1. SERVICE ORDER

Service Order #1 (“**Service Order**”)

**[*Note to Contractor: The JCC will create Service Order #1 by using the Service Order Form template in Exhibit B of the Master Agreement. Service Order #1 will attach the following Statement of Work*.]**

**STATEMENT OF WORK**



Facilities Services’ Integrated workplace Management System

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1. Introduction

This Statement of Work (“**SOW**”) to [Service Order #1](#Service_Order), effective as of [DATE], outlines the tasks required for the Contractor to provide Services for an Integrated Workplace Management System solution (“**IWMS**”) for the Judicial Council of California (hereinafter referred to as the "**JCC**"). Contractor shall perform in accordance with this SOW, and when mutually executed by Contractor and JCC under the terms and conditions of the Master Agreement. Capitalized terms used but not defined herein shall have the same meaning ascribed to them in the Master Agreement.

[**NTD:** This document provides the foundation for the JCC’s required SOW. Revisions to this SOW will be made based on the responses provided by the Contractor, negotiations between the parties, and revisions approved by the JCC. The final version of the SOW will be incorporated into the contractual agreement (the Master Agreement) between the JCC and the Contractor.]

* 1. Statement of Work Overview

The Contractor will provide to the JCC a complete and comprehensive set of Services that are required to ensure the project’s success within the planned timeline and budget as detailed in the Master Agreement between the JCC and the Contractor. The Services include Professional Services, M&O Support Services, and/or Subscription Services, as such capitalized terms are defined by the Master Agreement. The Professional Services includes (a) the Services set forth in Section 2.0 (“**Project Initiation and Planning**”), (b) the Services set forth in Section 3.0 (“**System Design**”), (c) the Services set forth in Section 4.0 (“**Data Migration and Integration**”), (d) the Services set forth in Section in Section 5.0 (“**Development/Configuration**”), (e) the Services set forth in Section 6.0 (“**Testing Services**”), (f)the Services set forth in Section 7.0 (“**Training Services**”), and (g) the Services set forth in Section 8.0 (“**Deploymen**t”). The JCC’s goal is to implement all IWMS functional core modules at one time. The IWMS implemented must meet the JCC Business and Technical requirements as set out in Exhibit 1 (Business and Technical Requirements) of the RFP.

Each section below includes a listing of minimum expected Deliverables applicable to that section, along with a responsibility matrix indicating the JCC’s expectations as to whether the Contractor or JCC has a role for each specified project activity. The responsibility matrixes in Tables 1 to 14 below identify each party’s specific roles and responsibilities, which include “Responsible,” “Support,” or “Approve” roles and responsibilities in connection with each specific activity.

The completion of each phase of the project will require approval from the JCC Project Manager before the parties may move to the next phase.

The Contractor shall respond “Yes” or “No” to each requirement under the Responsibility Matrixes in Tables 1 to 14 below. If the response is “No” then the Contractor shall provide a reason for why the requirement cannot be met and shall propose an alternative approach for the JCC’s written approval. Failure to provide a comment to a “No” response as to why the requirement cannot be met may cause the Proposal to be non-responsive.

The Contractor will perform the majority of the work at its own facility. During the Term, the Contractor shall meet at JCC Work Location for project kickoff, business process workshops, presentation of business design solution, prototype of configuration, training, and project closeout. The JCC will provide and arrange for meeting spaces within its facility for all required meetings held at the JCC.

1. Project Initiation and Planning

The Contractor shall provide and use a project management methodology, approved by the JCC, as part of its implementation approach. JCC requires the Contractor to provide a robust set of project management methodology, procedures, Deliverables, and best practices, such as Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) or an equivalent standard.

##### Project Managers

Notwithstanding anything to the contrary under the Master Agreement, the Contractor shall provide a full-time, dedicated, and experienced Contractor Project Manager who will be responsible for all Services and Deliverables, and who shall work to ensure on-time delivery and successful deployment of the IWMS solution to the JCC. This individual will be dedicated to the project and will function as the JCC’s primary point of contact. The Contractor Project Manager will manage risk, understand stakeholder needs, effectively communicate with the JCC, promote project team collaboration, manage issues, and manage resources throughout the project. The JCC Project Manager will represent the entire JCC facilities services business units and support team by interfacing with the Contractor Project Manager.

The Contractor shall provide a charter that sets out the specific details of the IWMS solution implementation (the “**Implementation Project Charter**”) that includes, at a minimum, the following elements: project scope, project governance, roles and responsibilities, and project summary.

*Project Schedule*

[**NTD***:* The project schedule and list of Deliverables will be added to final version of this SOW before contract execution]. The project schedule will include input and participation of the JCC Project Manager and include tasks to be performed by the JCC and Contractor Personnel. The parties shall apply the following standards to the project schedule:

* Project management activities shall be documented;
* The schedule shall outline tasks and Deliverables for the entire project with key milestones to identify the project progress;
* The detailed schedule shall include tasks, dependencies, critical paths, and resources (both Contractor and JCC staff) assigned to each task;
* Milestones shall be identified in the work plan to gauge the project’s progress toward meeting desired target completion dates;
* Estimated work effort, duration, start and end dates shall be shown for each task; and
* Any assumptions made in developing the schedule shall also be documented.

The Contractor shall also provide a plan that sets out each of the Contractor’s project staff as well as the necessary project staff to be provided to the JCC. The staffing plan attached to this SOW (“**Staffing Plan**”) [**NTD:** Parties will discuss and attach Staffing Planto final version of this SOW*.*] sets forth named resources for all Key Personnel dedicated to the project for the entire duration of the project. Any changes to the Contractor Key Personnel during the project must be made in accordance with Section **Error! Reference source not found.** of the Master Agreement.

Throughout the project, the Contractor Project Manager shall monitor project activities, update the project plan, develop further detail as appropriate, and work closely with the JCC Project Manager. On a monthly basis, the Contractor Project Manager shall submit an updated project plan and obtain approval from JCC Project Manager.

*Project Status Reporting*

The Contractor shall provide weekly project status reports. The Contractor shall conduct weekly status meetings reviewing project progress, planned activities, major milestones and project Deliverables, all critical path dependencies and bottlenecks, staffing resources, risk management, communication, stakeholder management, issues/issue resolution, and next steps. Upon the JCC’s request, the Contractor shall also prepare periodic status reports for sponsor groups and executive leadership. Topics to be covered shall include, but are not limited to, the following:

* Changes to project objectives, scope, schedule, or budget (integrated change management);
* A listing of tasks completed since the previous status report;
* Tasks that were delayed and reasons for delay, with revised completion dates and remediation steps;
* Updates for previously delayed tasks;
* Planned activities for the next scheduled period;
* Summary of major concerns, risks, and issues encountered, proposed resolutions and actual resolutions;
* Any other topics that require attention from the JCC and/or sponsors.

*Risk Management and Mitigation Plan*

The Contractor shall hold risk identification and mitigation development discussions early in the planning phase of the project (“**Plan Phase**”) and provide to the JCC weekly updates to the risk log over the life of the project. These procedures will be documented in a risk management plan, and the results of these periodic sessions will be documented.

*Issue Resolution*

The Contractor shall provide and use a methodology and software tool for issue identification, tracking, and resolution that shall be accessible to the JCC Project Manager. The issue tracking process shall integrate into the configuration management and testing processes, and the overall project management methodology. Topics that will be included in issue management are:

* Issue identification;
* Issue tracking, reporting, and statuses;
* Issue review, prioritization, and assignment;
* Issue analysis and resolution;
* Issue escalation; and
* Impact to the overall project schedule and budget.

The JCC and the Contractor will agree on a process for collaboratively resolving implementation issues.

*Communication Plan*

The Contractor shall define and document how communications will be managed throughout the project lifecycle, including communications types, the frequencies with which they are produced, and the audiences for which they are intended. The Contractor's staff shall have excellent communication skills and conduct themselves professionally and courteously in all instances.

The Contractor shall maintain active communication with the JCC to ensure project success. Communications between parties shall be performed through, but are not limited to:

* Regularly scheduled and ad hoc meetings;
* Voice and web conferencing system;
* Email;
* Weekly written status reports provided to the JCC by the Contractor;
* Required project plans; and
* Other reports as required.

*Project Controls, Standards, and Procedures*

The Contractor shall provide project controls, standards, and procedures for all project tasks. The Contractor shall submit these items for review and approval by the JCC’s project leadership at Project Initiation and Planning. These requirements include, but are not limited to:

* Managing Project Documentation – Includes templates used (e.g., configuration setting and procedures, Specifications, test case scenarios, change request procedures), organization of project directories, naming conventions, and version control procedures;
* Meeting Procedures – Includes techniques and technology solutions to ensure that meetings are efficient and productive, and discussions, decisions, and action items are adequately documented;
* Scope Management – Includes scope control processes to ensure that work is not performed on out-of-scope features, functions, or tasks unless the JCC provides written authorization. This includes processes to provide a competent assessment of the impact of potential scope changes to assist with the JCC’s decision-making processes;
* Communications Management – Includes a project communication plan and the types, frequency, sensitivity classification, and target audience for each communication;
* Deliverable Outlines – Includes a template that outlines and identifies the content, the acceptance criteria for the Deliverable as required by the JCC, the review complexity, and the JCC approvers for each Deliverable (such template, the “**Deliverable Outline Template**”).
* Deliverable Reviews – Includes the process and time periods whereby the JCC determines the readiness of a Deliverable for formal submission, provides feedback on deficiencies, and conducts subsequent reviews.

*Release Management Plan*

The Contractor shall develop and maintain a plan that describes activities, roles, responsibilities and scheduling related to the review, coordination, scheduling, and testing (including regression testing) of the implementation deploy.

**Project Management Deliverables:**

* Project Charter
* Project Schedule
* Status Reporting Plan
* Quality Management Plan
* Communication Plan
* Issues and Risk Management Plan
* Staffing Plan
* Project Control, Standards, and Procedures
* Stakeholder Management Plan
* Release Management Plan

Table 1: Project Management Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor**  **Comments** |
| --- | --- | --- | --- | --- |
| Develop Project Charter which outlines the scope, timeline, objectives, organization structure, project approach, high-level Deliverables, resources, and governance structure | Responsible | Approve |  |  |
| Provide, update, and maintain a formal Project Management Plan | Responsible | Approve |  |  |
| Develop and manage Project Schedule | Responsible | Approve |  |  |
| Project Kick-off meeting | Responsible | Support |  |  |
| Conduct Project Team Meetings | Responsible | None |  |  |
| Develop Stakeholder Management Plan | Responsible | Approve |  |  |
| Provide a repository to store, organize, track, control and disseminate all documents produced by the Contractor and delivered to JCC | Responsible | None |  |  |
| Manage Project Schedule throughout the lifecycle of the project which includes, but is not limited to the following components: tasks, activities, milestones, resources, dependencies, task and activity durations, critical path identification | Responsible | Approve |  |  |
| Conduct and provide weekly status reviews, issues logs, and progress reports | Responsible | Approve |  |  |
| Provide monthly Project Status Reports and schedule status meetings reviewing project progress, planned activities, major milestones and project Deliverables, all critical path dependencies and bottlenecks, staffing resources, risk management, issues/issue resolution and next steps | Responsible | Approve |  |  |
| Develop and manage Quality Management Plan to ensure Deliverables meet the quality standards and contracted requirements | Responsible | Approve |  |  |
| Develop and manage Risk Management Plan that shall be used, quantify the potential impact of each identified risk, present mitigation plans for each identified risk, and enact appropriate risk responses | Responsible | Approve |  |  |
| Regularly analyze project risks and establish processes to prevent or manage risks | Responsible | None |  |  |
| Develop Issues and Risk Management Plan | Responsible | Approve |  |  |
| Establish procedures and processes for capturing, escalating, and resolving various types of project issues | Responsible | None |  |  |
| Monitor and manage project issues | Responsible | Approve |  |  |
| Develop and manage Contractor Staffing Plan | Responsible | Approve |  |  |
| Develop and manage Project Control, Standards, and Procedures | Responsible | Approve |  |  |
| Develop and manage Release Management Plan | Responsible | Approve |  |  |

* 1. Project Team Training

The Contractor shall develop and provide training to the entire project team on the project procedures, project tools, and a walk through of the project work plan. The Contractor shall schedule additional work plan meetings as necessary in the project schedule to allow continued understanding of the scope of work, roles, and responsibilities.

The Contractor shall develop and maintain an onboarding process and related documentation to ensure that project team members (Contractor and JCC) develop a common understanding of the project scope, team members, roles and responsibilities, work breakdown structure, and project policies and procedures, etc. The Contractor shall be responsible for executing onboarding project team members.

* 1. Organizational Change Management Strategy

The Contractor shall lead a structured method and approach, guidance, and mentoring to support a successful transition to the new IWMS. JCC recommends the use of a proven change management approach like Prosi’s ADKAR© method. The Contractor shall collaborate with the JCC project team to coordinate change management activities.

The Contractor shall develop a comprehensive change management plan (“**Change Management Plan**”) that incorporates the elements like those found in the ADKAR change management approach (Awareness, Desire, Knowledge, Ability, Repetition) and which also identifies the impacted users (e.g., JCC staff, courts, service providers, delegated courts, etc.) and analyzes the impacts on those users. The Change Management Plan will also analyze the impact on operational processes through all necessary process mapping. If additional process mapping/planning is required, the Contractor shall assist with that as well. The Change Management Plan will outline the activities that need to be accomplished in advance of the planned go-live stage.

The Change Management Plan will have a communication component that outlines the change management methodology, approach, activities, dependencies, and assumptions for key stakeholders to support a successful transition from the current application and environment to the future application and environment for the JCC.

Per the ADKAR change management approach, the Contractor shall ensure that users are appropriately aware and knowledgeable of the IWMS.

**OCM Deliverables:**

* Change Management Plan

Table 2: Organizational Change Management Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor**  **Comments** |
| --- | --- | --- | --- | --- |
| Develop and manage Change Management Plan  Provide Analysis of Impact on Software Users  Provide Analysis of Impact on Operational Processes  Provide Additional Process Planning/Mapping, as needed  Provide outline of the Communications Component of the Change Management Plan  Develop End User and Trainer Training Strategies and Plan  Develop Training Materials (End Users and TTT)  Develop Readiness and Sustainment Materials (Documentation/User Manuals, etc.)  Conduct Training Sessions (End Users and TTT)  Evaluate End-User Training Events  Sign off on Change Management Plan Develop Change Management Plan | Responsible | Approve |  |  |
| Provide analysis of impact on software users | Responsible | None |  |  |
| Provide analysis of impact on operational processes | Responsible | None |  |  |
| Provide additional process planning/mapping, as needed | Responsible | None |  |  |
| Provide outline of the communications component of the Change Management Plan | Responsible | Support |  |  |
| Develop and maintain end user and train-the- trainer training strategies and plan | Responsible | Approve |  |  |
| Develop and maintain training materials (end users and train-the-trainer) | Responsible | Approve |  |  |
| Develop and maintain readiness and sustainment materials (documentation/user manuals, etc.) | Responsible | Approve |  |  |
| Conduct training sessions for train-the-trainer | Responsible | Approve |  |  |
| Evaluate end user training events | Support | Responsible |  |  |

1. System Design Phase

The Contractor shall lead work group sessions and provide tools and other Services as required to complete the design specifications that meet the JCC’s Business and Technical Requirements (Exhibit K) in the Master Agreement. Prior to the creation of a detailed design or start of any development/configuration, the Contractor shall develop and provide a comprehensive system design and development strategy document to the JCC based on requirements and interviews with the JCC’s facilities services business units for JCC’s written approval. This is to ensure that the Contractor has a strong understanding of the requirements and business rules needed to provide a well-defined vision on how the IWMS should be designed, developed, configured, and implemented.

The JCC‘s facilities services business units shall provide input for the business process design phase (“**Business Process Design Phase**”). At a minimum, the Contractor’s approach to standardized business process design will address the following:

* + - Multiple workshops with JCC’s facilities services business unit subject matter experts (“**SMEs**”) to understand JCC’s business processes and gather more JCC’s detailed business requirements;
    - Identification of JCC’s current operational processes and procedures (as is) and provision of recommendation for improving the processes;
    - Identification of all functional areas where workflow will be involved, including sufficient detail to identify the function or user role that initiates the workflow, the function or user role that receives the workflow, and any processes that occur as a result of the workflow;
    - Workshops with JCC support team to understand infrastructure and all the related technical aspects;
    - Identification of change impacts in terms of process, policy, and skill sets;
    - Delivery of documentation of a fully designed integrated IWMS, identifying requirements met, and functionality delivered. Documentation should indicate the functionality which is delivered through configuration, and requirements that require custom configuration and should identify software gaps that may lead to development of business process changes. Discovery, analysis and design of batch data exports and transfer through JCC’s file transfer protocol (“**FTP”**) service from the system to third party server;
    - Discovery, analysis and design the Data Migration and Integration with the Judicial Branch identity management system;
    - Design of business processes rules and roles;
    - Identification of business reports to support business processes, including any needed custom reports/queries; and
    - Identification of software gaps and challenges that may lead to the development of business process changes.

**System Design Deliverables:**

* + - Design and development strategy plan
    - Business process design document
    - Data migration and integration design documents
    - Software gaps inventory

Table 3: System Design Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor**  **Comments** |
| --- | --- | --- | --- | --- |
| Provide design and development strategy plan | Responsible | Approve |  |  |
| Provide subject matter expertise on business process | Support | Responsible |  |  |
| Coordinate JCC participation in workshops | Support | Responsible |  |  |
| Conduct functional and technical planning sessions | Responsible | Approve |  |  |
| Develop and maintain business process (end-to-end) and security groups/roles design documents | Responsible | Approve |  |  |
| Generate a business process fit/gap analysis, including requirements documents and alternative design scenarios, etc. | Responsible | Approve |  |  |
| Develop document that specifies configuration decisions according to the business rules developed during requirements gathering | Responsible | Approve |  |  |
| Develop the IWMS database automated batch data export file and FTP transfer to third-party server solution design | Responsible | Approve |  |  |
| Develop a design solution for the Data Migration and Integration with the Judicial Branch identity management system (e.g. JCC Active Directory Service) | Responsible | Approve |  |  |
| Develop details design solution document specifying all components, modules, data stores, reports, interfaces, workflow, etc. | Responsible | Approve |  |  |
| Develop Specifications, including functional specifications, technical specifications and other requirements documents together with all use cases, workflow, and logical diagrams | Responsible | Approve |  |  |

1. Data Migration and Integration

The Contractor shall migrate data from the current legacy application, databases, and spreadsheets to the IWMS. The current IBM TRIRIGA-based CAFM Production system is hosted by Science Applications International Corporation (“**SAIC**”). The SAIC datacenter for the CAFM Production environment is in Tempe, Arizona. The JCC also has legacy data in FileMaker Pro databases, Excel spreadsheets, and Access databases that needs to be migrated to the IWMS.

The Contractor will migrate all the legacy data and seven (7) years of transactional historical data from the legacy applications, databases, and spreadsheets.

Examples of legacy data such as “**Portfolio**” data (not exhaustive) include:

* + - Sites
    - Buildings
    - Floors
    - Acquisitions
    - Property Closures/Dispositions
    - People (Employees, External Contacts, and Consultants)
    - Organizations (Internal and External)
    - Counties
    - Cities
    - Courts
    - My Company
    - Other Government
    - Geography
    - FMU Districts
    - JCC Regions
    - States
    - Building Equipment Systems
    - Vehicles
    - Service Assignment Matrices
    - Documents
    - Leases (including the Payment Schedules and Rent Roll)

Examples of transactional data (not exhaustive)

* + - Service Work Orders
    - Facility Modification Projects
    - Utility Invoices
    - Time Entry
    - Materials
    - Subcontractor Costs
    - Other Invoice Costs

The Contractor shall provide a detailed data migration plan (“**Data Migration Plan**”) document that includes, at a minimum, the following:

* + - All data to be loaded or entered in the IWMS including the parent record data, its associated child record data, and digital files;
    - Determine all data sources for master file and transaction file data within the legacy environments;
    - Expected data volumes;
    - Determination of data migration method and load process (i.e., manual or automated);
    - Roles and responsibilities and timing requirements for the data migration effort; and
    - Design and build any/all ETL (Extract, Transform, Load) logic required to translate the data from legacy data to IWMS.

The Contractor shall assist and support the JCC in providing the following data migration services:

* + - Coordinating pre-data migration activities such as verification of data to be migrated, archiving, purging, and cleansing of legacy data;
    - Developing programming specifications in accordance with the detailed Data Migration Plan that includes coding and unit and integration testing for the data migration programs;
    - Building any crosswalk file structures required to assist the JCC in developing test scenarios and conducting acceptance testing;
    - Performing unit and integration testing of any data migration developed by the Contractor;
    - Developing audit reports and other means for JCC Personnel to validate migrated data;
* Running data migration programs and working with the JCC to validate the accuracy of results in the production environment following all of the data migration activities; and
* Maintaining a data migration log to track the progress and accuracy of all data migration efforts.

The JCC will work with the Contractor to perform data-mapping processes to extract data from the legacy applications, databases, and spreadsheets.

The JCC will also be responsible for verifying the accuracy of the migrated data through participation of testing in all levels.

The Contractor shall assist and support the JCC in planning and executing at least two (2) complete and successful test runs of the end-to-end data migration process. Test scenarios shall consist of the following:

* + - Extracting data from legacy applications, databases, and spreadsheets;
    - Loading data extract files provided by the JCC; and
    - Providing reports/query results to assist JCC staff to validate the accuracy and completeness of the data migration.

The Contractor shall support and assist the JCC with the following services for the Judicial Branch identity management system / Active Directory (“**AD**”) Service integration:

* + - Performing unit testing of the Judicial Branch AD Service integration; and
    - Facilitating the Judicial Branch AD user acceptance testing.

Data Migration and Integration Deliverables:

* + - Data migration strategy and plan
    - Completed data migration programs and crosswalks
    - Successful completion of end-to-end data migration test runs
    - Successful data migration into the production environment
    - System integration design specification & architecture diagrams with the Judicial Branch identity management system/Active Directory Service
    - System integration with Judicial Branch AD support training for JCC Personnel
    - Successful integration with Judicial Branch AD Service into the production environment

Table 4: Data Migration and Integration Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor**  **Comments** |
| --- | --- | --- | --- | --- |
| Create a comprehensive data migration strategy and plan for migrating data from legacy applications databases, and spreadsheets to the IWMS, using best practices tools and techniques that are consistent with JCC architecture and development standards | Responsible | Approve |  |  |
| Identify and document data elements which cannot be converted through the automated tools and/or other exceptions and develop a plan to achieve data conversion through alternative means (e.g., manual conversion, manual entry) | Responsible | Approve |  |  |
| Manage data migration activities | Responsible | Approve |  |  |
| Design and document data mappings | Responsible | Approve |  |  |
| Provide data model document | Responsible | Approve |  |  |
| Provide extract data from legacy systems | Support | Responsible |  |  |
| Provide subject matter expertise for legacy application, database, and spreadsheet data | Support | Responsible |  |  |
| Develop data migration programs to import the extracted data | Responsible | Approve |  |  |
| Perform data cleansing and ensure legacy data requiring migration is cleansed and normalized, prior to loading into the IWMS | Responsible | Approve |  |  |
| Perform data load into the IWMS through automated or manual processes including associated files (e.g. \*.pdf, \*.docx, \*.dwg, image files, etc.) | Responsible | Approve |  |  |
| Perform manual data migration | Responsible | Approve |  |  |
| Perform data migration test to verify success and accuracy | Responsible | Approve |  |  |
| Validate data migration into the IWMS | Responsible | Approve |  |  |
| Present data migration results (e.g., logs that will contain date/time stamps, user account performing the data load, the record data counts, record IDs) to the JCC project team | Responsible | Approve |  |  |
| Perform final data migration validation/remediation | Support | Responsible |  |  |
| Perform analysis and assessment of integration requirements for using the Judicial Branch identity management system (e.g. B2B to Azure Active Directory) to include Single Sign On (SSO) for JCC and other Judicial Branch Entities | Responsible | Approve |  |  |
| Develop the architecture diagrams and documentation for the IWMS integration with the Judicial Branch AD Service to include but not limited to:   * Conceptual diagrams * Logical component design diagrams * Physical diagrams * Authentication, Authorization, and Accounting (“**AAA**”) session diagrams * System session diagrams * Client session diagrams * Administration session diagrams * Interface /integration diagrams | Responsible | Approve |  |  |
| Provide system integration design specification with the Judicial Branch identity management system (e.g. JCC AD Service) | Responsible | Approve |  |  |
| Provide integration access from Judicial Branch AD Services to IWMS | Support | Responsible |  |  |
| Managing and implementing the IWMS  integration with the Judicial Branch AD Services | Responsible | Approve |  |  |
| Perform the system and Judicial Branch AD Services integration development and unit test | Responsible | Approve |  |  |
| Manage the AD integration testing with internal/external partners to include Single Sign On (SSO) for JCC and other Judicial Branch Entities | Responsible | Approve |  |  |
| Perform the AD integration user acceptance testing | Support | Responsible |  |  |
| Training of JCC Personnel for the supporting the IWMS solution integration with Judicial Branch identity management system/AD Service | Responsible | Approve |  |  |
| Completion of data migration (automated and manual processes) | Responsible | Approve |  |  |
| Complete AD Integration deployment and training | Responsible | Approve |  |  |

1. Development/Configuration

The Contractor shall provide professional services and lead the configuration of all application modules in accordance with the business process design.

The Contractor should provide regular access to the IWMS to the JCC during the development and configuration phase in order to allow the JCC to gradually improve its understanding of the IWMS and how it can be best implemented for the JCC.

The Contractor’s approach will be an informative implementation of the software configuration throughout the project and the Contractor shall validate the design of business processes, provide knowledge transfer, and identify organizational change impacts.

**Development/Configuration Deliverables:**

* + - System design and development strategy document
    - Software configuration management plan
    - System design specifications document
    - Configured application software
    - Change request document

Table 5: Development/Configuration Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| --- | --- | --- | --- | --- |
| Develop configuration management plan (e.g. including design review, etc.) | Responsible | Approve |  |  |
| Define and develop system design specifications document | Responsible | Approve |  |  |
| Configure application modules including specific business rules, workflows, and information exchange, and interpretation using the functionality of the software system | Responsible | Approve |  |  |
| Configure application for automated batch data exports and transfer through JCC’s FTP service from the IWMS to a third-party server | Responsible | Approve |  |  |
| Configure extensions within the development toolset, using best practices tools and techniques that are consistent with JCC architecture and development standards | Responsible | Approve |  |  |
| Provide and document any performance-enhancement adjustments/configuration to the system | Responsible | Approve |  |  |
| Verify expected JCC functionality and business rules | Support | Responsible |  |  |
| Prepare and track change requests and document impact analysis associated with proposed changes | Responsible | Approve |  |  |
| Update technical requirements documents (including requirements documents, configuration, security, workflow, use cases, and business flow diagrams) | Responsible | Approve |  |  |
| Provide and recommend configuration and technical documentation policies, procedures, and standards in conformance with System Development Life Cycle | Responsible | None |  |  |

* 1. Reports, Queries, and Form Reports

The Contractor shall provide services and tools to accomplish two (2) broad objectives upon go-live:

* Develop and deploy all reports, queries, and forms in conjunction with the appropriate training of end users to know how to access, execute, and apply the data to their respective functions; and
* Define and train select JCC Personnel on the software tools and methodologies to address current and future reporting needs of the JCC.

The JCC is committed to use out-of-the-box standard reports, however in support of the complex reports, queries, and forms deployment, the Contractor shall provide the following services:

* Identify reports, queries, and forms required for normal business operations in the respective functional areas;
* Design, develop, and test (in accordance with Section 6(Testing Services) below) complex queries/reports;
* Provide access to, and execute, training for JCC Personnel.

The Contractor shall create a minimum of at least one hundred (100) standard reports and twenty-five (25) custom reports to meet JCC reporting needs. [**NTD:** Exhibit 6 (Report Requirements) in the RFP provides a high-level list of reports requirements. The information in Exhibit 6 of the RFP will be incorporated into the final version of this SOW before contract execution.]

In support of the establishment of appropriately trained JCC Personnel on the software tools and methodologies to address future reporting needs of the JCC, the Contractor shall provide the following services:

* Reporting tools training strategy development;
* Curriculum development and training content development;
* Training execution; and
* Knowledge transfer activities.

**Reporting Deliverables:**

* Reports, queries, and form reports strategy and plan
* Completed reports, queries, and form reports
* Report training development, execution, and successful preparation
* Trained JCC Personnel

Table 6: Reports, Queries, and Form Reports Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor**  **Comments** |
| --- | --- | --- | --- | --- |
| Develop and manage reports, queries and form reports | Responsible | Approve |  |  |
| Provide subject matter expertise on delivered form reports, reports, and queries | Responsible | Support |  |  |
| Design reports, queries and form reports | Responsible | Approve |  |  |
| Conduct unit testing of reports, queries, and form reports development | Responsible | Approve |  |  |
| Conduct IWMS testing of reports, queries, and form reports | Responsible | Approve |  |  |
| Coordinate user acceptance testing of reports, queries and form reports | Responsible | Approve |  |  |
| Execute user acceptance testing of reports, queries, and form Reports | Support | Responsible |  |  |
| Execute end user training on reports, queries and form reports | Support | Responsible |  |  |
| Provide training to JCC Personnel of reports, queries, and form reports | Responsible | Approve |  |  |

* 1. Application Security Management

The Contractor must provide application security controls to prevent unauthorized access to the IWMS and must log all database transactions in compliance with JCC security policies and process. In addition, the Contractor shall ensure that the IWMS shall provide security controls that limit the availability of certain application functions, software screens, data records, and data elements (e.g. field level data) in accordance with the business requirements.

The Contractor shall develop a plan for managing security of the application (an “**Application Security Management Plan**”) that includes the following:

* + - Compliance with required JCC security policy and standards (e.g. login/password length and reset);
    - Define and configure security groups that aligns with the organizational structure, including definitions of role-based privileges to business function(s); that can be sustained and managed by the JCC support team;
    - Recommend security configuration based on best practices;
    - Enable the audit controls and develop reports such as application access and account administration.

The Contractor shall work with the JCC support team to design, configure, and test the application security, including to establish end user roles and organizational access security templates.

The Contractor shall develop a guide based on the Application Security Management Plan (“**Security Administration Guide**”). This guide will provide the foundation for application security administration, including, but not limited to, account setup and activation, account retirement, account privilege configurations, and troubleshooting account access issues, etc.

The Contractor shall provide Training to JCC Personnel, to include the security controls capabilities and application account managements.

**Application Security Deliverables:**

* + - Application Security Management Plan
    - Security Administration Guide
    - Application security management training
    - Completed security configuration and implementation

Table 7: Application Security Configuration Responsibility Matrix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| Develop Application Security Management Plan, with configuration for security groups (e.g. admin, business unit, etc.), security roles, user profiles, data level security, and identifying sensitive data | Responsible | Approve |  |  |
| Provide business security groups by functions | Support | Responsible |  |  |
| Configure the security groups, roles, privilege sets and templates Verify application security configuration and templates | Responsible | Approve |  |  |
| Verify application security configuration and templates | Support | Responsible |  |  |
| Setup the user accounts and access privileges | Responsible | Support |  |  |
| Validate user account setup and access privilege | Support | Responsible |  |  |
| Develop and maintain the Security Administration Guide | Responsible | Approve |  |  |
| Conduct application security management training | Responsible | Approve |  |  |

1. Testing Services

The Contractor shall be responsible for developing and providing test plans, scripts, processes, tools, and test execution services that are necessary for Testing Services, including, but not limited to:

* + - Unit Testing – Validates that configuration values operate according to approved design specifications;
    - Business Process Testing – Validates that business processes are designed and configured as expected and can be fully executed and produce the pre-defined and expected results for each test script;
    - Parallel Testing – Validates the configured environment by comparing individual and summary results of an existing process run in the legacy system against a process run in the IWMS using the same data inputs;
    - Performance Testing – Validates the readiness of the application to support the JCC’s transaction level;
    - User Acceptance Testing – Validates the IWMS is functioning as designed, verifies the data migration process, and confirms that the IWMS is ready to be moved into the production environment; and
    - Regression Testing – Validates the operation of the IWMS after the application of patches and updates and identifies any IWMS and functionality problems resulting from the application of patches and updates.

The Contractor shall develop test scenarios, test cases, and test scripts that map testing according to the JCC’s business functionality, performance, and technical requirements. The Contractor shall provide tools to facilitate the testing process, including those tools used for Performance Testing during implementation. The Contractor shall provide training on the proposed testing tools to all JCC Personnel that are expected to use the proposed testing tools.

The Contractor shall deliver a series of test plans (each, a “**Test Plan**”) that cover specific procedures and practices to be followed throughout the project. These plans shall cover all types of testing:

* + - Unit Test Plan – Included as part of each development item. Acceptance criteria are defined by the Specifications. Depending upon the Contractor’s testing approach, this plan may also include Unit Testing of software module configuration values;
    - Business Process Test Plan – Includes testing of the business process being implemented, including configured system components, reports, forms, batch job processing, security roles and interfaces that apply across functional modules. Includes entrance and exit criteria for the Business Process Testing and documents the basis for JCC acceptance of the Business Process Testing;
    - Parallel Test Plan – Includes testing of modules components being implemented, data interfaces, and data migration from legacy application.
    - Performance Test Plan – Documents the approach, test protocols, and test cases for conducting Performance Testing to verify the ability of the IWMS to perform for the anticipated transaction volume and number of users. The Performance Test Plan will include entrance and exit criteria for the performance test and document the basis for JCC acceptance of the Performance Testing;
    - User Acceptance Test (“**UAT**”) Plan – Documents the approach, test protocols, test cases, testing environment set-up and refresh scheduling, identified users, and any required training necessary to complete acceptance testing. The UAT Plan will include entrance and exit criteria for the user acceptance test and document the basis for JCC acceptance of the application system test;
    - Security Test Plan – Documents the approach for testing or otherwise establishing that security configuration requirements and all the JCC’s IT security policies have been met. The Contractor shall integrate security testing into each phase of testing, as appropriate for that phase of the overall testing effort; and
    - Regression Testing Plan – Documents the approach for defining and running a set of test scripts intended to validate the operation of the IWMS throughout the testing process to verify system integrity after functional improvements or fixes from testing activities.

All Test Plans shall include the following:

* + - Procedures for tracking, reporting, and correcting issues (e.g. defects or bugs) identified during testing;
    - Roles and responsibilities of participants and facilitators;
    - Examples of forms, templates, and/or tools used for testing; and
    - Approaches to address testing for failed results and provide for regression testing to ensure reported issues are resolved.

During the development process, the Contractor shall perform tests in accordance with the approved test plans. To ensure that the IWMS has been fully tested, the Contractor must provide comprehensive documentation of IWMS test results, all exceptions analyzed, and any Defects must be corrected for review and approval prior to UAT.

The requirements for release to UAT shall be zero Severity Level 1 and zero Severity Level 2 Defects. The JCC and the Contractor project team shall meet and mutually agree on an acceptable level for Severity Level 3 and Severity Level4 Defects in order to move forward for UAT. If the parties cannot mutually agree on the resolution of Severity Level 3 and Severity Level 4 Defects, then JCC will have the final decision. Defect levels of Severity are defined as:

|  |  |
| --- | --- |
| **Severity Level** | **Description** |
| Severity Level 1 | * A Severity Level 1 Defect is generated if a critical component or the entire application has stopped or is so severely impacted that the System or component cannot reasonably continue to operate, and there is no workaround available. * A Severity Level 1 Defect is generated if data is corrupted or data integrity issues related to security/confidentiality that leads to noncompliance with legal requirements or regulations. |
| Severity Level 2 | * A Severity Level 2 Defect is generated if a critical component of the System is unavailable or will not work but a workaround is available. * A Severity Level 2 Defect is generated if a non-critical component of the System is unavailable or will not work, and there is no workaround. |
| Severity Level 3 | * A Severity Level 3 Defect is generated if a non-critical component result is not as expected but a workaround is available and there is no significant impact to an end-user. |
| Severity Level 4 | * All Defects other than Severity Level 1 Defects, Severity Level 2 Defects and Severity Level 3 Defects, e.g., minor or cosmetic Defects.  Workarounds are available. |

The JCC shall have the responsibility for conducting acceptance testing of the entire application; however, the Contractor is required to provide support during UAT. The Contractor’s assistance to support the JCC shall include:

* + - Create the testing environments;
    - Creating/uploading testing data;
    - Loading configuration values, migrating data, and establishing user security in accordance with the “go-live” deployment plan;
    - Performing backups;
    - Restoring databases/environments as required;
    - Tracking, resolving & reporting issue status for issues identified during testing; and
    - Answering questions from testers as they arise.

Successful completion of the UAT will be required and all issues/defects must be resolve before the software can be approved for go-live decision for production use.

**Testing Deliverables:**

* + - Master Test Strategy Plan
    - Test Plans for Unit Testing, Business Process Testing, Performance, User Acceptance, Regression
    - Testing Scenarios
    - UAT test scripts
    - Entrance and exit criteria requirements
    - Successfully completed tests
    - Completed acceptance testing assistance
    - Documented procedures for monitoring & capturing user-response time metrics
    - Completed tuning resulting from Performance Testing
    - System Defect logs

Table 8: Testing Responsibility Matrix

| **Testing Type** | **Activities** | **Contractor** | **JCC** | **Contractor**  **Response (Yes or No)** | **Contractor**  **Comments** |
| --- | --- | --- | --- | --- | --- |
| Unit Testing | Develop Unit Test Plan | Responsible | Approve |  |  |
| Conduct Unit Testing for custom development | Responsible | None |  |  |
| Conduct Unit Testing for Data Migration and Integration components (extract processes from legacy application, database, & spreadsheets, as well as load processes to legacy and external systems) | Responsible | None |  |  |
| Business Process Testing | Develop Business Process Test Plan | Responsible | Approve |  |  |
| Develop system test scripts for forms, reports, interfaces, data migration, enhancements and workflows | Responsible | Approve |  |  |
| Develop system test scripts for interfaces and data migration components | Responsible | Approve |  |  |
| Test forms, reports, interfaces, data migration components, work around development, and work flows | Responsible | None |  |  |
| Test interfaces and data migration components | Responsible | None |  |  |
| Perform issue resolution for forms, reports, interfaces, data migration components enhancements, and work flows | Responsible | Approve |  |  |
| Parallel Testing | Develop Parallel Test Plan | Responsible | Approve |  |  |
| Develop and execute parallel test scripts | Responsible | Approve |  |  |
| Perform issue resolution for forms, reports, interfaces, data migration components, enhancements, and work flows | Responsible | Approve |  |  |
| Performance Testing | Develop Performance Test Plan | Responsible | Approve |  |  |
| Document procedures to capture and monitor user-response time metrics | Responsible | Support |  |  |
| Conduct Performance Testing | Responsible | Support |  |  |
| Perform issue resolution as required to meet performance requirements | Responsible | Approve |  |  |
| User Acceptance Testing | Develop UAT Plan | Responsible | Approve |  |  |
| Provide UAT training | Responsible | Support |  |  |
| Develop UAT scripts | Responsible | Approve |  |  |
| Execute UAT | Support | Responsible |  |  |
| Set-up the UAT environment, submit batch jobs, perform backups, restore databases, and execute data migration loads as reasonably required to support acceptance testing | Responsible | None |  |  |
| Maintain user profiles and security configuration for UAT testers | Responsible | Support |  |  |
| Provide issue resolution for forms, reports, interfaces, data migration components, enhancements, and work flows | Responsible | Approve |  |  |
| Security Testing | Test application security configuration per/defined security groups, templates and role-based privilege sets | Responsible | Approve |  |  |
| Regression Testing | Provide, prepare, and deploy automated regression testing tool | Responsible | Approve |  |  |
| Execute regression tests | Responsible | None |  |  |
| Identify and remediate issues | Responsible | Approve |  |  |
|  | Manage and track status of test activities | Responsible | Approve |  |  |
|  | Establish formal response time and capacity testing strategy and plans. | Responsible | Approve |  |  |
|  | Create entrance and exit criteria requirements for testing | Responsible | Approve |  |  |
|  | Provide defect reports | Responsible | Support |  |  |
|  | Test results review meeting | Responsible | Approve |  |  |
|  | Complete and provide test results document for each test event | Responsible | Approve |  |  |

1. Training Services

The Contractor shall deliver a training and knowledge transfer strategy and plan (the “**Training Plan**”) that addresses all training, including, but not limited to, the following:

* Provision of effective training on the required knowledge, skills, and abilities necessary to use and administer the IWMS;
* Training to support configuration, implementation, and production support;
* Knowledge transfer training to a core group of JCC Personnel to support independent operations capability before conclusion of the post-implementation support responsibilities;
* Training curriculum document which outlines the training and course content, including the course topics and the content to be delivered with each topic;
* Training schedule and timeline of training development, delivery, and evaluation; and
* Recommended training delivery channel(s) for each training approach.

The Training Plan will also include the preparation and training of JCC Personnel to assume future on-going training responsibilities. All training materials must be reviewed and approved by the JCC prior to the start of training delivery. Training materials may include, but are not limited to, user guides, training manuals, instructor manuals, webinars, and reference guides. The Contractor shall provide all electronic source documents and media used in the development and presentation of training across all training delivery channels. All training is expected to be delivered at the JCC Work Locations.

The Contractor shall provide training to the JCC core functional groups and support staff to facilitate knowledge transfer before conclusion of the post-implementation support responsibilities. Training content should include, but is not limited to, software configuration, system user group security, and system operation procedures.

* 1. End User Training

The Contractor shall develop an End User Training Strategy and Plan based on a comprehensive end user training needs assessment conducted by the Contractor. As part of the End User Training Strategy and Plan, the Contractor shall:

* Develop materials appropriate for each training delivery channel to support training that has been customized to address specific software configuration and designs made as part of the implementation project. Materials will vary by delivery channel, but may include instructor guides, learner guides, quick reference guides, job aids, videos, and user exercise and engagement materials;
* Work with assigned JCC Personnel to incorporate policies, procedures, and specific Personnel roles into the materials;
* Provide a stable test environment that can become a starting point for creating training materials (including screen prints showing user actions and processing outcomes, if included as part of the training approach); and
* Provide back-up, restore, and troubleshooting assistance in the training environment as materials are prepared and customized and as end user training proceeds.

All end user training materials must be reviewed and approved by the JCC prior to the start of the training delivery. The Contractor shall provide all electronic source documents and graphics used in the development and presentation of training across all delivery channels.

The Contractor shall implement methods to assess the effectiveness of the training delivery process and identify specific recommendations for adjustments.

The Contractor shall lead and provide resources for all development of end user training materials based on the End User Training Strategy and Plan and shall be responsible for train-the-trainer sessions.

The JCC will use the train-the-trainer approach whereby the Contractor will train the JCC Personnel and those Personnel will train the end users. The Contractor shall provide documented evidence of successful end user training at the end of each phase of training. Evidence shall include at a minimum:

* An evaluation of training effectiveness;
* Actions addressing any deficiencies during training; and
* An action plan to adjust or modify future training based on the evaluation outcomes.
  1. Knowledge and Skill Transfer Process

The Contractor shall deliver services to ensure that JCC Personnel are prepared to operate and maintain the IWMS at go-live. The Contractor shall provide a knowledge transfer and skill transfer process that will ensure the JCC has a “critical mass” of knowledgeable users (experts), system administrators, and support staff sufficiently able to operate and maintain the system.

The Contractor shall deliver a knowledge and skills transfer plan that will provide JCC Personnel with the knowledge to use, support, and operate the IWMS applications (“**Knowledge and Skills Transfer Plan**”). This Knowledge Transfer will include any and all third-party applications which have been outlined in the proposal response (e.g. specialized configuration tools, data migration tools, reporting tools).

The Contractor shall develop, maintain, and provide support staff and end user documentation, systems and operational documentation, system configuration documentation, and procedural documentation, including manuals, quick reference guides, tutorials, on-line help, and other techniques as appropriate. The Contractor shall keep all documentation Deliverables current throughout the project.

**Training Deliverables:**

* + - Knowledge and Skills Transfer Plan
    - Comprehensive support staff training plan and training curriculum
    - Document completed support staff training
    - Completed software and operations knowledge transfer
    - Formal knowledge transfer sign-off by Contractor and JCC Project Manager
    - End User Training Strategy and Plan
    - End User training materials
    - Train-the-trainer sessions and support for end user training
    - Training materials, guides, and manuals

Table 9: Training and Knowledge Transfer Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| --- | --- | --- | --- | --- |
| Provide formal training, Knowledge, and Skills Transfer Plan, and document the training requirements with the approach that the JCC support organization will use for updating training requirements, development of training curricula, and deploying training for the JCC Personnel as required. Include specific knowledge transfer milestones with clear Deliverables for each set of activities. | Responsible | Approve |  |  |
| Provide formal End User Training Strategy and Plan to document training requirements and the approach the JCC will use for updating training requirements, development of training curricula, and deploying training for the end users as required | Responsible | Approve |  |  |
| Populate training environment with JCC-specific data and initial transaction data to support training delivery and user scenarios, if needed based on training strategy | Responsible | None |  |  |
| Develop user administration training document | Responsible | Approve |  |  |
| Develop JCC Personnel training materials | Responsible | Approve |  |  |
| Provide JCC Personnel training on application configuration and administration of the IWMS | Responsible | Approve |  |  |
| Provide training materials for JCC Personnel to perform train-the-trainer approach | Responsible | Approve |  |  |
| Provide a training curriculum document which outlines the training and course content including the course topics and the content to be delivered with each topic | Responsible | Approve |  |  |
| Provide flow diagrams (work flow diagrams, process diagrams, etc.) and detail for the training curriculum for each functional area and integration into the end-to-end business process | Responsible | Approve |  |  |
| Develop online self-pace training for external users to understand the functionality and use of the IWMS | Responsible | Approve |  |  |
| Provide training materials to support end user training | Responsible | Approve |  |  |
| Monitor accomplishment of knowledge transfer milestones | Support | Responsible |  |  |

1. Deployment

The Contractor shall provide a detailed Deployment Plan that documents all the activities for a successful migration from test environments to production environment. This includes the organization and execution of cut-over activities needed to transition operations to the IWMS. Throughout the entire deployment period, the Contractor must provide the Services described below at a minimum.

*Release Readiness Checklist*

The Contractor shall maintain a release readiness checklist (“**Release Readiness Checklist**”) that tracks major milestones required to determine whether the IWMS is ready for deployment. This checklist must be reviewed by the JCC starting no later than six (6) months before go-live as specified in the Deployment Plan to ensure the following tasks are met:

* + - All testing has been successfully completed;
    - All Personnel have completed end user training;
    - All data has been cleansed, migrated, and accepted by the JCC;
    - All interface is functioning as required;
    - All site preparation requirements have been met;
    - End User support has been established; and
    - The System is determined production ready.

*End-User Support Procedures*

The Contractor shall provide procedures, establish processes, train support staff, track incidents, and participate in the delivery of end user support. The procedure shall include, but are not limited to, the following:

* + - Development of a service desk and end user support strategy for JCC Personnel;
    - Development of procedures for providing support that includes all activities, procedures, and steps necessary for JCC Personnel to provide required functional support;
    - Provision of support for JCC Personnel;
    - Providing ticketing system for end user to JCC Personnel and JCC Personnel to Contractor;
    - Tracking of incidents from JCC Personnel; and
    - Tracking and reporting of incidents to JCC Personnel from end users.

The Contractor shall establish efficient and effective procedures for providing end user support before the beginning of production cut-over and through the end of the production support period.

*Go Live (Cut-Over) Plan*

The Contractor shall deliver a detailed go-live plan (“**Go-Live Plan**”) to reflect all project activities that affect deployment of the IWMS into the production environment. This Deliverable shall document all steps required to make a successful go-live of the production environment, including specific go-live tasks, planned and actual dates for tasks completed, task responsibilities, task dependencies, estimated work effort required to complete each task, task status, results of task completion, and sign-off for each task completed. Additionally, the plan shall include:

* + - Final data migration activities;
    - System preparation and change-over activities;
    - Resolution of all identified Severity Levels 1, 2, and 3 Defects;
    - Development of a rollout activities checklist;
    - Staffing requirements, by role and responsibilities, for both Contractor and JCC Personnel for all deployment/rollout activities;
    - Provision of end user support procedures, which outline the processes for end users to obtain support in the post go-live environment;
    - Communications that have been developed, documented, and provided to stakeholders informing them of the deployment process and status;
    - Contingency plans in place to deal with system deployment issues that may arise;
    - Provision of a detailed back-out and recovery process that is documented and will be triggered if the release to production fails; and
    - Go-live date and timeline.

The Contractor shall provide an overview to the project team of the Go-Live Plan to ensure common understanding of assignments, activity interdependencies, and deadlines. Additionally, this plan must serve as the guiding document for the project team’s work efforts in the weeks before go-live.

**System Deployment Deliverables:**

* + - Release Readiness Checklist
    - Service desk and support strategy
    - End User support procedures and document
    - Go-Live Plan

Table 10: Deployment Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| --- | --- | --- | --- | --- |
| Develop and manage Go-Live Plan | Responsible | Approve |  |  |
| Develop go-live checklist including go/no-go decisions | Responsible | Approve |  |  |
| Develop service desk procedures for JCC Personnel and end users | Responsible | Approve |  |  |
| Conduct cutover meetings and documentation of activities and decisions | Responsible | Approve |  |  |
| Coordinate implementation and support activities | Responsible | Approve |  |  |
| Perform the go-live cutover to the production environment | Responsible | Approve |  |  |
| Track and monitor progress during deployment and identify, escalate, and resolve issues and risks | Responsible | Approve |  |  |
| Validate production environment is operational | Responsible | Approve |  |  |
| Validate user acceptance | Support | Responsible |  |  |
| Update all documentation Deliverables prior to go-live | Responsible | Approve |  |  |

1. Post Implementation Support/Final Acceptance

The Contractor shall provide post-implementation support after go-live for all implemented functionality. The post implementation support team will closely monitor the newly deployed IWMS and user activities; assign appropriate resources to resolve issues; rapidly detect and escalate issues as required; and quickly resolve and communicate resolution.

The Contractor shall provide a minimum of six (6) months (or a time period agreed upon by the JCC and the Contractor), of post-implementation support following each module implementation, in accordance with the agreed-upon staffing levels. The purpose is to stabilize the system, minimize the impact of any early system issues, and prepare to transition the system to the JCC’s ongoing support.

Five (5) levels of priority will be assigned to issues identified during the post implementation support period. The Contractor is responsible for the system availability and usability, including reports, interfaces, and development for the IWMS.

The Contractor and the JCC will jointly assess the status of the post-implementation and the system stability; provided that final acceptance shall be determined by the JCC in its sole discretion. The assessment will include reviewing the status of outstanding issues and adherence to service level requirements. The purpose of the assessment is to provide a written verification of a successful deployment and that the System operates as expected. The IWMS will not be considered accepted until the JCC confirms final acceptance in writing. The JCC will grant final acceptance after six (6) months of post-implementation support and the JCC has confirmed that 100% of the P1 and P2 issues have been resolved. The five (5) levels of priority include:

| **Priority** | **Description** |
| --- | --- |
| P1 | System outage - application, system connection to the user workstation down without alternate route to system.  Priority 1 indicates a critical condition where the production site (hosting services), mission critical service(s), or application is down and requires immediate attention. Examples:   * Application is down. * The production site is down and the IWMS is not accessible. * Virus and potential effect to multiple users. |
| P2 | Severely degraded performance or loss of non-critical services affecting multiple end users or work-around exists for system outages.  Priority 2 indicates the service is operational, but the business is impacted. A non-functional service or application that is important to the business. A problem that impacts twenty-five (25) or fewer people. Examples:   * Specific functionality within a system is not working or available to a limited group of users. * There is a software problem with the workstation that is keeping end users from using their machine for a mission critical application. * Batch processing issues. |
| P3 | Slow or degraded service with single user affected:  Priority 3 indicates that there is limited functionality, a connection to the service, or an application, but that the system is still currently operational. Examples:   * User does not have access to a report. If the user needs the report that day, the priority can be changed from P4 to P3. * Single user affected, accessing a business-critical application with no work-around. * User requests that the case be a higher priority. Since it is not a P1 or P2 the issue can be raised from a P4 to a P3. |
| P4 | This issue only affects a single user.  Examples:   * User having difficulty using the system. * Password resets/ unlocks. * User reports an error in a third-party vendor’s application. |
| P5 | Administrative Requests. Monitoring of site access/application. User training. |

The Contractor shall provide project closeout summary documentation highlighting all the completed Deliverables as evidence of the conclusion of the implementation project and shall gather the required approver signatures for such project closeout summary documentation. This documentation will signify that all required Deliverables for the project have been completed and approved with the date of approval for each Deliverable indicated. The project closeout will also include the following: system tuning activities, assessment of knowledge transfer tasks, transfer project artifacts to JCC project repository, lessons learned document, update business solution, and transition support end users.

**Production Support Deliverables:**

* + - Weekly status report of support activities
    - Successful Deployment Document
    - Post implementation support from Month 1-Month 6
    - Final system acceptance of the IWMS

Table 11: Production Support Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| --- | --- | --- | --- | --- |
| Manage service desk incidents for JCC Personnel | Responsible | Approve |  |  |
| Provide weekly status report of issues and resolution | Responsible | Approve |  |  |
| Manage service desk incidents for end user support | Support | Responsible |  |  |
| Resolve critical system issues as requested by the JCC | Responsible | Approve |  |  |
| Provide Personnel to manage warranty service requests and related tracking through resolution and sign-off | Responsible | Approve |  |  |
| Update all documents associated with System defects identified during post implementation | Responsible | Approve |  |  |
| Provide lesson learned document | Responsible | Support |  |  |
| Document successful deployment | Responsible | Approve |  |  |
| Provide project summary closeout document | Responsible | Approve |  |  |
| Final system acceptance | Support | Responsible |  |  |

1. Subscription Services

The Contractor shall provide hosting for production and test/stage environments using modern and proven technologies and in accordance with the Specifications. The production and test/stage environments must be accessible via the Internet. The production and test/stage environments must be FedRAMP, ISO270001, AICPA/SOC 1 & 2 & 3, Section 508, and HIPAA compliant.

Maintenance windows for system downtime must be either on a Saturday or Sunday (8am-6pm PST) or Monday – Friday (6pm – 10pm PST).

This section identifies the roles and responsibilities of the Contractor and the JCC in the following areas associated with the IWMS Software-as-a-Service (SaaS) delivery:

* 1. SaaS Delivery Concept

The SaaS solution will provide an IWMS running in a cloud host infrastructure.

The Contractor will manage and control the underlying cloud infrastructure, including network, servers, operating systems, or storage, but the JCC may be permitted access to limited user-specific application configuration settings.

The SaaS provider will be responsible for the acquisition and operation of all hardware, software, and network support related to the Services being provided and shall keep all software current. The technical and professional activities required for establishing, managing, and maintaining the SaaS environments are the responsibilities of the Contractor.

Table 12: Subscription Services Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| --- | --- | --- | --- | --- |
| Provide a service delivery manager for the management of the SaaS delivery, interfacing with the JCC’s management in any decisions relating to the SaaS delivery | Responsible | Approve |  |  |
| Provide JCC Project Manager(s) to represent the JCC in the SaaS delivery, interfacing with the Contractor’s service delivery manager, and representing the JCC in any joint decisions relating to the SaaS delivery | Support | Responsible |  |  |
| Assume and lead all day-to-day management of all Contractor Personnel, including subcontractor personnel, partners and associated Deliverables related to the required SaaS delivery | Responsible | None |  |  |
| Obtain oversight and approval through coordination with the program management office and executive management | Responsible | Approve |  |  |
| Provide a robust project management methodology and toolkit founded on industry best practices for SaaS delivery | Responsible | Approve |  |  |
| Provide a governance structure for SaaS delivery | Responsible | Approve |  |  |
| Provide formal communication strategy and plans that shall be used to communicate with all stakeholders throughout the life of the SaaS delivery contract | Responsible | Approve |  |  |
| Provide a quality management plan that designates a quality management planning team (made up of Contractor and JCC Personnel) and a liaison to work with JCC Personnel to resolve any emerging problems or areas of concern and to ensure standards are being met | Responsible | Approve |  |  |
| Provide a document repository to store, organize, track, control and disseminate all knowledge documents (e.g., change process, outage schedule, status reports, technical specification, etc.) related to JCC and items produced to deliver and support the SaaS system solution | Responsible | Approve |  |  |
| Ensure alignment of the SaaS with JCC’s technical architecture, security guidelines, IT policies and procedures and the overall JCC policies and regulatory requirements | Responsible | Approve |  |  |
| Provide and document a business process and organizational change management strategy for SaaS delivery | Responsible | Approve |  |  |
| Lead business process and organizational change management activities for SaaS delivery | Support | Responsible |  |  |
| Provide, manage and control the underlying cloud infrastructure for all environments, including network, servers, storage, security hardware, operating systems, middleware, databases, security software, tools for maintaining the system and the solution software as part of the SaaS delivery | Responsible | None |  |  |
| Provide a SaaS production and test/stage environments, where the JCC legacy and transactional data is stored in a separated “instance”/entity, not shared with other “tenants” / non-JCC. | Responsible | Approve |  |  |
| Provide compatibility software for various client devices interfaces (e.g. mobile application, iPhone / Android “app,” etc.) including the thin client interface such as a web browser (e.g. Internet Explorer, Chrome, etc.) for SaaS delivery | Responsible | Support |  |  |
| Perform and provide to JCC regulatory and security compliance report for SaaS delivery on a yearly basis | Responsible | Approve |  |  |
| Provide SaaS performance SLA guarantees. | Responsible | None |  |  |
| Provide Contractor’s application maintenance patch and upgrade schedule | Responsible | Support |  |  |
| Provide and manage the change management process for changes to the application software for SaaS delivery, which include the Contractor’s and JCC’s agreed outage and non-outage times and approvals | Responsible | Approve |  |  |
| Provide and maintain any application configurations and/or customization specifications (documentation) due to any changes to the application software for SaaS delivery | Responsible | Approve |  |  |
| Provide and maintain any test scripts (e.g. step procedures) and provide test result evidence for any changes, not limit to security patches, upgrades and/or changes to the application software for SaaS delivery | Responsible | Approve |  |  |
| Provide high level and detailed descriptions of what is included with the SaaS subscription (e.g. per/user, subscription category breakdown, etc.) and guarantee each subscription per/user includes a test account, and subscription accounts includes access to any environments (e.g. production, test/stage, etc.) | Responsible | None |  |  |
| Set up new JCC system administrator user accounts to the application software for SaaS delivery | Responsible | Support |  |  |
| Provide documentation and train the JCC system administrator on how to add/update/retire user accounts to the application software for SaaS delivery | Responsible | Approve |  |  |
| Add/update/retire user accounts to the application software for SaaS delivery | Support | Responsible |  |  |
| Provide formal disaster recovery strategy and plans that shall be used to communicate with all stakeholders throughout the life of the SaaS delivery contract | Responsible | Approve |  |  |
| Provide backup restore request, on-demand basis for SaaS delivery | Support | Responsible |  |  |
| Perform backup restore request, on-demand basis for SaaS delivery | Responsible | Support |  |  |
| Provide data privacy QA guarantees and manage the protection of the IWMS from any breach in security, regardless of being ‘single-tenant’ and/or ‘multi-tenant’ SaaS delivery | Responsible | Approve |  |  |
| Provide reports and make available through an administration dashboard online and to include access views to logs where applicable for:  **Infrastructure Consumption:** CPU, bandwidth and storage usage per/environment (e.g. production, test/stage) with ability to view hourly, daily, weekly and monthly consumptions | Responsible | Approve |  |  |
| Provide reports and make available through an administration dashboard online and to include access views to logs where applicable for:  **Application Consumption:** Number of users currently logged into the application system, login durations, number of application transactions requests (e.g. POST, etc.), number of completed transaction request, abandon rates, license module user is consuming, with ability to view hourly, daily, weekly and monthly summaries. (**\*Note**: If the number of “sessions” are used to determine metrics, please provide a comment if sessions are defined per/user or per/transaction) | Responsible | Approve |  |  |
| Provide reports and make available through an administration dashboard online and to include access views to logs where applicable for:  **SLA and Performance:** reports, to include but not limited to SLA metrics data (e.g. application response time, availability, business continuity RTO and RPO times, support response and completion times, etc.) with ability to view hourly, daily, weekly and monthly performance | Responsible | Approve |  |  |
| Provide reports and make such reports available through an administration dashboard online and to include access views to logs where applicable for:  Application License model: reports, to include but not limited to metrics data (e.g. counts, active/close status etc.), the number of user license accounts, number of ‘test’ accounts’, type of license (e.g. full access administration, editor, author, reader, no access etc. ), user classification and IWMS license functional domains usage (e.g. capital project, maintenance management, real estate portfolio management, facilities management, sustainability & energy management, etc.), with ability to view hourly, daily, weekly and monthly summaries | Responsible | Approve |  |  |
| **Operational and Technical Assessment**: Develop and document operational and technical assessment and current environment analysis results for sizing, capacity planning, and performance purposes | Responsible | Approve |  |  |
| **System Security Strategy and Plans**: Perform the IWMS security planning and create formal IWMS security strategy and plans in accordance with the JCC security policy | Responsible | Approve |  |  |
| Provide portability of the data (e.g. ability to move data to a different provider) | Responsible | Support |  |  |

1. Maintenance and Operations Support Services

[**NTD:** The final version of this Section 11.0 (Maintenance and Operations Support Services) may be removed from this SOW and incorporated into Exhibit C (Service Levels and Support) before the Master Agreement is signed, subject to negotiations and mutual agreement between the parties.]

Without limitation of the generality of Exhibit C to the Master Agreement (Service Levels and Support), the Contractor shall comply with additional maintenance and support obligations as set out in this Section 11.0 and such maintenance and support obligations will be deemed to be included as a “M&O Support Services,” as such term is defined in the Master Agreement. M&O Support Services shall include but are not be limited to:

* 24/7 application support and technical support for hosted solution;
* Assignment of a delivery manager, as a single point of contact;
* On-line training and support materials including courses (if needed) available to user and administrators;
* Provision of periodic maintenance, patch fixes, and security upgrades per service-level standards and support agreements;
* Ability via configuration to make system changes necessary to support business changes,
* Emergency support for break-fix situations via alerts and notifications.

M&O Support Services for the IWMS will begin following the go-live date and Deployment support phase. Activities associated with the M&O Support Services include repairing defects and providing functional enhancements to the system as well as maintenance and operations support. M&O Support Services include the Services described in the following table.

Table 13: M&O Support Services Responsibilities Matrix

| Activities | Contractor | JCC | Contractor Response (Yes or No) | Contractor Comments |
| --- | --- | --- | --- | --- |
| Document/create maintenance and repair “break fix” policies and procedures | Responsible | Approve |  |  |
| Provide system maintenance plan for all categories of maintenance services (e.g. minor enhancements, corrective maintenance, preventative maintenance, adaptive maintenance, and perfective maintenance) as described above | Responsible | Approve |  |  |
| Provide maintenance production release plans and schedules | Responsible | Support |  |  |
| Provide and maintain the process and procedures documentation for (e.g. change management, issue management, help desk management, etc.) for M&O Support Services | Responsible | Approve |  |  |
| Provide “break fix” application management support for configuration/customization specific to the JCC | Support | Responsible |  |  |
| Provide “break fix” application management support specific to the SaaS | Responsible | Support |  |  |
| Perform application “break fix” for configuration/customization specific to the JCC | Support | Responsible |  |  |
| Perform application “break fix” specific to the SaaS | Responsible | Support |  |  |
| Manage and monitor performance and backup | Responsible | None |  |  |
| Perform application administration which include but is not limited to data/record imports and/or corrections, housekeeping, job/workflow scheduling, etc. | Support | Responsible |  |  |
| Perform software configuration | Support | Responsible |  |  |
| Perform software customization, if required | Support | Responsible |  |  |
| Perform application report development | Support | Responsible |  |  |
| Perform system report development | Responsible | None |  |  |
| Monitor and tune the IWMS for performance | Responsible | None |  |  |
| Perform diagnostics on software and services | Responsible | Support |  |  |
| Recommend database management system tuning changes | Responsible | Support |  |  |
| Develop the initial business continuity plan for the JCC, which includes a checklist of steps required to recover where certain service scenarios are causing the IWMS to be down and/or inoperable | Responsible | Approve |  |  |
| Execute and maintain the business continuity plan. | Support | Responsible |  |  |
| Develop and maintain help desk and self-help scripts | Responsible | Approve |  |  |
| Conduct ongoing end user training based on self-help desk scripts | Support | Responsible |  |  |
| Conduct train-the-trainer training for Maintenance and Operations Support. | Responsible | Approve |  |  |
| Provide and maintain SaaS road map | Responsible | None |  |  |
| Manage, coordinate, schedule, communicate and implement application maintenance upgrades and patches | Responsible | Support |  |  |
| Refine, configure, and maintain high-level release-specific system architectures –documentation.  Master maintain “End State” system architecture diagrams to include but not limited to:   * Logical component design diagrams * Physical diagrams * AAA session diagrams * System session diagrams * Client session diagrams * Administration Session diagrams * Interface / integration diagrams * To include detail at the transport, proxy presentation (web), application, and database layers as well as maintaining architectural specification documentation: * Conceptual architecture design specifications * Logical architecture design specification * Physical architecture design specifications | Responsible | Approve |  |  |
| Maintain the maintenance and repair “break fix” policies and procedures | Support | Responsible |  |  |
| Maintain current and new interfaces to the SaaS solutions or integrated SaaS components for the IWMS, using tools and techniques that are consistent with the JCC architecture and development standards | Responsible | Support |  |  |
| Provide system maintenance plan for all categories of maintenance services | Responsible | Support |  |  |
| Provide technical and functional application support as it applies to the SaaS solution for the JCC Personnel and other groups | Responsible | Support |  |  |
| Provide customer support plan which includes 24/7 support | Responsible | Approve |  |  |
| Perform diagnostics on software and services | Responsible | Support |  |  |
| Perform routine system management | Responsible | None |  |  |
| Recommend and conduct database management system tuning changes | Responsible | Support |  |  |
| Provide Level 1 help desk with coordination of user support activities (including “how to” support and user account and password administration) | Support | Responsible |  |  |
| Provide Level 2 help desk | Support | Responsible |  |  |
| Provide Level 3 help desk | Support | Responsible |  |  |
| Respond to escalated trouble ticket items in accordance with established procedures | Responsible | Support |  |  |
| Establish priority of trouble ticket items / service requests | Support | Responsible |  |  |
| Steady-State Data Loads:  The System shall provide the means to automate and securely update existing record data, its associated child record data, digital files, and its persistent link to be preserved. The Contractor shall post the initial release of the IWMS, through secured web services | Responsible | Support |  |  |
| Steady-State Data Loads:  For mass uploads, the IWMS will provide secured file transfer of data, digital files and metadata files. The mass uploads will be processed asynchronously without impacting the system performance for online users, especially during business hours. | Responsible | Support |  |  |
| Steady-State Data Loads:  Cleanse/Transform the data and performing the upload into the IWMS and validating the data load delivery  Frequency of reporting: After data load delivery acceptance. | Responsible | Approve |  |  |
| External System Interfaces: Judicial Project Information Control system  Manage and maintain the IWMS’s batch data export and FTP interface, and provide the Maintenance and Operations Support | Responsible | Support |  |  |
| Integration: JCC Active Directory service  Manage the IWMS security services, and maintain the integration with the Judicial Branch identity management system (e.g. B2B to Azure Active Directory) that include Single Sign On (SSO) for JCC and other Judicial Branch Entities and provide Maintenance and Operations Support | Responsible | Support |  |  |
| Provide Reports for:  Steady-State Data Loads into the System, with logs that will contain date/time stamps of the data load, user account performing the data load, the record data counts, record IDs, confirmed data validation, and integrity. | Responsible | None |  |  |
| Provide Reports for:  Incident and Service Request reports, to include but not limited to metrics data (e.g. counts, active/close status, aged, etc.), the number of incidents reported, priority/severity of the Incident, password reset, new/update/retired user accounts, type of requests (e.g. demand request, request for info), and application response times for logins, etc.  Frequency of reporting: weekly summary report. | Responsible | None |  |  |
| Provide Reports for:  Change Request reports, to include but not limited to metrics data (e.g. counts, active/close status, etc.), the number of changes, type of change, change to environment (e.g. Production, Test/Stage), etc.  Frequency of reporting: weekly summary report. | Responsible | None |  |  |
| Provide Reports for:  Application Quarterly Forecast reports, to include dates planned for new version release and patch update for the software application system, potential UAT and go-live dates for the IWMS, pros and cons as it relates to the IWMS.  Frequency of reporting: Quarterly Summary report. | Responsible | None |  |  |
| Perform assessment and remediation of the IWMS architecture due to the expanded functionality. | Responsible | Approve |  |  |
| Change management process (e.g. changes – updates or new services) | Responsible | Approve |  |  |
| Provide regression test tools, including those tools used for performance testing | Responsible | Approve |  |  |

1. Termination Assistance Services

[**NTD:** The final version of this Section 12.0 (Termination Assistance Services) may be removed from this SOW and incorporated into Section 5.6(E) (Termination Assistance) of the Master Agreement before the Master Agreement is signed, subject to negotiations and mutual agreement between the parties.]

Termination assistance (“**Termination Assistance**”) Services shall be performed at the end of the Master Agreement, in parallel, with the M&O Support Services in order to transition the support of the system to the JCC or a third-party service provider as designated by the JCC. The responsibility of the Contractor will include the activities associated the Termination Assistance support and knowledge transfer to the JCC. Termination Assistance Services consists of the Services described in the following table.

Table 14: Termination Assistance Responsibility Matrix

| **Activities** | **Contractor** | **JCC** | **Contractor Response (Yes or No)** | **Contractor Comments** |
| --- | --- | --- | --- | --- |
| Provide a Termination Assistance plan. The plan must contain transition task descriptions, an organization chart, and job descriptions for all support staff. | Responsible | Approve |  |  |
| Provide all files, file and data definitions and relationships, data/document definition specifications, data models, APIs, design concepts, workflow and organization, screen displays and report layouts, reference manuals, user and operating guides and manuals, design specifications, functional specifications, internal use listing or manuals relating to error corrections, fixes and workarounds, and file and system cross-reference information relating to the Deliverables, in both paper and electronic form | Responsible | Approve |  |  |
| Provide all maintenance and support tools, utilities, diagnostic and support utilized by Contractor in the support and maintenance of the Deliverables | Responsible | Approve |  |  |
| Provide all information, documentation, tools, and other materials regarding or relating to maximizing the use of the IWMS to perform key operational functions including, without limitation, data/document backups, document upload downloads and security checks and how to automate such functions to minimize manual intervention | Responsible | Approve |  |  |
| Provide all information, documentation, tools, and other materials regarding or relating to methodologies that address traffic management, workflow balancing, segmentation, and capacity planning, routing, and overall JCC system performance analysis | Responsible | Approve |  |  |
| Provide all information, documentation, tools, and other materials regarding or relating to tools to support the integrated systems, performance analysis and installation and maintenance of such tools | Responsible | Approve |  |  |
| Provide all information, documentation, tools, and other materials regarding or relating to any and all updated, changed or revised policies, practices, procedures, processes and/or techniques with respect to the knowledge transferred to the JCC hereunder | Responsible | Approve |  |  |
| Provide any documentation, knowledge repository exports, change & incident management system data, digital files and metadata file exports, in a secure hand-off to the JCC at the termination of the SaaS delivery | Responsible | Approve |  |  |