Statement of Work

Facilities Services

Energy Management Information System (EMIS) and Utility Bill Population (UBP) Services

TABLE OF CONTENTS

A. Introduction

This Statement of Work ("SOW"), effective as of **[DATE]**, outlines the tasks, professional services, and support required from the Contractor by the Judicial Council of California (hereafter "the Council").

The Contractor must perform work in accordance with this SOW, and when mutually executed by the Contractor and Council under the terms and conditions of the contractual agreement (the Master Agreement). Capitalized terms used but not defined herein shall have the same meaning as ascribed to them in the Master Agreement.

This document provides the foundation for the Council'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 Council. The final version of the SOW will be incorporated into the Master Agreement between the Council and the Contractor.

B. Statement of Work Overview

The Contractor will provide to the Council these Professional Services and ongoing support:

1. Configure and deploy Energy Management Information System (EMIS) and Utility Bill Population (UBP) Services) solution commercially available as a Software as a Service (SaaS) application. This solution will:
    a. Centralize data streams from different sources to allow for visualization and comparison.
    b. Feature a user-friendly interface.
    c. Require minimal customization.
2. Implement Council business and technical requirements as outlined in Attachment 9: Business Requirements and Attachment 10: Technical Requirements.

    The main required solution capabilities within the project scope include:

    a. Automated utility bill file and data collection.
    b. Real-time or periodic data collection through https, email, EDI, APIs/ SFTP and file uploads in various formats (e.g., CSV, XML, PDF).
    c. Utility bill data auditing and analysis.
    d. Integration with weather stations and third-party weather providers.
    e. Storage capacity to upload, store, and maintain a minimum history of 10 years of utility billing and usage data and monthly weather data.
    f. Data quality control and validation.
    g. Comprehensive utility information management, benchmarking, and reporting.
3. Perform migration of 5 years of historical utilities data from the Council's existing system to the new EMIS and UBP Services solution.
4. Fulfill the specified training requirements and document the materials needed for training.
5. Provide supporting project documentation Deliverables requested by the Council.
6. Post Go-Live, provide Professional Services for ongoing Data Delivery, Account Managed Services, and Maintenance and Operations Support activities.

By **9:00 pm Pacific Time on December 31st, 2026,** the Council must have all business and technical requirements implemented in the EMIS and UBP Services solution, including data migration from the Council's existing System, and operational automated utility data delivery.

Each section below includes a listing of the minimum expected Deliverables applicable to that section, along with a responsibility matrix indicating the Council's expectations as to whether the Contractor or Council has a role for each specified project activity. The responsibility matrixes in Tables 1 through 16 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 Contractor will respond Yes or No to each requirement under the Responsibility Matrices in Tables 1 through 16 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 Council's written approval. Failure to provide a comment to a response as to why the requirement cannot be met may cause the Proposal to be deemed non-responsive.

The Contractor will perform work at its own facility. During the Term, the Contractor and Council staff will utilize virtual meeting tools to collaborate and communicate remotely.

C. Project Management and Planning

The Contractor shall provide and use a project management methodology approved by the Council for the EMIS and UBP Services solution implementation project. The Council requires the Contractor to provide a robust project management methodology and best practices such as the Project Management Institute's Project Management Body of Knowledge (PMBOK) or an equivalent standard.

C.1. Project Managers

The Contractor shall provide an 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 EMIS and UBP Services solution to the Council. The Contractor Project Manager will function as the Council's primary point of contact. The Contractor Project Manager will manage risk, understand stakeholder needs, provide effective communication, promote project team collaboration, manage issues, and manage Contractor resources throughout the project.

The Council will have a Project Manager who oversees all aspects of the EMIS and UBP Services solution implementation. The Council's Project Manager will be the primary point of contact working with the Council's Sustainability, Facility Management Information Systems (FMIS) and Information Technology (IT) Personnel.

C.2. Project Charter

The Contractor shall provide a charter that sets out the specific details of the EMIS and UBP Services solution implementation (the "**Implementation Project Charter**") that includes, at a minimum, the following elements: project summary, project scope, stakeholders, project governance, roles and responsibilities, communication plan, success criteria, and measurements.

C.3. Project Plan

The project plan will include input and participation of the Council's Project Manager and include tasks to be performed by the Council and Contractor Personnel. The parties shall apply the following standards to the project plan:

a. The detailed schedule shall include tasks, dependencies, resources assigned to each task, and Deliverables.

b. Estimated work effort, duration, start and end dates for each task.

c. Milestones shall be identified in the work plan to gauge the project's progress toward meeting desired target completion dates.

Throughout the project, the Contractor Project Manager shall monitor project activities, update the project plan, develop further details as appropriate, and work closely with the Council's Project Manager.

C.4. Issues and Risk Management Plan

The Contractor shall use a methodology and software tool for issue identification, tracking, and resolution that shall be accessible to the Council's Personnel. Topics that will be included in issue management are:

a. Issue identification, tracking, reporting, and statuses.

b. Issue review, prioritization, and assignment.

c. Issue root cause analysis.

d. Issue escalation process and mitigation plan.

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

The Contractor shall develop and provide the Council with a Risk Management & Mitigation Plan that will include a Risk Log. The Contractor shall review and update the Risk Management & Mitigation Plan over the life of the project. The Contractor will regularly analyze project risks and establish processes to prevent or manage risks.

C.5. Communication Plan

The Contractor shall document how communications will be managed throughout the project life cycle in consultation with the Council's Personnel. The Contractor shall define the types of communications (meetings, e-mails, written reports and documents), the frequencies of distribution, and the intended stakeholders. The Contractor's staff shall have excellent communication skills and conduct themselves professionally at all times.

During the project set-up and data migration phases, the Contractor Project Manager shall schedule meetings and submit project status reports on a weekly (or as needed) basis.

Topics to be covered shall include but are not limited to the following:

a. Updates on project scope, schedule, budget, risks, and issues.

b. Review of prior action items, completed milestones, and tasks.

c. Decisions, pending and previously made.

d. Planned activities for the next scheduled period.

e. Stakeholders and Communication management.

During the integration and ongoing data collection phase, the Contractor will meet with the Council staff at a frequency to be determined in order to discuss issues as they arise and provide account and vendor exception reports.

Any proposed changes to the agreed-to scope, schedule, and/or cost/budget must be approved by the Council's Project Manager.

C.6. Project Management Deliverables

a. Project Charter
b. Project Plan
c. Issues and Risk Management Plan
d. Communication Plan
e. Contractor Staffing Plan

Table 1: Project Management Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Develop a Project Charter that defines the project summary, project scope, stakeholders, governance, communication, roles and responsibilities, and success criteria and measurements.	Responsible	Approve		
2.	Maintain a formal Project Plan throughout the life cycle of the project, which includes but is not limited to tasks, activities, milestones, resources, dependencies, task and activity durations.	Responsible	Approve		
3.	Conduct Project Kickoff and periodic team meetings.	Responsible	Support		
4.	Provide a repository to store, organize, track, control, and disseminate all documents produced by the Contractor and delivered to the Council.	Responsible	None		
5.	Provide weekly project status reports.	Responsible	Approve		
6.	Maintain Risk Management Plan to quantify the potential impact of each identified risk, present mitigation plans, and enact appropriate risk responses.	Responsible	Approve		
7.	Monitor and manage project issues.	Responsible	Approve		
8.	Develop and manage Contractor Staffing Plan.	Responsible	Approve		

D. Data Migration

D.1. Data Sources

The Contractor shall migrate Council data from the current System to the new EMIS and UBP Services solution. As outlined in Attachment 9: Business and Attachment 10: Technical Requirements, the system shall allow to bring in 5 years of historical utilities data from the current Energy Management Information System.

Requested data to be migrated includes:

a. Utility types
b. Utility accounts
c. Units of measure
d. Meters
e. Containers
f. Buildings
g. Vendors
h. Utility bill line items (utility type, description, meter, service period start, service period end, usage, units, and cost) with the associated invoice, account, vendor, and facility information.
i. Invoice files (desirable but not essential feature)

This historical data will be maintained in the EMIS and UBP Services solution and will be stored in such a way that it may be downloaded in the future until the data is 10 years old.

D.2. Data Migration Planning

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

a. All Council data to be preserved or otherwise entered into and made available in the EMIS and UBP Services solution.
b. Data migration tools and load process (i.e., manual or automated), including the final data extraction and migration prior to the Go-Live date.
c. Roles and responsibilities for the data migration effort.
d. Schedules and sequence of tasks required for the data migration effort.
e. Strategy for handling unconverted data failures.
f. Data Migration Quality Assurance Plan (QAP).

D.3. Data Migration Services

The Contractor shall provide the following data migration services:

a. Coordinate pre-data migration activities such as verification of the existing System data to be cleansed, migrated, archived, and purged/omitted.
b. Develop data migration specifications in accordance with the detailed Data Migration Plan.
c. Build any schema crosswalk tables/files required to assist the Council in developing test cases/scripts.
d. Manage and execute data migration and work with the Council to validate the accuracy of results.
e. Manage and perform data conversion and migration testing.
f. Develop audit reports and other means for the Council's Personnel to validate migrated data.
g. Manage and resolve all data migration issues, bugs, and defects.

h. Maintain a data migration log to track the progress and accuracy of all data migration efforts.

i. Manage all migration documentation (e.g., detailed data-mapping specification Requirements Traceability Matrix (RTM), source and target system data dictionary, contingency planning, etc.).

The Council will work with the Contractor to perform data-mapping processes to extract data from the current System.

D.4. Data Migration Deliverables

a. Data migration strategy, plans, and design documentation.

b. Completed development of data conversion/cleansing tools required for migration efforts.

c. Successful completion of end-to-end data migration as defined by the QAP criteria.

Table 2: Data Migration Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Using best practices tools and techniques, create a comprehensive data migration strategy and plan for migrating data from the current System.	Responsible	Approve		
2.	Identify and document data elements and/or other exceptions that cannot be converted through automated tools and develop a strategy plan to resolve exceptions/errors to achieve data conversion through alternative means (e.g., manual conversion, manual entry).	Responsible	Approve		
3.	Manage data migration activities.	Responsible	Approve		
4.	Design and document data mappings and provide data model document.	Responsible	Approve		
5.	Provide subject matter expertise and data extract source files from the current System.	Support	Responsible		
6.	Develop data migration tools and scripts to import the extracted data.	Responsible	Approve		
7.	Perform data mapping and cleansing and ensure the current system data is normalized prior to loading it into the EMIS and UBP Services solution.	Responsible	Approve		
8.	Perform data migration into the EMIS and UBP Services solution through automated or manual processes including associated files with audit traceability when necessary.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
9.	Perform data migration quality assurance testing in the EMIS and UBP Services solution to verify completeness and accuracy.	Responsible	Approve		
10.	Present data migration results (e.g., logs that contain date/time stamps, the record data counts, and record IDs) to the Council's project team.	Responsible	Approve		
11.	Perform final data validation of the data migration.	Support	Responsible		
12.	Gain final sign-off of Data Migration Program/Projects closure.	Responsible	Approve		

E. Data Interface and Integration

The Contractor shall lead in developing and implementing an integration/interface solution that automatically collects utility data directly from utility vendors. The Contractor will provide highly skilled integration experts who will offer recommendations, design solution, and oversee the execution of services necessary for utility bill data processing.

The solution implemented by the Contractor must comply with the data integration specifications outlined in Attachment 9: Business Requirements and Attachment 10: Technical Requirements. Additionally, the Contractor will be responsible for the collection, transformation, and population of utility data into a centralized repository that includes the following activities:

1. Data Collections and Integration
    a. Automatically retrieve and ingest into storage PDF invoices from online providers through https, EDI, API or SFTP without the Council's Personnel intervention with a frequency of at least daily.
    b. Ingested PDF invoice data will be broken out by line item data components and provided with complete fidelity.
    c. Deliver data within 2 days of availability.
    d. Automatically collect interval utility data for electricity, gas, water, and steam directly from utility vendors using industry-standard communication protocols.
    e. Provide a secure link to upload the PDF for processing of bills that cannot be collected online or automated retrieval.
    f. Identify changes to accounts, vendor, or meter information, e.g., remit address change or meter serial number change.
    g. Integrate with Energy Star Portfolio Manager (ESPM) to allow an automated data exchange and streamlined energy performance tracking, enabling to benchmark buildings and track energy consumption.
    h. Integrate with California Meteorological Aerodrome Report (METAR) weather stations to allow for predictive energy management by leveraging real-time or historical weather conditions to optimize

energy consumption, potentially reducing costs and improving efficiency.

i. Provide a secure method for utility account credentials maintenance (including URL, username, password, and account numbers) and an effective solution for the navigation of utility vendor portals requiring Multi-Factor Authentication (MFA).

2. Data Storage
   a. Provide sufficient capacity to upload and store a minimum history of 10 years of energy use, billing, and monthly weather data for analysis, reporting, and visualization.
   b. Provide sufficient capacity to store 5 years of interval (e.g., 15 min or 1 hour) data from utility vendor sites and use these to compare against monthly data and for analysis, reporting and visualization.
   c. Ensure that the system can handle both historical and real-time data, while remaining scalable to accommodate future data growth.
3. Data Validation and Quality Assurance
   a. Provide data verification and quality control mechanisms to ensure the accuracy and integrity of data.
   b. Provide auditing mechanisms to allow Council staff to confirm data accuracy and fidelity.
   c. Provide robust error detection and alerting mechanisms for failed data collection, missing data, or integration issues.
   d. Identify, track, and resolve data quality issues if they arise.

E.1. Data Integration Deliverables

a. Systems integration strategy, plans, and design documentation.
b. Ongoing adherence to end-to-end systems integration as defined by the Data Integration QAP.

Table 3: Data Integration Responsibilities

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Using best practices tools and techniques, create a comprehensive data integration strategy documentation.	Responsible	Approve		
2.	Develop a data management plan that will include utility data population implementation approach.	Responsible	Approve		
3.	Provide new vendor/building/account intake plan.	Responsible	Approve		
4.	Provide exception (e.g., website and invoice UI updates, account number changes or communication issues) processing plan, including notification scheme.	Responsible	Approve		

5.	Provide system for Council staff to report, escalate and resolve data quality and availability issues.	Responsible	Approve		
6.	Provide description of systems' data integrity processes, included revised bill handling, billing reminders, and duplicative formats (e.g., propane may have delivery notice, invoice, statement).	Responsible	Approve		
7.	Outline utility account credentials maintenance security strategy, including the navigation of vendor portals with MFA enforcement.	Responsible	Approve		

F. Design

The Contractor shall provide narrative and screenshots to demonstrate how the design meets the Council's requirements as outlined in Attachment 9: Business Requirements and Attachment 10: Technical Requirements. The contractor will lead System Design Sessions to present available out-of-the-box functionality and address any necessary customization to meet these requirements. System Design sessions will cover the following areas:

a. The user interface design featuring charts and dashboards that will allow users to efficiently navigate, analyze, and interact with EMIS data.
b. Utility accounts (utility types, accounts, unit of measure, meters, containers)
c. Utility usage (energy consumption modeling, flagging, projection)
d. Utility bill management (vendors, invoice fields, data import and delivery, manual invoice entry, processing timeline, validations, alerts and notifications)
e. Data integration, storage, and validation
f. Data processing (unit conversion, data organization, data import and export formats)
g. Data analysis and reporting
h. Budgeting
i. Efficiency projects tracking and reporting
j. Tariff engine and tariff builder tools
k. Security (user access control, utility account credentials security, audit logs, cybersecurity)
l. General IT (data backup, networking)

The Contractor will provide recommendations on the System Design. The Council's subject matter experts (SMEs) can provide input on the system design options for consideration. The expectation is that most of the time the Contractor and the Council's SMEs will be able to reach an agreement on the System Design. In the event of nonagreement, the Council will have the final say on design decisions.

At a minimum, the Contractor will perform the following during the System Design Phase:

a. Multiple meetings with the Council's SMEs to understand and document business processes and

detailed business and technical requirements.

b. Provide recommendations to improve the current business processes using the EMIS and UBP Services solution.

c. Identification and documentation of changes to the current business processes as a result of the System Design.

d. Identification and documentation of software gaps that result in business process changes.

F.2. System Design Deliverables

a. System Design and development strategy plan.

b. Business process documents.

c. System Design documents including the setup of EMIS and UBP Services solution Security, Navigation Items, Fields, and Reports.

d. Delivery of Requirements Traceability Matrix (RTM) – Requirements and traceability of each requirement delivery are documented in the matrix checklist.

Table 4: System Design Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Provide System Design and development strategy plan.	Responsible	Approve		
2.	Provide SMEs on business processes.	Support	Responsible		
3.	Coordinate the Council's Personnel participation in workshops.	Support	Responsible		
4.	Review each EMIS and UBP Services solution requirement and provide a narrative and screenshots on the proposed solution would fulfill the "critical" and "preferred" requirements identified in Attachment 9: Business Requirements and Attachment 10: Technical Requirements.	Responsible	Approve		
5.	A description of any additional capabilities that may be of interest to the Council but are not specified as either "critical" or "preferred" in Attachment 9: Business Requirements and Attachment 10: Technical Requirements.	Responsible	Approve		
6.	Deliver a business process document to include business process definitions with accompanying business cross-functional flowcharts/diagrams.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
7.	System Design document, including the setup of system Security, Navigation Items, Fields, and Reports.	Responsible	Approve		

G. Development/Configuration

The Contractor shall be responsible for the complete development and configuration of the EMIS and UBP Services solution, ensuring alignment with the System Design specifications for effective implementation. The Contractor shall validate the design of business processes, ensure proper data configuration, provide knowledge transfer, and identify organizational change impacts.

The Contractor will configure the EMIS to automate as many steps of the UBP Services workflow as possible. UBP Services configuration will involve setting up the system to automatically capture, validate, and manage utility bill data, enabling efficient energy consumption tracking and analysis. Key aspects of UBP Services configuration include:

a. Utility bill data scope (common points, data interval, metadata).

b. Data capture and ingestion (utility bill formats, data extraction, and delivery/integration methods).

c. Data validation and verification (data integrity checks, tariff configuration, and variance testing).

d. Data management and storage (centralized database, bill files storage, and data archiving).

The Contractor will configure the EMIS to track and report on energy consumption Key Performance Indicators (KPIs), such as energy usage per square foot, energy costs, and energy intensity. The system will provide tools for visualizing energy consumption data and identifying trends and anomalies.

G.1. Development/Configuration Deliverables

a. System design and development strategy document.

b. High-level development specifications document.

c. System customization, change request, and impact analysis document.

d. Requirements documentation update.

e. Data hosting specifications document.

f. Comprehensive data backup plan.

Table 5: Development/Configuration Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Define and develop system design and development strategy plan document, including managing build review process.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
2.	Provide high-level development (HLD) specifications documentation of the out- of-the-box solution.	Responsible	Approve		
3.	Recommend and stipulate system customization configurations, prepare and manage change requests, document impact analysis associated with customizable configurations, their required maintenance, and potential risks.	Responsible	Approve		
4.	Verify expected system functionality and business rules.	Support	Responsible		
5.	If necessary, update requirements documents (including data, security, use cases, and business flow diagrams).	Responsible	Approve		
6.	Identify if the data is hosted in a third-party cloud or owned servers, provide security and location information for either configuration.	Responsible	Approve		
7.	Create a detailed plan outlining data backup lifecycle, types of data to be backed up, backup frequency, retention policies, and recovery procedures.	Responsible	Approve		

G.2. Reporting Functionality

The Contractor shall deliver the following services to meet the Council's reporting functionality needs as outlined in Attachment 9: Business Requirements and Attachment 10: Technical Requirements:

a. Document or create various requested reports, such as Raw Data Reporting, Longitudinal Benchmarking and Cross-Sectional Benchmarking Reporting, Peak Load Monitoring, Data Integrity, and Compliance Reporting.

b. System shall have a robust customizable reporting engine that allows end users to customize views and reports. Provide schedulable reporting automation.

c. Provide data visualization tools such as charts, graphs, and heat maps that help users analyze energy consumption trends, detect inefficiencies, and identify areas for improvement.

d. Train users on how to customize and execute reports.

G.2.1 Reporting Deliverables

a. Document or design and create requested reports in the new EMIS and UBP Services solution.

b. Test, train, deploy, and support requested reports.

c. Provide reports training to End Users.

Table 6: Reports Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Document or design and create requested reports.	Responsible	Approve		
2.	Test, train, deploy, and support requested reports.	Responsible	Approve		
3.	Execute testing of reports.	Support	Responsible		
4.	Provide reports training to End Users.	Responsible	Approve		

G.3. Application Security Management

The Contractor must provide application security controls to prevent unauthorized access to the EMIS and UBP Services solution and must log all database transactions in compliance with Council security policies and process. In addition, the Contractor shall ensure that the solution shall provide security controls that limit the availability of certain application functions, interfaces, screen displays, and data records in accordance with the business requirements.

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

a. Define and configure Security, Navigation Items, and Dashboards that align with the organizational structure, including definitions of role-based privileges to support business functions, that can be sustained and managed by the Council's Personnel.

b. Recommend Security Configuration, Navigation Items, and Dashboards based on the best practices.

c. Identify sensitive or important data that should have data auditing enabled.

d. Enable the audit controls and develop reports such as application access and user account administration.

The Contractor shall work with the Council's Personnel to design, configure, test security, and 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 user account setup and activation, user account retirement, user account privilege configurations, utility account credential updates and troubleshooting account access issues, etc.

The Contractor shall provide Training to the Council's Personnel to include the security controls capabilities and application account management.

G.3.1 Application Security Deliverables

a. Application Security Management Plan

b. Security Administration Guide

c. Application security management training

d. Completed security configuration and implementation

Table 7: Application Security Configuration Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Develop the Application Security Management Plan for Security, Navigation Items, and Dashboards.	Responsible	Approve		
2.	Configure and validate system Security, Navigation Items, and Dashboards to prevent unauthorized data and system access.	Responsible	Approve		
3.	Set up all Admin and End User accounts with requested security and validate access privilege.	Responsible	Support		
4.	Develop the Security Administration Guide and conduct training.	Responsible	Approve		
5.	Transition Security Administration support to the Council's Personnel.	Responsible	Approve		

G.4. IDMS Integration

The Contractor shall integrate the Energy Management Information Systems SaaS environments with the Judicial Branch identity management system (IDMS)/Active Directory (AD) Services.

The Contractor shall provide a detailed systems integration plan ("**EMIS SaaS and Judicial Branch identity management system (IDMS) Integration Plan**") document that includes, at a minimum, the following:

a. Scope of the Council's directory service/IDMS data to be integrated with the SaaS environment.

b. Determine integration approach, methods, and interface requirements.

c. Roles and responsibilities for the IDMS integration effort.

d. Schedules and sequence of events/tasks required for the IDMS integration effort.

e. Technical Systems Architecture and Design specification document to integrate with the current Council directory service/IDMS system with the SaaS system.

f. Build, Data transformation, and tools requirements.

g. EMIS SaaS – Judicial Branch IDMS Integration Quality Assurance Plan (QAP).

G.4.1 IDMS Integration Services

The Contractor shall provide the following IDMS **integration services**:

a. Manage, coordinate, collaborate and execute planning and design sessions with the Council's Enterprise Architects and SMEs.

b. Document and develop Technical System Architecture and Design specification for IDMS integration.

c. Manage, execute, and integrate Council's directory service/IDMS system with SaaS system.

d. Manage and perform testing of the integrated systems.

e. Develop audit reports and other means for Council Personnel to validate.

f. Manage and facilitate the Judicial Branch AD user acceptance testing.

g. Manage and resolve all integration issues, bugs, and defects.

h. Manage, update, and provide all IDMS/AD integration documentation (e.g., contingency planning, etc.).

i. Training and Knowledge Transfer to Managed Services (M&O) support and Council Personnel.

G.4.2 IDMS Integration Deliverables

a. Successful systems integration of the Council's directory service/IDMS system with SaaS systems (environments).

Table 8: IDMS Integration Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Perform analysis and assessment and develop requirements for integrating the Judicial Branch identity management system (IDMS)/Active Directory (AD) Services with the EMIS SaaS environment, to include Single Sign-on (SSO) for Council and other judicial branch entities.	Responsible	Approve		
2.	Develop the architecture diagrams and documentation for the EMIS integration with the Judicial Branch IDMS/AD Services 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; and • Interface/integration diagrams.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
3.	Provide the Technical System Architecture and Design specification document(s) for Judicial Branch IDMS/AD Services integration with the EMIS SaaS solution.	Responsible	Approve		
4.	Provide integration access from Judicial Branch IDMS/AD Services to EMIS.	Support	Responsible		
5.	Manage and implement the EMIS integration with the Judicial Branch IDMS/AD Services.	Responsible	Approve		
6.	Develop and perform the Judicial Branch IDMS/AD Services integration testing with the EMIS SaaS solution.	Responsible	Approve		
7.	Manage the Judicial Branch IDMS/AD Services integration testing with internal/external partners to include Single Sign-on (SSO) for Council and other judicial branch entities.	Responsible	Approve		
8.	Perform the Judicial Branch IDMS/AD Services integration user acceptance testing.	Support	Responsible		
9.	Train Council Personnel in the support of the EMIS solution integration with Judicial Branch IDMS/AD Services.	Responsible	Approve		
10.	Perform training and knowledge transfer to Managed Services (M&O) support.	Responsible	Support		
11.	Gain final sign-off of Judicial Branch IDMS/AD Services integration with the EMIS SaaS solution Program/Projects closure.	Responsible	Approve		

H. 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 to validate that configuration values operate according to approved design specifications.

The Contractor shall develop test scenarios, test cases, and test scripts that map testing according to the Council's business functionality, performance, and technical requirements. Every business and technical requirement must be tested (i.e., mapped to the Requirements Traceability Matrix). The Contractor shall provide tools to facilitate the testing process.

The Contractor shall deliver a series of test plans ("**Test Plan**") that cover specific procedures and practices to be

followed throughout the project. All Test Plans shall include the following:

a. Procedures for tracking, reporting, and correcting issues (e.g., defects or bugs) identified during testing and the post-implementation monitoring period (e.g., 1–6 months of stability monitoring post Go-Live).

b. Roles and responsibilities of participants and facilitators.

c. Examples of forms, templates, and/or tools used for testing.

d. 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 EMIS and UBP Services solution has been fully tested, the Contractor must provide comprehensive documentation of test results with all exceptions analyzed, and any Defects must be corrected for review and approval.

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

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 there are data integrity issues related to security/confidentiality that lead to noncompliance with legal requirements or regulations.
Severity Level 2	A Severity Level 2 Defect is generated if a critical or non-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 subset of data is corrupted or there are data integrity issues related to security/confidentiality that can be addressed with a resolution or agreed 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	A Severity Level 4 Defect is generated for defects that are considered minor or cosmetic (other than Severity Level 1, Level 2, and Level 3 Defects) and a workaround or fix is available that has no functional impact to an End User.

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

a. Create the sandbox/ testing environment.

b. Creating/uploading testing data.

c. Loading configuration values, migrating data, and establishing user security in accordance with the "Go-Live" deployment plan.

d. Performing backups.

e. Restoring or refreshing databases/environments as required.

f. Tracking, resolving, and reporting issue status for issues identified during testing.

g. Answering questions from testers as they arise.

Successful completion of the testing will be required, and all issues/defects must be resolved before the software can be approved for Go-Live decision for Production use.

H.1. Testing Deliverables

a. Quality Assurance Plan.

b. Test Scripts and successfully completed test results.

c. System Defect log.

Table 9: Testing Responsibility Matrix

Testing Type	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
Functional Testing	Develop Test Plan.	Responsible	Approve		
	Develop system test scripts.	Responsible	Approve		
	Conduct testing.	Responsible	None		
	Perform issue resolution as needed to meet requirements.	Responsible	Approve		
User Acceptance Testing	Develop UAT Plan and test scripts.	Responsible	Approve		
	Provide UAT training.	Responsible	Support		
	Execute UAT.	Support	Responsible		
	Set up the UAT environment, perform backups, and execute data migration loads required to support UAT.	Responsible	None		
	Maintain user profiles and security configuration for UAT testers.	Responsible	Support		
	Answer all questions submitted by UAT participants.	Responsible	Support		
	Perform issue resolution as needed to meet requirements.	Responsible	Approve		
Security Testing	Test application security configuration as per defined role-based privilege sets.	Responsible	Approve		

Quality Assurance Plan (QAP) Management	Manage and track status of test activities.	Responsible	Approve		
	Establish formal response time and capacity testing strategy and plans.	Responsible	Approve		
	Provide defect reports.	Responsible	Support		
	Conduct test results review meeting.	Responsible	Approve		
	Complete and provide test results document for each test event.	Responsible	Approve		

I. Training Services

I.1. Training Plan

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

a. Training to provide End Users with the required knowledge and skills to use the EMIS and UBP Services solution.

b. Train the Trainer training for the Council's Personnel to train non-Council staff, for example, court staff and contractors.

c. A training curriculum document that outlines the training topics and content.

d. A training schedule for training materials and training delivery.

All training materials must be reviewed and approved by the Council prior to the start of training delivery. Training materials may include but are not limited to user guides, training manuals, instructor manuals, job aids, audio/video, and user exercise and engagement materials. 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 material and recorded media should be stored in a knowledge central repository accessible by the Council's Personnel. The Contractor should plan to deliver training remotely over Microsoft Teams or Cisco's Webex tools.

I.2. End User & Train-the-Trainer Training

The Contractor shall develop an End User & Train-the-Trainer Training Plan based on a comprehensive training needs assessment conducted by the Contractor. As part of the End User & Train-the-Trainer Training Plan, the Contractor shall:

a. 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.

b. Deliver End User training to identified staff.

c. Deliver Train-the-Trainer training to the Council's Personnel responsible for training Court and Council service provider staff.

d. Work with assigned Council's Personnel to incorporate policies, procedures, and specific roles into the materials.

e. 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).

f. Provide troubleshooting assistance with issues reported during training.

The Council will use the Train-the-Trainer approach whereby the Contractor will train the Council's Personnel, and those Personnel will train the End Users.

I.3. Training Deliverables

a. End User Training Plan and training materials.

b. End User training.

c. Train-the-Trainer Training Plan and training materials.

d. Train-the-Trainer training.

e. Formal End User and Train-the-Trainer sign-off by the Contractor and Council's Project Manager.

Table 10: Training and Knowledge Transfer Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Provide the formal End User Training Plan to train End Users. Include the training curricula, materials, schedule, and delivery approach.	Responsible	Approve		
2.	Provide the formal Train-the-Trainer Training Plan to train End Users. Include the training curricula, materials, schedule, and delivery approach.	Responsible	Approve		
3.	Develop End User training materials.	Responsible	Approve		
4.	Develop Train-the-Trainer training materials.	Responsible	Approve		
5.	Provide End User training.	Responsible	Approve		
6.	Provide training for the Council's Personnel to perform Train-the-Trainer approach.	Responsible	Approve		
7.	Provide process flow diagrams in the training curriculum for each end-to-end business process performed in the EMIS and UBP Services solution.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
8.	Develop online self-paced training for remote users to understand how to use the functionality of the EMIS and UBP Services solution.	Responsible	Approve		
9.	Provide training materials to support End User training.	Responsible	Approve		
10.	Populate training environment with Council-specific data and initial transaction data to support training delivery and user scenarios, if needed based on training strategy.	Responsible	Approve		
11.	Store all training material and recorded media in a knowledge central repository accessible by the Council's Personnel.	Responsible	Approve		

J. Deployment

The Contractor shall provide a detailed Deployment Plan that documents all the activities for a successful solution implementation. This includes the organization and execution of cutover activities needed to transition operations to the EMIS and UBP Services solution. Throughout the entire deployment period, the Contractor must provide at a minimum the Services described below.

J.1. Release Readiness Checklist

The Contractor shall maintain a release readiness checklist ("**Release Readiness Checklist**") that tracks major milestones required to determine whether the EMIS and UBP Services solution is ready for deployment. This checklist must be reviewed by the Council starting no later than one (1) month before Go-Live as specified in the Deployment Plan to ensure the following tasks are completed:

a. All testing has been successfully completed.

b. All Personnel have completed end-user training.

c. All data has been cleansed, migrated, and accepted by the Council.

d. All interfaces are functioning as required.

e. End-User support has been established.

f. Disaster Recovery Plan & Procedures have been accepted by the Council.

g. The System is determined to be Production ready.

J.2. 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:

a. Development of a Service Desk and End-User support strategy for the Council's Personnel.

b. Development of procedures for providing support that includes all activities, procedures, and steps necessary for the Council's Personnel to provide the required functional support.

c. Provision of support for the Council's Personnel.

d. Tracking of incidents from the Council's Personnel.

e. Tracking and reporting of incidents to the Council's Personnel from the EMIS and UBP Services solution End-Users.

The Contractor shall establish efficient and effective procedures for providing End-User support before the beginning of Production cutover and through the end of the Production support period (e.g., 1–6 months of stability monitoring after implementation).

J.3. Go-Live (Cutover) Plan

The Contractor shall deliver a detailed Go-Live plan ("**Go-Live Plan**") to reflect all project activities that affect deployment of the EMIS and UBP Services solution into the Production environment. This Deliverable shall document all steps required to make a successful Go-Live, 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:

a. Final data migration activities.

b. System preparation and changeover activities.

c. Resolution of all identified Severity Levels 1, 2, and 3 Defects.

d. Development of a rollout activities checklist.

e. Staffing requirements, by role and responsibilities, for both Contractor and the Council's Personnel for all deployment/rollout activities.

f. Provision of End-User support procedures that outline the processes for End Users to obtain support in the post Go-Live environment.

g. Communications that have been developed, documented, and provided to stakeholders informing them of the deployment process and status.

h. Contingency plans in place to deal with system deployment issues that may arise (e.g., Disaster Recovery Plans).

i. Provision of a detailed back-out and recovery process that is documented and will be triggered if the release to Production fails.

j. 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.

J.4. System Deployment Deliverables

a. Release Readiness Checklist

b. Service Desk and support strategy

c. End-User support procedures and document

d. Go-Live Plan (including detailed Go-Live runbook with start and stop runtimes)

Table 11: Deployment Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Develop and manage Go-Live Plan.	Responsible	Approve		
2.	Develop a Go-Live checklist, including go/no-go decisions.	Responsible	Approve		
3.	Develop Service Desk procedures for End Users.	Responsible	Approve		
4.	Develop Disaster Recovery Plan & Procedures.	Responsible	Approve		
5.	Perform and validate the Disaster Recovery Exercise and business continuity test prior to Go-Live.	Responsible	Support		
6.	Conduct cutover meetings and documentation of activities and decisions.	Responsible	Approve		
7.	Coordinate implementation and support activities.	Responsible	Approve		
8.	Perform the Go-Live cutover to the Production environment as per the Go-Live runbook.	Responsible	Approve		
9.	Track and monitor progress during deployment and identify, escalate, and resolve issues and risks.	Responsible	Approve		
10.	Verify Production environment is operational.	Responsible	Approve		
11.	Validate testing.	Support	Responsible		
12.	Update all documentation Deliverables prior to Go-Live, including Knowledge Transfer Document (KTD) to capture the Council-specific decisions made during the implementation process.	Responsible	Approve		

K. 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 EMIS and UBP Services solution, 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 Council and the

Contractor), of post-implementation 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.

The Contractor and the Council will jointly assess the status of the post-implementation and the system stability, provided that final acceptance shall be determined by the Council at 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 EMIS and UBP Services solution will not be considered accepted until the Council confirms final acceptance in writing. The Council will grant final acceptance after six (6) months of post-implementation support and the Council 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 alternative route to system. Priority 1 indicates a critical condition in which the Production site (hosting services), mission critical service(s), or application is down and requires immediate attention. Examples: • Application is down; the system is inoperable. • The Production site is down, and the EMIS and UBP Services solution is not accessible. • Virus and potential effects to multiple users.
P2	Severely degraded performance or loss of non-critical services affecting multiple End Users or workaround exists for system outages. Priority 2 indicates the service is operational, but the business is impacted; a nonfunctional 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 is 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 a single user affected: Priority 3 indicates that there is limited functionality, a problem with connection to the service, or with 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 workaround. • 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.

Priority	Description
P4	This issue only affects a single user. Examples: • User is 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 training tasks, the transfer of project artifacts to the Council's project repository, an update of the business solution, and transition support for End Users.

K.1. Production Support Deliverables

a. Successful Deployment Document.

b. Post-implementation support from Month 1 through Month 6:

   i. Transition to the Contractor's M&O Support Services staff.

   ii. Transition & Training to the Council's Personnel.

c. Final system acceptance of the EMIS and UBP Services solution.

Table 12: Production Support Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Manage service incidents for End Users.	Responsible	Approve		
2.	Resolve critical system issues as requested by the Council.	Responsible	Approve		
3.	Provide resources to manage warranty service requests and related tracking through resolution and sign-off.	Responsible	Approve		
4.	Document the completion of the deployment.	Responsible	Approve		
5.	Deliver Transition to the Contractor's M&O Support Services staff.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
6.	Deliver Transition & Training to the Council's Personnel.	Responsible	Approve		
7.	Provide project summary closeout document.	Responsible	Approve		
8.	Final system acceptance.	Support	Responsible		

L. Ongoing Data Delivery and Managed Services

The contractor shall be responsible for ensuring accurate, timely, and efficient utility data collection, population, and maintenance while maintaining accurate utility account information in the system. The contractor shall provide the following services:

a. Regularly monitor and verify data for completeness, accuracy and consistency. This includes identifying outliers, duplicates, and inconsistencies.

b. Ensure utility account data is continuously updated, including changes in account status, billing addresses, and utility consumption patterns.

c. Ensure adherence to agreed-upon service level agreements (SLAs) regarding data delivery timelines, data accuracy, and system uptime.

d. Continuously monitor and report on the performance of the data delivery collection.

e. Maintain at least five (5) backups of all data, not including invoice files, incremented daily.

f. Maintain at least two (2) backups of invoice files incremented daily.

g. Send backups of data to the Council on a quarterly basis.

Table 13: Data Delivery and Managed Services

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Conduct regular audits to ensure the performance, reliability, and accuracy of data delivery and account management processes.	Responsible	Approve		
2.	Provide regular reports on data quality, system performance, and consumption patterns.	Responsible	Approve		
3.	Create, update, and deactivate utility accounts within the system, ensuring accurate entry of vendor and utility details, meter information, and billing cycles.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
4.	Identify discrepancies in the data and promptly resolve any anomalies or missing data entries. This may include liaising with utility providers, investigating root causes, or initiating corrective actions.	Responsible	Approve		
5.	Maintain multiple copies of daily incremental backups and send quarterly data backups to the Council.	Responsible	Approve		
6.	Provide annual reporting of Greenhouse Gas emissions associated with the vendor's delivery of services to the Judicial Council of Scope 1: direct emissions from the vendor's operations to support Judicial Council activities.	Responsible	Approve		
7.	Provide annual reporting of Greenhouse Gas emissions associated with the vendor's delivery of services to the Judicial Council of Scope 2: Indirect emissions from energy purchased by the vendor to support Judicial Council activities.	Responsible	Approve		
8.	Provide an Annual Data Center Sustainability Report per Business Requirements (BR-116).	Responsible	Approve		

M. Maintenance and Operational (M&O) Support Services

The Contractor must comply with the additional maintenance and support obligations as set out in this section. Such maintenance and support obligations will be deemed to be included as "M&O Support Services" as such term is defined in the Master Agreement. Contractor's M&O Support Services for EMIS and UBP Services 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.

Contractor's M&O Support Services shall include but are not limited to:

a. System availability 24 hours x 7 days/week (365 days/year), excluding scheduled maintenance window.

b. Application support, technical support, and Managed Services for hosted solutions during standard or normal hours 7am to 7pm Pacific Time on all Business Days.

c. Assignment of a single-point-of-contact Service Delivery Manager (SDM) for M&O support and Managed Services (e.g., managing, coordinating, and communicating changes) for a hosted SaaS solution.

d. Ability via configuration to make system changes necessary to support business changes.

e. Emergency support for break-fix situations via alerts and notifications.

Maintenance and operations support services consist of the services described in the following table.

Table 14: On-Going Maintenance and Operations Support Services Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Provide system maintenance plan for all categories of maintenance services.	Responsible	Approve		
2.	Provide Customer Support Plan which includes 24/7 support.	Responsible	Approve		
3.	Provide a mechanism for issue reporting and resolution.	Responsible	Approve		
4.	Provide Level 1 help desk with coordination of user support activities (including “how to” support and user account and password administration).	Responsible	Approve		
5.	Provide Level 2 help desk.	Responsible	Approve		
6.	Provide Level 3 help desk.	Responsible	Approve		
7.	Respond to escalated support ticket items in accordance with established procedures.	Responsible	Approve		
8.	Establish priority of support ticket items / service requests.	Responsible	Approve		
9.	Implement continuous integration and delivery practices to provide a comprehensive support of ongoing data delivery.	Responsible	Approve		
10.	Continue ensuring that the Data Backup Plan defined in Section G remains adequate. Review backup integrity monthly and plan adequacy at least annually.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
11.	Develop and maintain a Business Continuity Plan for the Council, which includes a checklist of steps required to recover where certain service scenarios are causing the solution to be inoperable.	Responsible	Approve		
12.	Develop and maintain a detailed Disaster Recovery Plan.	Responsible	Approve		
13.	Perform regular system updates, including bug fixes, security patches, and new feature implementations.	Responsible	Approve		

N. Payment Schedule

The Council and the Contractor will follow a milestone payment schedule in which payments to the Contractor will be made incrementally as specific project milestones and deliverables are achieved.

The table below lists milestones, key deliverables, and associated specific percentage of the total project payment that will be paid upon the completion of each milestone.

Table 15: Implementation Period Payment Milestones

Milestone	Description	Key Deliverables	Payment percentage
1	Project Initiation & Planning	Approved Project Charter, Project Plan, Communication Plan	10%
2	System Design Completion	System Design Documents, Requirements Traceability Matrix, Business Process Documents	15%
3	Development/Configuration & Integration Design	Development Specifications, Data Migration Plan, Data Integration Strategy, IDMS Integration Plan	15%
4	System Configuration & Technical Integration	Completed System Configuration, Implemented Data Interfaces, IDMS Integration	20%
5	Testing Completion	Successful Functional Testing, Completed User Acceptance Testing, Security Testing Certification	15%
6	Training & Deployment Preparation	Completed Training Sessions, Training Materials, Go-Live Plan, Release Readiness Certification	10%
7	Data Migration & Go-Live	Successful Data Migration, System Deployment to	10%

		Production, Initial Operational Capability	
8	Post-Implementation & Final Acceptance	Completion of Post-Implementation Support, Resolution of P1/P2 Issues, System Final Acceptance	5%

O. Termination Assistance Services

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 Council or a third-party service provider as designated by the Council. The responsibility of the Contractor will include the activities associated with the Termination Assistance support and knowledge transfer to the Council. Termination Assistance Services consists of the Services described in the following table.

Table 16: Termination Assistance Responsibility Matrix

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
1.	Provide a Termination Assistance plan. The plan must contain transition task descriptions, an organizational chart, and job descriptions for all support staff.	Responsible	Approve		
2.	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.	Responsible	Approve		
3.	Provide all maintenance and support tools, utilities, and diagnostic and support tools utilized by Contractor in the support and maintenance of the Deliverables.	Responsible	Approve		

#	Activities	Contractor	Council	Contractor Response (Yes or No)	Contractor Comments
4.	Provide all information, documentation, tools, and other materials regarding or relating to maximizing the use of the EMIS and UBP Services solution to perform key operational functions including, without limitation, data/document backups, document uploads/downloads and security checks, and how to automate such functions to minimize manual intervention.	Responsible	Approve		
5.	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 Council system performance analysis.	Responsible	Approve		
6.	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		
7.	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 Council hereunder.	Responsible	Approve		
8.	Provide any documentation, knowledge repository exports, change and incident management system data, digital files, and metadata file exports in a secure handoff to the Council upon the termination of the SaaS delivery.	Responsible	Approve		

- END-OF-STATEMENT-OF-WORK -