversions	9606	Jun96	EQ	Mini-Snoco dataset
Training	9606	Jun96	EQ	Focus Group Training
Com'cations	9606	Jun96	EQ	FIT Report
Interfaces	9606	Jun96	GL	Treasurer cash tax interface specified
Interfaces	9606	Jun96	GL	Fleet Management interface specified
Com'cations	9606	Jun96	GL	New Chart of Accounts Structure Announced
Com'cations	9606	Jun96	GT	FIT Report
Software	9606	Jun96	IV	TRACS Cutover
Software	9606	Jun96	JC	Structure Design
Conversions	9606	Jun96	JC	History conversion specified
Conversions	9606	Jun96	JC	Mini-Snoco dataset
Training	9606	Jun96	JC	Focus Group Training
Com'cations	9606	Jun96	JC	FIT Report
Conversions	9606	Jun96	PA	2nd conversion to test
Conversions	9606	Jun96	PA	Employee master file conversion specified

Testing	9606	Jun96	PA	SML sample set cycle 1 advance	
Testing	9606	Jun96	PA	SML sample set cycle 1 me	
Testing	9606	Jun96	PA	SML sample set 2 advance	
Testing	9606	Jun96	PA	SML sample set cycle 2 me	
Training	9606	Jun96	PA	Focus Group Training	
Com'cations	9606	Jun96	PA	FIT Report	
Com'cations	9606	Jun96	PJ	FIT Report	
Software	9606	Jun96	PO	Form Design Complete	
Training	9606	Jun96	PO	Focus Group Training	
Com'cations	9606	Jun96	PO	FIT report	
Software	9606	Jun96	QB	Firm	
Conversions	9606	Jun96	QB	Setup master file	
Procedures	9606	Jun96	QB	First draft	
Procedures	9606	Jun96	QB	Procedures final	
Testing	9606	Jun96	QB	test	
Conversions	9606	Jun96	SR	Mini Snoco dataset	
Training	9606	Jun96	ST	Focus Group Training	
Conversions	9607	Jul96	AP	Mini Snoco dataset	
Conversions	9607	Jul96	AP	Warrant form design	
Procedures	9607	Jul96	AP	Procedures draft	
Com'cations	9607	Jul96	AP	FIT report	
Software	9607	Jul96	AR	First Payment Processing	
Training	9607	Jul96	AR	End User Training	
Software	9607	Jul96	CC	First Invoice Run	
Training	9607	Jul96	CC	End User Training	
Training	9607	Jul96	IQ	Focus Group Training #1	
Conversions	9607	Jul96	PA	Employee master file conversion tested	
Testing	9607	Jul96	PA	SMAL sample cycle 3 advance	
Testing	9607	Jul96	PA	SML sample cycle 3 me	
Com'cations	9607	Jul96	PA	Pay cycle approval	
Conversions	9607	Jul96	PO	Mini Snoco dataset	
Procedures	9607	Jul96	PO	Procedures draft	
Interfaces	9608	Aug96		Treasurer cash tax interface coded	
Interfaces	9608	Aug96		Fleet Management interface coded	
Interfaces	9608	Aug96	AP	School warrant interface coded	
Software	9608	Aug96	AR	First JV's to LGFS	
Software	9608	Aug96	AR	First reports	
Software	9608	Aug96	CC	First JV's to LGFS	
Conversions	9608	Aug96	EQ	Master conversion code	
Conversions	9608	Aug96	GL	YTD conversion program running	
Software	9608	Aug96	HR	FIT Session	
Software	9608	Aug96	HR	ATS FIT/Training/Tailoring	
Conversions	9608	Aug96	HR	File Folders specified	
Training	9608	Aug96	HR	Focus Group Training	
Conversions	9608	Aug96	JC	History conversion coded	
Conversions	9608	Aug96	PA	Employee master file conversion working	
Testing	9608	Aug96	PA	SML sample cycle 4 advance	
Conversions	9608	Aug96	PO	Vendor master file coded	
Conversions	9608	Aug96	PO	NIGP table setup	
Conversions	9608	Aug96	PO	Vendor master file coded	

Interfaces	9609	Sep96		School warrant interface tested
Procedures	9609	Sep96	AP	Procedures final
Software	9609	Sep96	AR	Reconcile AR balance in LGFS
Conversions	9609	Sep96	BP	Load budgets 96
Conversions	9609	Sep96	EQ	Master conversion test
Procedures	9609	Sep96	EQ	Procedures draft
Software	9609	Sep96	HR	File Folder Design
Conversions	9609	Sep96	HR	Mini Snoco dataset
Conversions	9609	Sep96	HR	File folders coded
Com'cations	9609	Sep96	HR	FIT report
Conversions	9609	Sep96	JC	Job master file setup
Conversions	9609	Sep96	JC	History conversion test
Procedures	9609	Sep96	JC	Procedures draft
Conversions	9609	Sep96	PO	Vendor master file working
Procedures	9609	Sep96	PO	Procedures final
Software	9609	Sep96	RP	Design monthly reporting package
Procedures	9609	Sep96	SR	Procedures draft
Platform	9610	Oct96		Training Facility (Two) /Play System
Platform	9610	Oct96		Production Printers in Place/Tested
Interfaces	9610	Oct96		School warrant interface complete
Interfaces	9610	Oct96		Treasurer cash tax interface tested
Interfaces	9610	Oct96		Fleet Management interface tested
Testing	9610	Oct96	AP	Cycle testing begin
Testing	9610	Oct96	AP	Check reconciliation test
Testing	9610	Oct96	AP	Cycle testing complete
Procedures	9610	Oct96	ATS	Procedures draft
Procedures	9610	Oct96	ATS	Procedures final
Software	9610	Oct96	BP	FIT Session
Conversions	9610	Oct96	EQ	Master conversion working
Procedures	9610	Oct96	EQ	Procedures final
Conversions	9610	Oct96	HR	File folders working
Conversions	9610	Oct96	HR	File folder set complete and reports
Procedures	9610	Oct96	HR	Procedures draft
Procedures	9610	Oct96	HR	File Folder procedures draft
Procedures	9610	Oct96	HR	Procedures final
Testing	9610	Oct96	HR	File Folder test
Training	9610	Oct96	IQ	Focus Group training #2
Conversions	9610	Oct96	JC	History conversion working
Procedures	9610	Oct96	JC	Procedures final
Testing	9610	Oct96	PA	Full cycle 1
Conversions	9610	Oct96	PO	Build NIGP cross reference
Testing	9610	Oct96	PO	Cycle testing begin
Testing	9610	Oct96	PO	Cycle testing complete
Training	9610	Oct96	RP	Monthly reporting package
Procedures	9610	Oct96	SR	Procedures final
Platform	9611	Nov96		Establish User Privileges/Go Live
Interfaces	9611	Nov96		Treasurer cash tax interface complete
Interfaces	9611	Nov96		Fleet Management interface complete

Procedures	9611	Nov96		Reporting Handbook
Testing	9611	Nov96		INTER MODULE INTEGRATED TESTING
Testing	9611	Nov96	AP	Test new form
Training	9611	Nov96	AP	End user training
Com'cations	9611	Nov96	AP	Communication old AP cutoff
Training	9611	Nov96	BP	Training
Com'cations	9611	Nov96	BP	FIT Report
Training	9611	Nov96	EQ	Training
Conversions	9611	Nov96	GT	Setup grant header
Software	9611	Nov96	HR	File Folders Complete
Procedures	9611	Nov96	HR	File Folder Procedures final
Training	9611	Nov96	HR	Training
Training	9611	Nov96	JC	Training
Testing	9611	Nov96	PA	Full cycle 2
Testing	9611	Nov96	PA	Test top the form/PTR
Com'cations	9611	Nov96	PA	advisory on changes
Conversions	9611	Nov96	PJ	Setup project header
Conversions	9611	Nov96	PO	Open PO package preparation/reissue/train
Testing	9611	Nov96	PO	Test new PO form/PTR
Training	9611	Nov96	PO	End user training
Com'cations	9611	Nov96	PO	vendor announcement
Training	9611	Nov96	SR	Training
Platform	9612	Dec96		Environment Operational
Testing	9612	Dec96		INTER MODULE GROUP GROPE
Software	9612	Dec96	AP	Last Warrant Run Junior Districts
Interfaces	9612	Dec96	AP	Last warrant recon run/old system
Training	9612	Dec96	AP	End user training
Software	9612	Dec96	AR	User dataset change
Conversions	9612	Dec96	BT	Load 97 budgets
Software	9612	Dec96	CC	User dataset change
Training	9612	Dec96	EQ	End training
Conversions	9612	Dec96	HR	File folder run final history conversion
Conversions	9612	Dec96	HR	File folder shut off old HR
Training	9612	Dec96	JC	End training
Software	9612	Dec96	PA	Last Old payroll warrant
Training	9612	Dec96	PO	End user training
Testing	9612	Dec96	PR	Labor distribution
Training	9612	Dec96	SR	End training
Platform	9701	Jan97		GO LIVE
Platform	9701	Jan97		Restrict End Users Old System Access
Procedures	9701	Jan97		Run daily balancing reports
Procedures	9701	Jan97		Run daily balancing reports
Procedures	9701	Jan97		Run daily balancing reports
Procedures	9701	Jan97		Run daily balancing reports
Com'cations	9701	Jan97		CELEBRATION
Software	9701	Jan97	AP	First voucher entry SFG
Software	9701	Jan97	AP	First Warrant run SFG
Software	9701	Jan97	AP	Last warrant run LGFS
Interfaces	9701	Jan97	AP	First warrant recon run/SFG

Procedures	9701	Jan97	AP	1099 Information Returns old system
Training	9701	Jan97	BQ	Training (only)
Software	9701	Jan97	CC	First live cash receipting
Software	9701	Jan97	EQ	First live use SFG
Conversions	9701	Jan97	GL	96 conversion ytd rollover
Software	9701	Jan97	HR	File Folder cutover
Software	9701	Jan97	HR	ATS Cutover
Training	9701	Jan97	HR	Training end
Interfaces	9701	Jan97	IV	TRACS link2 reconfigured to SFG
Software	9701	Jan97	JC	First live use SFG
Software	9701	Jan97	PA	First payroll entry SFG
Software	9701	Jan97	PA	Last old payroll entry
Software	9701	Jan97	PA	First payroll draw run SFG
Conversions	9701	Jan97	PA	Conversion to live/banks
Conversions	9701	Jan97	PA	W2's on old system
Software	9701	Jan97	PO	First PO Entry SFG
Software	9701	Jan97	PO	First PO forms out
Software	9701	Jan97	PO	First requisition entry SFG
Software	9701	Jan97	SR	First live use SFG
Software	9702	Feb97	AP	Reconcile reserve for encumbrance
Software	9702	Feb97	AP	Reconcile liability balances in LGFS
Procedures	9702	Feb97	AP	1099's Information Returns mag tape
Software	9702	Feb97	BP	Setup
Procedures	9702	Feb97	BP	Procedures draft
Com'cations	9702	Feb97	BP	Changes advisory
Procedures	9702	Feb97	BQ	Procedures draft
Training	9702	Feb97	BQ	Bid Package format
Com'cations	9702	FEB97	BQ	FIT Report
Software	9702	Feb97	GL	First month-end SFG
Software	9702	Feb97	PA	January state retirement report
Software	9702	Feb97	PA	January month end
Interfaces	9702	Feb97	PA	Validate direct deposit
Training	9702	Feb97	RP	Training #2
Interfaces	9703	Mar97		AT/GL specified
Interfaces	9703	Mar97		Live on Direct deposit
Procedures	9703	Mar97	BP	Procedures final
Procedures	9703	Mar97	BQ	Procedures final
Software	9703	Mar97	FA	First Production use
Training	9703	Mar97	FA	Training
Com'cations	9703	Mar97	FA	FIT report
Interfaces	9703	Mar97	GL	TRACS/GL specified
Interfaces	9704	Apr97		TRACS/GL coded
Interfaces	9704	Apr97		AT/GL coded
Interfaces	9704	Apr97		GL AT tested
Software	9704	Apr97	BQ	Cutover
Software	9704	Apr97	JC	First Production use
Software	9704	Apr97	PA	Live on Direct Deposit

Interfaces	9705	May97		TRACS GL Completed	
Interfaces	9705	May97		GL:AT completed	
Com'cations	9705	May97	BP	Package to departments	

APPENDIX F

FORMS / SAMPLES

SFG Technologies Inc.
ISSUE PAPER

SS	Iss #	Date Issued	Status	Priority	Assigned to:

Status Key:	
O	Open
C	Closed (Resolved)
P	Procedural
Q	Software Quote Req'd
A	Approved Software Mod
F	Forward to other Group

Priority Key:	
L	Low priority
M	Medium
H	High (GO LIVE Issue)

Short Description:

Detail Description:



Software Action Notice

SFG SAN#Error!

Bookmark not defined.

**Client Name:Error! Bookmark not defined._____ Client Reference #: Error!
Bookmark not defined._____**

**Contact Name:Error! Bookmark not defined._____ Date Submitted: Error!
Bookmark not defined._____**

Program Description:Error! Bookmark not defined._____
**Subsystem:Error! Bookmark not defined. Version: Program # Error! Bookmark
not defined._____ Priority: 1 2 3**

Type of SAN: Problem Enhancement Quote

Date

Short Description:Error! Bookmark not defined.

Detailed Description

Error! Bookmark not defined.

FOR SFG USE ONLY

Resolution Notes: _____

Date: _____ Resolved by: _____ Version #: _____ Fix # _____

SAN.DOT

APPENDIX G

SAMPLE FIT SESSION EXAMPLE AGENDAS

ACCOUNTS PAYABLE FIT

Tuesday (morning)

○ AP INTRODUCTION AND SYSTEM OVERVIEW

Database Structure And System Integration
SFG System Accounting Events
Flow Chart The Current AP System
Accounting Control Issues & Policy And Procedure Changes
Menu's, Function Keys And Navigating The System

Tuesday (afternoon)

Sample Accounts Payable Process

Wednesday (morning)

○ MASTER FILES

Company Maintenance
Supplier Maintenance
Period Maintenance
Open Item Adjustment
GL Transaction Description Maintenance
One Time Supplier Maintenance
Overhead Schedule Maintenance
Minority Supplier Maintenance

Wednesday (afternoon)

○ OTHER DISCUSSION TOPICS

Data Conversion
Check Design
Sample Data Entry
Check Processing
Inquiry
Sample Reporting
File Purge
Custom Functions

Thursday (Morning)

- Review Issues
- Questions And Additional Testing

ACCOUNTS PAYABLE FOCUS GROUP TRAINING

- **DATA ENTRY** (*User Guide Chapter 6*)
1 DAY
 - Invoice Data Entry
 - Invoice Edit List
 - Invoice Tolerance Error Approval
 - Invoice Approval
 - Prepaid Check Entry
 - Manual Check Entry
 - Void Check Entry
 - Invoice Cancellation Entry
 - Recurring Invoice Entry

- **CHECK PROCESSING** (*User Guide Chapter 7*)
1/2 DAY
 - Invoice Selection
 - Pre-Check Writing Report
 - Check Print and Register
 - Check Reconciliation

- **YEAR END** (*User Guide Chapters 10*)
1/4 DAY

- **AP INQUIRY AND REPORTING** (*User Guide Chapters 8 & 9*)
1 DAY

- **SPECIAL GL SYSTEM TOOLS**
1/8 DAY
 - Account Code Inquiry
 - GL Report Writer

- **SPECIAL AP SYSTEM TOOLS**
1/8 DAY
 - Browsers

GENERAL LEDGER FIT

Tuesday & Wednesday (all day)

CHART OF ACCOUNTS DESIGN

- Database Structure And System Integration
- SFG System Accounting Events
- Foreground Structure Design
- Background Structure Design
- Cash Interfunding

Thursday (morning)

GL INTRODUCTION AND SYSTEM OVERVIEW (*User Guide Chapters 1, 2, 3 & 4*)

- Menu's, Function Keys And Navigating The System
- Accounting Control Issues & Policy And Procedure Changes

CONTROL FILES (*User Guide Chapter 7*)

- Period Control File
- Payroll User Control File
- Transaction Type Control File
- ALRE Key Combination Control File
- ALRE Code Control File
- Summary Inquiry Control File
- Forman Control File
- Person Responsible Control File

Thursday (afternoon)

MASTER FILES (*User Guide Chapter 5 & 16*)

- Fund Master File
- Department Master File
- Projects Master File
- Asset Master File
- Account Master File
- Source Master File
- Revenue & Expenditure Master File
- Distribution Code Master File

DAC expansion Master File
Departmental Security Master File
Account Memo Maintenance

DATA CONVERSION

Design Concepts Discussion

Friday (morning)

BUDGET FILE MAINTENANCE (*User Guide Chapters 12*)

Master File Maintenance
Level Maintenance
Structure Maintenance
Control Maintenance
Seasonal Table Maintenance
Level Security Maintenance
Level Auto Offsets Maintenance

Friday (afternoon)

DESIGN TESTING

Sample Data Entry (Journal Voucher)
Sample Data Entry (Mass Budget Entry)
Sample Reporting (General Ledger Report Writer)
Sample Interfunding (Selected Funds)
Prototype Forms Design

QUESTIONS AND ADDITIONAL TESTING

GENERAL LEDGER FOCUS GROUP TRAINING

- CHART OF ACCOUNTS DESIGN REVIEW**
1/4 DAY
 Foreground Structure Design Review
 Background Structure Design Review

- DATA ENTRY** *Training pg. 41 - 54 (User Guide Chapter 8)*
3/4 DAY
 Journal Vouchers
 Cash Vouchers
 Commitment Journal Vouchers
 Standard Journal Vouchers
 Standard Distribution Journal Vouchers
 User Defined Journal Vouchers

- PERIOD END PROCESSING** *Training pg. 55 - 59 (User Guide Chapter 9)*
1/4 DAY
 Month End
 Year End

- INQUIRIES AND REPORTING** *Training pg. 60 - 88 (User Guide Chapters 10, 11 & 16)*
3/4 DAY
 Account Code Inquiry
 Summary Inquiry
 GL Report Writer
 Financial Statement Report Writer
 Other Standard Reports

- MASS BUDGETING** *Training pg. 99 - 106 (User Guide Chapters 14)*
1/2 DAY
 Spread On Seasonal Table
 Percentage Increase / Decrease
 Clear Budgets
 Budget Extensions
 Actual To Budget
 Mass Budget Entry

- BUDGETING UTILITIES** *Training pg. 99 - 106 (User Guide Chapters 15)*
1/2 DAY
 Budget Inquiry
 Audit Budget Master
 Auto Budget Offsets Creation
 Budget Relink
 Budget Interface (Input)

Budget Spreadsheet Interface
Year End Budget Creation

- CONTROLLED BUDGETS** *Training pg. 97 - 98 (User Guide Chapters 13)*
1/4 DAY

Creation
Data Entry

- SPECIAL GL SYSTEM TOOLS**
1/4 DAY

Balancing Reports, Browsers, And Rebuilds

EXHIBIT "B":
SFG SOFTWARE LICENSE AND SUPPORT AGREEMENT

This agreement dated for reference the 20th day of February, 1996.

BETWEEN:

SFG Technologies (U.S.) Inc.
203A - 8525 Baxter Place
Burnaby, BC V5A 4V7

(hereinafter referred to as CONTRACTOR)

AND:

Snohomish County
3000 Rockefeller Avenue
Everett, WA 98201

(hereinafter referred to as "COUNTY")

EXHIBIT "B":
PREAMBLE

WHEREAS:

- A. The CONTRACTOR owns or has the right to license certain software products; and
- B. The COUNTY wishes to use the software products specified in Schedule "B" (the "Product" or "Products") for the purposes hereinafter specified; and
- C. The CONTRACTOR is willing to so license the Product to the COUNTY on the terms and conditions specified in this Exhibit B; and
- D. The CONTRACTOR provides ongoing support services ("Support") to its licensees, and is willing to provide such services to the COUNTY on the terms and conditions specified in this Exhibit B; and
- E. The CONTRACTOR provides implementation services to its licensees to assist in the successful installation of the Product in the licensee's environment, as more fully described in Exhibit A of the master Agreement entered into by the parties;

THEREFORE in consideration of the premises and of the mutual covenants herein set forth, the parties agree as follows:

EXHIBIT "B":
SECTION 1: THE PRODUCT

The Product means the current version of the product or products licensed by the CONTRACTOR to the COUNTY from time to time under the names listed in the attached schedule of Computer Software Products ("Schedule B" of Exhibit B), and any subsequent releases or updates of the products which may be supplied from time to time to the COUNTY by the CONTRACTOR or by any associate of the CONTRACTOR, plus any Derived Products.

Derived Products are defined as:

- (a) Licensed software with modifications developed by the COUNTY or the CONTRACTOR; or
- (b) Software programs developed by the COUNTY or the CONTRACTOR to enhance the Product; or
- (c) New software programs developed by the COUNTY or the CONTRACTOR using procedures and techniques owned by the CONTRACTOR.

The attached Schedules may be updated from time to time to include the names and specifications of any additional Products which are subsequently licensed to the COUNTY, in which case the terms and conditions of this Exhibit B will apply to such additional Products.

EXHIBIT "B":
SECTION 2: THE LICENSE

The CONTRACTOR hereby grants to the COUNTY a ~~perpetual~~ worldwide, non-exclusive license (the "License"), subject to the terms of this Exhibit B:

- (a) to use the Object Code of the Product, subject to the restrictions specified below;
and
- (b) to use and reproduce copies of part or all of the documentation for the Product furnished to the COUNTY pursuant to this Exhibit B.

The Object Code of the Product will initially be used only at the location and on the equipment described in the attached License Specifications ("Schedule A" of Exhibit B). Use of the Object Code may be transferred or replicated to other equipment maintained by the COUNTY at the location described in the License Specifications, or at another location, provided that the other equipment does not support, together with any other equipment on which the Object Code is used, more than the maximum permitted number of users described, and provided that the COUNTY give the CONTRACTOR seven (7) days prior notice in writing of the transfer.

Purpose: The Product will be used only for the processing of the COUNTY's business. The COUNTY will not permit any third party to use the Product, and will not use the Product in the operation of a service bureau without the written approval of the CONTRACTOR. The COUNTY is authorized to use the Product to provide processing of the same nature as is currently being provided to other Taxing and Service Districts within the COUNTY, short of replacing the Districts' full processing requirements.

Maximum Users: On a regular basis, the COUNTY will monitor the number of simultaneous users of the Product. If the number exceeds that authorized in Schedule "A" of Exhibit B, the COUNTY will either forthwith pay to the CONTRACTOR the appropriate License upgrade fees then in effect to increase the authorized number of users, or take immediate steps to restrict the usage of the Product to the specifications. The COUNTY hereby authorizes the CONTRACTOR to take reasonable measures to audit compliance with this restriction.

Object Code and Documentation Restrictions: The COUNTY acknowledges that the license granted does not permit the COUNTY to sublicense or otherwise permit the use of all or any part of the Object Code or the documentation of the Product by any third-party.

Application System Source Code: SFG Technology, Inc. agrees to keep , and maintain current, two copies of SFG supplied financial application system source code on tape compatible with the county installation, under a secured arrangement in SFG's possession, including customized software. SFG agrees to update source code whenever material changes are supplied to the COUNTY. The COUNTY shall have the right to access SFG application system source code in the event SFG withdraws support for its system for any reason. In such event, the COUNTY shall have the right to take possession of the most recent copy of the SFG financial system source code and to make changes or modifications needed for the continued operation of the System.

Licensors Trademark: The COUNTY will not be entitled to use any of the CONTRACTOR's trademarks.

EXHIBIT "B":
SECTION 3: SOFTWARE
SERVICES - TERM AND PAYMENT

Term: Support will commence on the date of Software Delivery of the Product, as defined in Section 2.14.36 of the master project Agreement and will continue until the end of the COUNTY's fiscal year. Thereafter, Support will be automatically renewed for successive one (1) year terms unless either the CONTRACTOR or the COUNTY advises the other in writing ninety (90) days prior to the end of the then current term. Support for any particular software product will terminate automatically upon the termination of the License for the product.

Payment: The COUNTY will compensate the contractor for software support services as provided in Exhibit E of the master Agreement.

The CONTRACTOR reserves the right to change Annual Support Services Fees from time to time. The CONTRACTOR agrees to notify the COUNTY at least thirty (30) days prior to each anniversary date of the Support Services Start Date of any intended change in the Fees specified in Schedule "A" of Exhibit E. The CONTRACTOR will limit the increase in Annual Support Fees for software that the COUNTY contracts annual support from the CONTRACTOR directly for, to a maximum of 3% per year for five years from the date of contract execution.

Support Services outside Contract Hours may be furnished subject to the CONTRACTOR staff availability and at the CONTRACTOR's then current rates, or on some other mutually agreed basis.

EXHIBIT "B":

SECTION 4: SOFTWARE SUPPORT SERVICES

Support Restriction: Support will only be provided for the current release of the Product in effect from time to time, subject to a "window" period of ninety (90) days after the announcement to the COUNTY of the availability of a new release. The CONTRACTOR will provide notification of new releases at least 180 days prior to availability of a new release.

Basic Services: The CONTRACTOR will use its best effort to supply the following services, the "Basic Services", plus any additional services which the CONTRACTOR offers from time to time to its licensees as Basic Services:

1. Telephone Support: The CONTRACTOR will provide reasonable telephone support between the hours of 8:00 a.m. and 5:00 p.m. Pacific Standard Time during the CONTRACTOR's regular business days ("Contract Hours") through a toll free 800 number for the designated the CONTRACTOR personnel who support the Product. Such telephone support will be the CONTRACTOR's best efforts to provide a reasonable level of:

- (a) explanation of functions and features; and
- (b) clarification of documentation; and
- (c) guidance in the operation of the Product
- (d) first line of contact for problem diagnosis.

2. Problem Diagnosis: The CONTRACTOR will provide problem diagnosis for the Product and, will supply corrections for problems that the CONTRACTOR diagnoses as defects in the Product. The CONTRACTOR will perform these services in a timely manner consistent with the urgency of the situation. Under the terms of Contracted response, delays to begin corrective action will not exceed four (4) hours from the initial call by the COUNTY to the CONTRACTOR, and the following general guidelines will be followed:

Severity 1: a critical problem has been encountered such that the Product is inoperable. The CONTRACTOR will respond immediately to diagnose the problem. The CONTRACTOR and customer personnel will work diligently and continuously to correct the problem as quickly as possible.

Severity 2: a problem has been encountered that does not prevent use of the Product, but both the CONTRACTOR and the customer agree that the System is not operating correctly. The CONTRACTOR will diagnose the problem and advise the COUNTY of a work-around as quickly as possible, and will correct the problem by the next release. If requested by the COUNTY, the CONTRACTOR will provide a software patch outside the normal release/quality assurance process.

Severity 3: a minor problem has been encountered. The Product is usable but could be improved by correction of a minor defect, or useability enhancement. The CONTRACTOR will assess the problem and, depending on priorities, schedule a fix for the next release, advise the COUNTY that this will not be corrected, or offer this change to the COUNTY as a chargeable modification if the COUNTY determine it is desirable.

Unless demonstrated as CONTRACTOR responsibility, software problem support services do not include on-site maintenance or support which, subject to availability of personnel, will be offered to the COUNTY at a separate charge.

3. New Versions and Releases: The CONTRACTOR will provide new versions and releases of the Product, which may contain either or both enhancements to existing functions and corrections to minor defects which have been reported reasonably in advance of the version or release date, for the computer systems specified in the License Agreement, as such new versions and releases become available, at no charge.

4. Replacement Copies: If the COUNTY's copy of the Product is lost or destroyed, the CONTRACTOR will provide the COUNTY with a replacement copy. This provision will not apply if the lost or destroyed copy is an older release of the Product not covered by Support.

5. Client Communications: The CONTRACTOR will encourage the formation of local User Groups for the product and otherwise encourage the communication of hints, tips, and ideas for increasing the COUNTY's benefits from use of the Product.

6. Single Point of Contact: The CONTRACTOR will name an Account Manager to be the COUNTY's primary interface to our organization. Wherever possible, this individual will work from the CONTRACTOR local office closest to the COUNTY's site. This individual will be responsible for all aspects of the COUNTY's satisfaction with our products and services. During the course of the implementation project, the Account Manager role will be assumed by the CONTRACTOR Project Manager.

7. Other Services: The CONTRACTOR will provide, at the COUNTY's request, on reasonable notice and subject to availability of qualified personnel, other consulting,

training, and software support services. Such services will be provided on a time and materials basis at the then prevailing rates set by the CONTRACTOR for such services.

Enhanced Services: Services additional to the Basic Services specified above ("Extended Support") will be offered to the COUNTY as service upgrade options at the then prevailing rates set by the CONTRACTOR for such options. The service upgrade options, if any, chosen by the COUNTY will be specified in Schedule "B" of Exhibit E at the fees specified therein.

The CONTRACTOR will provide, at the COUNTY's request, on reasonable notice and subject to availability of qualified personnel, other consulting, training and professional services. Such services will be provided on a Time and Materials with any applicable out-of-pocket costs for travel and lodging re-imbursible by the COUNTY's cost unless mutually agreed otherwise.

EXHIBIT "B":
SECTION 4: SCHEDULE "A"
LICENSE SPECIFICATIONS

DESIGNATED CPU: Manufacturer: Hewlett Packard

 Model: HP9000 K400

 Serial No. TBD*

* To be filled in when information available following installation

SITE: Snohomish County
 Information Systems Department
 3000 Rockefeller Avenue
 Everett, WA 98201

AUTHORIZED USERS: 200 concurrent users

EXHIBIT "B":
SECTION 4: SCHEDULE "B"
COMPUTER SOFTWARE PRODUCTS

A. SFG SOFTWARE PRODUCTS (200 authorized concurrent users except where noted):

System Security, which comprises:

- System Core
- Menu Management
- Organizational Security
- IQ Views

Payroll

Human Resources

Cost Accounting, which comprises:

- Job Costing
- Service Requests
- Equipment Management

General Ledger, which comprises:

- General Ledger
- Project Accounting
- Grant Tracking
- Financial Reporting
- Budget Tracking

Accounts Payable

Purchasing

Bid Management

Accounts Receivable, which comprises:

- Accounts Receivable
- Quantity Billing
- Cash Collections

Fixed Assets

ClientView (200 concurrent users)

B. THIRD PARTY PRODUCTS:

Budget Preparation: (24 users)

BRASS (Budget Reporting and Analysis Support System)

SBFS (Salary and Benefit Forecasting System)

IQ for Windows (75 seats)

AcuCobol Runtime & Acu4GL Runtime (included in SFG System Security module)

Sybase RDBMS version 10.02 & Sybase Open Client (unlimited users)

EXHIBIT "B":
SECTION 4: SCHEDULE "C"
SYBASE RUNTIME LICENSE

1. Only a non-exclusive, non-transferable right to use the Sybase programs (the Program) on a single computer system is granted to the COUNTY. No right to use other than an Embedded Runtime Version of the Program is granted; an "Embedded Runtime Version" shall mean a version of the Program linked to or embedded in the CONTRACTOR's application code in such a way that structurally or by license restrictions, it (i) precludes use of the Program outside the scope of the Derivative Product or for general purpose database management, (ii) precludes use of the Program's command verbs to create or alter tables, new schemes or databases, outside the scope of those necessary for the operation of the Derivative Product, and (iii) precludes use of the Program or any third party application development tools to modify or enhance existing screens or forms created by the Derivative Product or generation of new forms, except as necessary to implement or operate the Derivative Product;

2. CONTRACTOR retains all title to the Program, and all copies thereof, and no title to the Program, or any intellectual property therein, is transferred to the COUNTY;

3. The COUNTY agrees not to reverse assemble, decompile or otherwise attempt to derive source code from the Program;

4. The COUNTY agrees to comply with all export and re-export restrictions and regulations ("Export Restrictions") imposed by the government of the United States. The COUNTY shall not knowingly transfer, directly or indirectly, any restricted Programs or technical data received from the CONTRACTOR, or the direct product of such data, to Country groups Q, S, W, Y, or Z (as defined by the U.S. Department of Commerce), the People's Republic of China, or any other destination subject to export restrictions under United States law, unless prior written authorization is obtained from the CONTRACTOR and each appropriate United States government agency. This Section shall survive the expiration or termination of the license agreement;

5. Although copyrighted, the Program is unpublished and contains proprietary and confidential information of the CONTRACTOR and is considered by such CONTRACTOR to constitute valuable trade secrets. The COUNTY will hold the Program in confidence and shall protect the Program with at least the same degree of care with which the COUNTY protects its own similar confidential information;

6. CONTRACTOR shall have the right to direct a recognized accounting firm to conduct, during normal business hours, an audit of (and to copy) the appropriate records of the COUNTY to verify the number of the copies of the Program in Use by the COUNTY, the computer systems

on which such copies are installed and in the case of limited user licenses, the number of users Using such copies. Representatives of the auditing firm shall protect the confidentiality of the COUNTY's Confidential information and abide by the COUNTY's reasonable security regulations while on COUNTY premises. If the number of copies or users is found to be greater than that contracted for or the computer system on which the Program is in use differs from the single computer systems for which license rights have been granted to the COUNTY, the COUNTY shall be invoiced for additional copies, users or computer systems at the prices quoted in the then current price list of the CONTRACTOR. The additional license fees shall be payable within thirty (30) days of such invoice;

7. The COUNTY shall not release the results of any benchmark of the Program to any third party without the prior written approval of the CONTRACTOR for such release.

EXHIBIT "C": HARDWARE

The software products provided by the CONTRACTOR (SFG Technologies (U.S.) Inc.) and associated third party software (Budget Preparation, IQ for Windows, AcuCobol, Acu4GL Runtime, Sybase RDBMS Runtime and Open Client) under this agreement (Schedule A of Exhibit E Computer Software Products) are certified by the CONTRACTOR to operate on the HP9000 under HP/UX within the parameters, response times, and functionality stated and agreed to in the documents indicated in Section 2.14.44. Further the CONTRACTOR certifies such software will operate in concert with the hardware and software products listed in this Exhibit, provided the hardware and software products already operate satisfactorily in concert prior to the installation of the CONTRACTOR's and associated third party supplied software.

The CONTRACTOR confirms the following equipment list will :

- (1) Provide the System response times as stated and agreed to in the Snohomish County Request for Proposal Number RFP-1-95 [Section 3.1.6] and the CONTRACTOR's original response (May 3, 1995)
- (2) Provide the training environment stated and agreed to in the Snohomish County Request for Proposal Number RFP-1-95 [Section 3.1.5]] and the CONTRACTOR's original response (May 3, 1995). This training area may also be used as a redundant test environment for applying CONTRACTOR provided application upgrades/modifications before migration to the production environment as well as a separate area for the County's own development (i.e. reporting)

Item No	Qty	Model No	Description
------------	-----	-------------	-------------

Configuration 1: Production Server

1	1 or more	A3454A	HP 9000 K420 Server w/128 MB ECC memory 4 HP-PB slots, 1 High Speed System Connect HP-HSC slot, 802.3 LAN, UPS port SCSI FW, 2 user HP-UX license w/TCP/IP, ARPA and NFS services
	1 or more	#OS6	First Year System Support
	1 or more	#OSZ	Provides installation, configuration and verification of networks

- | | | | |
|---|--------------|-----------|---|
| 2 | 1 or
more | A3452A | 120 MHz PA-RISC 7200 CPU with
2 MB cache |
| | 1 or
more | #OD1 | Factory integrated |
| | 1 or
more | #OS6 | First Year System Support |
| 3 | 3 or
more | A3027A | 128 MB ECC High Density Memory Module |
| | 3 or
more | #OD1 | Factory Integrated |
| 4 | 2 or
more | A3353A | 4GB FWD SCSI-2 Disk Drive |
| | 2 or
more | #OD1 | Factory Integrated |
| 5 | 1 or
more | A3184A | 650 MB CD-ROM drive |
| | 1 or
more | #ODS | Complimentary 650 MB CD-ROM drive |
| 6 | 1 or
more | A3183A | 4GB DDS DAT Drive + data compression |
| | 1 or
more | #ODZ | to be installed inside the SPU
Factory integrated unit |
| 7 | 1 or
more | C1064W | System Console - White screen |
| | 1 or
more | X
#ABA | U.S. - English localization. Contains U.S
keyboard, English user's manual and U.S
power cord. |
| 8 | 4 or
more | A2969A | 20 MB FWD SCSI-2 interface for HP-HSC |
| | 4 or
more | #OD1 | expansion slots. 20 MB/sec
Factory integrated |
| 9 | 1 or | 28655A | HP-PB SE SCSI-2/Centronics host |

- more
 adapter includes interface card supporting connection of up to 7SE SCSI-2 devices and 1 Centronics device to a Series 800 server w/ HP-PB I/O bus.
- 1 or more #ODZ Factory installation of interface card
 includes 1.0 meter SCSI cable, 2.0 meter parallel centronics cable, SCSI terminator and reference manual
- 1 or more #ALX Repl 1 meter w /2.5 meter SCSI cable
- 10 1 or more J2146A 802.3 ThinLan/9000 interface card
 1 or more #ODM Factory installed
 1 or more #OSZ Provides installation, configuration and verification of networks.
- 11 1 or more A2990A K400 4 HP-HSC slot expansion upgrade
 1 or more #OD1 Factory integrated
- 12 1 or more A3187A Rackmount kit for HP 3000/9000 K class
- 13 1 or more A2440A HP-UX 2 user license and manuals
 1 or more #ABA English localization
 1 or more #APS HP-UX revision 10.0
 1 or more #OD1 Factory integrated
- 14 1 or more B3897A HP9000 Server HP-UX Licenses and Media
 for all user levels
 1 or more #AGS Unlimited user license specification
 1 or #AJG CD-ROM media and certificate

- more
1 or
more
- #OSA License to use updates, media &
documentation updates
- 15 1 or
more
- A3312A HA factory Racked storage Enclosure
includes 2 hot pluggable cooling fans and
1 hot pluggable power supply in a rack
enclosure with 2 SCSI-2 buses. Includes
user's manual and powercord
- 1 or
more
- #002 Redundant hot pluggable power supply
- 4 or
more
- #124 2x2.1 GB FWD High Performance Disk
Module
- 2 or
more
- #804 10 M 68 pin HD. to 68 pin HD cable (M/M)
- 1 or
more
- #OS6 First year of System Support
- 1 or
more
- #OS4 Installation in County cabinet
- 16 1 or
more
- A3312A HA factory Racked storage Enclosure
includes 2 hot pluggable cooling fans and
1 hot pluggable power supply in a rack
enclosure with 2 SCSI-2 buses. Includes
user's manual and powercord
- 1 or
more
- #002 Redundant hot pluggable power supply
- 3 or
more
- #124 2x2.1 GB FWD High Performance Disk
Module
- 1 or
more
- #804 10 M 68 pin HD to 68 pin HD cable (M/M)
- 1 or
more
- #OS6 First year of System Support
- 1 or
more
- #OS4 Installation in County cabinet
- 17 1 or
- A3312A HA factory Racked storage Enclosure

	more		includes 2 hot pluggable cooling fans and 1 hot pluggable power supply in a rack enclosure with 2 SCSI-2 buses. Includes user's manual and powercord
	1 or more	#002	Redundant hot pluggable power supply
	1 or more	#124	2x2.1 GB FWD High Performance Disk
			Module
	1 or more	#804	10 M 68 pin HD to 68 pin HD cable (M/M)
	1 or more	#OS6	First year of System Support
	1 or more	#OS4	Installation in County cabinet
18	1 or more	J2085A	Add-ons for DTC16iX, 16TN and 72MX
	1 or more	#101	8 Port RS-232 Modem Distribution Panel
	1 or more	#107	Cable Assembly modem connect to HP 9000
19	1 or more	A3400A	48 GB DDS 2 DAT Autoloader
	1 or more	#OS6	First year of System Support
	1 or more	#OS4	System and network configuration
20	1 or more	B3921AA	Hp-UX 10.0 Server documentation
	1 or more	#OBE	Systems admin manuals
	1 or more	#OS6	Doc Updates
21	1 or more	B2491A	MirrorDisk/UX System License
	1 or more	#AE5	System license for HP9000 model K400
	1 or	#AAU	Provides disk mirroring software on

- more
- CD-ROM.
- 1 or more #APS HP-UX revision 10.0
- 1 or more #OD1 Factory integrated mirroring of SCSI and HP-FI disks.
- 1 or more #OS6 First year of System Support
- 22 1 or more B3700AA Glance+Pak License for Hp9000 Servers
- 1 or more #AE5 System license for HP 9000 tier 2 SPUs
- HP 9000 model K400 Servers
- 1 or more #OS6 First year of System Support
- 23 1 or more B3701AA Media and Manuals fro HP Glance+Pak
- 1 or more #AAU CD-ROM certificate for HP Glance+Pak
- 1 or more #APS Version of Glance+Pak for HP9000 servers compatible with HP-UX 10.0
- 1 or more #OD1 Factory integration opt. for Glance+Pak
- 1 or more #OS6 First year of System Support
- 24 1 or more B3901AA HP C/ANSI C License to Use S800
- 1 or more #AE5 System license for HP 9000 tier 2 SPUs
- for HP 9000 model K400 servers
- 1 or more #OS6 First year of System Support
- 25 1 or more B3900AA C/ANSI C Developer's Bundle Media S800
- Media and documentation for HP-UX 10.0
- 1 or more #AAU CD-ROM Right-to-Use certificate for
- HP C/ANSI C software
- 1 or #APS HP-UX Revision 10.0

- | | | | |
|----|--------------------------------------|---------|---|
| | more
1 or
more
1 or
more | #OD1 | Factory Integrated |
| | | #OS6 | First year of System Support |
| 26 | 1 or
more | B1951AA | HP OV OmniBack II License (Backup Mgr) |
| | | | supporting one concurrent backup drive. |
| | 1 or
more | #OS6 | First year of System Support |
| 27 | 1 or
more
1 or
more | B1954AA | HP OV Omniback II License (Node) |
| | | #OS6 | First Year of System Support |
| 28 | 1 or
more
1 or
more | #B1957A | HP OV OmniBack II manual (US English) |
| | | A | |
| | | #OS6 | First Year of System Support |
| 29 | 1 or
more | | US Robotics V32 14.4 Modem |
| | | | Total |

Configuration 2: Optional Test Server

- | | | | |
|---|--------------|--------|---|
| 1 | 1 or
more | A3061A | HP 9000 K200 Server w/128 MB ECC |
| | | | memory 4 HP-PB slots, 1 High Speed
System Connect HP-HSC slot, 802.3 LAN,
UPS port SCSI FW, 2 user HP-UX license
w/TCP/IP, ARPA and NFS services |
| | 1 or
more | #OS3 | First Year System Support |
| | 1 or
more | #OSZ | Provides installation, configuration and
verification of networks |
| 2 | 1 or
more | A3353A | 4GB FWD SCSI-2 Disk Drive |

- | | | | |
|---|--------------|-----------|---|
| | 1 or
more | #OD1 | Factory Integrated |
| 3 | 1 or
more | A3184A | 650 MB CD-ROM drive |
| | 1 or
more | #ODS | Complimentary 650 MB CD-ROM drive |
| 4 | 1 or
more | A3183A | 4GB DDS DAT Drive + data compression |
| | 1 or
more | #ODZ | to be installed inside the SPU
Factory integrated unit |
| 5 | 1 or
more | C1064W | System Console - White screen |
| | 1 or
more | X
#ABA | U.S. - English localization. Contains U.S
keyboard, English user's manual and U.S
power cord. |
| 6 | 2 or
more | A2969A | 20 MB FWD SCSI-2 interface |
| | 2 or
more | #OD1 | Factory integrated |
| 7 | 1 or
more | A3187A | Rackmount kit for HP 3000/9000 K class
Server |
| 8 | 1 or
more | A2440A | HP-UX 2 user license and manuals |
| | 1 or
more | #ABA | English localization |
| | 1 or
more | #APS | HP-UX revision 10.0 |
| | 1 or
more | #OD1 | Factory integrated |
| 9 | 1 or
more | B3897A | HP9000 Server HP-UX Licenses and Media |

			for all user levels
1 or more	#AGN		32 user license specification
1 or more	#OSA		License to use updates, media & documentation updates
9	1 or more	Lot	Installation of the above equipment in county provided Apex 19" standard EIA racks

It is the COUNTY's intent to operate the CONTRACTOR's and associated third party software on the COUNTY's existing network with the addition of the hardware specified stated above (Exhibit C Hardware). The COUNTY's network environment utilizes IBM PC clones (386 w/8 mb, 486 w/8mb, 486 w/16 mb) connected to a 10BaseT network with Intel EtherExpress 16TP cards. Each PC uses the Banyan Vines (Rev 5.54(0)) operating system with the VIP protocol to communicate with DOS file services on existing or planned network servers. To connect to the CONTRACTOR's and associated third party software, the COUNTY will utilize a Banyan enterprise PC/TCP product (remarketed FTP Corporation's PC/TCP Rev 2.3) to accomplish the TCP/IP query for client server operation. CONTRACTOR will remedy any problems associated with CONTRACTOR provided software related to file sharing, file locking, or response time.

EXHIBIT "D":
BUDGETING TECHNOLOGY, INC.
SOFTWARE MAINTENANCE AGREEMENT

This Agreement is entered into by and between Budgeting Technology, Inc., a Maryland Corporation, ("BT"), and Snohomish County ("Customer") who agrees as follows:

1. **BT SOFTWARE SYSTEMS**

For the purposes of this Agreement, the terms "Software Systems", "Core Software Systems", "BT System" or "System" shall mean the BT Software Systems described in Schedule B of Exhibit B of the 1996 contract between Snohomish County and SFG Technologies (U.S.) Inc. (hereinafter "SFG Contract"), plus any additional software documentation, training and information related to the use of those items that BT may provide to Customer under the terms of this Agreement. By this reference, the "SFG Contract" is incorporated in this contract.

2. **SERVICE PROVIDED**

A. **Maintenance and Support** - During the term of this agreement, BT shall provide Customer with those services necessary to keep the System working in accordance with BT written specifications, and to otherwise promptly correct programming errors. Customer shall obtain services by notifying BT, in writing, of the error with a Software Maintenance Request (SMR) or as provided in paragraph 2.14.5 "SFG Contract". BT shall provide the following specific services.

- 1) Maintain a fully functional version of the budgeting system on-line. This will include sufficient data to test system operations, replicate errors, and support user questions.
- 2) Provide telephone HELP support for system administrators in all system operations. Assist system administrators in creating reports, models, consolidation tables, etc.
- 3) Respond to SMR's. BT will attempt to identify the cause of the problem and if possible provide immediate fixes. If BT can not immediately solve the problem and it

continues to have a serious impact on system operations, the Customer will be provided a proposed work schedule for its solutions within 24 hours.

4) Provide remote dial-in services to diagnose and possibly fix software.

B. Enhancement. During the term of this agreement, BT shall also provide to Customer for installation in the host hardware such enhancements, improvements, modifications, and revisions of the System or any program contained in it which BT may develop from time to time except as provided in 2.14.32 in "SFG Contract". BT reserves the right to determine what constitutes an enhancement, improvement, modification or revision of the System and what constitutes a new program which BT shall not be obligated to provide to Customer under this agreement. The Customer is responsible for the installation and testing of all enhancements. Product enhancements which modify or fail to operate with Customer's custom programs (i.e. software programs designed and developed specifically for the Customer) may be modified by BT at Customer's expense.

3. LIMITATIONS ON SERVICE

A. BT shall not be obligated to provide maintenance services to correct program errors resulting from any of the following:

- 1) Failure of Customer's employees, agents or independent contractors to operate the System in accordance with BT operating instructions and specifications.
- 2) Relocation of the host hardware from the site in which is originally located.
- 3) Modification, revision, enhancement or correction of the System by Customer's employees, agents or independent contractors, with or without the permission of Customer, and without the express written permission of BT. Changes to the System or its compiled Source code.
- 4) Changes made to the host hardware or to its operating system software.
- 5) The unavailability of or the failure of the designated CPU's or PC's Operating System to function properly or any of its supporting utility software.
- 6) Failure of the Customer's facility to employ proper backup techniques to protect the supplied software or Customer built data files.

B. Customer agrees to provide BT telephone access to the software, source code, and operating system with full system Administration privileges. Customer may disable this access when not required by BT to perform system maintenance.

- C. All services provided by BT pursuant to this agreement may be performed at Budgeting Technology facilities or at such location as BT may require. Services shall be provided during the hours of 9:00 a.m. to 7:00 p.m. Monday through Friday, except holidays. BT holidays are Thanksgiving Day (U.S.) and the Friday following, Christmas Day, New Year's Day, Memorial Day, July Fourth, and Labor Day. The times stated are Eastern local time (either standard or daylight saving a appropriate).

4. **TERM AND TERMINATION**

- A. The term of this agreement shall be for one year, beginning on the date of CUT OVER TO PRODUCTION as provided in Section 2.14.36 of the SFG Contract. The Warranty provided under the BT Software License expires ninety (90) days following installations of the System on designated CPU or other PC's.
- B. Customer shall have the right to terminate this agreement at any time with thirty (30) days written notice.
- C. BT shall have the right to immediately terminate this agreement if the Customer fails to pay sums due to BT within thirty (30) days after due and/or if Customer fails to perform under this agreement, or terminates the Software License.

5. **CHARGES AND PAYMENTS**

- A. Snohomish County will compensate BT for the Product and Support provided hereunder within thirty (30) calendar days of receipt of BT's invoice submitted in accordance with the payment shown as Exhibit E, "SFG Contract", with the exception of the payment due upon execution of this agreement, which will be paid immediately.

Snohomish County will promptly review invoicing and notify BT of any objection in writing within ten (10) calendar days of receipt of the invoice, and absent such objection the invoice will be deemed proper and acceptable. If any undisputed invoice is not paid within thirty (30) calendar days after receipt of the invoice, Snohomish County will pay a late payment charge of 1% per month on the unpaid amount, together with the charges for services rendered.

BT reserves the right to change Annual Support Services Fees from time to time not to exceed a 3% ceiling per year for five (5) years. BT agrees to notify Snohomish County at least thirty (30) days prior to each anniversary date of the Support Services Start Date of any intended change in the fees referenced in Exhibit E, "SFG Contract".

- B. For all additional services provided by BT, Customer shall pay BT commercially published rates as identified in Attachment A. In addition, if BT sends personnel to Customer's facility in order to provide enhancement, maintenance or other services, Customer's facility in order to provide enhancement, maintenance or other services, Customer shall

reimburse BT for all the reasonable out of pocket costs for food, travel and lodging incurred by BT in providing such services. In addition, the Customer shall reimburse BT for all reasonable out of pocket costs for delivering services including costs for duplication and copying, telephone, and delivery services. BT shall bill Customer for additional charges and travel expenses within 60 days of providing the service. Payment shall be due within thirty (30) days after the billing date. BT has the right to charge 1.5% interest per month on the outstanding balance 30 days after due date.

6. FORCE MAJEURE

BT shall not be liable for delays or failures to perform under this Agreement caused by acts of God, government, labor difficulties, fire, flood, power failure or acts beyond the reasonable control of BT.

7. ASSIGNMENTS

The rights granted hereby shall not be assigned by Customer or Budgeting Technology, Inc. without the prior written consent of the other party. Customer shall not reproduce, sell, lease, license, transfer or dispose of the Core Software System or any related materials without the prior written consent of BT which will not be unreasonably withheld or delayed. Any assignments made by the Customer with BT's written permission will not be warranted in any way by BT.

8. GOVERNING LAW

This Agreement shall be construed and interpreted and the legal relations created hereby shall be determined in accordance with the laws of the State of Washington or International Law if outside the territories of the United States of America.

9. ENTIRE AGREEMENT

This agreement represents the entire agreement, including the "SFG Contract" referenced in paragraph 1, between the parties relating to the subject matter hereof, and shall supersede any other agreements, whether written or oral. There are no understandings, representatives, or warranties of any kind except as expressly set forth herein.

10. INSURANCE

Budgeting Technology, Inc. Shall purchase and maintain during the term of this contract such insurance as will protect it and the Customer from claims set forth below which may arise out of or result from BT's execution of the work, whether such execution be by himself or by any Subcontractor or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable.

- 1) Claims for damages because of bodily injury, occupational sickness or disease.
- 2) Claims for damages because of injury to or destruction of tangible property, including loss of use resulting therefrom.
- 3) Claims arising due to injuries covered by Worker's Compensation provisions as described in by law for the State of Washington.

11. HOLD HARMLESS

BT will indemnify and hold harmless and defend the Customer and its officers, elected officials, agents and employees from and against all claims, damages, losses, and expenses including attorney's fees arising out of or resulting from the performance of the work, provided that any such claims, damage, or loss is caused in whole or in part of any negligent or willful act or omission of BT and its subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable.

12. SIGNATURES

In witness whereof, the parties have executed this Agreement as of the 27th day of March, 1996.

"BT"
BUDGETING TECHNOLOGY, INC.

"Customer"

By [Signature]
Steven Masida
(Printed Name)
President
(Title)

[Signature]
DAN CLEMENTS
(Printed Name)
FINANCIAL DIRECTOR
(Title)

Approved as to Form Only
[Signature] 2-23-96
Deputy Prosecuting Attorney Date

D-6

**ATTACHMENT A
BUDGETING TECHNOLOGY, INC.
SOFTWARE MAINTENANCE AGREEMENT**

1. Customer Name and Address:

2. Software System(s) Supported:

3. Customer Computer(s) Authorized for Use:

Hardware (Designated CPU or PC's)

Operating System:

Location:

4. Software Maintenance

Quarterly Fee:

**DAILY SERVICE RATES
EFFECTIVE JANUARY 1, 1995**

POSITION	RATE
Project Manager	1,200
Senior Consultant	1,000
Senior Programmer	1,000
Programmer	900
Consultant	900

**EXHIBIT "E":
CONTRACT PRICING AND
PAYMENT SCHEDULE**

**EXHIBIT "E":
SCHEDULE "A"
COMPUTER SOFTWARE PRODUCTS**

PRODUCT	LICENSE FEE	MAINTENANCE FEE
<u>A. SFG SOFTWARE PRODUCTS:</u>		
○ System Security, which comprises: System Core Menu Management Organizational Security	\$41,000.00	\$9,500.00
○ Payroll	\$42,500.00	\$9,500.00
○ Human Resources	\$42,500.00	\$9,500.00
○ Cost Accounting, which comprises: Job Costing	\$72,250.00	\$16,150.00
— Service Requests <i>NOT USING</i>		
— Equipment Management <i>NOT USING</i>		
○ General Ledger, which comprises: General Ledger	\$63,750.00	\$14,250.00 \$13,275.00
— Project Accounting		
— Grant Tracking (<i>\$975⁰⁰ MAINT.</i>) <u>NO</u>		
Financial Reporting		
Budget Tracking		
○ Accounts Payable	\$38,250.00	\$8,550.00
Purchasing	\$38,250.00	\$8,550.00
Bid Management	\$14,875.00	< \$3,325.00 <i>NO</i>
○ Accounts Receivable, which comprises: Accounts Receivable	\$29,750.00	\$6,650.00
* — Quantity Billing <i>NOT USING</i>		
Cash Collections		
Fixed Assets	\$21,250.00	< \$4,750.00 <i>NO</i>
○ ClientView (200 users)	\$67,150.00	\$15,010.00
Total SFG Software	\$ 471,525.00	\$ 105,735.00

~~\$101,435~~
\$96,685

B. THIRD PARTY PRODUCTS:

Budget Technologies Inc. (BTI)		
Budget Preparation, which comprises:	\$51,000.00	\$12,000.00
BRASS		
SBFS		
 SFG Inc. Provided		
○ IQ for Windows (75 seats)	\$31,875.00	\$7,125.00
○ AcuCobol & Acu4GL Runtime - K420	\$10,000.00	\$1,900.00
Sybase Runtime RDBMS & Open Client - K420	\$88,650.00	\$14,984.00 NO
○ AcuCobol & Acu4GL Runtime - K200	\$ 7,500.00	\$1,425.00
Sybase Runtime RDBMS & Open Client - K200	\$ 9,000.00	\$1,710.00 NO
○ UniQue and UniBatch	\$10,000.00	\$1,900.00
○ IQ SmartServer	\$15,000.00	\$2,850.00
 Total Third Party Software	<hr/> \$223,025.00	\$ 43,894.00 <i>\$27,200</i>
 GRAND TOTAL	 \$ 694,550.00	 \$ 149,629.00 <i>\$128,635</i> <i>(8.3%) TAX = \$139,311.71</i>

Documentation will consist of one hard copy for each system above. Documentation for SFG software will also be provided in electronic format in Microsoft Word for Windows 2.0.

**EXHIBIT "E":
SCHEDULE "B"
SOFTWARE MODIFICATIONS**

The table below sets out the costs associated with various software functionality modifications as described in the SFG proposal and agreed as required by Snohomish County.

3.2.1 Employee Deductions/Employer Contributions

91.	Issue government savings bonds	\$700
94.	Charge "effective date" employee deductions/employer contributions for retroactive payments	\$5,600

3.2.4 Reporting

177.	Select a sort option prior to printing Form W2 by key fields, such as employee name, department, social security number or work location	\$1,600
211	Generate system posting of termination leave cashouts with user-defined eligibility routines, similar to Exhibit 7D-72	\$3,200

3.2.7 Time and Attendance

\ 268	Prohibit hiring for canceled, frozen, or terminated temporary positions	\$4,000
\ 269	Validate hiring actions against the available FTE of the position and the available budget	\$included

3.3.2 General

284	Create automatic letters to notify employees of expiring I9's.	\$800
285	Create automatic notices to employees of pending performance reviews	\$800
286	Create automatic notices to employees scheduled to return from leaves of absence	\$800
287	Create automatic notices to employees of other user-defined events	\$800

3.3.4 Benefits

307	Associate dependents and beneficiaries with specific benefits and coverages	\$8,000
308	Produce an annual benefits statement for each employee	\$1,600

3.3.4 Reporting

321	Print employee head count reports with accurate count by user-defined breakdowns	\$500
-----	--	-------

3.5.02 Data Input

448	Use alternative data entry devices such as: Badges	TBD
449	Use alternative data entry devices such as: Scantron Cards	TBD

3.5.09 Budget

923	Track budget adjustment transactions by dollar amount	\$625
924	Track budget adjustment transactions by ordinance number	\$625
925	Track budget adjustment transactions by date	\$625
926	Track budget adjustment transactions by authorized user	\$625
936	Budgetary reports on between fund revenue and expense/expenditures by user-defined levels, similar to Appendix 7D-38	\$3,750

3.5.10 Fixed Assets

938	Initiate fixed assets additions directly from voucher transactions	\$0
940	Initiate fixed asset additions from work order transactions.	\$0
942	Provide automated closure of construction in progress projects to fixed assets	\$0
954	Grant identification number	\$1,200
955	Grantor	Included

956	Grant percentage contributed	\$included
958	Custodian	\$400
972	In service/out of service indicator	\$400
995	Automate depreciation calculation routines on a percentage of capacity basis	\$3,200
1006	Amortize contributed capital as its related contributed asset is depreciated	\$1,600
1008	Distribute construction in progress expenditures to their respective general ledger fixed asset accounts when the project is complete	\$0
	Provide SFG/GL - TRACS two way interface (7 days at \$800.00)	\$5600
		\$47,050

Notes for Table 1. are as follows:

1. Forms Modifications

Costs have not been included for modifications to existing forms to meet Snohomish County specifications. Standard SFG forms have been proposed, without modification for the following forms:

- Accounts Payable check / Warrant
- Payroll check
- Purchase Order form
- Purchase Requisition form
- Accounts Receivable Invoice
- Accounts Receivable Statement
- Cash Receipt.

If modifications are requested by the County for any of the above forms, final quotations will be provided, once specifications are provided. The "library" of forms created for other SFG clients is available for Snohomish County to review and select from. Should Snohomish County choose a form that is the same as that already in use at another client, that particular form is available to Snohomish County for a one-time charge of \$500.00 (The charge is for setting the form up under Snohomish County in the form library such that Snohomish County's version is maintained separately from the original version.)

**EXHIBIT "E":
SCHEDULE "C"
PAYMENT SCHEDULE**

All amounts listed do not include required 7.9% TAX

DEPOSIT (Due 10 days after contract signing)

100% Third Party Software

BRASS and SBFS	\$ 51,000.00	} \$ 223,025
IQ for Windows reportwriter	\$ 31,875.00	
AcuCobol Runtime & Acu4GL Runtime - K420	\$ 10,000.00	
Sybase RDBMS version 10.02 and Sybase Open Client - K420	\$ 88,650.00	
AcuCobol Runtime & Acu4GL Runtime - K200	\$ 7,500.00	
Sybase RDBMS version 10.02 and Sybase Open Client - K200	\$ 9,000.00	
Unique and UniBatch	\$ 10,000.00	
IQ Smartserver	\$ 15,000.00	

100% Third Party Maintenance Fees

BRASS and SBFS	\$ 12,000.00	} \$ 43,894
IQ for Windows reportwriter	\$ 7,125.00	
AcuCobol Runtime & Acu4GL Runtime - K420	\$ 1,900.00	
Sybase RDBMS version 10.02 and Sybase Open Client - K420	\$ 14,984.00	
AcuCobol Runtime & Acu4GL Runtime - K200	\$ 1,425.00	
Sybase RDBMS version 10.02 and Sybase Open Client - K200	\$ 1,710.00	
Unique and UniBatch	\$ 1,900.00	
IQ Smartserver	\$ 2,850.00	

PAYMENT (Due 30 days after Software Delivery -- all modules)

30% of SFG Products	\$ 141,457.50	} \$ 247,192.50
100% of SFG Maintenance Fee	\$ 105,735.00	

PAYMENT (Due 30 days after Software Installation -- all modules)

20% of SFG software products	\$ 94,305.00
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PAYMENT

(Module portion due 30 days after each module has completed Software System Test)*

25% of SFG Software products (\$117,881.25)	
- System Security	\$ 10,523.29
Includes System Core, Menu Management, Org Security	
- General Ledger	\$ 10,523.29

Includes General Ledger, Project Accounting, Grant Tracking Financial Reporting, Budget Tracking	
- Payroll	\$ 10,523.29
- Human Resources	\$ 10,523.29
- Cost Accounting	\$ 10,523.29
Includes Job Costing, Service Requests, Equipment Management	
- Purchasing	\$ 10,523.29
- Accounts Payable	\$ 10,523.29
- Bid Management	\$ 10,523.29
- Accounts Receivable	\$ 10,523.29
Includes Accounts Receivable. Quantity Billing, Cash Collections	
- Fixed Assets	\$ 10,523.29
- Client View	\$ <u>12,648.35</u>

PAYMENT (Module portion due 30 days after each module's Software Cutover to Production)*

15% of SFG Software Products per module as follows (\$70,728.75):

- System Security	\$ 6,313.97
Includes System Core, Menu Management, Org Security	
- General Ledger	\$ 6,313.97
Includes General Ledger, Project Accounting, Grant Tracking Financial Reporting, Budget Tracking	
- Payroll	\$ 6,313.97
- Human Resources	\$ 6,313.97
- Cost Accounting	\$ 6,313.97
Includes Job Costing, Service Requests, Equipment Management	
- Purchasing	\$ 6,313.97
- Accounts Payable	\$ 6,313.97
- Bid Management	\$ 6,313.97
- Accounts Receivable	\$ 6,313.97
Includes Accounts Receivable. Quantity Billing, Cash Collections	
- Fixed Assets	\$ 6,313.97
- Client View	\$ <u>7,589.05</u>

PAYMENTS (Module portion due 30 days after each module's Software Final Acceptance)*

10% of SFG Software Products (\$47,152.50)

- System Security	\$ 4,209.18
Includes System Core, Menu Management, Org Security	
- General Ledger	\$ 4,209.18
Includes General Ledger, Project Accounting, Grant Tracking Financial Reporting, Budget Tracking	
- Payroll	\$ 4,209.18
- Human Resources	\$ 4,209.18
- Cost Accounting	\$ 4,209.18
Includes Job Costing, Service Requests, Equipment Management	

- Purchasing	\$ 4,209.18
- Accounts Payable	\$ 4,209.18
- Bid Management	\$ 4,209.18
- Accounts Receivable	\$ 4,209.18
Includes Accounts Receivable, Quantity Billing, Cash Collections	
- Fixed Assets	\$ 4,209.18
- ClientView	\$ 5,060.70
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Subtotal	\$844,179.00 _p
+ 7.9% tax	\$ 66,690.14
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Total	\$ 910,869.14 _p

* Payment terms are Net 30 from receipt of a properly completed invoice.

Software modifications have been quoted in Schedule B of Exhibit E. Actual not-to-exceed prices will be determined during the project. Billing for any software modifications requested by Snohomish County will be made as follows:

- 50% due upon approval by Snohomish County of SFG's specifications and delivery schedule for such modifications,
- 50% upon delivery and performance in accordance with Snohomish County's specifications.

* SUPPORT FEES will, in the first year, be pro-rated by the number of months remaining in Snohomish County's fiscal year. Subsequent fees will be billed at the start of each fiscal year at the then-prevailing rates for Support of each module.

