

# **Appendix A1**

## **AUTOMATED EMPLOYEE SCHEDULING SYSTEM (AESS) PHASE I PILOT INSTALLATION**

### **Statement of Work**

*These requirements are intended to provide general information only and are subject to revision. The rights and obligations of any party contracting with the County will be determined in accordance with the terms of the resultant agreement and applicable law.*

*November 2008*

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## **STATEMENT OF WORK**

### **COUNTY OF LOS ANGELES**

#### **SHERIFF'S DEPARTMENT FIRE DEPARTMENT PROBATION DEPARTMENT**

#### **1.0 INTRODUCTION**

##### **1.1 OVERVIEW**

This Statement of Work (SOW) defines the tasks and deliverables required of Contractor for the installation, configuration, integration and maintenance and support of the Automated Employee Scheduling System (AESS) solution. The selected solution, based upon the RFP, will be an operationally proven, commercial off-the-shelf (COTS) application designed for the public safety industry. It is anticipated that there will be minimal need, if at all, for customization of the selected vendor's COTS. Rather, the selected software will be configurable to meet most, if not all, AESS requirements, with the exception of specific external system interfaces.

Any terms with the initial letter capitalized, which are not defined herein, shall have the meanings given to them in the body of the RFP or [Paragraph 2.0 \(Definitions\) of Appendix F \(Sample Agreement\)](#) to the RFP.

##### **1.2 GOALS & OBJECTIVES**

Goals and objectives for the AESS include the following:

- *To automate the complex scheduling, deployment, and time management requirements of County;*
- *To provide real-time reporting of scheduling information;*
- *To improve the capability to manage overtime;*
- *To improve the accuracy of third-party contract billing;*
- *To reduce data entry workload for scheduling and timekeeping staff; and*

- *To develop a system consistent with County's strategic plan goal of "Workforce Excellence and Fiscal Responsibility".*

### **1.3 PROJECT GOVERNANCE**

This project will be collectively governed by the AESS Executive Steering Committee (Steering Committee). All work activities related to the project will be managed by the AESS Project Team (APT), which is managed by the AESS Project Team Director (County Project Director), who reports to the Steering Committee. Each Participating Department will have a Project Manager, who will report to the AESS Project Team Director. Business and technical personnel from each Participating Department will participate, under the direction of their respective Project Manager.

### **1.4 SCOPE**

AESS will initially be implemented as Phase I Pilot Installation on a pilot basis at the County of Los Angeles Sheriff's, Fire and Probation Departments (Participating Departments). It is anticipated that this project, as it may be expanded, will be a multi-year undertaking. For Phase I Pilot Installation, it is anticipated that the AESS application software will be deployed and assessed at two (2) different pilot sites (Pilot Sites) within each of the three (3) Participating Departments for a total of six (6) Pilot Sites. RFP responses to this SOW will focus on the pilot installation. Specific questions related to Phase II Full Implementation planning are requested in the RFP.

The scope of this project covers the Phase I Pilot Installation of the AESS software, as well as configuration, implementation, training, maintenance and support services. The success and/or failure of the Phase 1 Pilot Installation will determine, in part, whether or not the Steering Committee will recommend expansion of the project to Phase II Full Implementation. In the event that the Steering Committee recommends expansion to Phase II Full Implementation and subject to the approval of the County's Board of Supervisors, a new SOW for Phase II Full Implementation will be jointly developed and approved by County and Contractor.

This SOW defines the Tasks and Deliverables that constitute the scope of the AESS Phase I Pilot Installation. Detailed Functional Business Requirements are presented in [Appendix A2](#); the County's timekeeping Interface Requirements are presented in [Appendix A3](#); and the Technical Requirements are presented in [Appendix A4](#). [Appendices A2](#),

[A3 and A4](#) collectively comprise and may be referred to as the [Requirements Appendices](#).

## 1.5 WORK APPROACH

This SOW shall be used by Contractor to facilitate the installation of the AESS software solution in three (3) distinct, parallel, independent Work tracks, one for each Participating Department. Each track is comprised of two (2) physical Pilot Site installations per Participating Department (see [Attachment B \(Project Overview Diagram\)](#) to this SOW).

Application data will not be shared among the three (3) Participating Departments.

Each track shall include installation, configuration, testing, training and other services required by the SOW. The proposal shall include a detailed plan that defines how the program and each of the three tracks will be implemented, addressing, in sufficient detail, the requirements, resources and estimated timeline to execute the Tasks and Deliverables listed in this SOW.

[Attachment C \(Pilot Locations and Staffing Profile\)](#) to this SOW represents the number and classes of all employees at the six (6) Pilot Sites. Those employees identified as Schedulers and IT Staff will require training as part of this Phase I Pilot Installation. [Attachment D](#) to this SOW is an organizational overview of all sites associated with each Participating Department including the approximate numbers of employees at each site.

Each Participating Department's existing technical infrastructure will be utilized, to the extent feasible, to support the AESS solution implementation and ongoing operations.

## **2.0 TASKS AND DELIVERABLES**

Unless specified otherwise and as applicable, all tasks, subtasks and deliverables described in this [Section 2.0](#) of the SOW shall be performed by Contractor for each Participating Department and each designated Pilot Site, where applicable.

### **TASK 1 - PROJECT PLANNING AND MANAGEMENT**

Under the direction of the County Project Director, Contractor shall apply requisite technical and management skills and techniques to assure satisfactory, timely completion of project milestones, and establish a project control and reporting system which will provide routine and realistic assessments of the project progress through the completion of Phase I Pilot Installation, including the applicable warranty period, against the approved Project Control Document's milestones and detailed work plan.

#### **SUBTASK 1.1 – Develop Project Plan and Project Control Document**

Contractor shall prepare a Project Plan, the primary component of which shall be the Project Control Document (PCD). The contents of the Project Plan shall include the following:

- ◆ **Introduction:** Summarizes the Project Plan; a review of the shared vision for the project relationship, the strategic goal(s) of the implementation effort, and how Contractor will contribute to meet County's operational objectives;
- ◆ **Executive Summary:** Provides a high level overview of the main features and goals of the Project Plan;
- ◆ **Project Mission & Objectives:** Describes the operational need for proceeding with the project, the objectives to be achieved under the project and critical success factors for County, all based upon information provided to Contractor by County and any assumptions or limitations related to the Project Plan;
- ◆ **Project Scope:** Describes the overall scope and deliverables of the project. Acts as a confirmation of project scope, phasing, training and implementation objectives;
- ◆ **Work Breakdown Structure (WBS):** Identifies the phases within the overall Project implementation and the key deliverables within each phase. It may also go down to the task level, if appropriate;

- ◆ **Project Control Document (PCD) – Master Project Schedule:** Following the WBS, Contractor shall develop a PCD for the project tasks, deliverables, and milestones. Tasks to be performed by both Contractor and each Participating Department's staff must be specifically addressed in the PCD. The PCD shall include the order in which the tasks and sub-tasks will be performed and the order in which the deliverables will be produced. Contractor and the Steering Committee will review this analysis on a regular basis. The PCD shall also address, at a minimum, the following project tasks:

- Work Breakdown Structure
- Installation Plan
- Requirements Review
- Configuration Plan
- Requirements Traceability Matrix and Associated Tests
- Training Plan
- Pre-implementation Test Plan
- Implementation Plan
- Implementation Testing
- Post-Implementation Test Plan
- Production/Support Plan

In addition, the PCD should also address the following ongoing project tasks:

- Status Reporting
- Issue Escalation and Resolution
- Deliverable Review and Approval
- Change Control Management

Contractor shall specify the planned review cycle for each deliverable in the PCD in accordance with the process specified in [Section 4.0 \(Project Review and Acceptance\)](#) of this SOW.

- ◆ **Project Team:** Identifies Contractor's project team and project organization, including defining the roles and responsibilities of the project team members; and
- ◆ **Risk Assessment & Management:** Identifies project risks, and mechanisms to handle these risks, in a risk management plan.

### **SUBTASK 1.2 – Provide Ongoing Project Management**

Contractor shall be required to manage project activities and resources, and track project status. This shall include managing and tracking all issues. The Contractor Project Manager shall attend project meetings with each Participating Department's Project Manager every other week

for the duration of the Agreement. Additional meetings may take place via teleconference. For each meeting, the Contractor Project Manager shall prepare and provide a written Project Status Report to the County Project Director and respective each Participating Department's Project Manager, as well as meeting attendees when applicable. The report shall cover, at a minimum, project progress, plans, and outstanding issues. All identified issues shall be resolved through the issue resolution process as specified in the Agreement.

The Project Status Report shall include the following:

- ◆ Executive Summary – highlighting key accomplishments and issues
- ◆ Tasks completed
- ◆ Tasks delayed
- ◆ Upcoming tasks
- ◆ Issue Log
- ◆ Deliverable Status
- ◆ Updated Detailed Work Plan

Contractor shall also participate in monthly AESS Project Team meetings to include a review of project accomplishments, issues, risks, and any delayed tasks/deliverables.

### **SUBTASK 1.3 - Conduct Technology Assessment**

Contractor shall perform a technology assessment review. This task shall consist of assessments in the areas of hardware, network, system management, software and operational readiness (e.g., human resources, facilities, etc.) at each Pilot Site, and at each Participating Department's data center. As part of this task, Contractor shall identify impact points that may affect the timely and successful implementation of the project, including, but not limited to, any issues associated with County's desktop devices (e.g., workstations, laptops, etc.), LAN/WAN, operations management, and the help desk. Contractor shall also specify recommended corrective action to be taken by the County.

The Technology Assessment Report shall include the following:

- Executive Summary
  - Key findings and recommendations
  - Summary of software requirements
  - Summary of software installation and configuration
  - Summary of County's required training



- Technical Architecture describing how the environments will be deployed
- Hardware and Software Specifications for the following environments:
  - Development/Configuration
  - Integrated System Test
  - User Acceptance Test
  - Training
  - Production Environment
- Technical recommendations including County infrastructure requirements.

**DELIVERABLES:**

- 1.1 Project Plan
- 1.2 Project Status Reports/Ongoing Project Management
- 1.3 Technology Assessment Report

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing appropriately skilled personnel for project planning and on-going management; and
- ◆ Completion of all Deliverables stated above.

**COUNTY RESPONSIBILITIES** include:

- ◆ Providing access to or copies of project plans, schedules, architectural documents, and design documents directly related to this project;
- ◆ Providing Participating Departments' Project Managers to work with Contractor Project Manager(s);
- ◆ Ensuring that the appropriate staff members (stakeholders) participate in the project planning process; and
- ◆ Providing the information when requested by Contractor.

◆ **TASK 2 – INSTALLATION OF TESTING AND TRAINING ENVIRONMENTS**

**SUBTASK 2.1 – Establish Testing and Training Environments**

Based on the agreed upon System architecture (i.e., either a decentralized server environment for each Participating Department or a single centralized server environment), Contractor shall set up the testing and training environments to support each Participating Department, install the Core Application (COTS) and any Third Party Software, including toolsets which will be used for testing and training, and perform Baseline Application configuration and data set-up.

**DELIVERABLES:**

- 2.1 Testing Environment installed and operational
- 2.2 Training Environment installed and operational

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing appropriately skilled personnel, for the baseline application installation(s); and
- ◆ Completing all Deliverables stated above.

**COUNTY RESPONSIBILITIES** include:

- ◆ Providing Contractor with access to data/communications system(s) and/or copies of architectural documents, and network design documents directly related to this project;
- ◆ Providing hardware platform(s) to be used for the initial testing and implementation, based on specifications provided by Contractor; and
- ◆ Providing appropriate technical staff to assist Contractor in accessing hardware and networks, as agreed to in advance by County.

**TASK 3 – REQUIREMENTS REVIEW AND CONFIRMATION**

**SUBTASK 3.1 – Review, Confirm and Finalize Requirements**

The specified requirements in the [Requirements Appendices](#) will be reviewed, confirmed, and finalized. The review process will be conducted with Contractor and designated key members of the County's AESS Project Team, especially business subject matter experts. Any additional requirements identified beyond those specified in this SOW or in the [Requirements Appendices](#) will be analyzed and documented. These additional requirements, if any, will be subject to the change control process described in [Appendix F \(Sample Agreement\), Paragraph 6.0 \(Change Notices, Change Orders and Amendments\)](#) and will result in an agreed-to final set of [Requirements Appendices](#).

**DELIVERABLES:**

- 3.1 Finalized Requirement Document that either confirms the [Requirements Appendices](#) or identifies any mutually agreed upon changes

**CONTRACTOR RESPONSIBILITIES** include:

- ♦ Providing appropriately skilled personnel to assist in the review; and
- ♦ Completion of all Deliverables stated above.

**COUNTY RESPONSIBILITIES** include:

- ♦ Providing appropriately skilled personnel to assist in the review.

## **TASK 4 – BASELINE APPLICATION CONFIGURATION**

### **SUBTASK 4.1 – Configure Baseline Application**

The configuration process to be performed by Contractor will be based on the agreed-upon final [Requirements Appendices](#). This deliverable shall be a fully configured application ready for testing consistent with the user requirements as specified in Contractor's proposed solution and the agreed to final requirements.

As part of configuring the Baseline Application, Contractor shall integrate its Core Application (COTS) with any Third Party Software comprising the Application Software, build Interfaces, provide any Customizations required by County, and complete configuration of the Baseline Application to ensure that the Baseline Application meets all of the requirements and specifications set forth in the [Requirements Appendices](#).

### **SUBTASK 4.2 – Configuration Review Sessions**

The County project staff will review the configuration effort at check points that will be agreed to by both the County Project Director and the Contractor Project Director, as specified in the PCD. These check point reviews will be used to determine if the effort is on schedule and meets the user requirements as specified in the finalized [Requirements Appendices](#).

Contractor shall develop a Requirements Traceability Matrix (RTM) as part of this [Subtask 4.2](#). Contractor shall incorporate the RTM document as an Appendix to the PCD developed under [Subtask 1.2 \(Provide Ongoing Project Management\)](#). The RTM document is created by associating the requirements with the work products (the Core Application versus configured Baseline Application components) that satisfy them. Subsequent Acceptance Tests will utilize the RTM, and the product tested to meet the requirement.

The RTM and associated tests shall be designed to provide reasonable assurance to County and Contractor that the completed effort meets the user requirements, as specified in the agreed-upon final [Requirements Appendices](#), and Contractor's proposed solution.

#### **DELIVERABLES:**

- 4.1 Fully configured Baseline Application
- 4.2 Completed RTM

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Completion of all Deliverables stated above.

**COUNTY RESPONSIBILITIES** include:

- ◆ Timely review of Contractor providing appropriately skilled personnel to configure the Baseline Application;
- ◆ Providing appropriately skilled personnel to develop the RTM and associated tests;
- ◆ by appropriate staff; and
- ◆ Providing access to specific data and information as may be required and mutually agreed on.

## **TASK 5 – TRAINING, DOCUMENTATION AND TECHNICAL SUPPORT**

The 'Train-the-Trainer' T3 training program, documentation and Technical Support program shall be designed to ensure that required documentation, training and support is prepared and delivered.

Contractor shall provide training materials to support on-going T3 training requirements. Documentation to support operation of the system and user reference will also be provided.

This task also includes those activities associated with the delivery to County of technical support, both on-site and remote access (telephone and internet), for the purpose of troubleshooting user problems and system error resolution. Contractor shall provide these support services five (5) days per week, during normal business hours, Pacific Time.

Contractor shall coordinate the delivery of comprehensive T3 training to selected users identified as 'Schedulers' in [Attachment C \(Pilot Locations and Staffing Profile\)](#) to this SOW.

Finally, Contractor shall coordinate the delivery of comprehensive training to selected users identified as 'IT staff' in [Attachment C \(Pilot Locations and Staffing Profile\)](#) to this SOW.

### **SUBTASK 5.1 – Produce User and Technical Documentation**

Contractor shall provide the following user and technical documentation:

- User manuals and on-line documentation available for distribution; and
- Technical documentation for all aspects of the system operation.

#### **SUBTASK 5.1.1 – Software User's Manual (SUM)**

Contractor shall develop, with input from County, the creation of a first-draft Software User's Manual (SUM) for AESS. The SUM shall contain, but not be limited to, the following:

- ◆ **Introduction:** Defines the scheduling application, general;
- ◆ **User's Guide:** Self-guided, step-by-step use of the configured COTS application, including graphics or 'screen shots';

- ◆ **Trouble-shooting:** An index to common user problems defined in a tabular format with recommended solutions; and
- ◆ **Training Appendix:** This section of the manual is intended to be used in conjunction with T3 Training classes facilitated by the Contractor. This Appendix is separate from the Self-Guided User's Guide portion of the manual. This section would be analogous to teacher-guided, printed, slide-show guide for a classroom of individuals.

A final, edited and approved SUM shall be required as one of the criteria for successful Pilot System Acceptance under [\*Task 8 \(Pilot System Acceptance\)\*](#).

*SUBTASK 5.1.2 – Technical Specifications Document (TSD)*

Contractor shall develop, with input from County, the creation of a first-draft AESS Technical Specifications Document (TSD), the purpose of which is to catalog in sufficient technical detail each of the component modules to the configured AESS application. The TSD shall include, but not be limited to, the following:

- ◆ **Minimum System Hardware Requirements:** Proposer's Hardware Requirements;
- ◆ **Software Requirements:** AESS optimum operational requirements; i.e., OS req's, interface req's, 3<sup>rd</sup> party software like report writing, etc;
- ◆ **Communications System Requirements:** Outline, and schematics/diagrams;
- ◆ **AESS Capabilities:** A technical Summary of the application's capabilities, possible future buildouts (interfaces, etc), reporting features, etc.;
- ◆ **Catalog of Changes:** Defines each of the configurations, modifications, customizations and/or approved limitations in scope of AESS;
- ◆ **Inputs and Outputs:** A listing of specifications for all inputs and outputs which enable AESS total functionality; includes schematics/diagrams (visualization of inputs and outputs) and report-writing capabilities; and

- ◆ **Summary of Development Problems:** An index to each of the problems encountered in the configuration of the Base Application along with the solutions and/or workarounds used to maximize the functionality of the application as defined in County's [Functional Business Requirements](#) set forth in [Appendix A2](#) of this RFP.

A final, edited and approved TSD shall be required as one of the criteria for successful Pilot System Acceptance under [Task 8 \(Pilot System Acceptance\)](#).

### **SUBTASK 5.2 – Establish On-Line Help, Telephone and Internet Technical Support Programs**

Contractor shall coordinate the establishment and maintenance of a technical support program which shall be used in support of the configured Baseline Application prior to commencement of [Task 7 \(Implementation – Transition to Production\)](#) and shall continue through Pilot System Acceptance under [Task 8 \(Pilot System Acceptance\)](#) and for an agreed-upon period of time thereafter, Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding Contractor holidays.

### **SUBTASK 5.3 – Prepare and Conduct Training**

Contractor shall conduct three (3) types of training. The first training will be for a limited number of County personnel to provide them with sufficient training to perform system testing prior to the full training program. The number of testing personnel to be trained will be mutually agreed upon by Contractor and County. Subsequently, Contractor will provide training for all Schedulers and for all designated IT personnel using a phased approach.

Contractor shall conduct training as-needed to sufficiently train a limited number of specified users to assist with [Subtask 6.2 \(Support User Acceptance Test\)](#).

Contractor shall conduct phased-in training for all Schedulers identified by County in [Attachment C \(Pilot Locations and Staffing Profile\)](#), which shall be completed prior to [Subtask 7.5 \(Cutover to Production\)](#) at Pilot Sites. Contractor shall utilize the training environment established in [Task 2 \(Installation of Testing and Training Environments\)](#) and training support documentation developed in [Subtask 5.1 \(Produce User and Technical Documentation\)](#).

Contractor shall conduct phased-in training for up to twelve (12) information technology (IT) staff, which shall be completed prior to



[Subtask 7.5 \(Cutover to Production\)](#) at Pilot Sites utilizing the environment established in [Task 2 \(Installation of Testing and Training Environments\)](#) and training support documentation developed under [Subtask 5.1 \(Produce User and Technical Documentation\)](#).

**DELIVERABLES:**

- 5.1 First-draft SUM, Training Appendix and TSD documentation.
- 5.2 Completed training sessions for specified users prior to [Subtask 6.2 \(Support User Acceptance Test\)](#).

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Completion of all Deliverables stated above.

**COUNTY RESPONSIBILITIES** include:

- ◆ Providing appropriate project staff to review first-draft SUM and TSD;
- ◆ Assigning a single-point-of-contact training coordinator to assist in scheduling County personnel for training; and
- ◆ Participating in all training sessions.

## **TASK 6 – ACCEPTANCE TESTS**

The testing process ensures that all components of the Application Software are thoroughly tested and that the implemented project consists of high quality and reliable software. The Unit Test for each module will be conducted by Contractor as part of the internal configuration effort. System Integration Test and User Acceptance Test will subsequently be performed as part of this set of tasks and deliverables. The initial plan to conduct Acceptance Tests (Pilot Test Plan) as specified in the PCD will be revised, as required. Subsequently, the Test Plan will be finalized to meet the requirements of, and implemented for, the System Integration Test and User Acceptance Test performed and test results documented.

### **SUBTASK 6.1 – Conduct System Integration Test**

Contractor shall prepare for and conduct the System Integration Test, consisting of integrated testing of all components of the Application Software, including interfaces with other systems (Baseline Interfaces), in the specified System Hardware, Operating Software and Network Environment (System Environment). This task includes the development of test scenarios and test sequences, conducting of the test and documenting test results. Based upon the results of this test, Contractor shall make any changes required and shall re-test System to confirm these changes. Contractor shall certify, in writing, that all the System Integration Test has been successfully completed and that Contractor has successfully completed all required corrective actions.

### **SUBTASK 6.2 – Support User Acceptance Test**

Contractor shall assist and support the County project team designated to conduct the User Acceptance Test (Project Team) with performing the User Acceptance Test. The Project Team will develop test scenarios that test business functionality as well as System capabilities, such as recovery procedures after a System failure. The Project Team, in conjunction with specified users, will execute the test scenarios with Contractor's assistance using the testing environment ("Test Environment") and test database. Defects identified and documented by the Project Team shall be corrected by Contractor in a reasonable time, to be specified by the County Project Director based on the circumstances. After all problems and deficiencies are corrected, as determined by County, the User Acceptance Test shall be conducted by the County. Contractor Project Director and County Project Director shall certify in writing that the User Acceptance Test has been completed, the System is acceptable and the Baseline Application is ready for implementation.

### **SUBTASK 6.3 – Conduct System Performance Test**

Contractor shall conduct the System Performance Test to confirm that the County's System performance requirements will be met by the Application Software. Contractor shall submit its intended approach for performing the test to County for approval and, following the County approval, shall conduct the System Performance Test and present the test results to County for approval.

#### **DELIVERABLES:**

- 6.1.1 Revised Test Plan
- 6.1.2 System Integration Test and Results Report
- 6.1.3 User Acceptance Test and Results Report
- 6.1.4 System Performance Test and Results Report

#### **CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing appropriate SME and Technical staff for installing and testing solution environment; and
- ◆ Correcting all identified errors and results that are not in compliance with the requirements.

#### **COUNTY RESPONSIBILITIES** include:

- ◆ Identifying test site;
- ◆ Ensuring necessary equipment (workstations, servers, etc.) is available for the entire duration of this [Task 6](#);
- ◆ Providing SME and technical staff;
- ◆ Providing sample data and appropriate scenarios for testing; and
- ◆ Conducting User Acceptance Test, recording results and conducting re-test of the User Acceptance Test, as needed, until the test is successfully completed.

## **TASK 7 – IMPLEMENTATION - TRANSITION TO PRODUCTION**

Contractor shall install the configured and tested Baseline Application onto the Production Environment, consisting of the production hardware and operating system environment.

### **SUBTASK 7.1 – Update Transition Plan to Production Environment**

Contractor shall, with the assistance of the County Project Director, clearly identify the overall strategy to make the transition to the Production Environment at each Pilot Site. This task is an update to the Transition Plan originally documented by Contractor in the PCD. Additionally, Contractor shall review and revise the tasks and time frames for the transition, as necessary.

### **SUBTASK 7.2 – Prepare Pilot Production Environment**

The preparation of the Production Environment will be the joint responsibility of Contractor and the AESS Project Team. Contractor shall provide technical assistance to the County in preparing and confirming the complete System Environment, including System Hardware, Operating Software and System Network environment, necessary for full Production Use.

### **SUBTASK 7.3 – Prepare the Pilot User Environment**

Contractor shall assist the AESS Project Team in setting up the profiles, security, entering the initial users, and testing the user accounts to ensure security and access as specified.

### **SUBTASK 7.4 – Update SUM and TSD Documentation**

Contractor shall revise and/or update, as necessary, the SUM and TSD documentation produced under [Task 5.1 \(Produce User and Technical Documentation\)](#). The revised documentation shall incorporate all changes to-date, including those resulting from [Task 6 \(Acceptance Tests\)](#).

### **SUBTASK 7.5 – Cutover to Production**

Contractor shall perform and complete the System cutover to Production Environment (Cutover to Production) at each of the six (6) Pilot Sites. As part of the Cutover to Production, Contractor shall provide technical assistance to each Participating Department's project team in making this transition. Upon completion of this task, the

System will be in Production Use at all six (6) Pilot Sites with all planned functionality.

**DELIVERABLES:**

- 7.1 Revised Transition Plan
- 7.2 Prepared Production Environment
- 7.3 Revised SUM and TSD
- 7.4 System in Production Use at Pilot Sites

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing appropriate staff for installing, testing and populating the Production Environment; and
- ◆ Providing onsite support for each Pilot Site during the Cutover to Production period.

**COUNTY RESPONSIBILITIES** include:

- ◆ Ensuring availability of the Production Environment, including production server environment, networking and end user hardware and software;
- ◆ Developing and communicating the Cutover to Production plan for each Pilot Site and associated participants; and
- ◆ Providing onsite support for each Pilot Site during Cutover to Production period.

## **TASK 8 – PILOT SYSTEM ACCEPTANCE**

The System, in its entirety, as installed and configured, will be accepted by County if and only if the System operates in the Production Environment for 60 days continuously without Deficiencies of Severity Level "3" or higher, as provided in [Section 3.0 \(Assumptions\)](#), [Paragraph 3.4 \(Pilot System Acceptance\)](#) below.

### **SUBTASK 8.1 – Revise Documentation**

Contractor shall revise all documentation created under [Task 5.1 \(Produce User and Technical Documentation\)](#) to include updated information consistent with the Baseline Application configured in the Production Environment.

### **SUBTASK 8.2 – Achieve Pilot System Acceptance**

Contractor shall ensure that the System achieves Pilot System Acceptance by reviewing, with County, all documentation and project results against pre-defined Pilot Acceptance Criteria. The System shall achieve System Acceptance after the System completes a full continuous uninterrupted 60-day operation run in the Production Environment without Deficiencies of Severity Level 3 or higher (Pilot System Acceptance Test), as specified in [Section 3.0 \(Assumptions\)](#), [Paragraph 3.4 \(Pilot System Acceptance Test\)](#) below and [Attachment A \(Severity Level Definitions\)](#) to this SOW.

### **DELIVERABLES:**

- 8.1 Revised SUM and TSD
- 8.2 Preliminary Proof of Acceptance
- 8.3 System in Production Use at Pilot Sites for 60 days continuously without Deficiencies of Severity Level 3 or higher.

### **CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing full System support.
- ◆ Preparing all final-form documentation and Pilot Acceptance Certificate for review.

### **COUNTY RESPONSIBILITIES** include:

- ◆ Reviewing Contractor's Pilot Acceptance Certificate and signing off when the applicable Acceptance Criteria have been met.

## **TASK 9 – MAINTENANCE AND SUPPORT**

Contractor shall provide ongoing Maintenance and Support for the six (6) Pilot Sites. Maintenance and Support services shall commence upon Cutover to Production and will continue through the Pilot System Acceptance and the Pilot Warranty Period for the term of the Agreement unless and until terminated by County in accordance with the terms of the resultant Agreement, including [Paragraph 17.1 \(Maintenance and Support\) of Appendix F \(Sample Agreement\)](#).

Maintenance and Support services consist of those activities related to the warranty, updating Application Software (Maintenance Services), correction of Deficiencies (System Support) and various System enhancements provided by Contractor following Pilot Go-Live (Software Modifications).

### **SUBTASK 9.1 – Provide Maintenance and Support**

Contractor shall provide Maintenance and Support effective upon the Cutover to Production. From the Cutover to Production, through the Pilot System Acceptance and during the Pilot Warranty Period, the Maintenance and Support services will be provided as part of Contractor's warranty at no charge to County. Upon successful completion of the Pilot Warranty Period, such services will be provided as in accordance with the terms of the Agreement at the rates provided in the [Price Sheet](#) in [Appendix B \(Required Forms\), Exhibit B11](#).

Contractor provided Maintenance and Support services shall include, at a minimum:

- On-line and/or telephone technical support (Help Desk feature) for all System problems, available 7 days a week, 24 hours per day, with 1 hour or less response time as part of System Support.
- Unlimited Application Software patches, bug-fixes and other Updates as part of the Maintenance Services and System Support.
  - Contractor shall track Application Software defects and have software patches released as needed to address these defects.
- Contractor shall provide on-site System Support consultation for purposes of troubleshooting and remedying any System defects and anomalies with a 4-hour response time from the time of County's initial contact with the Contractor's technical support.

**DELIVERABLES:**

- 9.1 Contract shall provide Maintenance and Support services from the Pilot Go-Live, through the Pilot System Acceptance and the Pilot Warranty Period, for the term of the resultant Agreement, unless and until terminated by County.

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing Maintenance and Support services.

**COUNTY RESPONSIBILITIES** include:

- ◆ Providing Contractor with timely notification of any problems;
- ◆ Providing Contractor with 'one-stop-shop' Department Help Desk to facilitate responses to users;
- ◆ Providing Contractor with secure network access for the System; and
- ◆ Providing Contractor reasonable access to the Participating Departments' data centers where the Application Software is installed.



**TASK 10 – PHASE II FULL IMPLEMENTATION PLAN**

**SUBTASK 10.1 – Develop Phase II Full Implementation Plan**

As part of this task, Contractor shall work with County to develop a high level planning document for full implementation of the Application Software at each Participating Department (Phase II Full Implementation Plan). The Phase II Full Implementation Plan shall include, at a minimum, the following elements:

- ◆ Implementation Strategy;
- ◆ Departmental Resource Requirements for each Participating Department;
- ◆ Technical Requirements (at a minimum, System Hardware server configuration);
- ◆ Implementation Timeline;
- ◆ Cost Estimates (One Time and Recurring);
- ◆ Lessons Learned from Phase I Pilot Installation; and
- ◆ Any other information requested by County and/or agreed to by both parties.

**DELIVERABLES:**

10.1 Phase II Full Implementation Plan for each Participating Department

**CONTRACTOR RESPONSIBILITIES** include:

- ◆ Providing appropriate personnel to develop Phase II Full Implementation Plan.

**COUNTY RESPONSIBILITIES** include:

- ◆ Providing appropriate personnel to assist in the development and review of the Phase II Full Implementation Plan.

### **3.0 PROJECT ASSUMPTIONS**

#### **3.1 GENERAL**

The following Phase I Pilot Installation assumptions apply to this Statement of Work and should be taken into consideration when responding to the RFP:

- ◆ To the extent possible and consistent with County's business requirements, County will minimize Customizations in the form of software modifications or enhancements to the Core Application (COTS) provided by Contractor as part of the AESS solution;
- ◆ Unless specified otherwise by County, Contractor's services will be performed during normal business working hours, generally Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding County observed holidays;
- ◆ Contractor staff shall perform all work on-site at County designated project facilities, unless otherwise authorized in writing by County Project Director, as specified in the resultant Agreement;
- ◆ County will provide the project facilities (space, printers and office consumables) and network infrastructure to support the joint County and Contractor project teams;
- ◆ All Deliverable documentation created for this engagement will be made available in both hard copy and electronic format. Unless otherwise specified by County, the electronic format will be Microsoft Office, while the planning software used will be MS Project 2000; and
- ◆ Contractor shall be responsible for providing all personal computing devices and software (e.g. Microsoft Office and Microsoft Project) for its staff.

#### **3.2 PEOPLE RESOURCES**

Contractor shall, insofar as possible, accommodate the pairing of its implementation resources with the appropriate Participating Department resources to facilitate knowledge transfer during implementation. The appropriate hours and resource effort to facilitate this knowledge transfer will be up to the discretion and decision of the Contractor Project Manager, contingent on the impact to the overall project schedule.

### 3.3 TECHNOLOGY

- ◆ Any changes in scope to the tasks of the Statement of Work or any inaccuracies in the assumptions will necessitate a change to the Statement of Work in accordance with the Change Order process described in [Appendix F \(Sample Agreement\), Paragraph 6.0 \(Change Notices, Change Orders and Amendments\)](#);
- ◆ Contractor will not be responsible for data corruption in the baseline data set or the inability to create baseline data due to failures outside of Contractor's control. Changes in the project associated with recovery from such events will be made in accordance with the Change Order process described in [Appendix F \(Sample Agreement\), Paragraph 6.0 \(Change Notices, Change Orders and Amendments\)](#);
- ◆ Contractor will not be responsible for providing any third party software licenses to be installed in the System Environment with the exception of the Third Party Software provided by Contractor under the Agreement;
- ◆ Contractor is not responsible for the provision and maintenance of any Network Environment Components and circuits which are owned by the County;
- ◆ County plans to acquire client and server hardware separately, based on the Contractor recommended specifications for the AESS solution, as provided in this SOW; and
- ◆ Appropriate physical and administrative access to servers in the current server environment will be provided to Contractor by each Participating Department, as required.

### 3.4 PILOT SYSTEM ACCEPTANCE TEST

The Pilot System Acceptance Criteria will be based upon the Pilot Test Plan developed and demonstrated as part of the PCD under [Task 1 \(Project Planning and Management\)](#).

Contractor shall, for the purpose of the Pilot System Acceptance Test, define the test strategies and identify the specific testing activities required for running the Pilot System Acceptance Test in the Production Environment. The Pilot System Acceptance will be achieved after the System completes a full continuous uninterrupted 60-day operation run without Deficiencies of Severity Level 3 or higher (Pilot System Acceptance Test). Severity Level definitions may be found in [Attachment A \(Severity Level Definitions\)](#) to this [SOW](#).

In the event that County and Contractor agree that County's hardware, operating environment, network or other circumstances outside of the control of Contractor have contributed to the failure of the System to complete the 60-day operation without interruption, Contractor will not be held liable for such failure. The contributory circumstances will be remedied by County within a timeframe mutually agreed to in writing by the parties. Contractor shall be responsible for the balance of time needed to complete the 60-day period. Additional time requested by Contractor, and approved by the County Project Director, for the purposes of reloading data and restarting the Application Software, shall not be included in the 60-day period.

If, at any time during the 60-day period, County and Contractor mutually determine that the System has failed to pass the Pilot System Acceptance Tests due to Deficiencies in the Baseline Application, including any internal or external Third Party Software module thereof, any Customization thereto, or any internal or external Baseline Interface attached thereto, Contractor shall correct, at Contractor's sole expense, any such non-conformance, and re-start the Pilot System Acceptance Test, or any portion thereof, as determined by the County Project Director, as described in this [Paragraph 3.4](#). The 60-day period shall be restarted in its entirety.

Upon satisfaction of the foregoing, County will sign a Pilot Acceptance Certificate, subject to the delivery of: (1) final-form configured software media (in the forms dictated by the County Project Director) for the installed Application Software, (2) Contractor's corporate licensing certificate and/or related documentation, and (3) all final-form documentation produced for the Phase I Pilot Installation project.

### **3.5 AESS PROJECT TEAM (APT) RESPONSIBILITIES**

- ◆ Providing the Contractor Project Director with the current IT organization chart for each Participating Department;
- ◆ Providing direction to Participating Departments' Project Managers, coordinating Contractor's execution of all Tasks and Deliverables, and facilitating Contractor relations;
- ◆ Dispute Resolution arbitration; and
- ◆ Final approval authority for Pilot System Acceptance.

## **4.0 PROJECT REVIEW AND ACCEPTANCE**

### **4.1 TASK/DELIVERABLE SUMMARY REVIEW FORM**

Contractor shall submit a Task/Deliverable Summary Review Form ([Appendix F \(Sample Agreement\), Exhibit I](#)) for **all** Work to County Project Director, for each Task/Deliverable outlined in the SOW (as detailed in [Exhibit C \(Price and Schedule of Payments\)](#)), together with any supporting documentation reasonably requested by County, for County Project Director's review.

All Work shall be completed in a timely manner and in accordance with the requirements and Specifications set forth in the Agreement, including the [SOW](#) and the Project Control Document, and must be reviewed by the County Project Director as evidenced by the County Project Director's countersignature on the applicable Task/Deliverable Summary Review. County Project Director shall endeavor reasonably to review each element of Work, including all Tasks, Deliverables and other work required therein and provided by Contractor pursuant to this Agreement, within the time frames set forth in the Project Control Document within thirty (30) days from the date of Contractor's submission of the applicable Task/Deliverable Summary Review form, if no applicable time frame is specified in the PCD.

In no event shall County be liable or responsible for Work which occurs after any completed Task or Deliverable without a properly executed Task/Deliverable Summary Review form for such Task or Deliverable.

### **4.2 DOCUMENT REVIEW PROCESS**

When Contractor creates documentation as part of the project, each document deliverable will initially be developed in draft form.

When the draft document is complete, the Contractor Project Manager shall submit the initial release document to the Participating Department's Project Manager for review and comment. The Participating Department's Project Manager will be responsible for distributing copies of the initial release document for internal review. The Participating Department's Project Manager is responsible for consolidating the Participating Departments' comments and for providing a clearly marked version of the draft document to Contractor's Project Manager. The Participating Department's Project Manager will have ten (10) business days to review and return the consolidated comments to the Contractor Project Manager, unless otherwise agreed to by the parties. Contractor shall review and evaluate Participating Department's comments and respond to them in

writing, within five (5) business days. The Participating Departments' comments and Contractor's recommendations will be discussed and integrated into a final version and delivered to the Participating Departments' Project Managers within five (5) business days, unless otherwise agreed to by the parties.

#### **4.3 ACCEPTANCE TESTS**

For the Deliverables requiring performance of Acceptance Tests, Contractor and the Steering Committee will develop the test plan for Phase I Pilot Installation ("Test Plan"), which shall be mutually agreed upon by the parties and included in the Project Control Document (PCD). All Acceptance Tests will be documented on a [Task/Deliverable Summary Review Form](#) in accordance with [Paragraph 4.1 \(Task/Deliverable Summary Review Form\)](#).

Contractor shall define the test strategies and identify the specific testing activities, such as preparing test scenarios, required for testing the delivered and configured Application Software in the Production Environment. The Test Plan shall include the following Acceptance Tests:

- System Integration Test
- User Acceptance Test
- System Performance Test

Contractor will notify each Participating Department's Project Manager when the Deliverable is ready for review or acceptance testing, as the case may be, and such review or testing will commence within five (5) business days of such notice. County shall have no less than ten (10) business days to review each deliverable and provide written comments to Contractor. Contractor shall specify the planned review cycle for each deliverable in the Project Control Document.

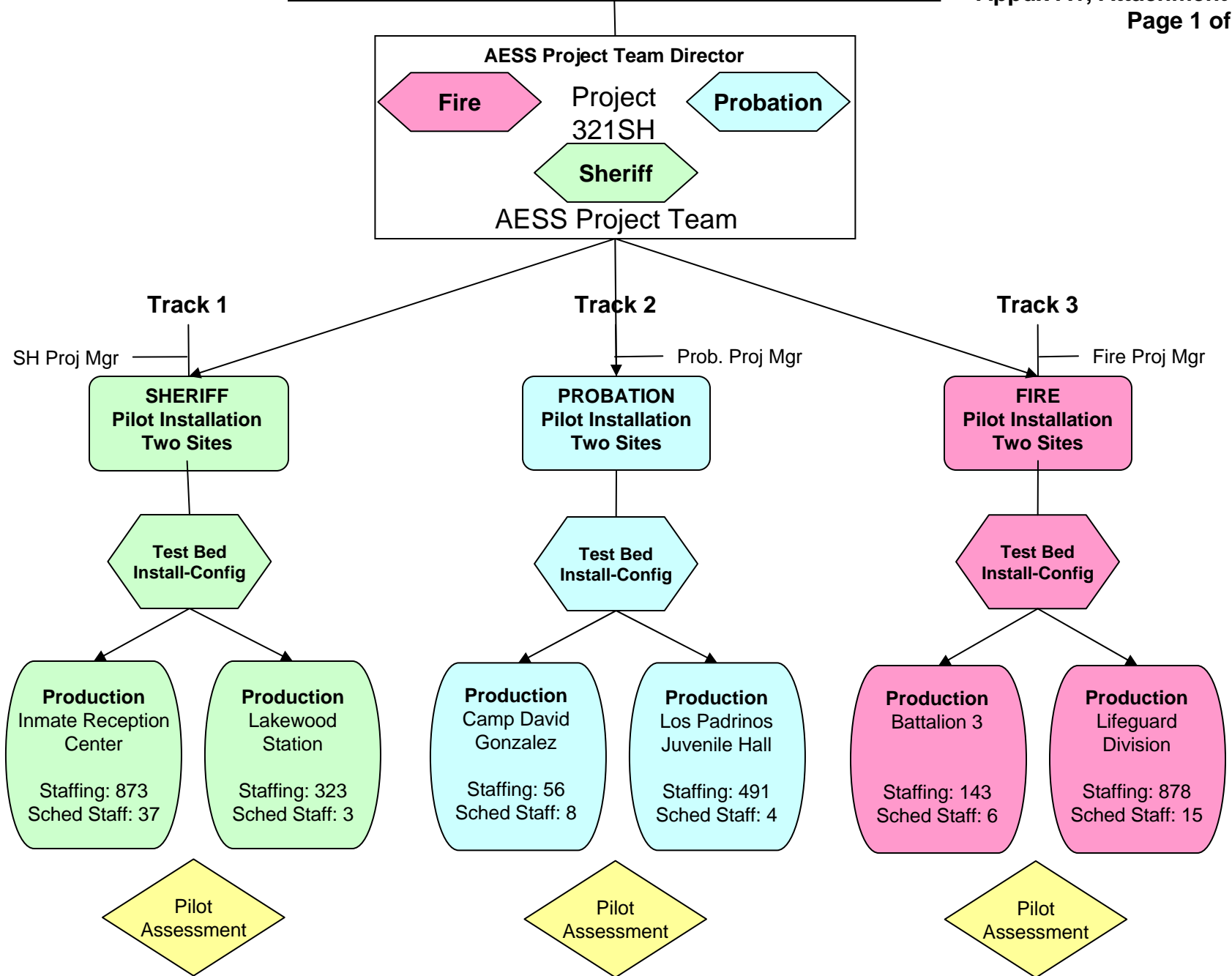
## ATTACHMENT A

### SEVERITY LEVEL DEFINITIONS

County shall assign one of the Severity Levels described below to each County Deficiency report submitted to Contractor.

<b>SEVERITY LEVEL</b>	<b>DESCRIPTION OF DEFICIENCY</b>	<b>MAXIMUM RESOLUTION TIME</b>
"1" or "Critical"	<i>Severe with no practical workaround:</i> The defect is such that critical command and control functionality is impossible. Workarounds for the defect do not exist, or if they do, they are too impractical to be useful.	1 hour, beginning when County reports the Deficiency to Contractor.
"2" or "Severe"	<i>Severe with no short term workaround:</i> Defects make it difficult to complete a significant command/control function. Workarounds to complete the command/control function exist, but are impractical on a continuing basis.	4 hours, beginning when County reports Deficiency to Contractor. Deficiencies which are initially assigned Severity Level 2 are subject to escalation.
"3" or "Minor"	<i>Minor but important:</i> The System Software is impaired to the extent that some non-critical functions are not operating. Non-critical functions are classified as forms or reports that shape part of a major function, but do not cause the major function to be totally inoperative.	30 days, beginning when County reports Deficiency to Contractor. Deficiencies which are initially assigned Severity Level 3 are subject to escalation.
"4" or "Cosmetic"	<i>Generally does not effect functionality:</i> This Severity Level represents cosmetic defects that do not affect the functionality, but do affect the general look and feel of the System Software. This deficiency may cause the System Software, or a component thereof, to be non-compliant with the Requirements Appendices.	Earlier of (a) the next version release or (b) 12 months of County's report thereof, beginning when County reports Deficiency to Contractor.

# AESS Executive Steering Committee





**PILOT LOCATIONS and STAFFING PROFILE**

	Schedulers	Management	Line Staff
<b>Sheriff:</b>			
Inmate Reception Center	37	50	786
Lakewood Station	3	40	280
<b>Probation:</b>			
Los Padrinos JH	4	27	460
Camp David Gonzales	8	1	47
<b>Fire:</b>			
Battalion 3	6	3	134
Lifeguard Division	15	40	823
<b>Totals:</b>	<b>73</b>	<b>161</b>	<b>2530</b>

“Schedulers” - the people that need to have complete access to all system operational features. These will be the core group of experts at each pilot location that will be able to train other users.

“Management” - are those people who are not Schedulers, but will nonetheless need to make some changes to the schedule from time to time.

“Line Staff “ – consist of all other employees. They will only be able to view their schedule, and execute requests for days off, etc.

The number of Schedulers, Management and Line Staff equals the total number of people assigned to a location. Staffing levels are dynamic. Variances from the above figures should not be significant at the time of implementation.

\* \* \*

\*Not included in the above Matrix are IT Staff.

“IT Staff” - are those people who are not Schedulers, but will require sufficient technical training about the configured COTS system to provide occasional ‘on-the-ground’ technical assistance to users.

Contractor shall conduct phased-in training for up to twelve (12) IT staff, four (4) individuals from each participating AESS Department ([SOW, Task 5](#)).

**AESS PILOT LOCATION ADRESSES**  
**and AVAILABLE TRAINING LOCATIONS\***

<b>SHERIFF</b>	
<b>AESS Pilot Location</b>	<b>*Available Training &amp; Data Center Location</b>
Inmate Reception Center (IRC) 450 Bauchet Street Los Angeles, CA 90012	<u>AVAILABLE TRAINING SITE</u> Inmate Reception Center (IRC) 450 Bauchet Street, Los Angeles, CA 90012
Lakewood Station 5130 N. Clark Avenue Lakewood, CA 90712	<u>AVAILABLE TRAINING SITE</u> Lakewood Station 5130 N. Clark Avenue, Lakewood, CA 90712
Lakewood - Paramount Substation 15001 Paramount Blvd. Suite C Paramount, CA 90723	<u>DATA CENTER</u> 12440 E. Imperial Highway Norwalk, CA 90650
<b>PROBATION</b>	
Camp David Gonzalez 1301 N Las Virgenes Rd. Calabasas, CA 91302	<u>AVAILABLE TRAINING SITE</u> Probation Department Headquarters Training Lab 9150 Imperial Highway, Downey, CA 90242
Los Padrinos Juvenile Hall 7285 Quill Drive Downey, CA 90242	<u>DATA CENTER</u> Probation Headquarters 9150 Imperial Highway Downey, CA 90242
<b>FIRE</b>	
Battalion 3 - Fire Station #1 1108 N Eastern Ave. Los Angeles, CA 90063	<u>AVAILABLE TRAINING SITE</u> Information Management Division 5815 Rickenbacker Road Commerce, CA 90040
Battalion 3 - Fire Station #3 930 S Eastern Ave Los Angeles, CA 90022	<u>DATA CENTER</u> 1320 N. Eastern Avenue Los Angeles, CA 90063
Battalion 3 - Fire Station #22 928 S. Gerhart Ave Commerce, CA 90022	
Battalion 3 - Fire Station #27 - Hdqtrs 6031 Rickenbacker Rd Commerce, CA 90040	
Battalion 3 - Fire Station #39 7000 Garfield Ave Bell Gardens, CA 90201	
Battalion 3 - Fire Station #50 2327 S Saybrook Ave Commerce, CA 90040	

**AESS PILOT LOCATION ADRESSES**  
**and AVAILABLE TRAINING LOCATIONS\*** (cont'd)

Battalion 3 - Fire Station #163 6320 Pine Ave Bell, CA 90201	
Northern Section Lifeguard HQ 30050 Pacific Coast Highway Malibu, CA	
Central Section Lifeguard HQ 1642 Ocean Front Walk Santa Monica, CA	
Central Sect - Will Roger's Substation 15100 Pacific Coast Highway Pacific Palisades, CA	
Southern Section Lifeguard HQ 1201 The Strand Hermosa Beach, CA	
Southern Sect - Cabrillo Substation 3720 Stephen White Dr. Los Angeles, CA	
Southern Sect - Redondo/Torrance Substation 1101 S. Esplanade Redondo Beach, CA	
Southern Sect - Manhattan Substation 2221 The Strand Manhattan Beach, CA	
Southern Sect - Dockweiler Substation 12001 Vista del Mar Los Angeles, CA	
Rescue Boat Operations 13837 Fiji Way Marina del Rey, CA	
Administrative HQ 2300 Ocean Front Walk Venice, CA	
Field HQ 2600 The Strand Manhattan Beach, CA	

\*For the purpose of conducting Train-the-Trainer (T3) training to all staff identified as 'Schedulers', the County will make available the above listed facilities.

**PHASE II - FULL IMPLEMENTATION**  
**DEPARTMENTAL PROFILE STATEMENTS**

**The three (3) participating AESS Departments have facilities which are geographically located throughout the County, from Lancaster to the north, Downey to the south, Calabasas to the west, and Pomona to the east.**

Scope Statement: SHERIFF

The Sheriff's department consists of over 100 locations, including patrol stations, jail facilities and offices, spread out over 4,700 square miles with over 16,000 employees.

Scope Statement: FIRE

The Los Angeles County Fire Department provides fire and emergency medical services within an approximate 2,300 square mile jurisdiction. The Department provides services to approximately 4 million residents throughout 58 cities and all unincorporated County areas with a staff of approximately 4,500 employees.

Scope Statement: PROBATION

The Probation Department consists of over 70 locations, including juvenile halls, camps and administrative offices staffed by over 6,244 employees.