Project Gates and Deliverable Acceptance

Quality Stage Gates

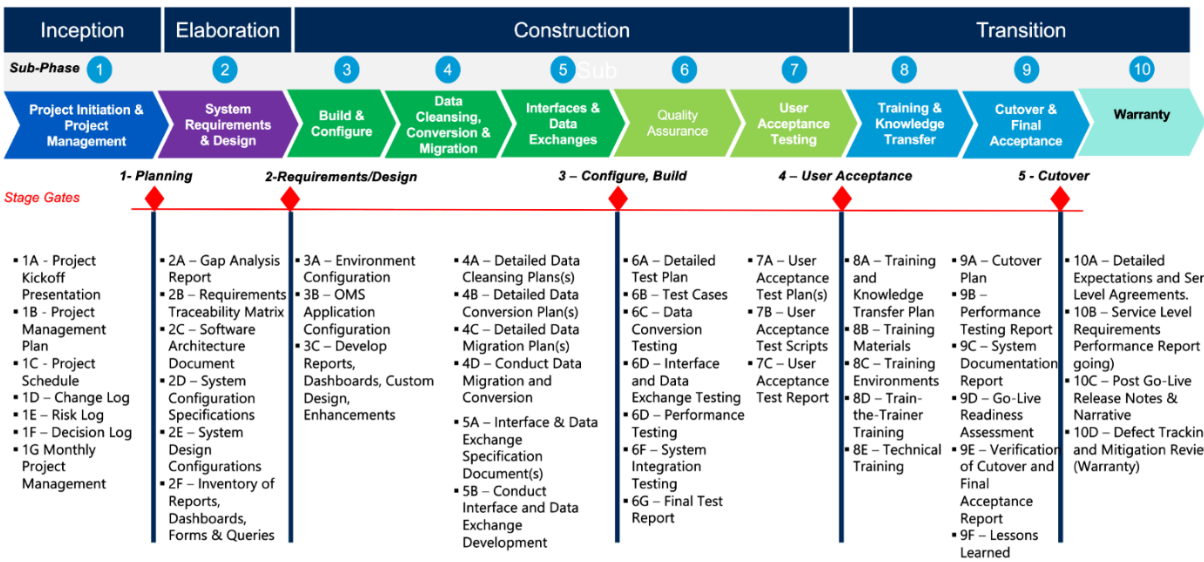
The purpose of the Quality Gate process is to assist in monitoring the progress of the project and schedule compliance. The County has identified five primary stage gates as follows:

- Planning
- Requirements/Design
- Configure/Build
- User Acceptance
- Cutover

Expected deliverables and implementation activities have been grouped by Phase into sequential activities that largely follow a waterfall approval process for major milestones. Iterative deliverables such as agile configuration and testing of modules in phases can be accommodated within a required stage gate. Completion and acceptance of all activities and deliverables at a defined stage trigger a formal Quality Stage Gate Review. The Quality Stage Gate Review is a higher-level review presented to representatives of the County and serves as a checkpoint to ensure all stakeholders are briefed on material changes to scope, design considerations and planning activities. Figure below provides a high-level outline of the anticipated Quality Stage Gate Process.

The Quality Stage Gate Review process is depicted in the diagram below which represents each phase and sub-phase of the project with five Quality Stage Gates and the acceptance criteria for each stage gate. Stage gates are represented by the red diamonds in the diagram below.

Quality Stage Gate Review Process



Project Implementation Reporting

Weekly Reports. The Vendor is expected to provide a status report each week to the County as well as the IV&V Vendor within two business days following the weekly Project Status Meeting, beginning the week after the Kickoff Meeting. The County will provide the template. This report highlights tasks completed, tasks planned for the following week, all Project risks and issues, deliverables, milestones, and important tasks. The report will conform to Project Management requirements, Functional Requirements, and Non-Functional Requirements.

Monthly Reports. The Vendor shall provide a Monthly Status Report to the County no later than the third business day of the month following the reporting month. This report shall summarize all items reported in the weekly summary report. This report will conform to Project Management requirements, Functional Requirements, and Non-Functional Requirements.

Ad Hoc Reports. The Vendor shall produce and submit additional reports that County may require on a daily, weekly, or monthly basis, as deemed by the County to be necessary. Each of these reports will be due within five business days (unless otherwise mutually agreed), upon written request of the County.

Stage Gate Closeout Report. The Vendor will develop and submit a Stage Gate Closeout Report to the County no later than seven business days following the close of each Stage Gate. All deliverables of each Stage Gate shall be accounted for and accepted by the County.

Post-Implementation Report. At the end of Project implementation, the Vendor will develop and submit to the County as well as the IV&V Vendor a Post-Implementation Report no later than 20 business days following the end of the Deployment Stage Gate. This report will conform to Project Management requirements, Functional Requirements, Non-Functional Requirements.

Project Closeout Report. At the end of the Project, the Vendor will develop and submit to the County a Project Closeout Report no later than 20 business days following the end of the Security Stage Gate. This report will conform to Project Management requirements, Functional Requirements, Non-Functional Requirements.

DELIVERABLE REQUIREMENTS & ACCEPTANCE

Part 1 – Project Deliverable

Project deliverables are generally either Document Deliverables or Software-based Deliverables. These two types of deliverables will follow unique acceptance and approval processes as follows:

1.1 – Document Deliverables

a. The Vendor will deliver all Document Deliverables to the County accompanied by a Deliverables Acceptance Form by the delivery date as established in the County's Detailed Project Plan. If the Vendor is unable to meet the established delivery date, it will provide the County with written notice at least two (2) weeks prior to the delivery date. Such notice will specify the proposed new delivery date.
b. Unless otherwise noted, the County will review the Document Deliverable within ten business days of receipt of the Document Deliverable and deliver to the Vendor a Review Record which either:
    a. Indicates the County has signed off on the Document Deliverable; or
    b. Documents its comments on where and how the Document Deliverable fails to conform to the relevant Specifications.

Should the County not provide acceptance sign-off, or if no changes or comments are requested within the specified acceptance review period, the Vendor's Project Manager will escalate the delay in sign-off to the County's Project Manager for follow-up and action. Delays in sign-off can delay the County project's overall timeline. The Vendor's Project Manager will assess any potential delays and provide this information as a part of the escalation process.

If the Vendor does not deliver the Document Deliverable by the established delivery date, the ten-business day period (unless otherwise noted) will be extended by the period reasonably required by the County to reallocate resources to perform the review.

a. If the Review Record indicates the County has not signed off the Document Deliverable, the Vendor will, within three business days from the time the County delivers the Review Record, respond in writing addressing the points raised by the County in the Review Record and, as appropriate, amend the Document Deliverable.
b. The County will, within three business days of receiving a written response to the points raised in the Review Record and/or the amended Document Deliverable, notify the Vendor in writing the County considers that:
    a. All the points raised in the Review Record have been addressed and/or amendments have been incorporated into the Document Deliverable, and the County signs off the Document Deliverable; or
    b. If not all the points raised in the Review Record have been addressed and/or not all the amendments, have been incorporated into the Document Deliverable, in which case the County will provide a revised Review Record documenting its further comments on the Document Deliverable.

   c. The parties will repeat the above processes until the County signs off the Document Deliverable per the acceptance process for Document Deliverables. Should the County not provide acceptance sign-off within the specified acceptance review period, the Vendor's Project Manager will escalate the delay in sign-off to the County's Project Manager for follow-up and action. Delays in sign-off can delay the County project's overall timeline. The Vendor's Project Manager will assess any potential delays and provide this information as a part of the escalation process.

1.2 – Software-based Deliverables

a. Each Software-based Deliverable will progress through the established test phases in accordance with the County Testing Plan.
b. The County will sign off on Test Plan developed by the Vendor in conjunction with County representatives. Test Cases for User Acceptance Testing will be provided by the County.
c. The Vendor will execute each Test Phase in accordance with the Testing Strategy and Approach included as a part of the SOW, and as further defined in the Detailed Test Plan. Test Phases include the following activities:
   i. Environment Setup Verification
   ii. Unit Test
   iii. System Test
   iv. User Acceptance Test
d. The Vendor may only allow a Software-based Deliverable to enter a Test Phase if the entry criteria for the applicable Test Phase, as set out in the Detailed Test Plan, have been met or if otherwise agreed by both parties in writing, and/or as further defined in the Detailed Test Plan.
e. A Software-based Deliverable may only exit a Test Phase if Vendor has demonstrated to the County in a Test Summary Report that the exit criteria for the Test Phase, as set out in the Detailed Test Plan, have been met and the County has signed off the Test Summary Report in accordance with the established sign-off process.

1.3 – User Acceptance Testing

a. For User Acceptance Testing (UAT), the County will leverage County-provided Use/Test Cases as modified or developed for System Testing. UAT will be performed by the County in accordance with the Vendor Test Strategy and the relevant Detailed Test Plans. The County will manage UAT and provide testers to complete UAT. The successful Responder will support UAT by providing test environment support and batch execution.
b. The User Acceptance Test aims to determine whether the tested System Deliverables conform to the Requirements documented in Functional Requirements and Non-Functional Requirements (as they may have been amended by the parties, in writing, during the design and configuration process).
c. The successful Responder will provide an updated requirements traceability matrix to the UAT team, which maps each Requirement to the functionality or system component which fulfills that requirement.

1.4 – Go-Live Criteria

Preliminary list of go-live criteria for assessing the system and County readiness for Go Live. It is a task within the Deploy Phase to finalize these criteria:

1) System Functionality – The successful Responder solution configured in support of the Implementation meets the functional and operational requirements as specified in the Fit/Gap Analysis and as evidenced by the County's acceptance of UAT. Additionally, the system will be accepted for operation use when it satisfies the following four (4) requirements:
    a. No Severity 1 issues (defined below)
    b. No Severity 2 issues
    c. All Severity 3 issues have workarounds identified, agreed with the County, and communicated to users
    d. All Severity 4 issues identified, agreed, and documented
2) Data Readiness – Data migrated from source systems to the Vendor has completed QA and satisfies the following four (4) requirements:
    a. No Severity 1 issues (defined below)
    b. No Severity 2 issues
    c. All Severity 3 issues have workarounds identified, agreed with the County, and communicated to users
    d. All Severity 4 issues identified, agreed, and documented
3) Reporting – All reports identified elsewhere in the SOW to be completed by Vendor have been tested and accepted by the County. Acceptance criteria are:
    a. No Severity 1 issues (defined below)
    b. No Severity 2 issues
    c. All Severity 3 issues have workarounds identified, agreed with the County, and communicated to users
    d. All Severity 4 issues identified, agreed, and documented
4) User Readiness – All affected County departments/divisions have completed the training according to the Training Plan in order to prepare them to use the solution on Day 1, including:
    a. All classroom training completed per the Training Plan
    b. County department/division personnel have received soft copies of all finalized training materials
5) User Support – User support requirements defined and accepted by the County for the two-month post go-live support period. All post go-live support staff are named and identified two weeks prior to go-live.
    a. Go-live plan is documented and accepted and includes the specific duties and expectations of the on-site support staff
    b. Process for capturing, logging, and resolving operational issues during the post go-live support period is documented and agreed upon
    c. Support escalation process documented and agreed upon
6) Operational Readiness – Support infrastructure, equipment, tools and procedures are in place and ready for use. Operational staff are trained (user and system administration). Technical support staff are in place and prepared to handle reporting, prioritizing and fixing problems.
    a. Planning, Help Desk, and Change Control processes in place
    b. User and System Administration training completed per Training Plan
    c. Knowledge Transfer post go-live to System Admins
7) External Factors – Interfacing Organizations/Departments, stakeholders, and affected staff have been communicated with, and the County is ready for launch

8) Go Live Plan – The Go Live Plan is developed and accepted by business owners, and has been vetted via a dry run so that any potential gaps are identified and resolved prior to go-live

Severity Level	Description
1	This is a “must fix” problem, a “showstopper.” The problem is causing a major system error, fatal error, serious database corruption, serious degradation in performance, major feature malfunction, or is preventing a major business goal from being realized. The problem does not have a workaround that is reasonably acceptable to the corresponding end-users.
2	This is a problem that is causing significant loss of feature functionality, but the system can recover from the problem, and it does not cause total collapse of the system. The system does not meet a business goal or a portion of a business goal; performance degradation is minor, but not within established exit criteria; or minor database issues may exist (e.g., single rows or fields may be locked). The problem does not have a workaround that is reasonably acceptable to the corresponding end-users.
3	This is a problem that is causing minor loss of feature functionality. Optional workarounds reasonably acceptable to the corresponding end-users are available.
4	These are minor issues, misspellings, cosmetic changes, etc.

Vendor will also follow the Quality Gate process when it comes to the commencement of work and final acceptance of deliverables and exit of a quality gate. The purpose of the Quality Gate process is to assist in monitoring the progress of the project and schedule compliance. However, the primary project monitoring documents will be the Project Management Plan (PMP) and the Project Schedule.

Both the County and Vendor recognize that there will be instances requiring changes to the deliverable acceptances flow as outlined. When these instances occur, the County and Vendor PMs will discuss them in advance to reach mutual agreement and will communicate the proposed change to the appropriate stakeholders from both Parties, seeking their assent where necessary. A mutually agreed-to change to the flow of the Quality Gate process with no impact to project scope and schedule will not require a change request but will be documented in the Project Management Plan and the Work Breakdown Structure.

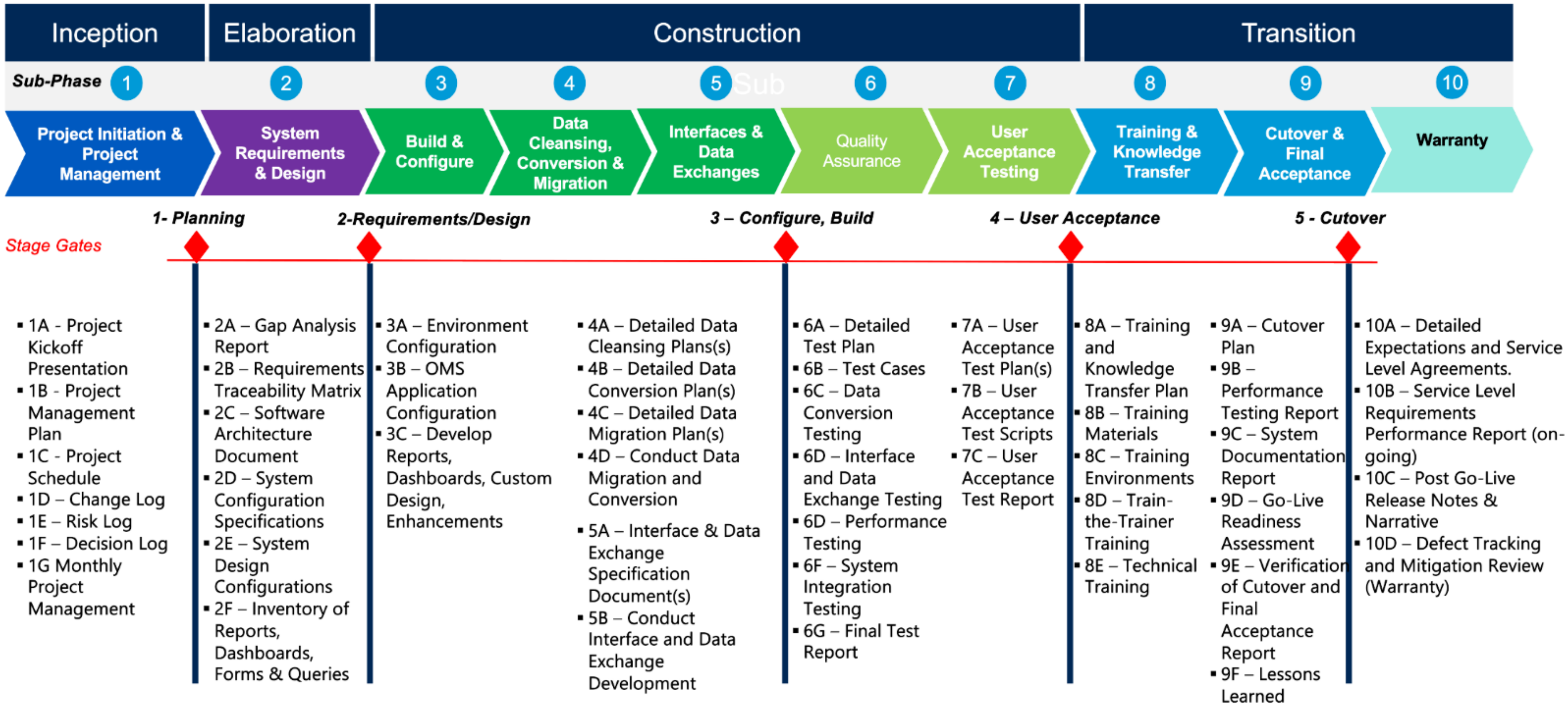
Vendor will meet with the County to develop the acceptance criteria for each deliverable. Vendor will subsequently develop a Deliverable Expectation Document (DED) for each deliverable. The County will provide input as required or requested by Vendor within five business days of the request by Contractor.

Deliverable Development and Acceptance Process

Deliverable Step	DED Process	Non-DED Process
Deliverable Definition	• Vendor will meet with the County to refine the acceptance criteria for each deliverable beyond what is included in this statement of work • Vendor will subsequently develop a DED for each deliverable. • County will provide input as required or requested by Vendor within five business days of the request by Vendor. • The County will then accept and sign-off the DED.	• Acceptance criteria for each deliverable is defined within this statement of work
Deliverable Development and Submittal	Vendor will develop and submit each deliverable following the criteria and standards defined in the respective DED.	Vendor will develop and submit each deliverable following the criteria and standards defined in this scope of work
Deliverable Review	• County will facilitate a detailed walk-through review of each deliverable with assigned project team resources. • After reviewing each deliverable, County will then prepare a written Deliverable Review Report, communicating to Vendor any issues and items to be resolved with the deliverable that does not meet the criteria established in the DED prior to formal acceptance. • The time frame for County to review a deliverable will be defined in the DED, based on what is defined in Deliverable Acceptance Process above.	• County will facilitate a detailed walk-through review of each deliverable with assigned project team resources. • After reviewing each deliverable, County will then prepare a written Deliverable Review Report, communicating to Vendor any issues and items to be resolved with the deliverable that does not meet the criteria established in this statement of work prior to formal acceptance. • The time frame for County to review a deliverable is based on what is defined in this statement of work

Deliverable Step	DED Process	Non-DED Process
Deliverable Revision	• Unless a change is disputed, Vendor will address feedback received in the Deliverable Review Report, updating the deliverable for final review and acceptance by the County. • This time frame will generally be two business days.	• Unless a change is disputed, Vendor will address feedback received in the Deliverable Review Report, updating the deliverable for final review and acceptance by the County. • This time frame will generally be two business days.
Review Period/Timeline	The default review period/timeline is 5 days; however the DED form can supersede the default review period/timeline based on mutual agreement between the Parties.	The default review period/timeline is 5 days for document deliverables and in accordance with the test plan for software deliverables however this can be extended based on mutual agreement between the Parties.

Part 2 – Requirements and Descriptions



2.1 – System Requirements & Design Deliverable Descriptions

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
1A - Project Kickoff Presentation	Written, Presentation	No	Planning	1. Conduct a formal onsite Kickoff meeting. The objective of this meeting is to communicate the objectives of the project, gain commitment from the team and explain the roles and responsibilities of each stakeholder. During the meeting the Vendor will discuss the project scope, roles and responsibilities, deliverables, and timeline, including but not limited to the following: a. The overall project objectives, project plan, management of project schedule, risks, change, quality, communication, resources, and the various deliverables associated with the complete System Development Life Cycle (SDLC) of the Project. b. The key stakeholders required to review and validate information relative to all steps of the project throughout the SDLC. c. The process to provide input to the strategic and tactical reports on a regular basis. d. Project performance measurements and critical success factors. 2. Vendor will create, collaborate, and review the Project Initiation presentation content with Key Project Stakeholders as directed by the County. The presentation will be reviewed by the County prior to presenting it and will include, at minimum, the following topics: a. Project Overview. b. Project Schedule (high level). c. Objectives and Definitions. d. Phases and Quality Stage Gates e. Artifacts f. Roles and Responsibilities. g. Keys to Success. h. Next Steps. i. Questions and Answers (Q&A). j. Resources.	1. Key County staff co-present on the objectives, values, and expectations of the project, and the importance of the project to County's overall vision. 2. Ensure participation in the project planning activities as this will be a pre-requisite to the development of the kick-off presentation. 3. Ensure participation in the Project Kickoff Meeting.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				3. Vendor will capture any decisions or agreements from the kickoff meeting and submit the documentation to the County for review and acceptance.	
1B - Project Management Plan	Written	Yes	Planning	Project Management Plan: Vendor will develop and continuously update as needed, but no less than every three months, a Project Management Plan that includes the following sub-plans (as defined by PMBOK): 1. Scope and Requirements Management Plan – Project Scope Management includes the processes required to ensure the project completes all the work required, and only the work required, to complete the project successfully. Managing the scope is primarily concerned with what is in and out of the scope of the project and the traceability of scope items throughout the project. The Scope and Requirements Management Plan will include the following elements: a. Define the scope of the project (scope statement) and the product (specified features, functions, etc.) i. Product ii. Deliverables iii. Services iv. Scope Exclusions b. Define the project approach and methodology c. Define the requirements management approach i. How requirements will be planned, tracked, and reported ii. Configuration management activities such as how changes will be initiated; how impacts will be analyzed; how they will be traced, tracked, and reported; as well as the authorization levels required to approve these changes iii. Requirements prioritization process iv. Metrics that will be used and the rationale for using them v. Traceability structure that reflects the requirements attributes captured in the Requirements Traceability Matrix (see 3B – Requirements Traceability Matrix) d. Define the work breakdown structure (WBS)	1. Ensure participation in meetings and activities. 2. Create, in conjunction with The Vendor, project performance metrics.

Exhibit G - JMS Project Gates and Deliverable Acceptance

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				i. Work to be completed by project team to accomplish the project objectives and create the required deliverables, decomposed into work packages used to group the activities, work products and deliverables. (WBS is an input to the Project Schedule) e. Define scope validation and acceptance process for project deliverables. Define the entrance and exit criteria for each Quality Stage Gate. 2. Schedule Management Plan – This plan establishes the policies, procedures, and documentation for planning, developing and managing the project schedule. The Schedule Management Plan will: a. Define the scheduling method (e.g., critical path, agile/iterative, Kanban) b. Process for baselining the schedule and schedule updates c. Provide a milestone list 3. Cost Management Plan – This plan aligns the project budget with the WBS to track progress and financial performance. The Cost Management Plan will be used on an ongoing basis to do the following: a. Define standard thresholds and criteria for escalation. b. Continually monitor and analyze project financial performance for risk, negative trends, or early indicators of unfavorable performance. c. Provide performance reports based on the County and Vendor's developed criteria. 4. Quality Management Plan – The Quality Management Plan addresses the management of the project and the deliverables of the project. Quality measures and techniques are specific to the type of deliverables being produced and will be specified in the Deliverable Expectations Document for project deliverables. The Quality Management Plan will include the following elements. a. Defined quality assurance responsibilities. b. Detailed definition of all deliverables by phase and associated acceptance criteria. c. Project deliverable review and acceptance process. d. Regularly scheduled reviews of key project phases, stage gate exit criteria and milestones.	

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				5. Resource Management Plan – The Resource Management Plan includes the processes to identify, acquire, and manage the resources required to successfully complete the project successfully (both human resources and physical resources). The Resource Management Plan will include at a minimum: a. Identification of resource requirements (Vendor and County), activities, roles and responsibilities, skill requirements, expertise, required level of engagement and duration b. Define training requirements for project resources (if needed) c. Define organizational structure for resources (reporting and coordination of project tasks) d. Defined process to replace resources who have left the project e. Office Space, equipment, background checks, access requirements, meeting room requirements, etc. 6. Risk Management Plan – The purpose of the Risk Management Plan is to identify and manage risks that can have a positive or negative effect on the project objectives if they occur. The object of Risk Management is to exploit or enhance positive risks (opportunities) while avoiding or mitigating negative risks (threats). THE Vendor will develop a Risk Management Plan which will be used on an ongoing basis to do the following: a. Create and update the Risk Assessment Log. b. Anticipate and identify risks. c. Identify the severity and quantify the potential impact of each identified risk. d. Quantify the probability of each identified risk. e. Support the development of risk mitigation plans for each identified risk. f. Provide guidance for assessing the efficacy of risk mitigation actions. g. Describe work products and processes for assessing and managing risks. h. Detail the escalation and remediation mechanisms for risks. i. Detail how risks and issues will be tracked and reported and the format of risk and issues reports (depth, detail, and content). 7. Communications Management Plan – The Communication Management Plan defines the communication activities for the project, including method,	

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				cadence and artifacts for both internal (project team) and external stakeholders. The Communication Management Plan includes: a. Types of meetings and frequency including, status meetings, stakeholder meetings, project scrum meetings b. Communication methods (email, reports, presentations, etc.) c. Distribution methods d. Approach for documenting and distributing meeting minutes e. Collaboration tools 8. Stakeholder Management Plan – The Stakeholder Management Plan provides a structured approach to the identification, prioritization, and engagement of all stakeholders. The Stakeholder Management Plan includes: a. Identification of all project Stakeholders (both internal and external and expectations and level of interest/support/influence in the project b. Stakeholder register (position, location, contact details) c. Engagement plan for each stakeholder (communication / engagement strategy) 9. Change Management Plan – This plan covers both technical and non-technical changes and will be jointly developed by the Vendor and County. The Change Management Plan will be used on an ongoing basis to do the following: a. Track all Change Requests, including providing a status. It will contain at a minimum the following: i. Tracking Number and date of the request. ii. Priority Rating of the request. iii. Category of the Request (Technical or Non-Technical), as long as the non-Technical changes do not include Organizational Change Management (OCM) changes. iv. Scope Determination (In Scope or Out of Scope). v. Requestor Information (name, title, department, contact information). vi. Impact of Requested Change (budget, schedule, staffing, etc.). vii. Benefit of the Requested Change.	

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				viii. Urgency of the Requested Change (e.g., routine, urgent, immediate, critical). ix. Assessment of contract language and alterations necessary. ix. Authorization or Denial of the Change Request. x. Status of the Change (in work, not started, on hold). xi. Required Completion Date. xii. Point of Contact for follow-on action(s) required. xiii. Due date for next action. b. Analyze the impact of Change Requests. The impact of the proposed Change Request will be documented in the Change Request Form. c. Authorize or Deny the Request. The authorization or denial will be in writing using the Change Request Form. d. Change Orders will be signed by the Vendor Project Manager and County Contract Authorized Representative and any contract amendments required signed by all original parties prior to execution of any work related to the change. The Vendor Responsibilities 1. Shall facilitate and lead the discussions to finalize the various sub-plans within the Project Control document. 2. Shall incorporate related decisions made during the project planning and kickoff meetings into the plan. 3. Maintain complete and up-to-date team organization charts as well as contact lists that provide names, titles, phone/pager/cell phone numbers, and email information for all personnel assigned to the project. 4. Shall create, in conjunction with the County, project performance metrics.	
1C – Project Schedule	Written	Yes	Planning	Project Schedule: The Vendor will provide a Project Schedule including Work Breakdown Structure, Resource Allocation, Gantt charts and a project calendar in a tool agreed upon by the parties and developed and maintained in accordance with the best practices outlined in the Project Management Body of Knowledge (PMBOK).	1. Provide input into the Project Schedule.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				The Work Breakdown Structure (WBS) will define the project's overall objectives by describing the project tasks, deliverables, milestones, and resourcing. 1. The WBS will include: a. A consolidated view of the activities, activity descriptions, and activity durations assigned to the County and the Vendor. b. Resources (County, Vendor, and third-party vendors) assigned to each activity and their required level of effort. c. A list of all required project deliverables tied to the appropriate project milestones. d. Identification of all key Project Milestones. e. Deliverable approval periods in concert with County's DED process as described in the Project Management Plan Deliverable Development and Acceptance Process. f. A critical path analysis and reporting process. The Vendor Responsibilities 1. Shall develop the Project Schedule with input from the County PM and others designated by the County. 2. Shall baseline the Project Schedule 3. Shall maintain the Project Schedule on an on-going basis throughout the life of the project and update it, in collaboration with the County's PM as necessary, but no less than weekly to reflect the accurate status of the project. 4. Shall ensure the availability of the Project Schedule in a central location.	
1D – Change Log	Written	No	Planning	Change Log: The Vendor Project Manager will maintain a project Change Log that tracks all proposed change orders and will include at a minimum the following: a. Tracking Number and date of the request b. Priority Rating of the request c. Category of the Request (Technical or Non-Technical), as long as the non-technical changes do not include Organizational Change Management (OCM) changes	1. Follow the project change management processes 2. Approve, Deny, Defer Change Orders in accordance with change management processes

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				d. Scope Determination (In Scope or Out of Scope) e. Requestor Information (name, title, department, contact information) f. Impact of Requested Change (budget, schedule, staffing, etc.) g. Benefit of the Requested Change h. Urgency of the Requested Change (e.g., routine, urgent, immediate, critical) i. Authorization or Denial of the Change Request j. Contract Amendment Status k. Status of the Change (in work, not started, on hold) k. Required Completion Date l. Point of Contact for follow-on action(s) required m. Due date for next action Vendor Responsibilities 1. Shall maintain the Change Log on an on-going basis throughout the life of the project and update it, in collaboration with the County's PM as necessary, but no less than weekly to reflect the accurate status of the project. 2. Shall ensure the availability of the Project Change Log in a central location. 3. Shall update the Requirements Traceability Log based on Change Order decisions	
1E – Risk Log	Written	No	Planning	<u>Risk Log</u>: The Vendor Project Manager will maintain a project Risk Log that tracks all Risks and Issues and will include at a minimum the following: a. Date Risk was Identified b. Description of Risk c. Impact Description (budget, schedule, staffing, etc.) d. Severity of the Risk e. Probability of the Risk f. Risk Mitigation Strategy	1. Follow the project risk management processes 2. Participate in risk identification and mitigation activities

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				g. Action Items and Assignment h. Status of the Risk (Open, Closed) Vendor Responsibilities 1. Shall maintain the Risk Log on an on-going basis throughout the life of the project and update it, in collaboration with the County's PM as necessary, but no less than weekly to reflect the accurate status of the project. 2. Shall ensure the availability of the Project Risk Log in a central location. 3. Shall provide an update on key risks and issues on Weekly Status Reports	
1F - Decision Log	Written	No	Planning	Decision Log: The Vendor Project Manager will maintain a Decision Log that will track all major project decisions. The decision log will include at a minimum the following: a. Issue/ Decision No b. Status (open, closed) c. Description of Issue d. Decision Description e. Priority (L/M/H) f. Raised by g. Owner Decision Maker Vendor Responsibilities 1. Shall maintain the Decision Log on an on-going basis throughout the life of the project and update it, in collaboration with the County's PM as necessary, but no less than weekly to reflect the accurate status of the project. 2. Shall ensure the availability of the Decision Risk Log in a central location. 3. Shall provide an update on key issues and decisions on Weekly Status Reports	1. Participate in Issue resolution / project decision making
1G – Monthly Project Management	Written	Yes	Planning	Write County specific requirements for Monthly Project Management	1. TBD

Exhibit G - JMS Project Gates and Deliverable Acceptance

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
2A – Gap Analysis Report	Written, Presentation	Yes	Requirements/Design	Gap Analysis Report. The purpose of the Gap Analysis Report is to provide a detailed description of how each functional and non-functional requirement will be met within the software solution. Where the solution does not adequately address a requirement, detailed remediation recommendations will be proposed to the County for decision. The content of the report will include at a minimum: a. Introduction b. Purpose c. Scope d. References & Related Documentation e. Glossary of Terms f. Classification Approach (e.g., Standard Feature, Configuration, Gap, etc.) g. Requirements Analysis (Functional & Technical) – per functional/technical group i. Analysis Approach ii. Client Objectives (per functional/technical group) iii. Scope of Analysis iv. Client Business Overview (capabilities, systems in use, processes, reports, v. Analysis vi. Recommendations h. List of Gaps with Proposed Remediation Options i. Proposed Gap Remediation Vendor Responsibilities Identify how all requirements will be addressed within the solution, identify gaps, identify options to resolve gaps, document gap resolution decisions in the Project Decision Log. Resolutions can include modifications to business processes, solution enhancements, removal from scope, etc.	1. Confirm and accept gap analysis, select resolution for each gap.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
2B – Requirements Traceability Matrix	Written	Yes	Requirements/Design	<u>Requirements Traceability Matrix</u>. The purpose of the Requirements Traceability Matrix (RTM) is to document and trace the requirements identified by the County to the system being implemented. The RTM is used to track each project requirement from its origin through the various Phases of the project. It provides a means to track requirements throughout the project life cycle helping to ensure that requirements approved in the requirements documentation are delivered at the end of the project. It also provides a structure for managing changes to project scope. Elements of an RTM should include at a minimum: a. Requirements ID b. Source of Requirement (SOW, Gap Analysis, Stakeholder Request, etc.) c. Create Date d. Description of Requirement e. Technical / Functional Grouping f. Status of Requirement (proposed, approved, rejected, gap, etc.) g. Classification (e.g., Critical, Important, Useful) h. Configuration status i. Design status j. Development status k. Test Case ID l. Test Status <u>Vendor Responsibilities:</u> Maintain Requirements Traceability Matrix (real-time), provide the County access to RTM, publish reports derived from Traceability items, identify change items, and generate change orders.	1. Review & Validate RTM, approve/deny change orders.
2C – Software Architecture Document	Written	Yes	Requirements/Design	<u>Software Architecture Document:</u> The Software Architecture Document (SAD) provides a comprehensive overview of the technology infrastructure and all its components. A software architecture document is a map of the software used to see, at a glance, how the software is structured. It helps to understand the software's modules and components without reviewing the code. It is a tool to communicate with others—developers and non-developers—about the software. The document is intended to communicate the overall System Architecture – including hardware and software – so the County may proceed with the implementation of the necessary resources, and to	1. Provide input based on County architectural requirements. Review & Validate SAD.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				address architectural compliance with County standards and best practices. Elements of a SAD should contain at a minimum: a. Solution Architecture Overview b. Architecture Components c. Architecture Diagrams d. Applications e. Infrastructure f. Sites g. Middleware h. Integration i. Interfaces j. Processes k. Environments l. Hosting Service Specifications m. Licenses / Agreements n. Security (end-user authentication, access control configuration) o. Software/Hardware requirements p. Auditing q. Configuration Management Plan r. Help Content Development & Maintenance Vendor Responsibilities: Tailor SAD to County context (hosting, user authentication, environments, licensing, etc.).	
2D – System Configuration Specifications	Written	Yes	Requirements/Design	System Configuration Specifications: The purpose of the System Configuration Specifications (SCS) is to identify the System Configuration Baseline addressing the software components and interfaces and the system parameters, focusing on the configuration items which may affect the functionalities. The SCS describes how the system will be configured to match its functions to the business processes. The actual	1. Provide input based on County specific configuration requirements. Review & Validate SCS.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				configuration process usually occurs on-site after system installation and will be performed by the system vendor. Elements of a SCS should contain at a minimum: a. Hardware Configuration b. Operating System Configuration c. Software Configuration d. Interface Configuration e. Data Configuration <u>Vendor Responsibilities:</u> Work with County Subject Matter Experts to tailor the configuration based on gap analysis review / decisions. Provide spreadsheets to the County to document configuration values. Update Requirements Traceability Matrix.	
2E – System Design Specifications	Written	Yes	Requirements/Design	<u>System Design Specifications:</u> The purpose of the System Design Specifications (SDS) is to describe in detail how the solution will be enhanced to support requirements that will not be met through configuration. Elements of an SDS should contain at a minimum: a. Navigation b. User Interface (screen / report mock-ups) c. Inputs/Outputs d. Db Tables/Columns e. Field Edits/Validation Rules f. Error Handling & Messages g. Access Roles h. Report Parameters, Sort, Groups, etc. i. Business Rules j. Logical Data Model k. Audit Logging l. References and Standards	1. Provide input based on County requirements. Review & Validate SDS

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				m. Requirements Traceability Vendor Responsibilities: Work with County Subject Matter Experts to elaborate the design based on gap analysis review / decisions. Update the Requirements traceability Matrix.	
2F – Inventory of Reports, Dashboards, Forms & Queries	Written	Yes	Requirements/Design	Inventory and specifications of Reports, Dashboards, Forms & Queries: The Inventory of Reports, Dashboards, Forms, & User Queries is required to provide the County a consolidated list of the scope of the Reports, Dashboards, Forms, & User Queries that will be provided within the solution. Elements of the inventory should contain at a minimum: a. Report Listing a. Name of Report b. Description c. Fields d. Parameters e. Calculations f. Sort Order g. Filtering b. Dashboard Listing a. Name of Dashboard b. Description c. Columns d. Parameters e. Sort & Filter Options c. Forms Listing a. Name of Form b. Description c. Fields	1. Provide input based on County requirements. Review & Validate listing.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				d. Parameters e. Calculations d. Queries Listing (supported by analytics tools) a. Name of Query b. Description c. Data d. Calculations Vendor Responsibilities: Work with County Subject Matter Experts to compile the inventory based on gap analysis review / decisions. Update Requirements Traceability Matrix	
3A – Environment Configuration	Software	No	Configure/Build	Environment Configuration: The objective of this task is to initialize and deploy the Cloud or Hybrid environment configuration components to County specifications. The Environment Configuration shall include: a. Cloud or Hybrid Infrastructure Deployment mapped to County Design Requirements b. Infrastructure Security Components Deployment mapped to County Specifications c. Backup(s), Snapshot(s) and Replication(s) Deployment mapped to County Specifications d. Environment Performance, Security, Audit Logging and Alerting Deployment mapped to County Specifications Vendor Responsibilities: Deploy the Infrastructure Environment Configured to County provided specifications. Facilitate workshops to validate County specific configurations. Deploy and Publish the Infrastructure Environment for County review and approval. Provide a transmittal release document to County with Environment release number, release notes that outline progress and changes from the previous build.	1. Allocate and assign County SMEs to participate in validation sessions. Review, Test & Validate the Infrastructure Environment Configuration builds as they are released per schedule.
3B – Application Configuration	Software	No	Configure/Build	Application Configuration. The objective of this task is to deploy the application configuration variables and solution options to County selected configuration specifications. The Application Configuration shall include:	1. Allocate and assign County SMEs to participate in validation sessions. Review, Test & Validate the

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				a. System Configuration to Design Specifications b. Configure Parameters by Type (e.g., Structural, Validate Values, Set Read-only and System Overrides) c. Configure Data Types d. Set Name and Label Configurations e. Set User and User Role Configurations f. Set System Administration Configurations Vendor Responsibilities: Configure the Application Build(s) to County provided specifications. Facilitate workshops to validate County specific configurations. Build and Publish the Application for County review and approval. Provide a transmittal release document to the County with build number, release notes that outline progress and changes from the previous build.	Application Configuration builds as they are released per schedule.
3C – Develop Reports, Dashboards, Custom Design & Enhancements	Software	No	Configure/Build	Develop Reports, Dashboards, Custom Design & Enhancements: The objective of this task is to deploy the application reporting environment, reports, dashboards, and custom developed components to County requirements. The reports, dashboards and custom components shall include but are not limited to: a. Reporting Infrastructure b. Self-Service, User and Administrator reports and dashboards c. Custom components developed to specifications mapped to County requirements d. Third-party Software e. Administrative Tools Vendor Responsibilities: Deploy the Reporting Infrastructure, Reports, Dashboards, and Custom Components to the County provided specifications. Facilitate workshops to validate County requirements. Build and Publish the Reporting Infrastructure, Self-Service, User & Administrator Reports and Dashboards for County review and approval. Provide a transmittal release document to the County with build numbers and release notes that outline progress and changes from the previous build.	1. Allocate and assign County SMEs to participate in validation sessions. Review, Test & Validate the Application Configuration builds as they are released per schedule.
4A – Detailed Data Cleansing Plan(s)	Software	Yes	Configure/Build	Detailed Data Cleansing Plan(s): The objective of this task is to identify County data sources required for migration and develop a thorough understanding of data to be	1. Allocate and assign County SME resources to participate in workshop

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				cleaned. The plan(s) will also include the strategy for manual and automated approaches. The Detailed Data Cleansing Plans shall include: a. Approach a. Clearly stated data cleansing objectives b. Identified Vendor and County Assumptions c. Identified Constraints d. Risks b. Data Cleansing Strategy a. Cleansing Scope b. Cleansing Approach c. Roles & Responsibilities d. Cleansing Schedule e. Cleansing Quality Assurance and Validation c. Data Cleansing Preparation a. Prerequisites (e.g., Sandbox Environments & Tools) b. Backup / Snapshot Strategy c. Backout and Restore Process d. Data Cleansing Specifications Vendor Responsibilities: Develop the Detailed Data Cleansing Plan(s) with County provided input. Facilitate workshops to identify County specific requirements. Publish the Detailed Data Cleansing Plans for County review and approval.	sessions. Review & Validate the Detailed Data Cleansing Plans(s)
4B: Detailed Data Conversion Plan(s)	Written	Yes	Configure/Build	Detailed Data Conversion Plan(s): The objective of this task is to identify the areas and rules to convert County data sources to the Vendor data model. The plan(s) will also include the strategy for manual and automated approaches. The Detailed Data Conversion Plans shall include: a. Approach a. Clearly stated data conversion objectives	1. Allocate and assign County SME resources to participate in workshop sessions. Review & Validate the Detailed Data Conversion Plans(s).

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				b. Identified Vendor and County Assumptions c. Identified Constraints d. Risks b. Data Conversion Strategy a. Conversion Scope b. Conversion Approach c. Roles & Responsibilities d. Conversion Schedule e. Conversion Quality Assurance and Validation c. Data Conversion Preparation a. Prerequisites (e.g., Sandbox Environments & Tools) b. Backup / Snapshot Strategy c. Backout and Restore Process d. Data Conversion Specifications Vendor Responsibilities: Develop the Detailed Data Conversion Plan(s) with County provided input. Facilitate workshops to identify County specific requirements. Publish the Detailed Data Conversion Plans for County review and approval.	
4C: Detailed Data Migration Plan(s)	Written	Yes	Configure/Build	Detailed Data Migration Plan(s): The objective of this task is to identify the data source dependencies, order, and priority of the migration efforts to load County cleansed and converted data sources to the Vendor data repositories. The plan(s) will also include the strategy for manual and automated approaches. The Detailed Data Migration Plans shall include: a. Approach a. Clearly stated data migration objectives b. Identified Vendor and County Assumptions c. Identified Constraints d. Risks	1. Allocate and assign County SME resources to participate in workshop sessions. Review & Validate the Detailed Data Migration Plans(s).

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				b. Data Migration Strategy a. Migration Scope b. Migration Approach c. Roles & Responsibilities d. Migration Schedule e. Migration Quality Assurance and Validation c. Data Conversion Preparation a. Prerequisites (e.g., Sandbox Environments & Tools) b. Backup / Snapshot Strategy c. Backout and Restore Process d. Data Migration Specifications Vendor Responsibilities: Develop the Detailed Data Migration Plan(s) with County provided input. Facilitate workshops to identify County specific requirements. Publish the Detailed Data Migration Plans for County review and approval.	
4D: Conduct Data Conversion(s) and Migration(s)	Software	No	Configure/Build	Conduct Data Conversion(s) and Migration(s): The objective of this task is to conduct the Data Conversion(s) and Migration(s) to County specifications. The Data Conversion(s) and Migration(s) deployment shall include but not limited to: a. Data Extraction and Staging b. Data Transformation and Loading c. Data Synchronization d. Migration Reversal e. Migration per Data Source to Schedule Vendor Responsibilities: Conduct the Data Conversion(s) and Migration(s). Facilitate workshops to identify County specific requirements. Publish the Data Conversion(s) and Migration(s) builds for County review and approval to schedule.	1. Allocate and assign County SMEs to participate in validation sessions. Review, Test & Validate the Data Conversion(s) and Migration(s) iterations as they are released per schedule.
5A – Interface & Data Exchange	Written	Yes	Configure/Build	Interface & Data Exchange Specification Document(s): The objective of this task is to identify and validate required County interfaces and data exchanges and develop a clear	1. Allocate and assign County SME resources to participate in workshop sessions. Review & Validate the

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
Specification Document(s)				specifications document. The Interface and Data Exchange Specification Document shall include: a. Design Guidelines & Approach a. Glossary of Terms b. Design Considerations c. Assumptions, Constraints & Risks d. Alignment with County Architecture b. Design Considerations a. Development Methods & Contingencies b. Architecture Strategies for County Alignment c. Data Exchange Performance Requirements c. System Architecture & Architecture Design a. Logical View b. Hardware Architecture c. Software / Tools Architecture d. Information Architecture e. Security Architecture f. Performance g. Full Integration Architecture Diagram d. Interface & Data Exchange Design a. Interface & Data Exchange Requirements b. Database Impacts c. Security Requirements e. Internal Interface Requirements f. External Interface Requirements	Interface & Data Exchange Specification Document(s).

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				Vendor Responsibilities: Develop the Interface & Data Exchange Specification Document(s) with County provided input. Facilitate workshops to identify County specific requirements. Publish the Interface & Data Exchange Specification Document(s) for County review and approval.	
5B - Conduct Interface and Data Exchange Development	Software	No	Configure/Build	Conduct Interface and Data Exchange Development: The objective of this task is to develop and deploy the Interface & Data Exchange environment and exchanges to County specifications. The Interface and Data Exchange development and deployment shall include: a. Develop, configure and deploy the Interface engine to County requirements b. Configure Interface security to County requirements c. Develop and deploy interfaces and data exchanges to County requirements d. Initialize and deploy interface and data exchange monitoring, auditing, and alerting to County requirements Vendor Responsibilities: Develop and Deploy the Interface Environment Configured to County provided specifications. Deploy internal and external data exchanges from specifications. Facilitate workshops to validate County specific requirements. Deploy and Publish the Interface Environment and Data Exchanges for County review and approval. Provide a transmittal release document to County with Interface Environment and Data Exchange release numbers and release notes that outline progress and changes from the previous build.	1. Allocate and assign County SMEs to participate in validation sessions. Review, Test & Validate the Interface Environment and Data Exchange builds as they are released per schedule.
6A – Detailed Test Plan(s)	Written	Yes	Configure/Build	Detailed Test Plan(s): The objective of this task is to identify and document the test strategies, process, workflow, tools and methodologies to validate the Vendor build against County requirements. The Detailed Test Plan(s) shall include: a. Scope i. In scope definition for the test cases ii. Roles & Responsibilities iii. Quality Objective b. Test Methodology i. Test Levels ii. Issue Triage & Reporting	1. Allocate and assign County SME resources to participate in workshop sessions. Review & Validate the Detailed Test Plan(s).

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				iii. Suspension & Resumption Requirements iv. Test Completeness c. Test Deliverables d. Resource & Environment Needs i. Testing Tools ii. Test Environments <u>Vendor Responsibilities:</u> Develop the Detailed Test Plan(s) with County provided input. Facilitate workshops to identify County specific requirements, use cases, process flows, and procedures required to define a successful test that proves the requirements have been met as expected. Publish the Detailed Test Plan(s) for County review and approval.	
6B – Develop Test Cases	Written	Yes	Configure/Build	<u>Develop Test Case:</u> The objective of this task is to identify and document the test cases to validate the Vendor build against County requirements. The Test Cases shall include: a. Test Case enumeration per iteration b. Test Case description c. Test Case input data d. Pass Criteria and Expected Result e. Actual Result f. Test Case Pass / Fail <u>Vendor Responsibilities:</u> Develop the Test Cases with County provided input. Facilitate workshops to identify County specific requirements, use cases, process flows, and procedures required to define a successful test case that proves the requirements have been met as expected. Publish the Test Cases for County review and approval.	1. Allocate and assign County SME resources to participate in workshop sessions. Review & Validate the Test Cases.
6C – Data Conversion Testing	Written	Yes	Configure/Build	<u>Data Conversion Testing:</u> The objective of this task is to test the validity of the data cleansing and conversion tasks as identified in their respective plans. Data Conversion Testing shall include: a. Test Case enumeration per iteration b. Test Case description	1. Allocate and assign County SME resources to participate in testing workshop sessions. Review & validate the test case output.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				c. Validation of data types, formats, and lengths d. Pass Criteria and Expected Result e. Actual Result f. Test Case Pass / Fail Vendor Responsibilities: Perform the Data Conversion Testing with County provided resources and input. Facilitate testing workshops to perform validation testing that proves the requirements have been met as expected. Publish the test results for County review and approval.	
6D – Interface and Data Exchange Testing	Written	Yes	Configure/Build	Interface & Data Exchange Testing: The objective of this task is to test the validity of the internal and external system interfaces and data exchanges. Interface & Data Exchange Testing shall include: a. Test Case enumeration per iteration b. Test Case description c. Test Case input data d. Pass Criteria and Expected Result e. Actual Result f. Test Case Pass / Fail Vendor Responsibilities: Perform the Interface & Data Exchange Testing with County provided resources and input. Facilitate testing workshops to perform validation testing that proves the requirements have been met as expected. Publish the test results for County review and approval.	1. Allocate and assign County SME resources to participate in testing workshop sessions. Review & validate the test case output.
6E – Performance Testing	Written	Yes	Configure/Build	Performance Testing: The objective of this task is to test and measure the Vendors system performance. Performance Testing shall include: a. Test Case enumeration per iteration b. Test Case description c. Test Case input data d. Pass Criteria and Expected Result	1. Allocate and assign County SME resources to participate in testing workshop sessions. Review & validate the test case output.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				e. Actual Result f. Test Case Pass / Fail Vendor Responsibilities: Execute the Performance Testing with County provided resources and input. Facilitate testing workshops to perform validation testing that proves the requirements have been met as expected. Publish the test results for County review and approval.	
6F – System Integration Testing	Written	No	Configure/Build	System Integration Testing: The objective of this task is to test and validate the Vendors integrated hardware and software environment(s) to verify the behavior of the integrated solution. System Integration Testing shall include: a. Validate all completed unit testing b. Validate all completed integration & data exchange testing c. Develop sandbox environment to mirror or simulate production specifications d. Test Case enumeration per iteration e. Test Case description f. Test Case input data g. Pass Criteria and Expected Result h. Actual Result i. Test Case Pass / Fail Vendor Responsibilities: Execute the System Integration Testing with County provided resources and input on pre-production sandbox environment(s). Facilitate testing workshops to perform validation testing that proves the requirements have been met as expected. Publish the test results for County review and approval.	1. Allocate and assign County SME resources to participate in testing workshop sessions. Review & validate the test case output.
6G – Final Test Report	Written	Yes	Configure/Build	Final Test Report: The objective of this task is to aggregate the previous test reports and validate the readiness for User Acceptance Testing. The Final Test Report shall include: a. Index of County approved test results b. Dashboard Summary of Previous Test Metrics c. Test Summaries by Testing Type	1. Review, Validate and Accept the Final Test Report.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				Vendor Responsibilities: Develop and compile the Final Test Report. Confirm the aggregation of all previous test summaries and reports. Summarize previous test metrics and validate recommendation for User Acceptance Testing to the County. Publish the Final Test Report for County review and approval.	
7A – User Acceptance Test Plan	Written	Yes	User Acceptance	User Acceptance Test Plan: The purpose of the User Acceptance Test (UAT) plan, also known as end-user testing, is to document the approach to testing the software by County end users to determine whether it can be accepted or not. This is the final testing performed once the functional, system and regression testing are completed. Developers and functional testers are technical people who validate the software against the functional specifications. They interpret the requirements according to their knowledge and develop/test the software. Software is developed according to the functional specifications but there are some business requirements and processes that are known only to the end-users are either missed to communicate or misinterpreted. This testing plays an important role in validating if all the business requirements are fulfilled or not before releasing the software for market use. The use of live data and real use cases make this testing an important part of the release cycle. The User Acceptance Testing Plan shall include: a. UAT Scope b. UAT Approach c. UAT Testers d. UAT Communication e. UAT Inputs f. UAT Tracking g. Defect Management Approach i. Defect Lifecycle ii. Defect Severity and Priority iii. Defect Remediation and Retesting h. UAT Reports	1. Identify County UAT Test Lead to work with the Vendor to develop the UAT Plan 2. Identify UAT Testers (testing team) 3. Define schedule for UAT

Exhibit G - JMS Project Gates and Deliverable Acceptance

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				i. Software acceptance Vendor Responsibilities: Work with County UAT Test Lead to develop the UAT Plan	
7B – User Acceptance Test Scripts	Written	Yes	User Acceptance	User Acceptance Test Scripts: The purpose of the User Acceptance Test scripts is to document business requirements and processes that are known only to the end-users that can easily be missed during functional and system testing. UAT scrips should include real-world scenarios using converted data. The User Acceptance scripts shall include: a. UAT Test Script ID b. Function / Module c. Test Title d. Description e. Pre-conditions f. Dependencies g. Test Steps h. Test Data i. Expected Results j. Post Conditions k. Actual Results l. Status (pass, fail) Vendor Responsibilities: a. Provide System and Integration tests as foundation for testing b. Add any additional UAT scripts previously identified c. Support UAT d. Manage UAT environment	1. Develop UAT Scripts with subject matter experts 2. Execute test scripts 3. Document results and attach supporting documentation (screen shots, etc.)

Exhibit G - JMS Project Gates and Deliverable Acceptance

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
7C – User Acceptance Test Report	Written	Yes	User Acceptance	User Acceptance Test Report: The objective of this task is to document the Final UAT test results that prove the readiness for production go-live. The UAT Acceptance Test Report shall include: a. Testing Scope b. Testing Metrics c. Test Summaries by Testing Type d. Test Summaries of Environments and Tools e. Defect Summary by Classification (Critical, High Priority, etc.) Vendor Responsibilities: a. Develop and compile the Final UAT Test results. b. Publish the Final Test Report for County review and approval.	1. Review, Validate and Accept the UAT Report.
8A – Training and Knowledge Transfer Plan	Written	Yes	User Acceptance	Training and Knowledge Transfer Plan(s): The objective of the training and knowledge transfer plan is to define and document the training and knowledge transfer requirements to operate, support and maintain the Vendor solution. The Training Plan defines the training objectives, scope, needs, approach, deliverables, resource requirements, scheduling, and critical success factors. It describes in detail what the training requirements for the solution are and how the training will be delivered, as well as any risks or constraints inherent in the training delivery. This document is the first training deliverable, and it describes the form and content of all other training deliverables. At a minimum this document will contain the following: a. Training Objectives b. Training Scope c. Training Requirements d. Training Approach (e.g., Train-the- Trainer) e. Training Deliverables (training materials, environments, etc.) f. Resource Requirements (trainers, training ro, equipment, etc.) g. Training Schedule h. Training Evaluation	1. Collaborate with the Vendor Training Lead on approach, schedule, resource requirements and required training materials 2. Identify number of users to be training and type of training required 3. Confirm availability and scheduling of training and equipment 4. Review, Validate and Accept the Training and Knowledge Transfer Plan

Exhibit G - JMS Project Gates and Deliverable Acceptance

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				i. Critical Success Factors Vendor Responsibilities: a. Tailor Training and Knowledge Transfer Plan b. Confirm training approach with the County c. Confirm training schedule with the County	
8B – Training Materials	Written	Yes	User Acceptance	Training Materials: The Vendor will supply and develop as needed training materials to be provided to end-user trainers including online help content, job aids and training guides (electronically) to assist them in training delivery. Vendor Responsibilities: a. Develop training materials b. Configure online help content c. Provide training materials to trainers (electronically)	1. Review and accept training materials in accordance with DED
8C – Training Environment	Software	No	User Acceptance	Training Environment: The Vendor will manage the training environment including the data deployment, refresh schedule and code updates in accordance with the training plan. Vendor Responsibilities: a. Manage access permissions to training environment b. Deploy code and data to training environment c. Refresh data in accordance with training plan	1. Manage active directory permissions
8D – Train the Trainer	Milestone	No	User Acceptance	Train the Trainer: The Vendor will deliver training to trainers onsite for up to X days as per Training Plan to prepare trainers to deliver end user training. Vendor Responsibilities: a. Deliver training on Solution b. Configure training environment c. Set refresh schedule for training environment	1. Schedule train-the-trainer sessions 2. Schedule training rooms and provide necessary equipment as per training plan 3. Track attendance at train-the-trainer sessions 4. Resolve attendance conflicts and schedule with trainers

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				d. Deliver training to trainers on how to deliver training on the solution e. Provide training materials to trainers (electronically)	5. Support train-the-trainer sessions
8E – Administrator & Technical Training	Milestone	No	User Acceptance	Administrator & Technical Training: The Vendor will deliver Administrator & Technical Training to technical and support resources onsite for up to X days as per Training and Knowledge Transfer Plan to prepare County Technical Staff to support end users following cutover. Vendor Responsibilities: a. Review project documentation with Technical Resources b. Review solution architecture and configuration c. Review deployment and configuration specifications d. Review system administration functions and features e. Provide training materials to trainers (electronically)	1. Schedule technical training sessions Schedule Administrator training sessions 2. Schedule training and provide necessary equipment as per training plan 3. Attend technical training sessions
9A – Cutover Plan	Written	Yes	Cutover	Cutover Plan: The objective of this task is to identify all consolidated tasks related to the solution cutover to the production environment. The Cutover Plan shall include but not be limited to: a. Cutover Prerequisites & Criteria b. Deployment Approach & Procedures c. Contingency / Rollback Strategy d. Communications Procedures e. Go/No-Go Checklist Vendor Responsibilities: Develop the Cutover Plan framework. Facilitate workshops to validate County specific requirements, identify risks and develop mitigation paths. Publish the Cutover Plan for County review and approval.	1. Allocate and assign County SMEs to participate in requirements and risk mitigation workshops. Review, Validate & Approve the Cutover Plan.
9B – Performance Testing Report	Written	Yes	Cutover	Performance Testing Report: This task aims to document the final performance test results that prove the readiness for production go-live. The Performance Test Report shall include: a. Testing Scope	1. Review, Validate, and Accept the Performance Testing Report.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				b. Testing Metrics c. Test Summaries by Testing Type d. Defect Summary by Classification (Critical, High Priority, etc.) e. Corrective actions taken f. Recommendations, and any outstanding risks Vendor Responsibilities: a. Develop and compile the Final Performance Testing results. b. Publish the Final Test Report for AGENCY review and approval.	
9C – System Documentation	Written	Yes	Cutover	System Documentation: System Documentation required to operate, configure, maintain, and administer all aspects of the solution. The System Documentation shall include but not be limited to: a. End User Documentation b. System Administration Documentation & Guide c. Environment, Data Management and Maintenance Documentation d. Interface and Data Exchange Documentation Vendor Responsibilities: Develop and deliver all solution documentation maintained to the current component versions identified as production release candidates. Publish the System Documentation for County review and approval.	2. Allocate and assign County SME's to participate in the review and validation of all solution documentation.
9D – Go-Live Readiness Assessment	Written	Yes	Cutover	Go-Live Readiness Assessment: Assesses the degree to which the project is ready to go live in production. It involves capturing a series of data points through interviews, review of various documentation, and industry best practices – then, based on thresholds and the successful completion of required go-live action list/task list, the system can be assessed as ready or not ready to go live. At a minimum, the assessment should consider: a. Technology & Infrastructure/environment readiness (including third-party integrations, reporting, site-specific networks, and device connectivity) b. Data readiness (including configuration data, user profiles, converted real-time production & historical data)	1. Review and make the go-no-go decision

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				c. Internal & external users (including end-user training and updated policies) d. Supporting Organization(s) Vendor Responsibilities: Consider the readiness for the solution to go-live from a system and organization perspective while involving all sources of gathering data and considering leading practices.	
9E – Verification of Cutover and Final Acceptance Report	Written	Yes	Cutover	Verification of Cutover and Final Acceptance Report: The final consolidated review, verification, and validation of all stated and documented requirements, including signed acceptance of all quality stage gates. Vendor Responsibilities: Collect and deliver all solution stage gate approvals and deliver the Cutover and Final Acceptance report. Publish the Verification of Cutover and Final Acceptance Report for County review and approval.	2. Allocate and assign County SMEs to participate in the review, validation, and acceptance of the Final Acceptance Report.
9F – Lessons Learned	Written	Yes	Cutover	Lessons Learned: Lessons Learned are the knowledge gained during a project that shows how project events were addressed or should be addressed in the future for the purpose of improving future performance. Lessons Learned should contain at a minimum: a. Repository of information that has been collected throughout the project b. Data collected during facilitated project reflections c. Recommended improvements, tools, techniques that can benefit future projects. Vendor Responsibilities: Facilitate reviews with County to contribute to project reflections, identify and present best practices for County operation of the solution.	1. Allocate and assign County SMEs to participate in review sessions, provide documentation and input as needed. Review, validate and accept the Lessons Learned report.
10A – Detailed Expectations and Service Level Agreements.	Written	Yes	Cutover	Detailed Expectations and Service Level Agreements: The objective of this task is to provide documented, detailed expectations and service level definitions for post go-live support. The Detailed Expectations and Service Level Agreements shall include but not be limited to: a. Contractual Parameters b. KPI's and Metrics c. Service Levels, Rankings & Priority d. Service Response	1. Allocate and assign County SMEs to participate in SLA development and requirement sessions. Review & Validate the Detailed Expectations and Service Level Agreements.

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
				e. Exceptions and Limitations f. Responses and Responsibilities g. Service Management Vendor Responsibilities: Develop the Detailed Expectations and Service Level Agreement document framework. Facilitate workshops to validate County specific SLA requirements. Publish the Detailed Expectations and Service Level Agreements for County review and approval.	
10B – Service Level Requirements Performance Report	Written	Yes	Cutover	Service Level Requirements Performance Report: The objective of this task is to provide documented and detailed reporting against the approved Detailed Expectations and Service Level Agreements. The Service Level Requirements Performance Report shall include but not be limited to: a. Contractual Parameters met for the reporting operational period b. KPI's and Metrics by SLA Objective a. Availability b. Uptime c. Service Requests by Category, Severity and Priority d. Server Request Response Time Vendor Responsibilities: Develop and deliver the Service Level Requirements Performance Report for each operating period. Publish the Service Level Requirements Performance Report for County review.	1. Allocate and assign County point of contact to receive and review the Service Level Requirements Performance Report.
10C – Post Go-Live Release Notes & Narrative	Written	No	Cutover	Post Go-Live Release Notes & Narrative: An on-going deliverable to accompany every Vendor release to the County environment as a candidate for production implementation. Vendor Responsibilities: Develop and deliver Release Notes & Narratives for post initial Go-Live solution versions for any release or update candidates prior to maintenance and upgrade.	1. Assign County primary point of contact to review release candidate notes and narratives to approve and schedule post-production maintenance and upgrades
10D – Defect Tracking and	Written	No	Cutover	Defect Tracking and mitigation Review(s): Is an on-going activity whereby a detailed review is undertaken to review defects and issues identified as Warranty issues (application not working as per agreed upon design). Support team accept or reject issue	1. Assign County primary point of contact to report, monitor and review solution defects. Review and approve proposed solutions and

Exhibit G - JMS Project Gates and Deliverable Acceptance

Deliverable Name	Type	DED Required	Project Stage	Deliverable Requirement (Vendor)	Deliverable Requirement (County)
Mitigation Review (Warranty)				under warranty and propose mitigation for review and inclusion in subsequent release as per agreed upon SLA's. Vendor Responsibilities: Provide post-go live support activities consistent with the executed SLA's. Provide defect tracking, status, and reporting transparency to the County. Provide solutions and mitigations to reported defects within SLA operational requirements.	mitigations for future release candidates.