

COUNTY OF VENTURA CONTRACT NUMBER #9640

C O N T R A C T

This Contract is entered into this 29th day of April, 2025, by, and between, the County of Ventura, a political subdivision of the State of California, hereinafter called "County" and The ActOne Group, Inc. dba ATIMS, hereinafter called "Contractor."

W I T N E S S E T H

WHEREAS, County issued the Ventura County Jail Management System Request for Proposal #6188 (hereinafter referred to as 'RFP') to determine the most qualified contractor(s) for such services for County; and

WHEREAS, Contractor submitted a proposal dated June 26, 2024, in response to the RFP (hereinafter referred to as "Contractor's Proposal"), to provide services to County; and

WHEREAS, County determined, through competitive solicitation and careful review of submitted proposals, that Contractor's Proposal best meets the need of Ventura County Jail Management System (as described in RFP) and that it is necessary and desirable that Contractor be engaged by County for the purpose of providing Ventura County Jail Management System and related services hereinafter described; and

WHEREAS, County and Contractor are willing to enter into a Ventura County Jail Management System Contract in accordance with the RFP and Contractor's response thereto, which by this reference are incorporated herein, though not attached, and the terms and conditions contained herein; and

WHEREAS, it is necessary and desirable that Contractor be engaged by County for the purpose of performing Ventura County Jail Management System hereinafter described; and

WHEREAS, Contractor represents it is specially trained, experienced, expert and competent to perform the special services hereinafter described, and it is necessary and desirable that County engage Contractor to do so;

NOW, THEREFORE, IT IS HEREBY AGREED by the parties as follows:

1. **SERVICES TO BE PERFORMED BY CONTRACTOR**

Contractor shall perform the services and tasks described in Exhibit A hereto and all services and tasks reasonably necessary for the completion of the same (the "Work"). Contractor shall furnish, at Contractor's own cost and expense, all personnel, services, tools, vehicles, and equipment or any other materials, necessary to perform the Work. Contractor shall perform, and ensure all subcontractors perform, the Work in a safe, professional, skillful, and workmanlike manner. All Work and any portion thereof separately identified shall be completed within the time provided in Exhibit A.

2. **PAYMENTS**

In consideration of the services rendered in accordance with all terms, conditions and specifications of this Contract, County will make payment to Contractor in the manner specified in Exhibit A. County of Ventura payment terms are Net 30 in arrears upon receipt of invoice.

3. **INDEPENDENT CONTRACTOR**

No relationship of employer and employee is created by this Contract, it being understood that Contractor is an independent contractor, and neither Contractor nor any of the persons performing services for Contractor pursuant to this Contract, whether said person be member, partner, officer, employee, subcontractor, or otherwise, will have any claim under this Contract or otherwise against County for any salary, sick leave, vacation pay, retirement benefits, social security, workers' compensation, disability, unemployment insurance benefits, federal, state or local taxes, or other compensation, benefits or taxes of any kind.

It is further understood and agreed by the parties hereto that, except as provided in this Contract, County will have no control over the means or methods by which Contractor will perform services under this Contract.

If, in the performance of this Contract, any third persons are employed by Contractor, such persons will be entirely and exclusively under direction, supervision and control of Contractor. All terms of employment, including hours, wages, working conditions, discipline, hiring and discharging or any other terms of employment or requirements of law, will be determined by Contractor, and County will have no right or authority over such persons or the terms of such employment, except as provided in this Contract.

The Contractor will comply with all of the provisions of the Worker's Compensation Insurance and Safety Acts of the State of California, the applicable provisions of Division 4 and 5 of the California Labor Code and all amendments, thereto; and all similar State and Federal acts or laws applicable; and will indemnify and hold harmless the County from and against all claims, demands, payments, suits, actions, proceedings and judgments of every nature and description, including attorney's fees and costs, presented, brought or recovered against the County, for or on account of any liability under any of said Acts which may be incurred by reasons of any work to be performed under this Contract.

Contractor agrees to defend, through attorneys approved by County, indemnify and hold harmless Indemnatee (as defined elsewhere herein) from and against all Third-Party Claims (defined elsewhere herein) made against indemnatee based upon any contention by any third party that an employer-employee relationship exists by reason of this contract. Contractor further agrees to hold Indemnatee harmless from and to compensate Indemnatee for any Third-Party Claims against Indemnatee for payment of state or federal income or other tax obligations relating to Contractor's compensation under the terms of this contract. Contractor will not settle or otherwise compromise a Third-Party Claim covered by this paragraph without County's advance

written approval. This subsection does not apply to any penalty imposed by any governmental agency that is not caused by or the fault of Contractor.

4. **NON-ASSIGNABILITY**

Contractor will not assign this Contract or any portion thereof, to a third party without the prior written consent of County, and any attempted assignment without such prior written consent will be null and void and will be cause, at County's sole and absolute discretion, for immediate termination of this Contract.

5. **TERM**

This Contract will be in effect from April 29, 2025 through January 28, 2029, subject to all the terms and conditions set forth herein. Implementation term will be from April 29, 2025 through February 24, 2027, and two-year subscription term will be from January 29, 2027 through January 28, 2029.

Time is of the essence in the performance of this contract.

Continuation of the Contract is subject to the appropriation of funds for such purpose by the County's Board of Supervisors. If funds to effect such continued payment are not appropriated, County may terminate this project as thereby affected and Contractor will relieve County of any further obligation therefor.

6. **TERMINATION**

The County Purchasing Agent may terminate this Contract at any time for any reason by providing 10 days' written notice to Contractor. In the event of termination under this paragraph, Contractor will be paid for all work provided to the date of termination, as long as such work meets the terms and conditions of this Contract. On completion or termination of this Contract, County will be entitled to immediate possession of, and Contractor will furnish on request, all computations, plans, correspondence and other pertinent data gathered or computed by Contractor for this particular Contract prior to any termination. Contractor may retain copies of said original documents for Contractor's files. Contractor hereby expressly waives any and all claims for damages or compensation arising under this Contract except as set forth in this paragraph in the event of such termination.

This right of termination belonging to the County of Ventura may be exercised without prejudice to any other remedy which it may be entitled at law or under this Contract.

7. **DEFAULT**

If Contractor defaults in the performance of any term or condition of this Contract, Contractor must cure that default by a satisfactory performance within 10 days after service upon Contractor of written notice of the default. If Contractor fails to cure the default within that time, then County may terminate this Contract without further notice.

8. **INDEMNIFICATION, HOLD HARMLESS AND WAIVER OF SUBROGATION**

All activities and/or work covered by this Contract will be at the risk of Contractor alone. Contractor agrees to defend, indemnify, and save harmless the County, including all of its boards, agencies, departments, officers, employees, agents and volunteers (collectively, "Indemnatee"), against any and all claims, lawsuits, judgments, debts, demands and liability (including attorney fees and costs) (collectively, "Third Party Claims"), whether against Contractor, County or others, including without limitation, those arising from injuries or death of persons and/or for damages to property, arising directly or indirectly out of the obligations herein described or undertaken or out of operations conducted or subsidized in whole or in part by Contractor, save and except Third Party Claims litigation arising through the sole negligence or wrongdoing and/or sole willful misconduct of Indemnatee. Contractor shall not settle or otherwise compromise a Third Party Claim covered by this section without County's prior written approval. Contractor agrees to waive all rights of subrogation against Indemnatee for losses arising directly or indirectly from the activities and/or work covered by this Contract.

9. **INSURANCE PROVISIONS**

- A) Contractor, at its sole cost and expense, will obtain and maintain in full force during the term of this Contract the following types of insurance:
- 1) General Liability "occurrence" coverage in the minimum amount of \$1,000,000 combined single limit (CSL) bodily injury & property damage each occurrence and \$2,000,000 aggregate, including personal injury, broad form property damage, products/completed operations, and broad form blanket contractual.
 - 2) Workers' Compensation coverage, in full compliance with California statutory requirements, for all employees of Contractor and Employer's Liability in the minimum amount of \$1,000,000.
 - 3) Professional Liability coverage in the minimum amount of \$1,000,000 each occurrence and \$2,000,000 aggregate.
 - 4) Cyber Liability (Security & Privacy) coverage in the minimum amount of \$1,000,000 each occurrence and \$2,000,000 aggregate.
- B) All insurance required will be primary coverage as respects County and any insurance or self-insurance maintained by County will be excess of Contractor's insurance coverage and will not contribute to it.
- C) County is to be notified immediately if any aggregate insurance limit is exceeded. Additional coverage must be purchased to meet requirements.
- D) The County of Ventura, Its Boards, Agencies, Departments, Districts, Officers, Employees, Agents, and Volunteers are to be named as

Additional Insured as respects work done by Contractor under the terms of this contract on all policies required (except Workers' Compensation).

- E) Contractor agrees to waive all rights of subrogation against the County, Its Boards, Agencies, Departments, any applicable Special Districts, Officers, Employees, Agents and Volunteers for losses arising from work performed by Contractor under the terms of this Contract.
- F) Policies will not be canceled, non-renewed or reduced in scope of coverage until after sixty (60) days written notice has been given to the County of Ventura, Risk Management Division.
- G) Contractor agrees to provide County with the following insurance documents on or before the effective date of this Contract:
 - 1. Certificates of Insurance for all required coverage.
 - 2. Additional Insured endorsement for General Liability Insurance.
 - 3. Waiver of Subrogation endorsement (a.k.a.: Waiver of Transfer Rights of Recovery Against Others, Waiver of Our Right to Recover from Others) for Workers' Compensation.

Failure to provide these documents will be grounds for immediate termination or suspension of this contract.

10. **NON-DISCRIMINATION**

A) General.

No person will on the grounds of race, color, national origin, religious affiliation or non-affiliation, sex, age, handicap, disability, or political affiliation, be excluded from participation in, be denied the benefits, or be subjected to discrimination under this Contract.

B) Employment.

Contractor will ensure equal employment opportunity based on objective standards of recruitment, selection, promotion, classification, compensation, performance evaluations, and management relations, for all employees under this Contract. Contractor's personnel policies will be made available to County upon request.

11. **SUBSTITUTION**

If particular people are identified in Exhibit A as working under this Contract, the Contractor will not assign others to work in their place without written permission from the Chief Procurement Officer. Any substitution will be with a person of commensurate experience and knowledge.

12. **INVESTIGATION AND RESEARCH**

Contractor by investigation and research has acquired reasonable knowledge of all conditions affecting the work to be done and labor and material needed, and the execution of this Contract is to be based upon such investigation and research, and not upon any representation made by the County or any of its officers, agents or employees, except as provided herein.

13. **CONTRACT MONITORING**

The County will have the right to review the work being performed by the Contractor under this Contract at any time during Contractor's usual working hours. Review, checking, approval or other action by the County will not relieve Contractor of Contractor's responsibility for the thoroughness of the services to be provided hereunder. This Contract will be administered by Shane Matthews, Assistant Sheriff, Detention Services, or his authorized representative.

14. **ADDENDA**

County may from time to time require changes in the scope of the services required hereunder. Such changes, including any increase or decrease in the amount of Contractor's compensation which are mutually agreed upon by and between County and Contractor will be effective when incorporated in written amendments to this Contract.

15. **CONFLICT OF INTEREST**

Contractor covenants that Contractor presently has no interest, including, but not limited to, other projects or independent contracts, and will not acquire any such interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Contract. Contractor further covenants that in the performance of this Contract no person having such interest will be employed or retained by Contractor under this Contract.

16. **CONFIDENTIALITY**

Any reports, information, data, statistics, forms, procedures, systems, studies and any other communication or form of knowledge given to or prepared or assembled by Contractor under this Contract which County requests in writing to be kept confidential, will not be made available to any individual or organization by Contractor without the prior written approval of the County except as authorized by law.

17. **NOTICES**

All notices required under this Contract will be made in writing and addressed or delivered as follows:

TO COUNTY: County of Ventura
General Services Agency
Procurement Services
800 South Victoria Avenue, L#1080
Ventura, CA 93009

TO CONTRACTOR: The ActOne Group, Inc. dba ATIMS
21622 Plummer Street, Suite 210
Chatsworth, CA 91311

Either party may, by giving written notice in accordance with this paragraph, change the names or addresses of the persons or departments designated for receipt of future notices. When addressed in accordance with this paragraph and deposited in the United States mail, postage prepaid, notices will be deemed given on the third day following such deposit in the United States mail. In all other instances, notices will be deemed given at the time of actual delivery.

18. **MERGER CLAUSE**

This Contract supersedes any and all other contracts, either oral or written, between Contractor and the County, with respect to the subject of this Contract. This Contract contains all of the covenants and contracts between the parties with respect to the services required hereunder. Contractor acknowledges that no representations, inducements, promises or contracts have been made by or on behalf of County except those covenants and contracts embodied in this Contract. No modification, waiver, amendment or discharge of this Contract shall be valid unless the same is in writing and signed by duly authorized representatives of both parties.

19. **ORDER OF PRECEDENCE**

In the event of an inconsistency in this Contract, the inconsistency shall be resolved in the following order:

1. This Contract;
2. County of Ventura RFP #6188
3. Contractor's proposal dated June 26, 2024

20. **GOVERNING LAW**

The validity of this Contract and any of its terms or provisions, as well as the rights and duties of the parties under this Contract, will be construed pursuant to and in accordance with the laws of the State of California.

21. **SEVERABILITY OF CONTRACT**

If any term of this Contract is held by a court of competent jurisdiction to be void or unenforceable, the remainder of the Contract terms will remain in full force and effect and will not be affected.

22. **CUMULATIVE REMEDIES**

The exercise or failure to exercise of legal rights and remedies by the County in the event of any default or breach hereunder will not constitute a waiver or forfeiture of any other rights and remedies and will be without prejudice to the

enforcement of any other right or remedy available by law or authorized by this Contract.

23. **COMPLIANCE WITH LAWS**

Each party to this Contract will comply with all applicable laws.

24. **CONSTRUCTION OF COVENANTS AND CONDITIONS**

Each term and each provision of this Contract will be construed to be both a covenant and a condition.

25. **ACCESS TO AND USE OF COUNTY TECHNOLOGY**

As part of this Contract, set forth in Exhibit B, Contractor shall agree with and abide by the provisions set forth in the Ventura County Non-Employee Information Technology Usage Policy, which by this reference is made a part hereof. Any employee, sub-contractor, or agent of the Contractor who will access (which shall include, but is not limited to, the use, maintenance, repair or installation of) County information technology in the course of his, or her, work for the County is required to sign the Ventura County Non-Employee Information Technology Usage Policy before accessing, using, maintaining, repairing or installing any County information technology system or component. Information technology shall include, but is not limited to, the network, Internet access, electronic mail, voice mail, voice message systems, facsimile devices, or other electronic or telecommunication systems used by the County.

26. **NON-EXCLUSIVITY**

The County reserves the right to contract with providers of similar services and/or equipment other than the Contractor when it is reasonably determined to be in the best interest of the County.

27. **MISCELLANEOUS**

- a. Third Party Beneficiaries. Except for indemnitees under sections 3 and 8 above, this contract does not, and the parties to this contract do not intend to, confer a third-party beneficiary right of action on any third party whatsoever, and nothing set forth in this contract will be construed so as to confer on any third party a right of action under this contract or in any manner whatsoever.
- b. Further Actions. The parties hereto agree that they will execute any and all documents and take any and all other actions as may be reasonably necessary to carry out the terms and conditions of this contract.
- c. Legal Representation. Each party warrants and represents that in executing this contract, the party has relied upon legal advice from attorneys of the party's choice (or had a reasonable opportunity to do so); that the party has read the terms of this contract and had their consequences (including risks, complications and costs) completely

explained to the party by the party's attorneys (or had a reasonable opportunity to do so); and that the party fully understands the terms of this contract. Each party further acknowledges and represents that the party has executed this contract freely and voluntarily without the undue influence of any person, and the party has not relied on any inducements, promises or representations made by any person not expressly set forth in this contract.

- d. No Waiver. Failure by a party to insist upon strict performance of each and every term, condition and covenant of this contract shall not be deemed a waiver or relinquishment of the party's rights to enforce any term, condition or covenant.
- e. Partial Invalidity. If any provision of this contract is held by a court of competent jurisdiction to be invalid, void or unenforceable, the parties intend, and it shall be so deemed, that the remaining provisions of this contract shall continue in full force without being impaired or invalidated in any way. If such provision is held to be invalid, void or unenforceable due to its scope or breadth, such provision shall be deemed valid to the extent of the scope or breadth permitted by law.
- f. Interpretation of Contract. For purposes of interpretation, this contract shall be deemed to have been drafted by both parties, and no ambiguity shall be resolved against any party by virtue of the party's participation in the drafting of the contract. Accordingly, Civil Code section 1654 shall not apply to the interpretation of this contract. Where appropriate in the context of this contract, the use of the singular shall be deemed to include the plural, and the use of the masculine shall be deemed to include the feminine and/or neuter.
- g. Counterparts. This contract may be transmitted and signed by electronic or digital means by either or both parties and such signatures shall have the same force and effect as original signatures, in accordance with California Government Code Section 16.5 and California Civil Code Section 1633.7. This contract may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same contract.

IN WITNESS WHEREOF the parties hereto have executed this Contract.

COUNTY OF VENTURA

THE ACTONE GROUP, INC. DBA ATIMS*

Authorized Signature

Authorized Signature

Printed Name

Printed Name

Title

Title

Date

Date

Tax Identification Number

Secretary of State Entity Number

THE ACTONE GROUP, INC. DBA ATIMS*

Authorized Signature

Printed Name

Title

Date

* If a corporation, this Contract must be signed by two specific corporate officers.

The first signature must be from either (1) the Chief Executive Officer, (2) the Chairman of the Board, (3) the President, or (4) a Vice President.

The second signature must be from either (a) the Secretary, (b) an Assistant Secretary, (c) the Chief Financial Officer (or Treasurer), or (d) an Assistant Treasurer.

In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signatory to bind the company for this Contract.



Ventura County Sheriff's Office

Jail Management System Implementation Statement of Work

Approved by ATIMS and VCSO, April 2025

Document Overview

Category	Detail
Brief Description	SOW: Jail Management System Implementation
Ventura County Sheriff's Office Sponsor	TBD - Ventura County Sherriif's Office (VCSO)
ATIMS Sponsor	Felix Rabinovich, Vice President
ATIMS Team Project Manager	Ankit Vankamamidi
File Name	ATIMS_Ventura County JMS_SOW_draft.docx

Document Revision History

Name	Date	Reason for Changes	Version
ATIMS	11-26-2024	Initial Draft - Submission	1.0
ATIMS/Ventura County	03-12-2025	Approved by ATIMS and Ventura County	2.0

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1. Statement of Work Overview

This Statement of Work (SOW) is by and between ATIMS and the Ventura County Sheriff's Office (VCSO). It describes the principal activities and responsibilities of ATIMS and the Ventura County Sheriff's Office to install the ATIMS Jail Management System ("JMS" or "Software") in the Ventura County Sheriff's Office's detention facilities.

The Ventura County Sheriff's Office has decided on a hosted solution and this SOW contains details of how the project will be executed and describes the work activities, deliverables, and timeline for the execution of this project as defined within.

This SOW may be updated as required throughout the life of the JMS implementation. The parties will mutually agree upon dates that correspond with changes to this SOW, including those for additional scope or services, as per the change order process detailed in section 1.3 Change Control.

1.1 Objectives

Ventura County Sheriff's Office (VCSO) expects the new JMS will deliver new and best-in-class industry standards based on operational capabilities, drive operational productivity, improve the safety of its personnel and inmates and provide a high-performing platform for the next generation of JMS users.

At a high level, the following are the Ventura County Sheriff's Office (VCSO)'s objectives for the JMS project:

1. *Remove Ventura County Sheriff's Office (VCSO)'s dependence on obsolete technology.* ATIMS JMS software is state-of-the-art Single Page Application (SPA) running in the browser of your choice or as a native mobile application. It is designed and developed using Angular front end and ASP.NET Core APIs with Microsoft SQL Server database. The system allows for a variety of deployment choices with load balancing and high availability of individual components. It can be extended through custom forms and reports using industry-standard HTML, CSS and TypeScript technologies. User authentication is performed through OAuth / OpenID Connect standards that allow easy integration with Active Directory (including ADFS and Azure AD) as well as emerging identity providers, like Auth0, Okta, etc.
2. *Support improved decision-making and risk assessments through increased data availability, quality and accuracy.* ATIMS Jail Management Software will provide the Ventura County Sheriff's Office personnel with a complete set of tools for accessing, tracking, and monitoring inmates and has been developed during all stages with input from law enforcement agencies to insure ease of use. It is built on a web-based architecture, and the strength of the system is especially obvious in its data mining and reporting capabilities which further help in maintaining an efficient jail.

3. *Enable Ventura County Sheriff's Office to optimize personnel productivity and operational effectiveness.* ATIMS' Pre-Book is one example of increased productivity. Pre-Book allows arresting officers to enter arrest information from remote terminals, including their patrol cars. This data can be entered into VCSO's specific Pre-book form, providing ease of use for arresting officers before arriving at the facility. This will not only speed up the intake process but removes any duplicate data entry that may be happening today.
4. *Support improved information sharing and collaboration with other justice partners in Ventura County, including the District Attorney, Public Defender and Courts, ideally via an Azure based Integration platform.* In addition to the business suite of applications, the ATIMS InCustody JMS system includes a separate interface engine that allows agencies to configure integration with external partners and third-party applications without the need to modify or even recompile the base system.
5. *Improve services delivery and safety of Ventura County Sheriff's Office personnel and its inmates.* One example of how ATIMS accomplishes this is with the ATIMS JMS Inmate header. Available throughout the system, the header provides a quick synopsis of the inmate and ensures the Officer knows who they are working with. The Header gives all vital information about an inmate, i.e. Name, Date of Birth, Age, Physical Description, Inmate Number, and two Photo's. For safety, all active alerts (violent, medical, food allergies) for the inmate are listed and saved, so jail staff are aware of who they are dealing with. Conflict checks are run on all inmate movement with alerts notifying the officers.
6. *Modernize Ventura County Sheriff's Office's technology platform, delivering a hybrid or best of breed corrections solution to support future Operational Growth and Maturity.* ATIMS JMS is built using Angular that produces browser, and native mobile applications out of the same code base. It can be easily deployed to either Windows, Android or iOS environments. As a browser-based system, it operates on the client's web browser with the software running on a Windows IIS server. Our solution allows for future growth and provides open systems flexibility for third party application integration.

1.2 Project Management

Deliverables:

<ul style="list-style-type: none">• Project Management Plan (Sample in Appendix E)
<ul style="list-style-type: none">• Project Status Reports (Sample in Appendix F)
<ul style="list-style-type: none">• Project Schedule (Baseline/Monthly updates (Sample in Appendix G)

The ATIMS Project Management Team shall plan the activities to be carried out in the project, the assignment of resources to those activities, the dependencies among those activities, and their

timing. The ATIMS PM Team shall establish a project control and reporting system, using a combination of MS Project and JIRA, to provide routine and realistic assessments of the project progress through the completion of the project against approved milestones and detailed plans. Working with the Ventura County Sheriff's Office (VCSO) JMS Project Manager, the ATIMS Team Project Manager shall set up roles, responsibilities, record-keeping systems, lines of communication, and procedures for managing the project, assuring quality, managing technical configuration, and controlling project changes.

The ATIMS Team Project Manager shall provide on-going project management including regular (weekly) project plan updates, weekly status reports and weekly status meetings. The ATIMS PM Team shall prepare a baseline risk management plan and update the plan regularly (monthly) over the course of the project.

Project Implementation will be based on the phases and milestones listed in the following table.

	Milestone	Deliverables	Cost	Total
1	Contract Initiation	1A. Board Approved Contract	\$ 76,757.79	
		1B. Approved SOW	\$ 76,757.79	
		1C. Approved Baseline Project Schedule	\$ 76,757.79	
		Section Total		\$ 230,273.37
2	Project Planning	2A. Approved Project Management Plan	\$ 76,757.79	
		2B. Approved System Testing Plan	\$ 76,757.79	
		2C. Approved Interface Management Plan	\$ 76,757.79	
		Section Total		\$ 230,273.37
3	Project Requirements	3A. Approved Requirements Management Plan	\$ 76,757.79	
		3B. Approved Requirements Traceability Matrix (RTM)	\$ 76,757.79	
		3C. Functional Overview and Requirements Validation	\$ 76,757.79	
		Section Total		\$ 230,273.37
4	Software Delivery	4A. Install Base Product	\$ 76,757.79	
		4B. Complete Requirements Review	\$ 76,757.79	
		4C. Agency / ATIMS Review	\$ 76,757.79	
		Section Total		\$ 230,273.37
5	Interfaces	5A. Approved Interface Management Requirements	\$ 76,757.79	
		5B. Deliver Interfaces	\$ 76,757.79	
		Section Total		\$ 153,515.58
6	Data Conversion	6A. Approved Data Migration Plan	\$ 76,757.79	
		6B. Initial Data Conversion Installation	\$ 76,757.79	
		6C. Approved Data Conversion Validation	\$ 76,757.79	
		Section Total		\$ 230,273.37
7	Functionality Testing	7A. Enhancement Development (Completion of all "C" Responses)	\$ 76,757.79	
		7B. Agency Acceptance of Functionality Testing	\$ 76,757.79	
		Section Total		\$ 153,515.58
8	Go-Live	8A. UAT Complete	\$ 76,757.79	
		8B. Approved System Training Plan	\$ 76,757.80	
		8C. Approved Go-Live Plan	\$ 76,757.80	
		8D. Go Live - Production	\$ 76,757.80	
		Section Total		\$ 307,031.19
9	Training	9A. Training	\$ 76,757.80	
		Section Total		\$ 76,757.80
10	Provision	10A. "The provision of up to \$250,000 for professional services at a blended rate of \$200 per hour may be utilized as needed, depending on any new enhancements or requirements that arise during the project. The funds will be allocated based on negotiated terms and project needs."	\$ 250,000.00	
		Section Total		\$ 250,000.00
		Sub Total		\$ 2,092,187.00
		Year 2 License/Support Fees/SLA 1-29-2027 to 1-28-2028	\$ 230,000.00	
		Year 3 License/Support Fees/SLA 1-29-2028 to 1-28-2029	\$ 236,900.00	
		Section Total		\$ 466,900.00
		Grand Total		\$ 2,559,087.00

These milestones do not have any set aside that may be negotiated as part of the contract. When and if that is required, these amounts will be adjusted.

1.2.1 Enhancement Development - Encompasses the design, development, and delivery of all requirements marked with a "C" response by ATIMS in the RFP Requirements Traceability Matrix, which necessitate customizations to the ATIMS system in order to fulfill the specified needs. The

following is an example of such requirement:

The proposed solution shall have the ability to notify VCSO designated staff (classification supervisor, shift supervisor, etc.) of a classification override.	ATIMS offers event subscription notifications to users based on an event occurring - a classification override. This would require configuration at scope/cost
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1.2.2 Professional Services - There is an additional provision for up to an additional \$250,000 that can be used for professional services. This includes optional systems such as the ATIMS Embedded Mugshot Camera System and ATIMS Inmate Lookup Website Toolkit, or any additional functionality not covered in the base software (such as custom reports, forms, labels, or interfaces) and not already part of planned enhancement per the requirements traceability matrix as noted in section 1.2.1 Enhancement Development. Professional services hours are at a blended rate of \$200 per hour and will be utilized as needed, depending on any new enhancements or requirements that arise during the project. The funds will be allocated based on negotiated terms and project needs.

1.3 Change Control

The change control process is required to:

- assess and document the impact of scope changes on project schedules, resources, prices, payment schedule, deliverables, acceptance criteria, and other provisions of this SOW impacted by the proposed change.
 - provide a formal vehicle for approval to proceed with any changes to this SOW and,
 - provide a project audit record of all material changes to the original SOW.
- A. Any changes, additions or deletions to the work effort hereunder including to the scope of work will be handled as follows:
- I. In the case where Ventura County Sheriff's Office (VCSO) or ATIMS determines whether a change is required or desirable to the project, the requesting party will complete a change request form (Change Request or CR) and advance the CR for sign off by the other party.
 - II. Upon execution by each party, a CR will become a Change Order and form part of this SOW; and
 - III. If the Parties do not execute and deliver to one another a Change Order, the prior obligations of each party under this SOW will remain unchanged.

- B. The Project Sponsors and Project Managers (VCSO and ATIMS) must approve all changes to this SOW, pursuant to a Change Order.
- C. In a situation where a proposed change will impact the project significantly, whether it be time, money or scope, a Change Order may need to operate as a separate and unique work assignment independent of the project schedule, resources, price, payment schedule, deliverables, milestones, acceptance criteria or other provisions of this SOW. For example, ATIMS was asked to develop a Who's-in-Custody website during a previous implementation. This change was handled as a separate work order, thereby taking it out of the critical path of the project.
- D. If required, the Ventura County Sheriff's Office will ensure each Change Order is accompanied by the appropriate pre-approved payment vehicle (purchase order, contract amendment or otherwise) to facilitate billing by ATIMS.

A suggested sample Change Request form is attached to this document (Appendix A).

2 Scope of Work

The work / deliverables to be performed / provided by the ATIMS team, in alignment and compliance with Ventura County Sheriff's Office (VCSO) RFP Requirements, are documented below.

2.1 Deliverables

At a high level, the Ventura County Sheriff's Office (VCSO) JMS project scope includes:

- Project Management – ATIMS has assigned Ankit Vankamamidi as the Project Manager for this project. ATIMS understands that the Ventura County Sheriff's Office will appoint a Project Manager to manage all project activities on behalf of the Ventura County Sheriff's Office (VCSO).
- Status meetings will be held weekly; the parties will agree upon location during the initiation phase of the project.
- A 3-day Kickoff event, attended by the ATIMS Team Project Manager, one (1) ATIMS SME and one (1) ATIMS Business Analyst.
- ATIMS out-of-the-box Jail Management System functionality is the baseline for the JMS implementation.
- Up to ten (10) basic electronic forms identified during project discovery; not including the pre-book arrest form, the medical pre-screening form, and the classification and re-classification forms. Additional forms may be created, at cost. If ATIMS develops additional forms at the direction of VCSO it will be at cost. If VCSO develops forms themselves these will be added to the system at no cost.

- ATIMS canned out-of-the-box reports plus up to ten (10) custom reports identified during project discovery; assuming the standard system reports do not meet the Ventura County Sheriff's Office need. Additional reports may be created, at cost. If ATIMS develops additional reports at the direction of VCSO it will be at cost. If VCSO develops reports themselves these will be added to the system at no cost.
- Implementation Analysis, comprised of an in-depth review of Ventura County Sheriff's Office processes, interviews with subject matter experts (SMEs), analysis of currently used tools and how they are used in everyday work and the validation of all ATIMS functional modules. This is accomplished via a requirements validation with the deliverable being an updated Requirements Traceability Matrix (RTM) where all requirements have been reviewed and validated.
- Functional Requirements Definition and Design for any identified customizations / enhancements. Customizations will be placed into "pending" status until such time that the current JMS functionality that is in the ATIMS system has been implemented
- Testing and Delivery of all identified customizations / enhancements.
- Migration / Conversion of data from legacy system(s) - ATIMS will work with the Ventura County Sheriff's Office team to analyze the needs for historical data, recommend and design a conversion approach, and migrate data into the target solution.
- Configuration Support – ATIMS will guide the Ventura County Sheriff's Office in configuration activities. ATIMS will use a scripting process to automate the migration of configuration preferences across multiple environments (test, training and prod).
- Training, including technical and train-the-trainer training as well as end-user training. ATIMS will prepare and execute a detailed training plan to identify the approach, methods and activities associated with all project training.
- Documentation – ATIMS will provide user guides, training materials, release notes and other materials in printed and electronic formats.
- Data Exchanges / Interfaces - ATIMS will work with VCSO to review, analyze, develop, configure and test the interfaces listed in Appendix D, of this document.
- At least a one 90 day User Acceptance Testing (UAT) period. Agency can determine the length of UAT necessary"
- Onsite go-live support commencing immediately after UAT as per contract
- Transition – ATIMS will ensure that Ventura County Sheriff's Office team is prepared for system and functional administration of the production environment after going live including forms, reports, and interface administration.
- Support & Maintenance – ATIMS will support and maintain the ATIMS JMS production implementation as per the contract.

2.2 Period of Performance

The final project schedule will be defined and approved by the JMS Steering Committee, in collaboration with the Ventura County Sheriff's Office Project Manager during the initiation stage of this project. The change control process outlined in this SOW shall govern changes to the approved Project Schedule.

The Ventura County Sheriff's Office is responsible for reporting against testing progress and overall status during UAT.

2.3 Project Schedule

The project schedule is included in Appendix G of this SOW. The project kickoff is scheduled for May 5, 2025, with an expected completion date of February 2027. The project schedule will be used for planning and tracking purposes. The ATIMS Project Management Team will work with the Ventura County Sheriff's Office PM to maintain an updated project schedule. Ventura County Sheriff's Office deliverables that impact ATIMS timelines will be represented in the project schedule as milestones. The Ventura County Sheriff's Office can drive schedule changes using the Change Control Process.

The project schedule consists of 4 stages: Inception, Elaboration, Construction and Transition.

The Inception Phase is dedicated to project initiation and planning of the project and typically begins with the kickoff meeting. It is during this stage that all the planning documents are completed, reviewed and approved.

During the inception stage of the project the VCSO PM and ATIMS PM will ensure that any dependencies between VCSO activities (such as deliverable reviews / approvals or Organizational Change Management activities) are integrated into ATIMS' master project schedule at the relevant points (i.e., major tasks and/or milestones).

The Elaboration Phase is the period in which ATIMS typically delivers the base installation of the product application. Requirement validation, requirement analysis and design work are also completed during this stage of the project. During this phase ATIMS will be working closely with the Ventura County Sheriff's Office to define the configuration for the application. The Inception Phase and the Elaboration Phase have many overlapping tasks that can be completed in a concurrent manner. With the level of concurrent activities during these first two stages, careful consideration and planning is required to ensure resources are not overallocated.

The Construction Phase as the name implies is the phase of the project in which most of the development work is completed. The four main tasks in this phase will be the development of data migration, interfaces, enhancements and forms. The testing team will test the construction of these tasks as they are made available. As the construction of these tasks is completed and tested, ATIMS

will be delivering this to the VCSO Test environment to demonstrate its adherence and validation of the RTM. For the sake of better quality and engaged stakeholders, this is done in an iterative and incremental manner. The Construction Phase is typically the longest phase of the project.

The Transition Phase is the deployment and training stage, in preparation of a go-live date. The Ventura County Sheriff's Office user acceptance testing (UAT) will take place during this stage as well. From a planning perspective, it is usually during this phase that a solid Go-Live date is defined. It is also during this stage that the client will enter the Post Go-Live (Maintenance) in which ATIMS Support will take over the project from the Implementation Team.

2.4 Project Management Communication

The project communication between the Ventura County Sheriff's Office and the ATIMS PM Team will consist of regular weekly status meetings to ensure all aspects of the project are discussed and remain on track. Scheduling of status meetings, agendas, minutes and escalation will be defined and agreed to between the Ventura County Sheriff's Office and ATIMS project management teams during the initial preparation stage of the project. Schedules and appropriate escalation trees will be communicated to all responsible stakeholders including, if appropriate, a JMS Steering Committee. The primary points of contact will be the project managers for ATIMS and the Ventura County Sheriff's Office.

2.5 Issue Resolution

ATIMS will maintain a project issues / risk log for all issues raised during the life cycle of the project. This issue log will be reviewed, actioned during status meetings, and reported upon on a regular basis as defined by the project management team. Additionally, ATIMS utilizes issues management software (JIRA) to track client reported issues. During testing, each tester will have their own account to log and track reported issues. ATIMS will provide JIRA access or similar ticket tracking software for the life of the project to VCSO to review project related information through post implementation support activities.

2.6 System Requirements and Design

Deliverables:

<ul style="list-style-type: none">• JMS Fit / Gap Analysis
<ul style="list-style-type: none">• JMS Solution Design
<ul style="list-style-type: none">• Requirements Traceability Matrix (RTM)

Evaluation of system requirements is conducted throughout the project lifecycle with the accompanying deliverables considered living documents intended to convey a shared understanding of how the ATIMS InCustody JMS can, will, and does meet the requirements of the Ventura County Sheriff's Office. After definition of the expectations for each deliverable document, updates will be regularly provided to track new findings and solutions.

2.6.1 Implementation Project Activities

During the project, as part of requirements analysis and design, ATIMS shall:

- Review the requirements included in the RFP. ATIMS will work with the Ventura County Sheriff's Office to validate requirements identified in the initial vendor response as:
 - ATIMS initial response required qualification for On-Prem v. SaaS implementation
 - ATIMS initial response was **Y** (*Yes - means the feature / functionality / capability exists out-of-the-box or can be met through simple configuration in the current production version of the proposed software, can be demonstrated, and is included in Proposer's price. The requirement may also be met by leveraging standard County tools such as Active Directory and SQL. This response code includes interfaces that are part of the base product available out-of-the-box.*)
 - ATIMS initial response was **N** (*No – means the feature / functionality / capability does not exist in the current production version of the proposed software and Proposer has no intention to add it*)
 - ATIMS initial response was **C** (*Customization with Cost – means the feature / functionality / capability does not exist in the current production version of the proposed software, but it can be added as an enhancement or customization at an additional cost to Ventura County, e.g., by making programmatic (software development) changes to existing software, or developing new software.*)
 - ATIMS Initial response was **P** (*Planned Enhancement - means the feature / functionality / capability does not exist out-of-the-box in the current production version of the proposed software, but it is a planned enhancement and will be added in the software prior to final testing at no additional cost to Ventura County.*)
 - The following items were marked with the response of P
 - 16.1.18 The proposed solution shall provide the ability for administrative users to manage the data retention policies based on business rules.
 - These policies will be defined as part of Implementation. ATIMS will set up the appropriate retention policies and will instruct VCSO in how to manage them in the future.
 - 16.1.19 The proposed solution vendor shall provide documentation to scale solution performance and capacity to optimize on-premise and/or cloud resources.

- ATIMS maintains such documentation for cloud environment. We can work with the County IT organization to help you build such documentation for on-premise deployment
- 16.1.20 The proposed solution bidder shall describe the process for transitioning from development, testing, pre-production and production operations.
 - This is an implementation deliverable and will be completed as part of the project.
- 16.1.23 The proposed solution bidder shall create and maintain documentation sufficient for external (customer, regulator, etc.) audit and internal control processes.
 - This is an implementation deliverable and will be completed as part of the project.
- 16.1.34 The proposer shall provide a Transition-Out Plan for production support activities.
 - This is an implementation deliverable and will be completed as part of the project.

Validation is intended to confirm that the vendor interpretation of the requirement and the available out-of-the-box functionality do meet the intention of the Ventura County Sheriff's Office (VCSO) requirement. Any necessary revisions / enhancements or exceptions will be documented in a revision of the Fit / Gap analysis as the project proceeds.

- Ensure that all confirmed functional and technical requirements are provided by the JMS and document how such requirements are realized and validated in the Requirements Traceability Matrix (RTM). ATIMS shall update the RTM as the project proceeds.
- Review and analyze Ventura County Sheriff's Office current business processes. As part of the implementation analysis activities, ATIMS shall conduct interactive workshops with VCSO SMEs to determine optimal use of the ATIMS InCustody JMS to achieve the VCSO's business processes. ATIMS shall use functional prototypes to demonstrate JMS functionality to VCSO SMEs where appropriate. ATIMS shall work with the VCSO to identify business process changes and / or changes to system functionality to address gaps between Ventura County Sheriff's Office current business processes and the ATIMS InCustody JMS; and to identify opportunities for optimization of processes facilitated by the system. ATIMS shall document business process flows in the context of the JMS.
- Review / Identify VCSO's reporting requirements. ATIMS shall identify JMS reporting capabilities, both fixed and ad hoc, and map reporting requirements to JMS capabilities.
- Produce solution design documents for all customizations and work with Ventura County Sheriff's Office SMEs to validate the documented solution meets the requirement(s).

For any material software enhancements or customizations required during this project, ATIMS will provide the Ventura County Sheriff's Office with a requirement and design document. The VCSO is responsible for ensuring the applicable business requirements and any related functional attributes are clearly identified in such document; prior to signing off. In many cases, ATIMS' product and custom solutions may meet the requirements in a manner different from the Ventura County Sheriff's Office current practice in which case, as appropriate and agreeable to VCSO, the Ventura County Sheriff's Office will adopt this process as a best practice or ensure that the requirements provide all the required detail to meet their current practice. Any interpretations, details, assumptions or clarifications made to produce the software will be determined by ATIMS to ensure an operable solution. Conceptual design specifications may be provided to VCSO for further review, with any feedback reviewed by ATIMS and incorporated to maintain the integrity of the conceptual design.

Any changes, removals or additional requirements that have been formally approved through the Change Control process will be updated in the project Requirements Traceability Matrix (RTM).

2.7 Resource Profile

The following table outlines the resource profile by Stage throughout the project life cycle.

Stage	Ventura County Sheriff's Office (VCSO) Resource	ATIMS Team Resources
Inception	Project Manager – 100% Business representatives – 75% Technical representatives – 30% Subject Matter Experts – 30% (minimum recommended)	Project Manager – 100% PMO Oversight – 50% Business Analysts – 75% Software Developers – 10% Configuration Engineers – 15% Testers – 10%
Elaboration	Project Manager – 100% Business representatives – 75% Technical representatives – 30% Subject Matter Experts – 45%	Project Manager – 100% PMO Oversight – 30% Business Analysts – 75% Software Developers – 30% Configuration Engineers – 25% Testers – 30%
Construction	Project Manager – 100% Business Representatives – 15% Technical representatives – 50% Subject Matter Experts – 50% Testers – 50%	Project Manager – 100% PMO Oversight – 25% Business Analyst – 50% Software Developer – 80% Configuration Engineers – 100% Testers – 80%

Stage	Ventura County Sheriff's Office (VCSO) Resource	ATIMS Team Resources
Construction – User Acceptance Testing	Project Manager – 100% Business representatives – 15% Technical representatives – 50% Subject Matter Experts – 50% Testers – 100%	Project Manager – 100% PMO Oversight - 15% Business Analyst – 50% Software Developer – 80% Configuration Engineers – 80% Testers – 100%
Transition	Project Manager – 100% Business representatives – 25% Technical representatives – 85% Subject Matter Experts – 50% Testers – 50%	Project Manager – 100% PMO Oversight – 10% Business Analyst – 40% Software Developers – 15% Configuration Engineers – 50% Software Developer – 15% Testers – 25%
Hypercare Support and Maintenance	Project Manager – 100% Business representatives – 30% Technical representatives – 50% Subject Matter Experts – 25% Testers – 10%	Project Manager – 25% Support Management – 100% PMO Oversight – 10% Configuration Engineers – 15% Software Developer – 10% Testers – 10%

3 Project Deployment Strategy

Deliverables:

- Deployment Strategy and Plan

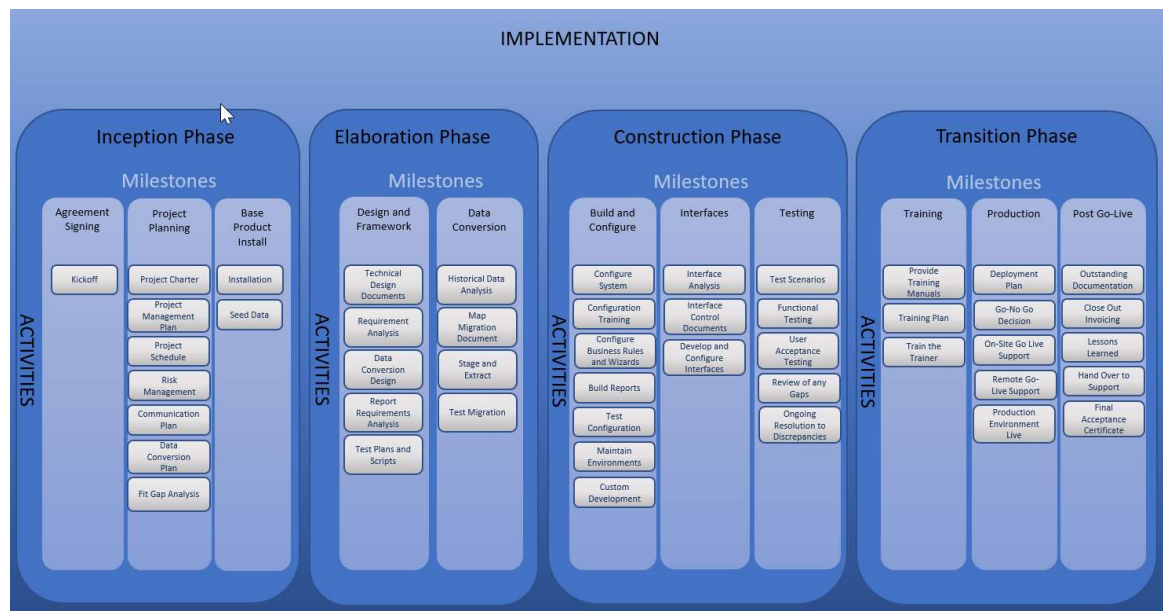
The ATIMS PM Team shall work with the Ventura County Sheriff's Office to determine the best approach for rolling out the ATIMS InCustody JMS including phasing strategies and site-specific considerations. ATIMS shall conduct workshops with VCSO stakeholders to determine the deployment strategy and include consideration of benefits and risks of strategy alternatives. ATIMS tends to recommend an iterative strategy but is also willing and able to accommodate any sort of strategy that the Ventura County Sheriff's Office prefers.

ATIMS shall apply the industry's best practices and work with the Ventura County Sheriff's Office to determine recommendations for managing organizational changes required for the ATIMS InCustody JMS to meet the project objectives. Such recommendations shall be developed considering business impact on each of the JMS stakeholder groups.

The ATIMS PM Team shall present the final deployment strategy recommendations to the project team and the project Steering Committee, if appropriate.

3.1 Work Breakdown Structure

The following is a high level initial planned work breakdown structure. *Note: System Testing is assumed within Functional Testing.*



High level initial planned work breakdown structure

4 Application Configuration

Deliverables:

- | |
|---|
| <ul style="list-style-type: none">• Configuration Mgmt. Plan and Application Configuration Rprt |
|---|

ATIMS InCustody JMS is a modern, highly configurable jail management system. ATIMS strives to meet the needs of its clients but it is cognizant that you have to think ahead before you make customizations for a client. ATIMS needs to ensure that when new functionality is added, we do not change the way our current clients are doing business. ATIMS will take great pains to design the system to be configurable with database settings and not to split code for individual clients. All clients receive the same code base; configurations, forms and reports are unique to each client and are not shared. To accomplish this, ATIMS can add site options that clients can turn on to access certain features of the software. ATIMS continually upgrades the software to meet new client needs and improve upon current functionalities. Upgrades are provided to current ATIMS maintenance clients as they are developed and tested and become available for distribution. This is important and cost-effective information for all ATIMS clients, as the client gets the benefit of customizations/enhancements made for other clients on ATIMS's new versions / releases that are provided as part of the ATIMS InCustody JMS Annual Maintenance & Support Agreement. The Ventura County Sheriff's Office can decide, via Site Options, whether to use them or not. Ventura County Sheriff's Office does not need to use them, and they will not impact Ventura County Sheriff's Office processes.

The system has been designed so that most desired functionalities and activities can be accommodated through configuration. Additionally, every customer is given control of their administration module and their environment. ATIMS is always available to assist customers with configuring and reconfiguring their system; however, ATIMS offers our customers the ability to make changes to the system themselves - when and where they are needed. This requirement and subsequent deliverables are standard activities for the ATIMS InCustody JMS Project Management and Implementation Plans.

ATIMS shall configure the JMS and provide any specified customizations to meet the requirements included in the RTM and the specifications contained in the Solution Design. ATIMS shall apply all configuration updates and system changes per the approved Configuration Management Plan.

ATIMS shall document all system configuration values and system changes. ATIMS shall update such documentation for all changes performed by ATIMS.

5 System Interfaces

Deliverables:

<ul style="list-style-type: none">• Interface Design Document
<ul style="list-style-type: none">• Interface Control Document
<ul style="list-style-type: none">• Interface Complete Acceptance Form

ATIMS InCustody JMS has a built-in interface engine that is configurable and managed by your Ventura County Sheriff's Office Administrator. This provides VCSO with the real time ability to change a current interface or add an additional interface to ATIMS InCustody JMS without the need for costly vendor professional services fees. While vendors always have staff ready and available to provide support with these needs, VCSO can do so without the added cost associated with customized interface development by a costly developer through the vendor. ATIMS one-stop solution integrates all types of interface work through this engine, including outbound file and real-time, and inbound folder watch and real-time. Settings and mappings are managed and maintained through the UI. This is a unique feature to ATIMS.

For purposes of this Systems Interfaces section of the Statement of Work, the term 'JMS Interfaces' shall be defined to be the set of all interfaces identified in Appendix D of this document.

ATIMS shall provide an overview of interface capability and inventory of interfaces available with the out-of-box JMS. ATIMS shall work with VCSO to identify existing APIs or other methods for the JMS to receive or provide data for each JMS Interface.

For each JMS Interface, if existing JMS functionality cannot provide data from the JMS or receive data into the JMS required for a particular interface, ATIMS shall extend the base JMS to provide the required functionality.

For the identified JMS interfaces in Appendix D of this document, ATIMS shall work directly with the interfacing application to design, develop and test direct point-to-point interfaces. As part of the design process, ATIMS will provide an Interface Design document for each interface, allowing signing off from Ventura County Sheriff's Office to occur before development. And at the end of interface testing, ATIMS will provide an Interface Control Document detailing the resultant interface. The VCSO shall provision services from third party providers of the interfacing systems if support activities or third-party system modifications are required.

For JMS Interfaces, ATIMS shall also provide API(s) or other method(s) for the JMS to provide data to or receive data from the Integrated Sharing Environment (i.e., expose the JMS interface to the ISE). ATIMS shall repurpose JMS APIs utilized in point-to-point interfaces for use in ISE data

exchanges where practical. The Ventura County Sheriff's Office shall use these APIs or other methods to include data from JMS Interfaces in other data exchanges as required. The VCSO shall design and implement data transformations and data transport mechanisms for such exchanges. The VCSO shall provide modifications to external systems as required to support such exchanges. ATIMS shall support integration and testing of such data exchanges by the Ventura County Sheriff's Office.

After acceptance of the Interface Design Deliverable, the Ventura County Sheriff's Office may request ATIMS to provide additional interface implementation services. Authorization for such additional services will be at the Ventura County Sheriff's Office's sole discretion and subject to the change order process.

6 Technical Architecture

Deliverables:

- | |
|---|
| <ul style="list-style-type: none">• Technical Architecture Plan |
|---|

ATIMS shall confirm and update technical environment specifications required to host the ATIMS InCustody JMS. The Ventura County Sheriff's Office shall provide and install specified infrastructure, as appropriate. ATIMS shall install, configure and test the installation of all JMS components. ATIMS shall specify, install, configure and test three (3) environments (e.g., test, training, and production) as appropriate.

7 Data Conversion

Deliverables:

- | |
|---|
| <ul style="list-style-type: none">• Data Conversion Plan |
| <ul style="list-style-type: none">• Data Conversion Completion Report |

ATIMS shall work with the Ventura County Sheriff's Office (VCSO) to determine data to be converted and migrated from the 25-year-old legacy jail management system, the Ventura County Integrated Justice Information System; a thick client PowerBuilder based system developed "in-house".

ATIMS shall develop and test scripts to extract data from the source system(s), transform data as required and load data into JMS. The Ventura County Sheriff's Office will extract the source data from VCIJIS and do basic data cleansing. ATIMS and County will have continuous discussions

regarding whether source data can be cleansed to meet referential integrity or can be discarded. ATIMS will pick up the data from an approved upon staging environment and proceed from there.

ATIMS shall provide exception reporting (Excel / SQL Table) for all data which fails the conversion process due to source data issues.

ATIMS shall perform at a minimum four (4) full test data conversions. After each test data conversion, ATIMS shall provide data exception reports with remediation recommendations, including adjustments to the data conversion scripts or source system data corrections. ATIMS shall modify and adjust conversion scripts as required before performing the next test data conversion.

ATIMS shall perform and confirm the final data conversion as part of User Acceptance Testing and at System Cutover.

8 Testing

Deliverables:

<ul style="list-style-type: none">• Test Plan
<ul style="list-style-type: none">• Systems Integration Testing Results
<ul style="list-style-type: none">• User Acceptance Testing Results

ATIMS shall prepare test plans and conduct testing needed to ensure that all system components are complete, integrated, and error free, and meet system requirements and specifications. Progressive test cycles shall be repeated until all bugs and anomalies are resolved and the system components are demonstrated to meet all applicable criteria, specifications, and system requirements.

ATIMS shall conduct unit / module and systems integration testing as specified in the Test Plan.

ATIMS shall develop test plans and perform tests to ensure that the production system will meet all response-time requirements when deployed to all users and used during peak workloads. ATIMS shall tune and otherwise update the production system to resolve noted issues. ATIMS expects all system responses to return in 2 seconds or less in 95% of functions. Limited functions may take longer if a large amount of historical is being returned in the query. ATIMS shall repeat stress-test cycles until all issues are resolved. ATIMS shall conduct failover and recovery testing to ensure that the high availability and business continuity goals are met by the implementation.

The Ventura County Sheriff's Office shall conduct User Acceptance Testing (UAT) as specified in the Test Plan. ATIMS shall support UAT with timely (Critical and High priority issues, that could

delay UAT completion, will be responded to within 30 minutes during designated UAT test windows. Critical issues will be resolved as soon as possible, with a 2-hour status update.) response and assistance to ensure reasonable adherence to the previously agreed upon schedule. Critical and High priority issues (that could delay UAT completion) will be responded to within 30 minutes during designated UAT test windows. Critical issues will be resolved as soon as possible, with a 2-hour status update.

ATIMS shall prepare system environments, including configuration and loading of test data, required to support all testing as specified in the Test Plan.

ATIMS shall record all tests conducted, defects discovered, defects resolved and retests. ATIMS shall provide regular status reporting of all testing.

9 Training

Deliverables:

<ul style="list-style-type: none">• Training Plan
<ul style="list-style-type: none">• Course Curriculum
<ul style="list-style-type: none">• Training Schedule

ATIMS will prepare and execute a detailed training plan to identify the approach, methods and activities associated with all project training. The county will initiate the change control process should the delivered training plan deviate from the appendix

The ATIMS training courses are administered as a Train-the-Trainer environment. Courses may be either online or in person at the client site. Usually, initial training is conducted in person on site at the Agency. ATIMS training approach involves the use of workshops, instructor-led onsite and remote training at key delivery points during the implementation project.

ATIMS will provide training courses for end users (as needed). Courses may be conducted remotely over the Internet.

Each training class provides exercises and testing to assess the knowledge gained and to evaluate the effectiveness of training course delivery.

10 Acceptance Criteria

10.1 Project Deliverable Acceptance Criteria

Following delivery of each project deliverable (non-software deliverables such as project schedule, conceptual design document, etc.) VCSO will have a period of ten (10) calendar days (Acceptance Review Period) to verify that each project deliverable meets expectations.

If, during the Acceptance Review Period, the Ventura County Sheriff's Office determines that the deliverable is deficient then ATIMS shall provide a timeline to modify or correct the deliverable. Following delivery of each modification the Ventura County Sheriff's Office shall have ten working (10) days to verify the modification after which period it is deemed accepted. If no issues are raised within the Acceptance Review Period, or the deliverable or any portion of the deliverable is used or relied upon in the subsequent project activities, then the deliverable is deemed accepted.

10.2 Software Deliverable Acceptance Criteria

Following deployment of the software deliverable, VCSO shall have a period of at least one (1) month to conduct UAT to verify the software deliverable substantially performs in the manner of which it was originally intended by the Ventura County Sheriff's Office (the Acceptance Period).

If, during UAT, VCSO determines that the deliverable does not meet their needs, or identifies an obvious defect, VCSO shall notify the ATIMS Project Manager in writing, and the ATIMS PM Team shall provide a timeline for addressing the need through the change control process or resolution of the defect. All reported, bona fide defects will be triaged and categorized in accordance with the defect severity and definition table in section 10.4. Once the fixed patches are installed, Ventura County Sheriff's Office will confirm it / they resolve the reported defect(s) within ten (10) calendar days of delivery; after which period the repair is deemed accepted unless testing determines that the implemented fix does not resolve the problem in which case the ATIMS PM Team will work to immediately resolve the issue.

If a mutually agreed Severity Level 1, Level 2 or Level 3 defect (Sec. 10.4) is identified, and such defect has a material impact on continued UAT progress so as to stop or substantially slow down the UAT process, until a resolution is provided ATIMS will extend the UAT period for that defect only, or any additional mutually agreed Severity Level 1, 2 or 3 defect, which would not have been identified through testing as a result of the initial defect blocking UAT progress.

In each case, the parties will:

- (a) assess the magnitude of the reported defect and the timeline required to provide resolution.

- (b) determine the appropriate period needed to re-test, including regression testing and,
- (c) determine a mutually agreeable revised project schedule that may incorporate an extension to the UAT period and, if appropriate, an extension to the project period of performance.

If no defects are reported within, the Acceptance Period the deliverable is deemed accepted. If any portion of the deliverable is used in production then the deliverable will be partially paid for. Any issues found after the Acceptance Period will be addressed under the annual support and maintenance services contract.

10.3 Project Issue Resolution

From time to time, a Ventura County Sheriff's Office reported defect may be rejected by ATIMS for several reasons including but not limited to:

- a) The defect is actually a change to the intended design. A minor change is called a "Design Improvement" where the Ventura County Sheriff's Office needs a small adjustment to make the system work for their purposes.
- b) The defect is not a software defect but is a training, configuration, setup or other non-software requirement and is the responsibility of VCSO to resolve.
- c) The defect is not clearly defined, the steps to reproduce are not defined, and ATIMS cannot reproduce the Defect on our test systems, or the Ventura County Sheriff's Office has not tied the defect back to a clearly defined Requirement.
- d) The Defect solution requires or will drive new client requirements.

The ATIMS PM will track these issues; however, the item will be reviewed and negotiated at the business level within ATIMS, according to the escalation path set out below:

ATIMS		Ventura County Sheriff's Office
Level 3	Felix Rabinovich, Vice-President	Ventura County Sheriff's Office Executive Sponsor
Level 2	Mike Haberkorn, Custody Ops. / Implementation Director	Ventura County Sheriff's Office PMO
Level 1	Ankit Vankamamidi, Project Manager	Ventura County Sheriff's Office PM

If an agreement cannot be reached through this process either party can adopt the dispute resolution process set forth in the underlying procurement contract to resolve the Project Issue. All other work and processes will proceed in isolation of the Project Issue until the Project Issue is resolved and re-instated into the Project Schedule.

10.4 Defect Severity and Definition

Severity Level	Definition
1 - Urgent	Critical defect resulting in total failure of software, loss of data, hardware failure, safety issue or in which a requirement is not met and there is no feasible workaround, and testing cannot continue other test cases due to the defect. Examples: a) Major system failure: no users can login or use the application at all. b) The system crashes or freezes completely when a particular action is executed.
2 – Very High	Defect in which a requirement or functionality is not met and there is no acceptable workaround. Examples: a) The intake screen errors when trying to enter an inmate resulting in the user being unable to create an intake record. There is no work around to create the intake record another way. b) A mandatory field in a record will not allow entry of data into it and therefore the record cannot be saved. There is no work around.
3 – High	Defect in which a requirement or functionality is not met but an acceptable workaround is available. Examples: a) A date field does not default the current date as detailed in the design, but the user can manually go and select a date. b) Scheduled report does not email automatically as configured; however, report can be manually run by user and sent via email as attachment.
4 – Medium	Defect in which the fault or limitation does not materially affect the operation of the system or the business process in which it is identified. Examples: a) On completion of a wizard step, the next button must be clicked 2 times by the user before they can continue. b) The sort order of a row of records is incorrect.
5 – Low	Defect of minor significance where formatting, spelling or cosmetics are incorrect. Examples: Spelling mistake on a field label. a) Spacing between columns is irregular. b) Wrong date format.

11 System Documentation

Deliverables:

<ul style="list-style-type: none">• User Manual
<ul style="list-style-type: none">• Data Dictionary
<ul style="list-style-type: none">• Online Help File

ATIMS shall provide user manuals of sufficient depth and clarity to enable users to utilize all relevant system features in the course of their work duties.

ATIMS shall provide technical documentation of sufficient depth and clarity to enable Ventura County Sheriff's Office IT or VCSO's technical personnel to understand the underlying structure and function of system components, to troubleshoot the application software and interfaces (including platform, network, and security interfaces), to support users (helpdesk), to perform all system administration and operation duties, and to plan for potential future integration with other applications.

ATIMS shall populate on-line help content consistent with documentation provided under this task.

12 Release Implementation

Deliverables:

<ul style="list-style-type: none">• Release Implementation (or 'Cutover') Plan
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ATIMS shall assess the readiness of Ventura County Sheriff's Office IT or VCSO's provided technical infrastructure. ATIMS shall provide notice to the Ventura County Sheriff's Office of any technical infrastructure deficiencies.

ATIMS shall plan and conduct activities required to begin production use of the JMS. ATIMS shall install all application components, establish the initial system configuration, load initial data per the Data Conversion Plan and perform any other activities required for production usage of the JMS. ATIMS shall support the Ventura County Sheriff's Office for any cutover activities restricted to VCSO staff. ATIMS shall test the production system prior to system go-live. ATIMS production system tests and test results will be published to VCSO

ATIMS shall provide on-site Release Implementation Support during the cutover. ATIMS shall provide on-site support for 5 calendar days after the cutover. ATIMS shall provide on-site support at all Ventura County Sheriff's Office custody locations during these 5 days. The first 3 days after cut over ATIMS is available onsite 24/7 - then 12-16 hours for the remaining two days. 5 days are

included in the price proposal. Changes to this schedule can be done by mutual agreement with ATIMS and VCSO.

ATIMS shall conduct one (at a minimum) Tabletop Rehearsal cutover to confirm the process and to establish the cutover timeline.

ATIMS shall update the Configuration Management Plan with the go-live production configuration.

13 Post Release Implementation Support

ATIMS Software Support and Maintenance Agreement provides customers with fixes, upgrades and updates to licensed Software released during the Maintenance period. As part of keeping your ATIMS Online JMS Annual Maintenance & Support Agreement current, additional services are included as part of the annual fee negotiated with the Ventura County Sheriff's Office. These services can include Annual Training, and / or Form, Report and Interface Development Services. The value of a service category description (training, form, report, etc.) can be used towards another category in that year's allotment, if the total cost does not exceed the allowable amount (with the different hourly cost/value).

ATIMS shall provide maintenance and support of the production JMS for a period of one year, with four additional one-year optional extensions. ATIMS's services shall include (at a minimum):

- A. Provision of core JMS upgrades, including enhancements and new features
- B. Level 2 help desk support
- C. Defect correction
- D. Impact analysis of upcoming patches and upgrades
- E. Modifications to ATIMS provided components and configurations to support upcoming patches and upgrades
- F. Testing and deployment of patches and upgrades in all Ventura County Sheriff's Office environments
- G. Periodic health checks of the production system
- H. Ongoing tuning and other required system level administration
- I. Recommendations for infrastructure upgrades
- J. Application modifications required to support scheduled infrastructure upgrades

ATIMS shall support the Ventura County Sheriff's Office to apply maintenance and support activities to components restricted for access to Ventura County Sheriff's Office staff.

ATIMS shall recommend and support infrastructure (e.g., operating system, database, etc.) upgrades such that the utilized infrastructure is no more than two major releases behind the current release available from the provider of the infrastructure component.

ATIMS shall bill the Ventura County Sheriff's Office for maintenance and support services provided after the acceptance of the final Cutover Completion Report.

ATIMS shall be subject to the following response requirements in the table below for production issues reported by the Ventura County Sheriff's Office.

Level	Level Definition	Response Requirement
Level 1	<p>An error, malfunction or other deficiency that meets both of the following criteria:</p> <p>(i) The deficiency significantly impairs the Ventura County Sheriff's Office (VCSO) / Ventura County Sheriff's Office (VCSO)'s normal business operations; diminishes employee safety or well-being; exposes the Ventura County Sheriff's Office (VCSO) / Ventura County Sheriff's Office (VCSO) to significant liability or risk; significantly increases the cost, decreases the value, or impedes the efficiency of the Ventura County Sheriff's Office (VCSO) / Ventura County Sheriff's Office (VCSO) resources or operations; or significantly inconveniences the Ventura County Sheriff's Office (VCSO) / Ventura County Sheriff's Office (VCSO)'s customers.</p> <p>(ii) No workaround is currently developed, implemented, and accepted to alleviate the deficiency's impact.</p>	<p>ATIMS shall begin acting toward a resolution within a period of one (1) hour. ATIMS shall use continuous best effort until the problem is resolved.</p>
Level 2	<p>An error, malfunction or other deficiency that meets both of the following criteria:</p> <p>(i) The deficiency causes substantial inconsistencies, irregularities, inefficiencies, or potential for mistakes, but does not meet the criteria for a Level I Priority.</p> <p>(ii) No workaround is currently developed, implemented and accepted to alleviate the deficiency's impact.</p>	<p>ATIMS shall begin acting toward a resolution within a period of two (2) hours. ATIMS shall provide ongoing and diligent action to correct the deficiency</p>
Level 3	<p>An error, malfunction or other deficiency that does not meet the criteria for Level I or Level II Priority, but causes system response time to fall below fifty percent (50%) of system response time requirements for more than four (4) hours per month</p>	<p>ATIMS shall successfully implement a resolution within a period of thirty (30) days.</p>
Level 4	<p>An error, malfunction or other deficiency that has little or no immediate impact on the Ventura County Sheriff's Office (VCSO) / Ventura County Sheriff's Office (VCSO)'s business operations, costs, risks, employees, or customers, but is desirable for the long-term viability and utility of the system</p>	<p>ATIMS shall successfully implement a resolution within a period of thirty (90) days.</p>

ATIMS shall provide additional support services at the direction of the Ventura County Sheriff's Office and at additional cost. The table below is taken from the ATIMS Support and Maintenance Guide, it indicates which services are included.

Description	Software Support and Maintenance	Professional Services
Upgrades and updates		
Supply new software version	✓	
Install new software version	✓	
System reinstalls — application malfunction	✓	
System reinstalls — hardware/network problem		✓
Support/bugs/errors		
Business hours Tier 1 support	✓	
24/7 critical after-hour support	✓	
Problem with application/malfunction	✓	
Code testing and replication of errors	✓	
Simulation of client environment	✓	
Data discovery due to malfunction	✓	
Problem with county internal hardware/network		✓
Environment		
Database optimization – indexing	✓	
Creation of additional databases	✓	
Replication of database environment	✓	
Installation of additional environments		✓
Reinstallation of new server or configuration		✓
Data mining/data discovery request		✓
Customization / Enhancements		
Consultation for customization or enhancement — up to one (1) hour per instance	✓	
Software configuration using database settings	✓	
Creation of additional custom forms		✓
Creation of additional custom reports		✓
Client-initiated customization/enhancement		✓
Interfaces		
Consultation for third-party software interface — up to one (1) hour per instance	✓	
Consultation for third-party software interface — beyond one (1) hour per instance		✓
Development of third-party interfaces		✓
Training		

Description	Software Support and Maintenance	Professional Services
User manuals	✓	
User group online webinars	✓	
Additional client-requested training		✓
Training in new software functionality		✓

Appendix A: Sample Change Request Form

ATIMS Project Change Request Form		
<i>The following form must be completed with all project change requests. All *applicable* fields must be completed to be considered for implementation.</i>		
Project Title:		Date Prepared:
Person Requesting Change:		Change Number:
Category of Change:		
<input type="checkbox"/> Scope	<input type="checkbox"/> Quality	<input type="checkbox"/> Requirements
<input type="checkbox"/> Cost	<input type="checkbox"/> Schedule	<input type="checkbox"/> Documents
Detailed Description of Proposed Change:		
Justification for Proposed Change:		

Impacts of Change

Scope	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			
Requirements	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify

Description:			
Cost	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			
Schedule	<input type="checkbox"/> Increase	<input type="checkbox"/> Decrease	<input type="checkbox"/> Modify
Description:			
Stakeholder Impact	<input type="checkbox"/> High Risk	<input type="checkbox"/> Medium Risk	<input type="checkbox"/> Low Risk
Description:			

Comments

Disposition	<input type="checkbox"/> Approve	<input type="checkbox"/> Defer	<input type="checkbox"/> Reject

Justification

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Change Control Board Signatures, if required

Name	Role	Signature

Date:

Appendix B: Deliverable Acceptance Certificate



Deliverable Acceptance Sign-Off Certificate

INFORMATION (To be completed by the Contractor)	
CONTRACTOR:	ATIMS
PROJECT NAME:	Ventura County Sheriff's Office (VCSO) JMS Project
PHASE TITLE:	
DATE OF ACCEPTANCE:	

The [Ventura County Sheriff's Office] confirms [DELIVERABLE OR MILESTONE] of the [PHASE] Phase of the ATIMS JMS project has been completed satisfactorily and hereby certifies its Acceptance.

[DELIVERABLE OR MILESTONE] acceptance includes approval of the following:

[DELIVERABLE DESCRIPTION]

APPROVED BY:	SIGNATURE	DATE
VCSO Approval		
	Name -Title	
ATIMS Approval		
	Name - Title	

Appendix C: Form Requirements – Example

Form Collapsed

Sheriff Department
Detention Center

Intake Form


Officer Information

Search Officer:
Agency Officer Name Badge Number

Inmate Information

Name:
Last Name First Name Middle Name

AKAs:

SSN: DOB: 

Questions Refuse All ☐

	YES	NO	Refused
1. Do you have any medical or psychiatric problems that need to be addressed immediately?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Are you afraid you may hurt yourself?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Do you have any injuries?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Do you have a disability that requires accommodations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Are you pregnant?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Are you breastfeeding?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Form Expanded

Sheriff Department
Detention Center

Intake Form

Officer Information

Search Officer:
Agency Officer Name Badge Number

Inmate Information

Name:
Last Name First Name Middle Name

AKAs:

SSN: DOB: 

Questions

Refuse All ☒

- | | YES | NO | Refused |
|---|-----------------------|-----------------------|-----------------------|
| 1. Do you have any medical or psychiatric problems that need to be addressed immediately? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Details: * | <input type="text"/> | | |
| 2. Are you afraid you may hurt yourself? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. Do you have any injuries? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Details: * | <input type="text"/> | | |
| Cleared: <input checked="" type="checkbox"/> Cleared By: _____ | | | |
| 4. Do you have a disability that requires accommodations? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Details: * | <input type="text"/> | | |
| 5. Are you pregnant? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. Are you breastfeeding? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Do you need a breast pump? * | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Form Logic

Form Logic

General

- No question has a default answer. All radio buttons should default to Not Selected.
- All required fields must be completed to save the form.
- Name, AKAs, SSN, DOB to be system populated where possible

Details

Question 1:

- Question is required.
- If Yes, display the Details field.
- If Yes, Details field is required.

Question 2:

- Question is required.
- If Yes, weight the person so they are placed at the top of the Medical queue. They should be placed at the top of the queue, but below anyone else who was flagged by this question at an earlier time and has not been seen by medical. Color-code light red in the queue.

Question 3:

- Question is required.
- If Yes, display the "Details", "Cleared" and "Cleared By" fields. By process, person will be medically rejected, and after being checked by a paramedic, would/could be cleared for acceptance by Intake. (Could also be sent to hospital and remain in Rejected queue longer.)
- If Yes, Details field is required.

Question 4:

- Question is required.
- If Yes, display the "Details" field
- If Yes, Details field is required.

Question 5:

- Question is required.

Question 6:

- Question is required.
- If Yes, display the "Do you need a breast pump?" question."
- If Yes, answer to "Do you need a breast pump" is required.

Refuse All Checkbox

- When selected, automatically select Refusal radio button for each numbered question.

Appendix D: List of Interfaces / Exchanges

Req	Vendor / Third Party Data Exchanges	Description
16.4.1	Watson Fingerprint Devices	The proposed solution shall interface with the fingerprint devices such as Watson etc. used by the VCSO to capture fingerprints of the offenders.
16.4.2	AFIS	The proposed solution shall interface (Bi-directional) with NEC (preferably Ventura County's) Automated Fingerprint Identification System (AFIS).
16.4.3	Livescan	The proposed solution must have the ability to provide Demographics and Fingerprints to NEC by IDEMIA Interface (preferably Ventura County's) and bring back PCN, AFIS Number, SID Number, FBI Number and Identity Verification etc.
16.4.4	BookingPhotoServices	The proposed solution should provide the ability of Booking Photos/demographics data to be retrieved from the Imageware Server (preferably Ventura County's) for displaying in the Vended System.
16.4.5	Cal Photo	The proposed solution shall interface with the Cal Photo system.
16.4.6	CLETS (Message Switch)	The proposed solution shall provide capability of querying CLETS (through Ventura County's message switch) to search local, state and federal databases such as DOJ (Within State) - CCI, FBI, DMV, Wants & Warrants, SRF, Firearms, Registration Out of State - DOJ, DMV e.g., for the purposes of LSID (Livescan machine), Mnemonic (CLETS approved workstation), etc.
16.4.7	JPay System	The proposed solution shall interface (in-bound) with the third-party JPay system regarding the inmate financial transactions data e.g., money deposited into their accounts, credits etc.
16.4.8	Securus	The proposed solution shall interface (outbound) with the third-party Securus system regarding inmate data e.g., phone calls, video calls, etc.
16.4.9	Securus	The proposed solution shall interface (bi-directional, real-time and event-based) with the third-party Securus system regarding the inmate data e.g., financial transactions etc.

Req	Vendor / Third Party Data Exchanges	Description
16.4.10	Securus	The proposed solution shall interface (bi-directional) with the third-party Securus system regarding the inmate data e.g., offender requests, grievances etc.
16.4.12	Inmate release data	The proposed solution must provide an interface for Inmate release data to be sent to Department of Justice.
16.4.13	InmateEmailServices	The proposed solution must provide the capability to integrate with Inmate Email Service used by VenturaSheriff site.
16.4.14	VINE	The proposed solution shall interface to the Victim Information and Notification Everyday Systems (VINES) e.g. to support victim notification such as offender's approaching release.
16.4.15	Probable Cause (PCDec)	The proposed solution must provide the ability to capture and store details for all charges associated with the offender to include: - Arrest Type (warrant, probable cause, cited, etc.) on a real time basis.
16.4.16	Probable Cause (PCDec)	The proposed solution must provide the ability for arresting officer to complete a Probable Cause Declaration that is subject to review and approval by the local magistrate using service like PCDecServices web service on a real time basis.
16.4.17	PublicAppServices	The proposed solution must provide the ability to publish the Arrest, Booking, CFS, Inmate information to the Ventura Sheriff Public facing site using SOAP service (PublicAppServices).
16.4.18	Reporting Data Requirement	The proposed solution must provide the ability to send/schedule using email or SFTP for the following E.g.: - Configurable Booking and Release Report/Data - Daily Booking Report - Daily Release Report - Public 24-Hour Booking Report - Inmate in custody Statistical Report - Inmate Veterans List

Req	Vendor / Third Party Data Exchanges	Description
16.4.19	CorEmr Extract Service	The proposed solution must provide the ability to interface near-real time with external third-party medical/pharmacy Vendor WellPath ERMA Medical Interface (CorEMR) both inbound/outbound for offender medical screening and services/needs, MTOs, diet, allergies, medication, incident reports, etc.
16.4.20	JMS Inmate Location	The proposed solution must provide the ability to send SFTP/email file/code of Current Inmate location and keep away information to Accurate Controls system daily (Every 15 Mins).
16.4.21	Inmate Commissary	The proposed solution shall be able to publish data related to all inmates to an external Commissary System to complete workflows such as, inmate pick lists, inmate commissary purchases, etc. e.g., <ul style="list-style-type: none"> - Inmate Booking / Arrest - Inmate Profile Information - Inmate Account Information - Person Demographics Information - Medical Information
16.4.22	Inmate Commissary	The proposed solution shall provide the capability to consume the transaction data related to a particular inmates' purchases from an external commissary system.
16.4.23	Inmate Commissary	The proposed solution shall provide the capability to interface with third party Commissary systems. The solution shall be compatible with various commissary components, including but not limited to inventory management, ordering, point of sale and billing etc.

Req	Vendor / Third Party Data Exchanges	Description
16.4.24	Internal Systems	The proposed solution shall provide the capability to support bi-directional interfaces with multiple systems to include a collection of data exchanges. All vendors are encouraged to list all the existing interfaces that they have with the proposed system.
16.4.25	External Systems	The proposed solution shall provide the capability to interface with several external entity systems to exchange data (ingest and push). All vendors are encouraged to list all the existing interfaces that they have with the proposed system.
16.4.26	Versaterm RMS & CAD	The proposed solution shall provide the capability to interface with Versaterm Records Management System to consume incoming information related to offenders' arrests, bookings and property etc., and with Versaterm Computer Aided Dispatch System (CAD) for incidents, field contact information etc. through XML and/or API, JSON or preferably a NIEM-compliant format.
16.4.27	Versaterm RMS	The proposed solution shall provide the capability to interface with Versaterm Records Management System to publish outgoing information related to Mugshots, Arrests and Warrants etc. through XML and/or API, JSON or preferably a NIEM-compliant format.
16.4.28	BI Electronic Monitoring System	The proposed solution shall provide the capability to support bi-directional interface with BI portal/system to exchange data (ingest and push) on electronic monitoring of inmates such as approvals, enrollments, tracking, release, reporting and management of devices etc.

Req	Vendor / Third Party Data Exchanges	Description

Req	Interface with Agencies		Description
16.5.1	Courts	From Court to Sheriff	<p>The proposed solution shall be able to Consume the data related to a particular person or group of persons from Court System to complete workflows such as, Supervisor Desk, Update Desk, Inmate Movement/Transportation etc. e.g.,</p> <ul style="list-style-type: none"> - Bail Information - Court Information - Sentencing Information - Release Information - Person Information - Screening information
16.5.2	Courts	From Sheriff to Court	<p>The proposed solution shall be able to publish the data related to a particular person or group of persons to Court System to complete workflows such as, Supervisor Desk, Update Desk, Inmate Movement/Transportation etc. e.g., :</p> <ul style="list-style-type: none"> - Arrest information - Booking Details - Defendant Professional information - Client release information(Jail header) - Person demographics - Site unit association - Warrant information and Warrant notifications - Violation Information

Req	Interface with Agencies		Description
16.5.3	VCIJIS District Attorney System	From District Attorney to Sheriff	<p>The proposed solution shall be able to Consume the data related to a particular person or group of persons from District Attorney to complete workflows such as Release/Transfer of Inmates e.g.:</p> <ul style="list-style-type: none">- Person Information- District Attorney Agency Detail- Evidence control- Victim notification- Charges filed- Case Status
16.5.4	VCIJIS District Attorney System	From Sheriff to District Attorney	<p>The proposed solution shall be able to publish data related to a particular person or group of persons to the District Attorney System to complete workflows such as, Master Booking, Release/Transfer of Inmates etc. e.g.:</p> <ul style="list-style-type: none">- Case Information- Booking Photos- Booking Details- Person Information- Arrest information- Warrant information and Warrant notifications

Req	Interface with Agencies		Description
16.5.5	VCIJIS Probation	From Probation to Sheriff	<p>The proposed solution shall be able to consume the data related to a particular client or group of clients from the Probation System to complete workflows such as, pre-booking, booking related functions, Release/Transfer of inmates, Master Search, Warrants etc. E.g.:</p> <ul style="list-style-type: none">-Court calendar request-Case details-Violation information-Finger print information-Warrant information-Person demographics-Probation history-Custody credits-Sentence information-Client release information(Jail header)-Site unit association-Court action instrument-Defendant person association - Victim Information-Case defendant information (Professional association)-Probation agency details-Incident report-Arrest information-Client occupation information-Warrant information etc.-Victim notification-Evidence control etc.

Req	Interface with Agencies		Description
16.5.6	VCIJIS Probation	From Sheriff to Probation	<p>The proposed solution shall be able to publish the data related to a particular client or group of clients to Probation System to complete workflows such as, pre-booking, booking related functions, Release/Transfer of inmates etc.:</p> <ul style="list-style-type: none"> -Photo -Booking Details -Client occupation information -Victim information -Violation information -Court orders and Court order status -Court calendar view -Warrant information -Site unit association -Court action instrument -Case defendant information (Professional association) -Probation agency address and other associated details -Client release information -Pretrial monitoring -Case Details -Person demographics -Arrest information -Probation history -Fingerprint information related case
16.5.7	VCIJIS Public Defender System	From Public Defender to Sheriff	<p>The proposed solution shall be able to Consume the data related to a particular person or group of persons from Public Defender to complete workflows such as Supervisor Desk, Update Desk, Inmate Movement/Transportation etc. e.g., :</p> <ul style="list-style-type: none"> - Court calendar view - Case defendant/Case details - Person Information e.g. Person Name, Person Demographic, Person Address Association, Vehicle Association, Relationship, Phone etc.

Req	Interface with Agencies		Description
16.5.8	VCIJIS Public Defender System	From Sheriff to Public Defender	<p>The proposed solution shall be able to publish the data related to a particular person or group of persons to Public Defender System to complete workflows such as Supervisor Desk, Update Desk, Inmate Movement/Transportation etc. e.g., :</p> <ul style="list-style-type: none"> - Arrest information - Booking Details such as booking charges, booking authority details - Defendant Professional information - Client release information(Jail header) - Person Information e.g. Person Name, Person Demographic, Person Address Association, Vehicle Association, Relationship, Phone etc. - Site unit association - Violation Information - Warrant information and Warrant notifications - Public Defender Agency Information
16.5.9	Courts	Court Dockets	<p>The proposed solution shall have the ability to receive all the court dockets associated with a person from the VCIJIS Court System for Sheriff cases for e.g., such as Supervised Release, Court File & Arrest Record Sealed, Parole's Request & Order to Recall Warrant, Discharge from custody, Felony Jail - Credit Time Served, Blood Sample / AIDS, Probation - Jail, PROS - Remand to Jail, Prelim Commences, Prelim Waived, Request & Grants-Pro Per, Military Diversion - Graduates From Program, Sealing - Veteran Court etc.</p>
16.5.10	Incoming Messages	From All Agencies	<p>The proposed solution shall be able to provide an interface or mechanism for users to receive messages from other agencies and be able to receive / acknowledge and forward the incoming messages to appropriate employee or unit. Examples of these requests are, but not limited to - Case Discharge from custody, Felony Jail - Credit Time Served, Blood Sample / AIDS, Probation - Jail, PROS - Remand to Jail, etc.)</p>
16.5.11	Incoming Messages	From All Agencies	<p>The proposed solution shall be able to track different statuses of an incoming requests such as submitted, accepted, rejected etc. Statuses shall be configurable by the Sheriff's agency.</p>

Req	Interface with Agencies		Description
16.5.12	Outgoing Messages	To All Agencies	The proposed solution shall be able to provide interface or mechanism for users to send messages to other agencies and be able to receive acknowledgements. E.g., send attorneys notification when inmate is booked who has existing open cases, etc.
16.5.13	External Reports	From and To All Agencies	The proposed solution shall be able to publish and consume information (bi-directional) with all other agency systems for the purpose of reports that need external data such as a list of inmates scheduled for superior and state court bench and trial appearances, release report etc.
16.5.14	Central Person Registry	To All Agencies	The proposed solution shall have the ability to publish proposed solution person identifier information for the purpose of maintaining a central person registry for various Ventura County justice agency systems.
16.5.15	Central Person Registry	From and To All Agencies	The proposed solution shall have the ability to publish and consume (bi-directional) person information such as demographic and address information etc. for synchronizing person-related data with the central person registry.
16.5.16	Sealing & Expungement	Sealing & Expungement	The proposed solution shall have the ability to consume sealing information on client cases from the Court. The system shall at the minimum consume case number, person number, agency status, date entered, date sealed, sealing level, user id, description, access code information etc.
16.5.17	Sealing & Expungement	Sealing & Expungement	The proposed solution shall have the ability to seal required case and client information as per Court orders or instructions from Probation Agency.
16.5.18	Sealing & Expungement	Sealing & Expungement	The proposed solution shall have the ability to send notifications (preferably system to system) to acknowledge and confirm that the required case and client information has been sealed as per Court orders.
16.5.19	Sealing & Expungement	Sealing & Expungement	The proposed solution shall have the ability to receive notifications (preferably system to system) and emails for sealing a case or group of cases related to juvenile Informal handling from Probation Agency.

Req	Interface with Agencies		Description
16.5.20	Person Merge	Person Merge	The proposed solution shall have the ability to publish a request for merging duplicate records related to the same person. The system shall at the minimum publish source person, target person, agency, user id, date etc.
16.5.21	Person Merge	Person Merge	The proposed solution shall have the ability to consume the acknowledgement for its requests to merge duplicate records related to the same person (preferably system to system).
16.5.22	Person Merge	Person Merge	The proposed solution shall have the ability to consume a request for merging duplicate records related to the same person from other Ventura County agencies. The system shall at the minimum consume source person, target person, agency, user id, date etc.
16.5.23	Person Merge	Person Merge	The proposed solution shall have the ability to publish the acknowledgement after the person merge is successfully completed (preferably system to system).
16.5.24	Person Merge	Person Link-Unlink	The proposed solution shall have the ability to consume the correcting information in the event that an existing court case is associated to a wrong person. The system shall at the minimum consume case number, correct person number, date entered etc. and make the required changes in the proposed solution.
16.5.25	Person Merge	Person Link-Unlink	The proposed solution shall have the ability to receive notification when a person link/unlink has been completed by the Court.
16.5.26	New Person Creation	New Person Creation	The proposed solution shall have the ability to create new persons and assign jail roles such as case professionals, contractors, volunteers etc. to allow for integration with other agencies. These would be in addition to the typical jail management system roles such as inmates, visitors and users, etc.

Appendix E: Sample Project Management Plan

[AGENCY LOGO HERE]

[AGENCY NAME HERE]

Jail Management System Project Management Plan

Latest Revision Date: **date**

Document Overview

Category	Detail
Brief Description	JMS Project Management Plan
Client Requestor	TBD
ATIMS Author	TBD
ATIMS Project Manager	TBD
File Name	ATIMS_Sample_ProjectMngmtPlan.docx

Document Revision History

Name	Date	Reason for Changes	Version
ATIMS		Initial Draft	1.0

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18 1. Introduction

The Project Management Plan (PMP) outlines the iterative planning approach for the design and installation of the ATIMS JMS (Jail Management System) for the [AGENCY]. More specifically, the PMP helps establish a common understanding of how the project will be managed for the [AGENCY] during implementation of the new jail management system.

The PMP is created during the Inception Phase of the project and exists in a larger context of plans that define the overall approach and methodology for managing the JMS. The PMP together with the project schedule and the subsidiary plans, e.g., the Test Plan, provide a framework for managing all related processes.

19 2. Project Management Approach

ATIMS's Project Manager will work with [AGENCY] Project Management to oversee the planning, execution, and completion of the JMS project with the support of ATIMS and [AGENCY] Project Delivery Team members. The Project Managers are responsible for the overall project's success and are responsible for preparing the project charter and other required planning documents. Project Managers are responsible for project administration including project resource management, project schedule and progress tracking, and issues management throughout the project. The Project Managers will report to, and be accountable to, their respective Project Sponsor.

The Project Delivery Team will report on progress for their respective areas of responsibility. The Project Delivery Team will be responsible for overall coordination, development and execution of the project. Project Delivery Team work groups will carry out specific tasks aligned on a topical basis and will report directly to their respective Project Managers.

19.12.1 Roles and Responsibilities

The following table identifies the anticipated roles and responsibilities of key members of the project governance groups:

Role	Name	Responsibility
ATIMS Executive Sponsor	Felix Rabinovich	<p>The ATIMS Executive Sponsor provides support for the Project Manager and has final ATIMS approval of all scope changes and signs off on approvals to proceed to each succeeding project phase. The Executive Sponsor may elect to delegate some of the above responsibilities to the Project Manager and is accountable to the parent company.</p> <ul style="list-style-type: none"> ▪ Provides leadership on culture and values ▪ Keeps project aligned with organization's strategy ▪ Works with other sponsors ▪ Ensures a single point of accountability for ATIMS
[AGENCY] Executive Sponsor(s)		<p>The [AGENCY] Executive Sponsor provides support for the Project Manager and has final approval of all scope changes and signs off on approvals to proceed to each succeeding project phase. The Executive Sponsor may elect to delegate some of the above responsibilities to the Project Manager.</p> <ul style="list-style-type: none"> ▪ Provides leadership on culture and values ▪ Keeps project aligned with organization's strategy and portfolio direction ▪ Works with other sponsors ▪ Ensures a single point of accountability ▪ Actively supports organizational change and fulfills role as Change Sponsor throughout [AGENCY].
ATIMS Project Manager		<ul style="list-style-type: none"> ▪ Primary contact throughout the project. ▪ Manages and leads the Project Teams. ▪ Resolves cross-functional issues at the project level. ▪ Responsible for the delivery of the Project Management Plan and associated plans. ▪ Works with the [AGENCY] Project Manager to coordinate and execute the implementation schedule and associated plans. ▪ Protects project scope, timeline, and budget. ▪ Manages issues through resolution. ▪ Provides status reports and presents them to various committees and teams on agreed schedule as per the Communication Plan ▪ Holds regular conference calls with [AGENCY] Project Manager to review status and progress of project and to identify any outstanding issues. ▪ Manages project risk ▪ Manages Change Orders.
[AGENCY] Project Manager		<ul style="list-style-type: none"> ▪ Leads [AGENCY] Project Teams ▪ Resolves cross-functional issues at the project level ▪ Aligns [AGENCY] tasks to the overall project plan/schedule ▪ Works with the ATIMS Project Manager to coordinate and execute the implementation schedule and associated plans ▪ Protects scope, timeline and budget ▪ Manages issues through resolution and escalates to Project Sponsor when necessary ▪ Participates in regular ATIMS conference calls/meeting sessions as required ▪ Manages Scope Change Orders and works with ATIMS and Project Team to recommend acceptance/rejection ▪ Manages project risk

Role	Name	Responsibility
Project Delivery Team	ATIMS Implementation Team	<ul style="list-style-type: none"> Reports to [AGENCY] Project Sponsor Facilitates review, feedback and acceptance of ATIMS deliverables
	[AGENCY] Staff listed in Team Directory below in section 6.8	<ul style="list-style-type: none"> Implements the SSD new JMS system in accordance with the strategy and plans; Drives majority of decisions with respect to operations and delivery of the project as specified in the Statement of Work; Owns the execution of the project activities and management of the associated deliverables; Provides timely project status reports and dashboards to the Project Managers and the Project Steering Committee; Responsible for identifying/reporting technical and operational risk to their respective project manager Manages organizational change management; Owns the communications and dissemination strategies

20 3. Project Scope

The scope of this project is to implement a new JMS solution at the [AGENCY]. The project will be approximately an eighteen (18) month engagement. The scope is as follows:

- ATIMS out-of-the-box Jail Management System functionality is the baseline for the JMS implementation. This includes the requirements responded to in the RFP as available in ATIMS JMS.
- Project Management – ATIMS has appointed Cris Jackson as the Project Manager to manage the overall JMS Project. Devon Liden will manage all project activities on behalf of [AGENCY].
- Weekly status meetings held; time and day to be agreed upon by the parties during the initiation phase of the project.
- Kickoff Meeting, attended by ATIMS Project Manager, one (1) ATIMS SME and one (1) ATIMS Business Analyst/ Technical Lead
- Pre-Implementation Analysis, including validation of ATIMS functional modules and the RFP requirements set forth in the Placer County RFP for the Jail Management System.
- A Requirements Traceability Matrix, maintained and updated as required.
- Migration of data from legacy system(s)
 - ATIMS will work with the [AGENCY] team to analyze the legacy data.
 - ATIMS is responsible for the migration of all data.
- Data Exchange – ATIMS will perform interface analysis and configuration for the following data exchange interfaces:
- Configuration Support – ATIMS will assist [AGENCY] in the configuration activities and apply all configuration preferences to the JMS.
- Training, including technical and train-the-trainer training as well as end-user training. ATIMS will prepare and execute a detailed training plan to identify the approach, methods and activities associated with all project training. [AGENCY] shall approve all training plans/methodologies

- Documentation – ATIMS will provide user guides, training materials, release notes and other materials in printed or electronic form.
- Up to ten (10) electronic forms identified during project discovery and the pre-book arrest form, the medical pre-screening form, and the classification and re-classification forms (13 forms total). If additional forms are needed, they will be charged per form. Price of form will depend on complexity of required logic. Minimum of \$1500 per form.
- ATIMS canned out-of-the-box reports plus up to ten (10) custom reports identified during project discovery; assuming the standard system reports do not meet Placer County needs. If additional reports are identified, they will be charged per report. The price of each report will depend on the complexity of the required logic. Minimum of \$1500 per report.
- User Acceptance Testing (“UAT”) period.
- Onsite go-live support commencing immediately after UAT as per contract
- Transition – ATIMS will ensure that [AGENCY]’s team is prepared to manage the production environment after going live.
- Support & Maintenance – ATIMS will support and maintain the ATIMS JMS production implementation as per the contract.

21 4. Milestone List

The following is a list of key project milestones for the JMS project:

	Milestone	Deliverable
1	Contract Initiation	Board Approved Contract Approved SOW Baseline Project Schedule
2	Project Planning	Approved Project Management Plan Approved System Testing Plan Approved Interface Management Plan
3	Jail Management System: Analysis, Development & Testing	Approved Requirements Management Plan Approved Requirements Tracking Matrix (RTM) Requirements Validation
4	Base Product Implementation: Test Environment	Base Product Installation - JMS Complete Requirements Review Identification
5	Jail Management System: Interfaces	Approved Interface Management Requirements Implement Mandatory Interfaces: Production Environment
6	Jail Management System: Data Migration	Approved Data Migration Plan Initial Data Conversion Delivery Approved Data Conversion Validation
7	User Acceptance Testing	UAT Complete

8	Jail Management System: Production Environment	Approved System Training Plan Approved Go-Live Plan System Rollout: Production
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22 5. Scope / Change Management Plan

Scope management is the collection of processes which ensure that the project includes all the work required to complete it while excluding all work which is not necessary to complete it. The project Scope Change Management Plan provides a framework for this project.

The objective of the Scope Change Management Plan is to develop and document the process used to manage change during the project. These processes include but are not limited to the following:

- Managing, assessing and approving change requests to established baseline
- Updating project scope, cost, budget, schedule, and quality requirements based upon approved project scope changes

Proposed changes can require new or revised cost estimates, schedule activity sequences, schedule dates, resource requirements and analysis of risk response alternatives. These changes can require adjustments to any of the components of the Project Schedule, Project Management Plan, or other project work products. Any deviation in scope needs to be quickly flagged and raised to the key stakeholders as a project scope change. Effective project change control is essential to complete projects on time, on budget and provide a solution that meets business requirements. Scope Change Management is the process used to properly integrate, remove or postpone changes to the project's scope. The Scope Change Management Plan defines the guidelines and procedures the JMS project team will use to manage changes and associated requests for changes. Changes may be solely scope changes or could include changes to "the Contract," project schedule and budget.

A scope change is anything that alters the project scope agreed to and documented in the Contract or previously approved project deliverables. These can include changes to scope, requirements, deliverables (software/documents/artifacts), schedule and cost while also considering the impact on the quality of project deliverables. Following the change control process, changes to the project

scope need to be validated by the Project Managers and approved by the Project Sponsors. If the project manager determines that the scope change will significantly affect the current project schedule, any contractual obligations, and/or the solution to be delivered, he/she may request that the schedule be re-baselined in consideration of any changes which need to be made as part of the new project scope. The project sponsors must review and approve this request before the schedule can be re-baselined.

Changes which are deemed necessary and impact the project's scope may be the result of a variety of reasons such as: incomplete/inadequate requirements, imposed changes by the State or Courts, a misunderstanding of requirements or proposed functionality, or changes in business processes.

Scope changes may also impact the project team, the budget and the schedule. These changes may require a revision to the WBS, project scope statement, and other project documentation as necessary.

Change is inevitable. It is expected that during the duration of the JMS project there will be many viable scenarios that may result in a deviation from the original scope. Some examples which may lead to scope changes are:

Change Driver	Comment
The business needs have changed	There may be unavoidable external requirements over which you have no control, such as new regulations for data privacy, changed regulatory reporting requirements or a change in legislation or policy that may drive a need to change the business need.
The organization has changed	Organization changes may impact business processes or staffing levels which may in turn impact the scope of the project which would require the project to be re baselined.
Exploit technology improvements	The available technology improves constantly. ATIMS product team are continuously working on improving and enhancing the product. If at any stage some of those enhancements are thought to be beneficial to SSD it will be discussed and reviewed with the project team.

Change Driver	Comment
The organization's priorities have changed	Although the scope and objectives of your project remain valid, the SSD organization may decide that there are other business needs that have higher priority and should be addressed.
Effect of other projects and initiatives	Other initiatives within the organization (or external partners) result in revised needs for this project, e.g. existing client vendors makes a change to their current system which could change the requirements and result in additional time or cost.
Discovery/Refinement	Occasionally additional details or subtleties will be encountered that change prior assumptions or require reworking prior work products

22.1

22.25.1 Scope Control

Controlling scope is the process of monitoring and controlling the project scope as well as managing any changes in the scope baseline. Changes may be necessary to the project scope, but it is imperative they are controlled, approved, and integrated in order to prevent scope creep. Scope changes will be reviewed by the Project Team, and if deemed required, will be forwarded to the Project Managers and Sponsors for approval and integration into the project.

22.35.2 Scope Change Process

The change control process is required to: (i) assess and document the impact of scope changes on project schedules, resources, prices, payment schedule, deliverables, acceptance criteria, and other provisions of this SOW impacted by the proposed change, (ii) provide a formal vehicle for approval to proceed with any changes to this SOW and, (iii) provide a project audit record of all material changes to the original SOW.

- A. Any changes, additions or deletions to the work effort hereunder including to the scope of work set out in section 3.1, will be handled as follows:
 - I. In the case where the client or ATIMS determine a change is required or desirable to the project, the requesting party will complete a change request form (a "Change Request" or "CR") and advance the CR for sign off by the other party;

- II. Upon execution by each party, a CR will become a “Change Order” and form part of the SOW; and
 - III. If the Parties do not execute and deliver to one another a Change Order, the prior obligations of each party under the SOW will remain unchanged.
- B. All changes to the SOW, pursuant to a Change Order, must be approved by the Project Sponsors and Project Managers from both parties.
- C. In limited cases, a Change Order may need to operate as a separate and unique work assignment independent of the project schedules, resources, prices, payment schedules, deliverables, milestones, acceptance criteria or other provisions of the SOW.
- D. If and when required, the client will ensure each and every Change Order will be accompanied by the appropriate pre-approved payment vehicle (purchase order, contract amendment or otherwise) to facilitate billing by ATIMS.

22.45.3 Scope Change Management Approach

The Scope Change Management approach for the JMS project will ensure that all proposed changes are defined, reviewed, and agreed upon so they can be properly implemented and communicated to all stakeholders. This approach will also ensure that only changes fully reviewed and approved are implemented.

The Scope Change Management approach consists of three areas:

- Ensure changes are well analyzed and beneficial to the project and organizations
- Determine how the change will be implemented and that the implications of including the change are well understood and accepted
- Manage the change as it is implemented

The Scope Change Management process has been designed to make sure this approach is followed for all changes. By using this approach methodology, the Project Team will prevent unnecessary change from occurring and focus its resources only on beneficial, necessary and approved changes.

22.55.4 Definitions of Change

There are three types of changes, all of which require a formal contract Change Order to be considered for inclusion into the JMS Project. These changes once approved may result in revisions to the schedule, contract scope statement, budget, RTM, and other project documentation as necessary.

Depending on the extent and type of proposed changes, changes to project documentation and the communication of these changes will be required to include any approved changes into the project plan and ensure all stakeholders are notified. Types of changes include:

- **Scheduling Changes:** changes which impact the approved project schedule. These changes may require fast tracking, crashing, or re-baselining the schedule depending on their impact.
- **Budget Changes:** changes which will impact the approved project budget. These changes may require requesting additional funding, releasing funding which would no longer be required, or adding to project or management reserves. May require changes to the cost baseline. In some cases, budget may be reduced due to decrease in scope. Requests for budget reductions will be so through the same process as requests for budget increases.
- **Scope Changes:** Changes which are necessary and impact the project's scope. Scope changes include additions as well as reductions to scope documented in the Contract or scope as clarified or refined in previously approved deliverables.

The project manager must ensure that all approved changes are communicated to the project stakeholders and project team. Additionally, as changes are approved, the project manager must ensure that the changes are captured in the project documentation where necessary.

22.65.5 Roles and Responsibilities

Scope change management is a shared responsibility across the entire project team and includes stakeholders in either management or supporting roles. A detailed table of roles and responsibilities is included in the JMS Project Scope Management Plan.

22.75.6 Responsible Accountable Consulted Informed (RACI) Chart

The table below outlines the high-level Responsible-Accountable-Consulted-Informed (RACI) chart showing the roles involved in the project and their level of participation in each activity.

Key: R - Responsible A - Accountable C - Consulted I – Informed	Project Sponsors	Project Manager(s)	Project Team
Identify addition to or removal of scope	C, I	C, I	R
Submit Change Request	I	R, A	C, I
Perform initial scope assessment	I	A	R
Review and recommend or decline change in scope	I	R, A	C, I
Determine Level of Effort ("LOE) and impact to project		A	R, C
Approves, declines, escalates change in scope	C, I	R, A, C, I	I
Approves change in scope and impact to budget, cost, or schedule	R, A	C, I	I
Updates project change log and informs project team	I	R, A	I
Adds to project schedule and re-baselines	I	R, A	I

23

24 6. Communications Management Plan

24.16.1 Purpose

The purpose of the Communications Management Plan is to define the internal project communication requirements and how information will be distributed for the JMS Project. Internal project communications focus primarily on status, issues and risks. The Communications Management Plan defines the following:

- What information will be communicated—to include the level of detail and format
- How the information will be communicated—in meetings, email, telephone, web portal, etc.
- When information will be distributed—the frequency of JMS Project communications both formal and informal
- Who is responsible for communicating JMS Project information?
- How changes in communication or the communication process are managed
- Any constraints, internal or external, which affect JMS Project communications
- Any standard templates, formats, or documents JMS Project must use for communicating

Communication to and from project stakeholders and external partners will be the responsibility of the [AGENCY] Project Manager. Identification of communication channels, communication groups and individuals as well as the frequency of communication relating to organizational change

management will be managed by the Sheriff Office's Project Team and closely aligned and coordinated with the internal project communication messages.

24.2

24.36.2 Scope

This Communications Management Plan sets the communications framework for the JMS Project. It will serve as a guide for internal communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in the project. It also includes a communications matrix which maps the communication requirements of the project as well as basic guidelines for meetings, detailing both the communications rules and how the meetings will be conducted, ensuring successful meetings. A project team directory is included to provide contact information for all stakeholders directly involved with the project.

24.46.3 Communications Management Approach

ATIMS and [AGENCY] project manager will take a proactive role in ensuring effective internal communications on this project. The communication requirements are documented in the communications matrix presented in this document. The communications matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and whom to communicate it to.

As with most project plans, updates or changes may be required as the project progresses or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as the project matures and additional requirements are needed. The ATIMS project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project manager will update the PMP / communications management plan and supporting documentation and will distribute the updates as required. The project managers work closely with the [AGENCY] Project Team to ensure that all project stakeholders and external partners remain aware and informed of any changes to communications management.

24.56.4 Communication Distribution

Various methods will be used to distribute project information and communicate with project stakeholders. The preferred method for project communication is face-to-face. Whenever face-to-face is not practical, information and documents will be distributed via email.

Teleconferencing and Teams Meetings will be used to the maximum extent possible to communicate with participants in out-of-town locations. This will help to reduce the amount of travel required and provide for an effective method of communication.

Whatever method is used to distribute information or communicate, the proper precautions and procedures must be followed to ensure safe and protected delivery of information.

24.6

24.76.5 Communication Storage

A copy of all project management plans, approval documents, and project status reports may be saved in a shared folder on the County network or some other agreed upon location. The project issues log and risk register will also be kept and maintained in this location.

Written communications received or generated by the project are retained and stored in the shared folder depending on the format in which they were received. Documents of all forms, including e-mails that detail project decisions or have pertinent value to the project will be stored in the project repository and be retained for historical purposes.

6.6 Communications Management Constraints

All project communication activities will occur within the project's approved budget, schedule, and resource allocations. The Project Managers and the [AGENCY] Organizational Change Management Lead are responsible for ensuring that communication activities are performed. Communication

activities will occur in accordance with the frequencies detailed in the communication matrix in order to ensure the project adheres to schedule constraints.

Where applicable, project standardized formats and templates will be used for all formal project communications. The Project Managers are responsible for ensuring that approval is requested and obtained prior to the distribution of any confidential information regarding this project.

6.7 Project Team

The project team is comprised of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed. Since the project team members are responsible for completing the work for the project, they will play a key role in providing input into the creation of the project plan including defining its schedule and work packages. The project team requires detailed communication, achieved through daily interactions with project managers and other team members, along with regularly scheduled team meetings.

6.8 Project Team Directory

The following table presents contact information for key people participating in the JMS Project. The project anticipates that resources other than core team members may be added or removed over time, as part of knowledge transfer and effort contribution. These team members will take part as they are available.

The email addresses and phone numbers in this table will be used to communicate with these people. A copy of this directory will be updated and placed in the project repository.

Name	Cell Phone #	Area	Email
ATIMS			

[AGENCY]			

Table 1: Project Team Directory

24.8 6.9 Communication Process

The project team will determine communication methods and technologies based on several factors to include: communication requirements, available technologies (internal and external), and organizational policies and standards.

The project managers are responsible for developing and maintaining schedules using MS Project. Gantt Charts and other forms of the project schedule will be distributed at regular intervals and PDF will be the preferred format for communicating schedules to project team members and other stakeholders. Both PDF and the copies of the master Microsoft Project schedule will be maintained in the project repository.

In addition to being maintained in the project repository, all project communication and documentation will be archived on ATIMS's internal network.

24.96.10 Informal Communication

Informal communications consisting of e-mail, conversations, instant messaging clients (i.e. Microsoft Teams, Skype), or phone calls, serve to supplement and enhance formal communications. Due to the varied types and ad-hoc nature of informal communications, they are not formally outlined in this plan.

24.10 6.11 Formal Communication

JMS Project teams will engage in various types of formal communication. The general types and their purpose are described below.

24.11 6.12 Status Meetings

Weekly Status Meetings – Project team meeting held weekly, via Teams meeting to report on:

- Project Progress

- Review major accomplishments for the past week
- Identify goals for next week
- Open Issues and Action Items
 - Review current issues and action items
 - Add new issues and action items
- Upcoming Deliverables & Milestones
- Review activities with respect to deliverables completed, deliverables in process and upcoming milestones
- Review and update existing project risks and mitigation strategies
- Reprioritization of current project risks
- Identification of new project risks

Monthly Steering Committee Meetings – Monthly Steering Committee Meetings may be held via Teams meeting to review and manage;

- To provide direction and alignment
- To approve project changes and decisions
- To provide leverage for execution of strategies
- Monitoring risks
- Monitoring timelines
- Monitoring the quality of the project as it develops

24.12 **6.13 Status Reports**

Status reports will be produced at regular intervals to provide stakeholders information on the status and progress of the JMS Project. At a minimum, reports will contain:

- Project status on current activities
- Project schedule
- Status of key issues and risks
- Identification of action items and their associated activities and status
- Future planned activities

The intent of status report is to inform stakeholders of the project's progress and keep them actively involved in the project. The information provided will contain enough detail to allow stakeholders to make informed decisions and maintain oversight of the project.

The following status report will be produced for the JMS Project:

Monthly Status Report – reports on:

- Status of key performance indicators
- Status of approaching milestones and deliverables
- Identification and explanation of schedule variances
- Achievements since last report
- Assessment of successful completion

- Key Issues and Risks
- Project Milestones Status

6.14 Communications Matrix

The following table identifies the communications requirements for this project.

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	Remote	Once	All	[AGENCY]	Agenda PowerPoint	Soft copy in project repository
Weekly Status Meetings	Review status of the project with the team.	Via Remote; Face to Face when available	Weekly	Project Team	Project Manager	Agenda Project schedule	Soft copy in project repository
Risk Review Meeting	Manage Risk	Via Remote; Face to Face when available	Monthly	Project Team	Project Manager	Agenda Risk Register	Soft copy in project repository
Ad hoc teleconference	Regular, planned communication in order to keep project activities moving	Teleconference	Ad Hoc	As needed	Project Manager Project Team	N/A	N/A
Deliverables Status Report	Update on current status of Deliverables	Digital (pdf)	Monthly	Executive Sponsors ATIMS Staff	Project Manager	Status report showing probability of achieving schedule, barriers to success, status of planned vs actual activities	Soft copy in project repository

Table 2: Communications Matrix

25 7. Schedule Management Plan

Schedules are an important part of any project as they provide the project team, sponsor, and stakeholders with the following information:

- Activity sequences and durations
- Interdependencies
- Task Resource Assignments
- Planned dates for completing project activities

The project schedule is the roadmap for how the project will be executed. The Project Schedule document will be created by the ATIMS project manager in collaboration with the Placer County PM during the Initiation stage of the project. The project schedule will be a Microsoft Project Plan (.mpp) file that will detail all the primary activities/tasks (with owners), durations, start and end dates, deliverables, milestones, dependencies, and status (percentage complete) for the project.

The purpose of the schedule management plan is to provide guidance on how to develop, manage, and control the schedule throughout the project life cycle. This includes identifying, analyzing, documenting, prioritizing, approving or rejecting, and publishing all schedule-related changes.

25.17.1 Assumptions

The following assumptions apply to the Schedule Planning process:

- Resources will be available as required
- Resources will have the needed skills, knowledge and experience
- No significant Scope or Schedule risk exists at the time of planning
- Project requirements are not subject to significant change
- No procurement cycles which could affect the project schedule are anticipated

25.27.2 Constraints

Schedule planning is constrained by:

- Contractual requirements and agreed milestones
- Product delivery schedules
- Change control requirements and processes
- Level of effort necessary to complete key, long duration, tasks such as data migration and interface development

25.37.3 Schedule Management Approach

The initial project schedule will be developed during the Inception Phase of the JMS project, and will include all milestones, related target dates and significant dependencies. Additional details and tasks will be added as the project progresses. Resources will be assigned to project tasks and the project team members must agree to the proposed work package assignments, durations, and schedule. Once this is achieved the project sponsor(s) will review and approve the schedule. Upon approval this will become the project baseline schedule.

ATIMS's project manager will plan, in collaboration with [AGENCY]'s project manager, to the required level of detail for the upcoming ninety days. Over time the project managers will elaborate the work packages in greater detail, facilitating planning at a higher degree of detail as the project progresses.

25.47.4 Schedule Development – Roles and Responsibilities

Schedule-related responsibilities of staff and stakeholders involved in managing and controlling the project schedule are noted in the table below.

Role	Responsibilities
ATIMS Project Manager	<p>The Project Managers are responsible for facilitating work package definition, sequencing tasks, estimating durations, and identifying resources with the project team. The ATIMS project manager will create the preliminary project schedule (.mpp) during the Inception Phase of the project, validating the schedule with the project team, stakeholders, and the project sponsor(s).</p> <ul style="list-style-type: none">▪ Maintaining the project schedule along with [AGENCY] PM▪ Updating the project schedule resulting from an approved change.▪ Reporting any perceived schedule risk.
[AGENCY] Project Manager(s)	<p>[AGENCY]'s Project Manager is responsible for identifying and maintaining the [AGENCY]'s tasks to be included in the project schedule, validating the resource allocation and the duration/work level estimates for [AGENCY] tasks and monitoring execution.</p>
Project Team	<p>The project team is responsible for participating in work package definition, task sequencing, and duration and resource estimating. The project team will also review and validate the proposed schedule and</p>

	perform assigned activities based on the timelines detailed in the approved schedule.
Project Sponsors	The Project Sponsors are responsible for evaluating the need for schedule change. If after evaluation a significant schedule change is required the sponsors will make the appropriate recommendation to the project team.

Table 3: Roles and Responsibilities

25.57.5 Schedule Development – Process

The project schedule will be determined through analysis of contract obligations, ATIMS delivery schedules, necessary tasks to complete to identified milestones, and working back from those key dates. Duration estimating will start by analyzing deliverables to determine the necessary tasks. Team members responsible for completing those tasks then apply estimation methods such as:

- Professional judgment based on previous experience
- Weighted average estimating of the optimistic, most likely and pessimistic duration estimates
- Analysis of mandatory, discretionary, internal and external dependencies
- “What if” analysis
- Analysis of schedule float relative to identified milestones

The baseline project schedule will be finalized though collaboration with [AGENCY]. Integration points (dates where [AGENCY] team efforts must integrate with ATIMS team efforts) will be identified and inserted into the schedule to enhance overall project schedule management.

25.5.1 7.5.1 Deliverables and Task definition

Analysis of the contract, SOW and product release schedule will be used to identify deliverables needed to achieve identified milestones. Related tasks, dependencies and task sequencing will be completed by engaging with the ATIMS project team.

25.5.2 7.5.2 Resource Allocation

The Project Managers are responsible for establishing and coordinating resource assignments. The Resource Management Plan contains details on how resources will be managed across the project.

25.67.6 Schedule Control

As detailed in the Communications Management section, the project team will maintain a “Project Repository”. A copy of the project schedule will be maintained in the project repository. Gantt Charts and other forms of the project schedule will be distributed at regular intervals. PDF will be the preferred format for communicating schedules to project team members and other stakeholders.

The project schedule will be tracked, reviewed and updated on a weekly basis and distributed formally as part of ATIMS’s monthly status report. Schedule updates will have particular focus given to past due tasks and upcoming deliverables and milestones.

25.77.7 Schedule Status Reporting

A review of the project schedule will be included as part of the regular status meetings. In conjunction with that review, updates on the project schedule will be reported to Project Sponsors as a component of regular monthly status reports.

25.7.1

7.7.1 Report tools

- The master Gantt chart, used to communicate high level schedule status and progress against the most recently approved baseline.
- Schedule Variance Analysis, used to indicate schedule compliance.
- Schedule risk assessment, indicating likelihood to achieve the next milestone, and steps planned to mitigate schedule risks

Day to day schedule status will be reported on an as requested basis, based on the most recent weekly data provided by assigned resources. Day to day verbal and email communications will be used to identify and manage emerging issues between reporting cycles.

25.87.8 Schedule Changes and Thresholds

Once the project schedule is agreed and a baseline is set, any modifications to the project schedule must be mutually agreed to by both [AGENCY] and ATIMS. Project managers will communicate significant changes to the project team as detailed in the Communications Management Plan.

At any point in the project life cycle, if a member of the project team determines that a change to the schedule is necessary, the project manager(s) and the team will review and evaluate the

change. They will determine which tasks/milestones will be impacted, variance as a result of the potential change, and any alternatives or variance resolution activities they may employ to see how they would affect the scope, schedule, and resources. If, after this evaluation is complete, the project manager(s) determines that any change will exceed the established thresholds (below), a schedule change request will be submitted for approval with the operational steering committee.

25.97.9 Change Thresholds

Any change to the baseline milestones shall be subjected to the change management process. Once the change request has been reviewed and approved the ATIMS project manager is responsible for adjusting the schedule and communicating all changes and impacts to the project team, project sponsor, and stakeholders. The project manager must also ensure that all change requests are archived in the project repository.

25.10 7.10 Potential Causes of Project Slippage

Following is a list of the factors that could lead to a slippage in the schedule.

- Project activities require more effort than planned
- Scope Creep, the undertaking of unplanned, out of scope project activities
- Activities are required, beyond those originally planned
- Specific technical skills were assumed in the plan that are not available
- Project decisions are not made in a timely manner
- The review and approval of deliverables takes longer than planned.

7.11 Project Control Procedures

25.10.1 7.11.1 Identification of Schedule Problems

- Consistent review of new requirements such as equipment, staff, or consulting resources - The adequacy of current resources, human and equipment will be reviewed. A potential schedule slippage occurs when the need for additional resources is identified.
- Consistent review of overall project activities and performance - The response of the [AGENCY] and ATIMS teams will be reviewed, particularly for current activities. A potential slippage occurs when there are delays in responsiveness or project decisions.

- Consistent review of risks and changes to risks - the current status of risks will be reviewed as described in the Risk Management Plan. A potential slippage occurs when existing risks have become issues or when new risks have been identified.
- Consistent review of changes to scope, approved or in process - The current status of scope compliance will be reviewed as described in the Scope Management Plan. A potential slippage occurs when unapproved scope changes are being carried out.

25.10.2 7.11.2 Resolution of Schedule Problems

The following techniques will be applied to resolve schedule problems that may arise.

- Schedule Crashing involves moving resources from tasks that have available schedule slack (float), and assigning them to the task that is causing schedule slippage. It may also involve assigning extra resources, if there are none available within the project team. The effect of this technique is to increase costs (resources) or risk to tasks that have had resources temporarily reassigned.
- Schedule Fast Tracking involves completing tasks in parallel or out of sequence, where they were initially planned to be completed in sequence. Work continues on a delayed task, but work begins on dependent tasks without waiting for completion of the predecessor task. The effect of applying this technique is to increase dependency risk.
- Approving Overtime may be considered, to add effort hours to the project without extending deadlines. The effect of this approach may be to increase costs with an approved change order.
- Engaging consultants/contractors may be considered in order to add additional resources without drawing team members from their assigned tasks. The effect of this approach may be to increase costs, or trigger a procurement cycle if needed consultants or contractors are not readily available under existing agreements.
- Scope Reduction may be considered if the task or deliverable is not critical to overall project success. The project team will determine if the scope can be reduced and, if so, what items of functionality can be eliminated or deferred. All changes to scope will be managed as per the project Scope Management Plan.
- Acceptance involves acknowledging that the schedule slippage cannot be mitigated in any meaningful way. This may require re-baselining if the slippage is significant. Contingency may need to be applied.

25.11 7.12 Scope Change

Change to scope will often drive change to the schedule. Significant scope change (and therefore, schedule change) may indicate a need to re-baseline the project to account for the new requirements. An impact analysis will be presented as part of the Change Control Process to allow

the Executive Sponsors to fully understand the full impact of the proposed change. Approval of the scope change will constitute approval to re-baseline the project, if so indicated.

25.12 7.13 Schedule Closeout

Schedule closeout occurs as a function of overall project closeout. A final report identifying schedule variance, history of schedule performance and changes, and an assessment of effectiveness of schedule control processes is provided as a component of the project administrative closeout report.

26 8. Quality Management Plan

The Quality Management Plan is an integral part of any project management plan. The purpose of the Quality Management Plan is to identify quality requirements and standards for the project, and document how the project will demonstrate compliance with those requirements and standards.

The Quality Management Plan for the JMS project will establish the activities, processes, and procedures for ensuring delivery of a quality system, as well as quality project deliverables, project artifacts and all related documentation throughout the project.

26.18.1 Quality Management Approach

The purpose of this section is to describe the quality management approach to be utilized for the JMS project. The objectives are to:

- Ensure consistency of project deliverables, artifacts, systems and documentation across all stages of the project
- Ensure all deliverables meet the quality criteria for acceptance
- Verify that the deliverables for the project are complete prior to sign off
- Ensure that critical defects, risks and issues are found earlier in the project lifecycle so corrective actions can be taken
- Increase overall quality of project deliverables
- Ensure the project team is adhering to standards and controls defined and specified in the Project Quality Management Plan

‘Quality’ is defined as the level of conformance of the final deliverable to [AGENCY]’s requirements. Quality in this project will be considered from two different perspectives:

- Quality of the management controls undertaken on the project to produce the deliverables
- Quality of the deliverables provided to [AGENCY]

For this reason, the Quality Management Plan not only defines the approach taken to ensure the desired quality of the deliverable, but also highlights other management processes which influence the quality of the deliverables.

26.28.2 Quality Planning

This Quality Management Plan defines the acceptable level of quality and describes how the project will ensure this level of quality in its deliverables and processes. [AGENCY] will review and approve this Quality Management Plan deliverable signifying agreement to the measures that will be used to determine satisfaction that each deliverable is complete, acceptable and that project processes are being followed.

The acceptable levels of quality and the processes that ensure that quality is described, where applicable, in the Quality Control Measurements Section below.

26.38.3 Quality Assurance

The purpose of Quality Assurance is to ensure that project processes are used effectively to produce quality deliverables. It includes following and meeting standards, continuously improving project work, and correcting project issues. ATIMS is responsible for identifying all the project processes that will be monitored.

26.48.4 Quality Control

The purpose of quality control is to verify that project deliverables and all formal project documentation are of acceptable quality and meet the stated requirements. ATIMS is responsible for identifying the major deliverables subject to quality control reviews. Responsibility for quality control will reside both with ATIMS and [AGENCY].

Quality Control activities focus on inspecting and measuring work results. ATIMS conducts iterative Quality Control inspections of deliverables. [AGENCY]'s quality control activities take place as project deliverables, project artifacts, software, and any other related materials are provided to [AGENCY].

26.58.5 Quality Control Measurement

The ATIMS Online product is subject to extensive product testing during development. The balance of this section will address post product development quality control activities.

26.68.6 Document Quality Control

Quality control of project documentation is an important activity. The following outlines the quality process that will ensure the documentation type deliverables and other project documentation are of high quality:

1. ATIMS creates the document
2. ATIMS completes self-verification of the document
3. ATIMS completes the internal document review
4. [AGENCY] conducts document review
5. [AGENCY] and ATIMS agree on required improvements
6. ATIMS adjusts approach, estimates, plan if necessary

7. ATIMS updates the documents
8. Repeat steps 3 through 8 above until deliverable passes [AGENCY] review
9. Obtain [AGENCY] acceptance if applicable (may require multiple iterations)

Quality Criteria	Performed by	Method	Metrics	Quality Indicator
Ensure the document is prepared, peer-reviewed, completed and presented to [AGENCY].	ATIMS Project Manager	Checklist	Number of times a document has been reviewed by [AGENCY] before formal acceptance*	3 [AGENCY] review cycles

Table 4: Document Quality Activity Table

* The number of times a document has been submitted for [AGENCY] review and returned with comments before formal acceptance by [AGENCY]. The [AGENCY] review and ATIMS update cycle process is an objective metric to reflect the qualitative assessment of a document. That measure of quality using these metric attempts to show that the initial document delivered is of good quality and the subsequent iterative process of [AGENCY] reviews and subsequent ATIMS updates is efficient and effective. Any issues related to quality will be flagged and resolved within the three-review cycle.

[AGENCY] Acceptance Criteria for Project Documentation

As documented in the Statement of Work, the following is the defined criteria for acceptance of the document by [AGENCY]:

- Documentation will be delivered in electronic format.
- Following delivery of each project document, [AGENCY] shall have a period of five (5) business days to review it for acceptance.
- Each document will be in the requisite format and contain the content agreed to by [AGENCY] prior to the deliverable being produced.
- If the project documentation does not meet the acceptance criteria, the [AGENCY] Project Manager(s) will notify the ATIMS Project Manager.
- ATIMS has five (5) days after notification of deficiencies from [AGENCY] to make corrections/adjustments and resubmit for [AGENCY] review.
- When accepted, the [AGENCY] Project Manager(s) will deliver the signed document along with a signed Deliverable Acceptance Transmittal to the ATIMS Project Manager.
- The accepted deliverables/documents will be scanned and stored in the project repository.

26.78.7 Project Quality Control

Project Quality Control is conducted to ensure the project is delivering to expectations and performing effectively and efficiently. Due to the process and project activities being so closely related, there is an amount of overlap between the sorts of quality activities that inform quality control. Though there are duplications of the quality activities they have still been declared here for completeness.

Quality Criteria	Performed by	Method	Metrics	Quality Indicator
1. Project deliverables delivered on time to [AGENCY].	ATIMS Project Manager	Comparison of due date against actual	Delivered on time/ no. of days overdue	Delivered to [AGENCY] by the scheduled due date.
2. Number of overdue key project tasks.	ATIMS Project Manager	The count of those key tasks that have missed the planned completion date by more than 5 days.	Overdue key project tasks count	≤ 10 key project tasks
3. Number of delayed key project tasks.	ATIMS Project Manager	The count of those key project tasks that should have started but have been delayed by more than 5 days.	Delayed key project tasks count	≤ 10 delayed key project tasks

Table 5: Project Quality Activity Table

26.88.8 Software Quality Control

Software Quality Control is the function that checks whether the delivered software component meets the specified requirements and is "fit for use". The software quality controls and metrics detailed here apply to the UAT stage of the project. Similar quality controls and metrics are in place for all other formal testing phases in the project and will be found detailed in the System Test Plan document.

Many of the quality criteria for software are measured by the number and severity of defects and issues. It is important to understand the difference between the two terms to understand their context in criteria they represent.

‘A Test Issue’ is an unqualified defect, i.e. an ‘issue’ is a reported observation of a perceived problem and a “defect” is an issue after it has been confirmed as a genuine defect and mutually agreed by both ATIMS and [AGENCY].

Quality Criteria		Quality Indicator
1.	Total number of reported issues.	≤ 50 reported issues per week
2.	Total number of closed issues.	≥ 10 closed issues per week
3.	Percentage of issues that remain open.	5 per week
4.	Total number of reported Severity 1 or 2 defects.	≤ 10 per week
5.	Total number of open Severity 1 or 2 defects.	≤ 7 per week
6.	Total number of reported Severity 3, 4 or 5 defects.	≤ 30 per week
7.	Total number of unresolved Severity 3, 4 or 5 defects.	≤ 20 per week

Table 6: Software Quality Activity Table

[AGENCY] Acceptance Criteria for Software Deliverables

- Following the delivery of the final software deliverable for each phase, [AGENCY] will have a period of four weeks to conduct UAT.
- Any issues or defects discovered during UAT will be raised by [AGENCY] through ATIMS Issue Tracking software, JIRA; ATIMS, along with [AGENCY] will then make a decision of the timeline for addressing the issue or defect.
- Following delivery of each repaired defect, [AGENCY] will have five calendar days to confirm it resolves the defect after which period the repair is accepted.
- Any defects found subsequent to the UAT period will be resolved during the warranty period or, if not possible, under support.

The UAT exit criteria, for satisfactory completion of the UAT Test phase is:

- Any agreed changes from requirements that came up while testing have followed the formal Change Control Process and been approved, implemented and successfully tested.
- System performance metrics are met.
- A code freeze is in place.
- No open Severity 1, 2 or 3 defects.
- Any open Severity 3 defects have a resolution plan agreed with [AGENCY].
- Any open Severity 4 defects have a resolution plan agreed with [AGENCY].
- Any open Severity 5 defects have a resolution plan agreed with [AGENCY].

Severity Level	Definition
1 - Urgent	Critical defect resulting in total failure of software, loss of data, hardware failure, safety issue or in which a requirement is not met and there is no feasible workaround and testing cannot continue on other test cases due to the defect. Examples: a) Major system failure; no users can login or use the application at all. b) The system crashes or freezes completely when a particular action is executed.
2 – Very High	Defect in which a requirement or functionality is not met and there is no acceptable workaround. Examples: a) The intake screen errors when trying to enter an inmate resulting in the user being unable to create an intake record. There is no possible work around to create the intake record another way. b) A mandatory field in a record will not allow entry of data into it and therefore the record as a whole cannot be saved. There is no work around.
3 – High	Defect in which a requirement or functionality is not met but an acceptable workaround is available. Examples: a) A date field does not default the current date as detailed in the design but the user can manually go and select a date. b) Scheduled report does email automatically as configured; however, report can be manually run by user and sent via email as attachment.
4 – Medium	Defect in which the fault or limitation does not materially affect the operation of the system or the business process in which it is identified. Examples: a) On completion of a wizard step, the next button has to be clicked 2 times by the user before they can continue. b) The sort order of a row of records is incorrect.

Severity Level	Definition
5 – Low	Defect of minor significance where formatting, spelling or cosmetics are incorrect. Examples: a) Spelling mistake on a field label. b) Spacing between columns is irregular. c) Wrong date format.

Table 7: Severity Levels Definition

26.98.9 Verification and Validation (V&V)

Verification and validation are procedures that are used together by [AGENCY] for checking that a product, service, or system meets requirements and specifications, and that it fulfills its intended purpose. V&V evaluations may be performed to evaluate and provide assurance that the service, deliverables, and system meet the needs of [AGENCY] and comply with requirements and specifications mandated. Any deficiencies identified during the review will be documented and supplied to ATIMS for correction. ATIMS will make any required modifications and resubmit the deliverable for [AGENCY] review and approval. In addition, [AGENCY]'s V&V representatives will monitor all aspects of the project to ensure ATIMS obligations are being met.

27 9. Risk and Issues Management Plan

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk Management is the process of identifying, assessing, responding to, monitoring, and controlling and reporting risks. The purpose of this Risk Management Plan is to define how risks associated with the project will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded and monitored throughout the lifecycle of the project and provides best practices for recording and prioritizing risks by the project team. Issues are events or conditions that most definitely will happen, or have happened.

It is understood that unforeseen circumstances and situations may occur throughout the lifecycle of the project. The goal of the Risk and Issues Management Plan is to reduce or eliminate predictable variances in the project's scope, schedule and budget. Risk and Issues Management does not necessarily eliminate risk, but attempts to reduce the exposure to risk.

This document provides information to executive sponsors, project managers, project teams and staff involved directly or indirectly with project risk management. It provides:

- Uniformity in project risk and issue management activities.
- Techniques and tools for project risk and issue management.
- Information on the project risk and issue management roles in overall project management.

Understanding project risks and issues enables project teams to more effectively fulfill expectations. Assessing project risk and uncertainty informs decision making in project delivery. These decisions contribute to overall success and clarify project expectations.

27.19/9.1 Value of Risk and Issues Management

Project risk and issue management delivers a number of values to the project, including:

- Recognizing uncertainty and providing forecasts of possible outcomes.
- Producing better business outcomes through more informed decision making.
- Having a positive influence on creative thinking and innovation.
- Creating better project control—reducing overhead and time, and enhancing benefits.
- Contributing to project success.

Project risk and issue management is an integral component of project management and is a crucial part of this project's management processes. With effective risk management, the team can not only predict possible future outcomes, it can take action to positively shift the odds for project success.

27.29.2 Risk Management Definitions

Risk: A risk is defined as “A set of circumstances that could result in ATIMS and [AGENCY] not meeting the goals of the project”. In other words, in the context of this project, a risk is something unplanned that might affect the project for better or worse.

Risk Management: The mechanisms adopted to identify and assess risks and to implement appropriate countermeasures that, taken together, result in an acceptable level of residual risk.

Risk /Issue Log: A risk register documents attributes of identified and assessed risks as well as current risk mitigation strategies. The registry is updated regularly by project managers, as informed by project team members.

Secondary Risk: Secondary risks are those risks which arise as a direct outcome of implementing a risk response.

Residual Risk: Residual risks are those risks which are expected to remain after the planned response of risk has been taken, as well as those that have been deliberately accepted.

Trigger Condition: An event or situation that indicates that a risk is about to occur.

Issue: An issue is something that definitely will happen or has already happened.

27.39.3 Risk Management Process

The ATIMS and [AGENCY] project managers, working with the project team and project sponsors, will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project to minimize their impact. Risks are recorded in the risk and issue log, which also details any contingency or mitigation action. The risk /issue log will be reviewed by the project team members during weekly status meetings. The steps for accomplishing this are outlined in the following sections. Project managers will serve as Risk Managers for this project.

The six steps in the risk management process are detailed below:

1. Risk Management Planning	Risk management planning is the systematic process of deciding how to approach, plan, and execute risk management activities throughout the life of a project. The goal of Risk Management is to reduce or eliminate predictable variances in the project's schedule and budget. Risk Management does not necessarily eliminate risk, but attempts to reduce the exposure to risk.
2. Risk Identification	Risk identification involves determining which risks might affect the project and documenting their characteristics.
3. Qualitative Risk Analysis	Qualitative risk analysis assesses the impact and likelihood of the identified risks, and develops prioritized lists of these risks for further analysis or direct mitigation. Project teams assess each identified risk for its probability of occurrence and its impact on project objectives.
4. Quantitative Risk Analysis	Quantitative risk analysis is a way of numerically estimating the probability that a project will meet its cost and time objectives. Quantitative analysis is based on a simultaneous evaluation of the impacts of all identified and quantified risks.
5. Risk Response Planning	Risk response planning is the process of developing options and actions to reduce threats to the overall project objectives.
6. Risk Monitoring	Risk monitoring tracks identified risks, monitors residual risks, and identifies new risks—ensuring the execution of risk plans and evaluating their effectiveness in reducing risk. Risk monitoring is an ongoing process for the life of the project. Risks, and their associated mitigation strategies will be communicated to the project teams on a regular basis as part of project status reports as defined in the Communications Management Plan.

Table 9: Risk Management Steps

27.49.4 Risk and Issue Management Planning

Effective project risk management requires good planning. Risk management must commence early in the project and proceed as the project evolves and project information increases in quantity and quality. The project team must plan to:

- Identify, assess/analyze, and respond to major risks.
- Continually monitor project risks and response actions.
- Conduct an appropriate number and level of risk assessments to update the Risk Management Plan and evolving risk profile for the project.

27.59.5 Risk and Issue Identification

Risk/issue identification occurs on an ongoing basis. Risks and issues will be items on the project meeting agendas and status reports. Risk and issue identification will involve the project team and appropriate stakeholders. It includes an evaluation of environmental factors, organizational culture and elements of the project management plan including the project scope, schedule, cost, or quality. Careful attention will be given to the project deliverables, assumptions, constraints, work breakdown structure (“WBS”), resource plan, and other key project documents. As the project progresses through the implementation, the risk profile will evolve and the project team’s understanding will grow. Therefore, previously identified risks may change and new risks may be identified throughout the life of the project.

27.5.1 9.5.1 Methods for Risk Identification

The project team will identify as many risks and issues as possible that may affect project objectives. There are a wide variety of techniques used for risk identification. Some common techniques that will be used for project are provided below:

- Brainstorming – Formal and informal brainstorming sessions with project team members, stakeholders, and sponsors is a technique for risk identification. This technique can be scaled for use on the simplest to the most complex projects. This technique can also be tailored to specific areas of interest for the project risk.
- Lessons Learned – Reviewing lessons learned from other [AGENCY] and ATIMS projects as well as at the end of each stage can be valuable information for later stages of the project.
- Other Methods – Other techniques that may be used when appropriate include: questionnaires and surveys; interviews, checklists, and examination of the WBS for the project with appropriate groups; and asking “what if” questions.

When a risk or issue occurs outside of the regularly scheduled risk review meetings (status meetings) the person identifying the risk/issue should contact the project manager(s) and inform them of the following:

- Risk /Issue Event
- Risk/Issue Cause
- Impact
- Existing Mitigations

The project managers are responsible for including this information in the risk and issue log, performing the initial evaluation by consulting with the correct team members on its likelihood and impact, as well as planning or defining a mitigation strategy for the risk.

27.5.29.5.2 Project Baseline Risk Assessment

The following table summarizes an example of key risks. The risk assessment forms the baseline risks identified for the project. Risk assessments sessions will be conducted on an ongoing basis, monthly, through the life of the project. These key risks will be moved to the project's risk register to be monitored and maintained along with any new risks as they are defined. The remaining identified lower level risks will also be moved to the project's risk register and reviewed on a periodic basis.

Risk #	Risk Category	Risk Name	Risk Description
[AGENCY]-001	Technology	Cut Over to New JMS	Given the number of the data interfaces and the risk involved with data migration, the complexity of go-live weekend could lead to something not going according to plan and require a roll back to the legacy JMS.
[AGENCY]-002	People	Timing of Training Delivery	It is critical that training is delivered in a timeframe close enough to go live so that [AGENCY] staff are still familiar with how to use the application.
[AGENCY]-003	Environment	Legislation Changes Could Alter Scope	The county, state or courts could mandate a policy change. This could introduce a change in scope, cause additional effort to implement, or add rework into the implementation.

Table 10: Key Project Risks

27.69.6 Risk / Issue Analysis

All risks identified will be assessed to ascertain the range of possible project outcomes. Risks and issues will be prioritized by their level of importance, which will be derived by assessing the likelihood and impact.

27.6.1 9.6.1 Qualitative Risk Analysis

Qualitative Analysis assesses the impact and likelihood of the identified risks and develops a prioritized list of these risks for further analysis or direct mitigation. The project team will assess each identified risk for its probability of occurrence (likelihood) and its impact on project objectives. Project teams may elicit assistance from subject matter experts or functional analysts to assess the risks in their respective work streams.

Qualitative analysis utilizes relative degrees of probability and consequence for each identified project risk in descriptive, non-numeric terms. The project will use the following approach:

Likelihood (Probability or Frequency)	
Low	Not likely in the near future but could happen in longer term.
Medium	Could happen in the near future but probable in the long term.
High	Probably going to happen in the near future and essentially we can predict it will happen.

Table 11: Risk Probability

Impact	
Low	Extremely minimal impact to the overall project.
Medium Low	Important to consider, can be managed, will take some effort.

Medium	Will impact the project schedule, budget, and/or scope, but will not impact overall goals of the project.
High	Will impact overall goals of the project.
Very High	Will impact the overall goals of the project and adversely impact the organization overall.

Table 12: Risk Impact

All Risks and Issues will have a response, which may include both a risk response strategy and a risk contingency plan. Risks that have been assessed as Low will be logged to the risk and issues log and reviewed regularly.

27.6.2 9.6.2 Risk Response Planning

Each major risk (those that have been categorized as Medium, High, or Very High) will be assigned to a risk owner for monitoring and controlling purposes to ensure that the risk will not “fall through the cracks”.

The ATIMS and [AGENCY] project managers will guide the project team in developing responses to each identified risk. When new risks are identified, they will be evaluated and the team will develop avoidance and mitigation strategies. These risks are added to the risk register to ensure that they are monitored at the appropriate times and are responded to accordingly.

The aim of the mitigation strategy is to explain how the risk will be managed and show how the initial risk assessment will reduce over time. It should be noted that risks can rarely be reduced to nothing; it is a case of reducing the level of risk to what is considered to be an acceptable level. For each major risk, one or more of the following approaches will be selected to address it:

Approach	Description
Avoidance	Change the project plan to avoid the risk.
Transference	Transfer the risk to a third party (e.g. by taking out insurance).
Mitigation	Take action before the risk occurs to reduce the impact and probability to an acceptable level.
Acceptance	Accept the risk as part of the project plan. If appropriate, develop a contingency plan to launch if and when the risk occurs.

Table 13: Risk Response Approaches

For each risk that will be mitigated, the project team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include adding tasks to the project schedule, adding resources, etc. Any secondary risks that result from risk mitigation response will be documented and follow the same risk management protocol as primary risks.

For each major risk that is to be mitigated or that is accepted, a course of action will be outlined in the event that the risk does materialize in order to minimize its impact. The course of action can

incorporate a variety of activities that inherently specific to each risk it's agreed upon risk response approach.

27.6.3 9.6.3 Mitigation process and approvals

Once the mitigation strategy is discussed with the project team, it needs to be approved by the Project Manager or Executive Sponsors (if it exceeds thresholds in Section 7.10) before any changes can be made to the project scope, schedule or budget. The approval process for changes is documented in the Scope Change Management Plan. The respective project manager is responsible for ensuring the correct change control procedure is adhered to for any contingency or mitigation actions employed for individual risks.

27.6.4 9.6.4 Escalation

New issues will be communicated immediately to the Project Manager. All new risks or updates to risks/issues are communicated to the Project Management team at the weekly meetings. The following section outlines the risk/issue escalation path.

- Team level issues are reported immediately to the Team Lead and the Project Manager;
- Team level risks are reported to the Team Lead who will log them in the risk/issue log;
- Team Leads and Project Manager plan how to address;
- Team members will review and evaluate issues, risks and risk mitigation strategies during weekly/monthly meetings and as-needed through email, memo, and verbal communication.
- Risks assigned a high severity or new issues will be reported immediately to the Project Manager;
- Risks/issues are monitored weekly by the Project Managers and issues and risks that have been triggered are reviewed weekly at the PM meeting until they are resolved;
- Project Manager updates the Project Sponsors via status reports;
- Risks assigned a high severity will be reported by the PMs to the Project Sponsor(s).
- If the risk has an impact to project scope, budget, quality, or schedule, a change request may be generated.

27.79.7 Risk Monitoring

Risk monitoring will be a continuous process throughout the project. As risks approach their review date on the project schedule, the project manager will ensure that the appropriate team member

provides the necessary status updates. The update will include the risk status, identification of trigger conditions and the effectiveness of each risk response action.

All very high and high impact risks will be maintained by the ATIMS project manager and will be reported as a component of the project status reporting process for this project.

27.89.8 Risk / Issue Log

The risk /issue log for the project is a log of all identified risks, their probability and impact to the project, the category they belong to, as well as possible mitigation strategies.

The risk register will be maintained by the ATIMS project manager and will be reviewed as a standing agenda item for risk review meetings. The risk register will be stored in the project repository on [AGENCY]'s network.

28 10. Resource Management Plan

Human resources management is an important part of any project. The Resource Management Plan is a tool which will aid in the management of project resources throughout the project.

28.110.1 Purpose

The purpose of the Resource Management Plan is to:

- Identify resources required for each stage of the project
- Estimate the resource requirements for each stage of the project
- Identify the required qualifications for each role
- Identify the Roles and Responsibilities of Project Resources
- Map the reporting relationships
- Develop the Acquisition, Training & Performance Strategy of project team members

28.210.2 Project Resources

In order to ensure the success of the JMS project a highly skilled team of resources will be utilized. [AGENCY] and ATIMS personnel will make up the combined project delivery team. Each individual will play a defined role and will have a discrete set of responsibilities.

In accordance with “the Contract” resources must have the required skills to fulfill their roles. In the event of personnel changes during the course of the project, ATIMS will make every effort where possible to ensure replacement resources have the same preferred qualifications as the person they are replacing and replaced timely as to not impact the project schedule or quality of delivery. ATIMS will notify [AGENCY] of all staff replacements on the project, along with notification ATIMS will provide a copy of the new team members resume detailing his or her qualifications for the role being filled for the project. All replacement resources for key positions must be approved by the [AGENCY] Project Manager. Interviews may be conducted by [AGENCY] prior to allowing the resource to join the project team.

28.310.3 ATIMS Key Personnel

The table below outlines the key project personnel and their role on the project:

Name	Role
Cris Jackson	Project Manager
Alexis Suarez	Business Analyst/ Technical Lead
Ron Sukasem	Interface Developer
Boris Shukman	Product Architect
Elena Kaganovskaya	Data Conversion Lead
Renee Stagnaro	Forms Developer
Renee Stagnaro	Training Lead
Felix Rabinovich	IT Infrastructure
Mike Haberkorn	Subject Matter Expert
Maha Annamalai	QA/QC Lead
Flo Ferrara	Project Oversight

28.410.4 Roles and Responsibilities

The following table provides a description of the responsibilities, related to risk, of both the key ATIMS project personnel and other anticipated project personnel:

Role	Responsibilities
Business Analyst	<p>Performs onsite configuration planning activities.</p> <p>Performs business analysis activities on the project.</p> <p>Performs system configuration activities.</p> <p>Supports training content development and training delivery activities.</p> <p>Supports development and test activity.</p> <p>Provides support to the [AGENCY] and ATIMS project teams during acceptance testing.</p> <p>Provides go-live support.</p> <p>Identifies project issues and risks. Participates in risk assessment / planning.</p>
Technical and Interfaces Lead	<p>Builds ATIMS project infrastructure and environments (Development, Test, Interface, Migration, and Delivery).</p> <p>Responsible for Management and Control of all software components specific to the project.</p> <p>Prepares and validates all installation processes and procedures.</p> <p>Participates in and supports the onsite installation of the configured system.</p> <p>Prepares all software release packages and patches.</p> <p>Maintains all environments throughout the life cycle of the project.</p> <p>Participates in knowledge transfer to [AGENCY].</p> <p>Participates in transitioning activities to Support.</p> <p>Analyzes interface requirements.</p> <p>Ensures requirements for Interfaces are met.</p> <p>Prepares interface design specifications.</p> <p>Participates in design reviews with other team members.</p> <p>Responsible for all ATIMS database administration duties and tasking throughout the project.</p> <p>Supports the set-up and installation of database systems.</p>

Role	Responsibilities
	<p>Supports the onsite installation of the configured system.</p> <p>Performs performance tuning and monitoring activities.</p> <p>Assists in troubleshooting database-related issues as required.</p> <p>Participates in configuration requirements workshops</p> <p>Provides training and knowledge transfer to [AGENCY] technical staff as required.</p> <p>Identifies project related risks, technical issues.</p> <p>Participates in risk mitigation / planning.</p>
Conversion Lead	<p>Analyzes data migration requirements</p> <p>Ensures requirements for Data Conversion are met</p> <p>Manages conversion issues through to resolution</p> <p>Provides status reports to the Project Manager who will consolidate and distribute to stakeholders</p> <p>Prepares data mapping and ETL design specifications.</p> <p>Develops and unit tests integration and data migration components (ETL) according to design.</p> <p>Participates in code reviews with other team members.</p> <p>Supports end-to-end integration testing, mock conversion testing and user acceptance testing.</p> <p>Troubleshoots and resolves testing issues as required.</p> <p>Supports production cutover activities.</p> <p>Participates in transitioning activities to Support.</p> <p>Identifies project related risks, data conversion issues.</p> <p>Participates in risk mitigation / planning.</p>
Product Architect	<p>Manages the process to define and document features and capabilities.</p> <p>Responsible for the product architecture.</p>

Role	Responsibilities
	<p>Works with the project management team to communicate changes to the enterprise architecture.</p> <p>Works with the technical teams over the life of the project.</p> <p>Supports product architecture-related communications to [AGENCY] technical team.</p> <p>Primary point of contact for all product architecture requests.</p> <p>Regularly consults with project technical analysts on all integration, testing and configuration management needs.</p> <p>Supports knowledge transfer activity as required</p> <p>Participates in risk mitigation / planning.</p>
Project Manager	<p>Primary contact throughout the project.</p> <p>Manages and leads the Project Teams.</p> <p>Resolves cross-functional issues at the project level.</p> <p>Responsible for the delivery of the Project Management Plan and associated plans.</p> <p>Works with the [AGENCY] Project Manager to coordinate and execute the implementation schedule and associated plans.</p> <p>Protects project scope, timeline, and budget.</p> <p>Manages issues through to resolution.</p> <p>Provides status reports and presents them to various committees and teams on agreed schedule as per the Communication Plan</p> <p>Holds regular conference calls with [AGENCY] Project Manager to review status and progress of project and to identify any outstanding issues.</p> <p>Manages Change Orders.</p> <p>Identifies and documents risks and issues</p>

Role	Responsibilities
	<p>Manages risk and issue register.</p> <p>Performs risk assessment and risk planning.</p> <p>Reports on project issues and risks.</p>
Development Manager	<p>Reviews and works with the Development team to ensure complete coverage of the project.</p> <p>Oversees all development activities.</p> <p>Maintains overall technical solution direction.</p> <p>Supports the scheduling and resourcing for the project.</p> <p>Consults with project resources on all development, integration, testing and configuration management activities.</p> <p>Works with the Project Manager to monitor progress and address any risks/issues identified throughout the project.</p> <p>Supports the project team for go-live.</p>
Director of Product Engagement/Professional Services	<p>Provides expertise to the project in the areas of implementation, training, change management and domain best practices.</p> <p>Works closely with [AGENCY] to define the solution based on [AGENCY] requirements.</p> <p>Client advocate to product management group including the gathering and validation of requirements for the ATIMS product team for new functionality.</p> <p>Provides quality assurance of all project deliverables (documents, product features) to ensure they will meet needs of [AGENCY].</p> <p>Support on-site go live activities.</p>
QA/QC Lead	<p>Leads all test team tasks including interface development and data migration.</p>

Role	Responsibilities
	<p>Responsible for the overall quality of the configured system.</p> <p>Communicates technical issues to the technical analysts, Project Manager and client technical counterparts.</p> <p>Consults with project resources on all development and integration, testing and configuration management activities.</p> <p>Identifies project issues and defects.</p> <p>Participates in risk planning / mitigation.</p>
Trainer	<p>Conducts Train-the-Trainer training sessions.</p> <p>Tailors' product training materials for project.</p> <p>Works closely with [AGENCY] trainers.</p> <p>Collaborates with the Transition Team.</p> <p>Supports development of Training Plan.</p>

28.510.5 Resource Availability

Vacation allocations will be made as far in advance as possible to allow for minor schedule adjustments, or for acquiring coverage of the person on vacation.

In general, it is assumed that individuals will work their regular working hours. Certain activities are very time constrained, or have higher degrees of risk, and these activities may require additional effort hours, beyond normal working hours (0800 to 1700 PST).

28.610.6 Training

Newcomers to the project will be assigned a member of their direct work team, as a mentor for an appropriate amount of time to aid in the transition to their new role. The new team member will have a clear understanding of the scope, his or her role and responsibilities within the project as

well as what will be expected of them. Review of all the relevant sections of the Project Management Plan will be mandatory for all individuals joining ATIMS project team. In addition, all new team members will complete and submit any necessary Security Clearance Forms to [AGENCY] within the mutually agreed timeframe.

Appendix F: Sample Project Status Report



JMS Monthly Project Status Report
For month ending:

RAG Status Guide	
RED	Based on forecast by PM, issues will prevent delivery according to plan. There is no scope within the current plan to recover.
AMBER	Based on current forecast, issues will prevent delivery according to plan. This may be recoverable by putting plans in place.
GREEN	Confident of delivery in line with project plan.

Contract Number		Current Stage	Inception / Elaboration				
Project Name	County JMS		RAG Status	Overall Status	Time	Effort	Quality
Project Dates	Start Date		Previous Status				
	Est Go Live Date		Current Status				
	Project End Date						
ATIMS Sponsor	Felix Rabinovich		Reporting Period	From			
ATIMS Project Manager				To			
Agency Project Manager							
Agency Sponsor							
Prepared by			Report date				

Project Headline Summary

1. Management Summary

Project Status Justification

•

Progress achieved against plan this period:

•

Progress expected against plan next period:

•



Priority Issues and Risks							
Priority Risks							
No. of Risks		Red	0	Amber	0	Green	0
Risk No.	Description of Issue	Date Raised	Action to Manage		Owner	RAG	

Priority Issues							
No. of Issues							
		Red	0	Amber	0	Green	0

Change Requests Raised in Project					
Total No. Raised					No. Withdrawn

General Comments / Additional Detail

Appendix G: Projected Project Schedule

VCISO JMS Implementation Project Schedule				
ID	Task Name	Duration	Start	Finish
0	VCISO JMS Implementation Project Schedule	464 days	Tue 4/8/25	Thu 2/25/27
1	VCISO JMS Project Implementation Plan	464 days	Tue 4/8/25	Thu 2/25/27
2	1 Inception Phase	107 days	Tue 4/8/25	Fri 9/12/25
3	Board Approved Contract/SOW (Milestone 1 A/B)	1 day	Tue 4/8/25	Wed 4/9/25
4	Kick Off Meeting - Facility Walkthrough / Business Analysis	3 days	Mon 5/5/25	Thu 5/8/25
5	Develop Project Management Plan (PMP)	20 days	Thu 5/8/25	Fri 6/6/25
6	Prepare Draft PMP	10 days	Thu 5/8/25	Thu 5/22/25
7	Deliver PMP to Client	0 days	Thu 5/22/25	Thu 5/22/25
8	Client Review	10 days	Thu 5/22/25	Fri 6/6/25
9	Approved PMP (Milestone 2A)	0 days	Fri 6/6/25	Fri 6/6/25
10	Develop Baseline Project Schedule	20 days	Thu 5/22/25	Mon 6/23/25
11	Prepare Draft Project Schedule	10 days	Thu 5/22/25	Fri 6/6/25
12	Deliver Draft Project Schedule to Client	0 days	Fri 6/6/25	Fri 6/6/25
13	Client Review	10 days	Fri 6/6/25	Mon 6/23/25
14	Approved Baseline Project Schedule (Milestone 1C)	0 days	Mon 6/23/25	Mon 6/23/25
15	Data Migration Plan	25 days	Fri 6/6/25	Mon 7/14/25
16	Prepare Data Migration Plan	15 days	Fri 6/6/25	Mon 6/30/25
17	Deliver Data Migration Plan to Client	0 days	Mon 6/30/25	Mon 6/30/25
18	Client Review	10 days	Mon 6/30/25	Mon 7/14/25
19	Approved Data Migration Plan (Milestone 6A)	0 days	Mon 7/14/25	Mon 7/14/25
20	Interface Management Plan	25 days	Mon 6/30/25	Tue 8/5/25
21	Prepare Interface Management Plan	15 days	Mon 6/30/25	Tue 7/22/25
22	Deliver Interface Management Plan to Client	0 days	Tue 7/22/25	Tue 7/22/25
23	Client Review	10 days	Tue 7/22/25	Tue 8/5/25
24	Approved Interface Management Plan (Milestone 2C)	0 days	Tue 8/5/25	Tue 8/5/25
25	System Testing Plan	20 days	Tue 7/22/25	Wed 8/20/25
26	Prepare System Test Plan	10 days	Tue 7/22/25	Tue 8/5/25
27	Deliver System Test Plan to Client	0 days	Tue 8/5/25	Tue 8/5/25
28	Client Review	10 days	Tue 8/5/25	Wed 8/20/25
29	Approved System Test Plan (Milestone 2B)	0 days	Wed 8/20/25	Wed 8/20/25
30	Transition Plan	20 days	Tue 8/5/25	Thu 9/4/25
31	Prepare Transition Plan	10 days	Tue 8/5/25	Wed 8/20/25
32	Deliver Transition Plan to Client	0 days	Wed 8/20/25	Wed 8/20/25
33	Client Review	10 days	Wed 8/20/25	Thu 9/4/25
34	Approved Transition Plan	0 days	Thu 9/4/25	Thu 9/4/25

VCISO JMS Implementation Project Schedule					
ID	Task Name	Duration	Start	Finish	
35	Requirements Management Plan	16 days	Wed 8/20/25	Fri 9/12/25	
36	Prepare Requirements Management Plan	5 days	Wed 8/20/25	Wed 8/27/25	
37	Requirements Traceability Matrix (RTM)	5 days	Wed 8/27/25	Thu 9/4/25	
38	Deliver Requirements Management Plan and RTM to Client	0 days	Wed 8/27/25	Wed 8/27/25	
39	Client Review	10 days	Wed 8/27/25	Thu 9/11/25	
40	Approved Requirements Management Plan (Milestone 3A)	0 days	Thu 9/11/25	Thu 9/11/25	
41	Approved Requirements Traceability Matrix (RTM) (Milestone 3B)	0 days	Thu 9/11/25	Thu 9/11/25	
42	Gate (Phase) Review	1 day	Thu 9/11/25	Fri 9/12/25	
43	Lessons Learned	1 day	Thu 9/11/25	Fri 9/12/25	
44	2 Elaboration Phase	158 days	Mon 6/23/25	Wed 2/11/26	
45	Base System Installation	8 days	Mon 6/23/25	Thu 7/3/25	
46	Confirm Hardware Availability / System Readiness	2 days	Mon 6/23/25	Wed 6/25/25	
47	Remote Connection Testing	2 days	Wed 6/25/25	Fri 6/27/25	
48	Install Base Product (Milestone 4A)	4 days	Fri 6/27/25	Thu 7/3/25	
49	Initial System Preparation	70 days	Thu 7/3/25	Wed 10/15/25	
50	Provide Facility, Housing, and Location Information	5 days	Thu 7/3/25	Thu 7/10/25	
51	Configuration of Facility, Housing, and Location - Test Environment	20 days	Thu 7/10/25	Mon 8/11/25	
52	Module Visibility Analysis	10 days	Mon 8/11/25	Mon 8/25/25	
53	Definition of User Groups	10 days	Mon 8/25/25	Tue 9/9/25	
54	Configuration of User Groups	10 days	Tue 9/9/25	Tue 9/23/25	
55	Wizard Step Analysis	10 days	Wed 9/24/25	Wed 10/8/25	
56	Configuration of Lookup Tables	15 days	Wed 9/24/25	Wed 10/15/25	
57	System Requirements	55 days	Tue 8/5/25	Mon 10/27/25	
58	Functional Requirements Review	30 days	Thu 9/11/25	Mon 10/27/25	
59	Functional Overview and Requirements Validation (Milestone 3C)	30 days	Thu 9/11/25	Mon 10/27/25	
60	Deliverable: Updated RTM	0 days	Mon 10/27/25	Mon 10/27/25	
61	Interface Requirements	15 days	Tue 8/5/25	Wed 8/27/25	
62	Identify Interface Requirements	15 days	Tue 8/5/25	Wed 8/27/25	
63	Approved Interface Management Requirements (Milestone 5A)	0 days	Wed 8/27/25	Wed 8/27/25	
64	Forms Review	15 days	Wed 10/29/25	Thu 11/20/25	
65	Forms Review Meeting Sessions	15 days	Wed 10/29/25	Thu 11/20/25	
66	Forms Development	79 days	Thu 10/16/25	Wed 2/11/26	
67	Electronic Creation of Forms	60 days	Thu 11/13/25	Wed 2/11/26	
68	Forms Review Back and Forth	30 days	Thu 10/16/25	Mon 12/1/25	

VCSO JMS Implementation Project Schedule					
ID		Task Name	Duration	Start	Finish
69		Design - Enhancements	55 days	Wed 8/27/25	Tue 11/18/25
70		Design Documentation	40 days	Wed 8/27/25	Mon 10/27/25
71		Agency / ATIMS Review (Milestone 4C)	15 days	Mon 10/27/25	Tue 11/18/25
72		Reports Review	75 days	Wed 9/3/25	Wed 12/24/25
73		Reports Review Meeting Sessions	15 days	Wed 9/3/25	Thu 9/25/25
74		Custom Report Development	40 days	Thu 9/25/25	Tue 11/25/25
75		Reports Review Back and Forth	20 days	Tue 11/25/25	Wed 12/24/25
76		3 Construction Phase	215 days	Tue 7/15/25	Fri 5/29/26
77		Data Conversion	168 days	Tue 7/15/25	Fri 3/20/26
78		Data to be Converted Delivered to ATIMS	5 days	Tue 7/15/25	Tue 7/22/25
79		Conversion Analysis and Field Level Mapping	60 days	Tue 7/22/25	Mon 10/20/25
80		Initial Data Conversion Installation (Milestone 6B)	1 day	Mon 10/20/25	Tue 10/21/25
81		Initial Conversion Back& Forth Review	20 days	Tue 10/21/25	Wed 11/19/25
82		Conversion Revisions	15 days	Wed 11/19/25	Thu 12/11/25
83		Revised Conversion Installation	1 day	Thu 12/11/25	Fri 12/12/25
84		Second Conversion Review	20 days	Fri 12/12/25	Mon 1/12/26
85		Second Conversion Back& Forth Review	15 days	Mon 1/12/26	Tue 2/3/26
86		Second Conversion Revisions	15 days	Tue 2/3/26	Wed 2/25/26
87		Revised Conversion Installation	1 day	Wed 2/25/26	Thu 2/26/26
88		Secondary Conversion Review	15 days	Thu 2/26/26	Fri 3/20/26
89		Approved Data Conversion Validation (Milestone 6C)	0 days	Fri 3/20/26	Fri 3/20/26
90		Final Module Configuration	20 days	Mon 10/27/25	Tue 11/25/25
91		Complete Requirements Review (Milestone 4B)	0 days	Tue 11/25/25	Tue 11/25/25
92		Interface Development	120 days	Wed 8/27/25	Mon 2/23/26
93		Develop Interfaces	120 days	Wed 8/27/25	Mon 2/23/26
94		Deliver Interfaces (Milestone 5B)	0 days	Mon 2/23/26	Mon 2/23/26
95		Interface Testing	65 days	Mon 2/23/26	Fri 5/29/26
96		Test Interfaces	45 days	Mon 2/23/26	Thu 4/30/26
97		Defect Resolution Cycle	20 days	Thu 4/30/26	Fri 5/29/26
98		Enhancement Development& Testing	60 days	Mon 9/1/25	Fri 11/28/25
99		Work Package 1	15 days	Mon 9/1/25	Tue 9/23/25
100		Work Package 2	15 days	Tue 9/23/25	Wed 10/15/25
101		Work Package 3	15 days	Wed 10/15/25	Thu 11/6/25
102		Work Package 4	15 days	Thu 11/6/25	Fri 11/28/25

VC SO JMS Implementation Project Schedule					
ID	Task Name	Duration	Start	Finish	
103	Enhancement Development (Milestone 7A)	0 days	Fri 11/28/25	Fri 11/28/25	
104	Enhancement Testing (VC SO)	55 days	Tue 9/23/25	Fri 12/12/25	
105	Work Package 1	10 days	Tue 9/23/25	Tue 10/7/25	
106	Work Package 2	10 days	Wed 10/15/25	Wed 10/29/25	
107	Work Package 3	10 days	Thu 11/6/25	Thu 11/20/25	
108	Work Package 4	10 days	Fri 11/28/25	Fri 12/12/25	
109	Gate (Phase) Review	1 day	Fri 12/12/25	Mon 12/15/25	
110	Lessons Learned	1 day	Fri 12/12/25	Mon 12/15/25	
111	4 Transition Phase	294 days	Mon 12/15/25	Thu 2/25/27	
112	System Testing And Functionality Testing	65 days	Fri 5/29/26	Thu 9/3/26	
113	Verify User and Group Setup	10 days	Fri 5/29/26	Mon 6/15/26	
114	Verify System Options and Configuration Settings	10 days	Mon 6/15/26	Mon 6/29/26	
115	Agency Acceptance of Functionality Testing (Milestone 7B)	0 days	Mon 6/29/26	Mon 6/29/26	
116	User Acceptance Testing	45 days	Mon 6/29/26	Thu 9/3/26	
117	UAT Complete (Milestone 8A)	0 days	Thu 9/3/26	Thu 9/3/26	
118	Agency Staff Training	257 days	Mon 12/15/25	Thu 12/31/26	
119	Training Plan	257 days	Mon 12/15/25	Thu 12/31/26	
120	Prepare Training Plan	5 days	Mon 12/15/25	Tue 12/23/25	
121	Deliver Training Plan to Client	0 days	Tue 12/23/25	Tue 12/23/25	
122	Client Review	5 days	Tue 12/23/25	Tue 12/30/25	
123	Approved System Training Plan (Milestone 8B)	0 days	Tue 12/30/25	Tue 12/30/25	
124	Scheduling of Training	5 days	Tue 12/30/25	Tue 1/6/26	
125	T3 Training	20 days	Thu 9/3/26	Fri 10/2/26	
126	Training Complete (Milestone 9A)	0 days	Fri 10/2/26	Fri 10/2/26	
127	Additional Agency Training	60 days	Fri 10/2/26	Thu 12/31/26	
128	Go-Live Readiness	25 days	Thu 12/31/26	Mon 2/8/27	
129	Prepare Go-Live Plan	10 days	Thu 12/31/26	Fri 1/15/27	
130	Deliver Go-Live Plan	0 days	Fri 1/15/27	Fri 1/15/27	
131	Client Review	5 days	Fri 1/15/27	Fri 1/22/27	
132	Approved Go-Live Plan (Milestone 8C)	0 days	Fri 1/22/27	Fri 1/22/27	
133	Go/No-Go Decision	1 day	Fri 1/22/27	Mon 1/25/27	
134	Database Prepared for Go-Live	3 days	Mon 1/25/27	Thu 1/28/27	
135	Data Conversion Runs	1 day	Thu 1/28/27	Fri 1/29/27	
136	Interfaces Run	1 day	Fri 1/29/27	Mon 2/1/27	

April 2025

Exhibit B

Ventura County Non-Employee Information Technology Usage Agreement

Anyone that is not a Ventura County employee ("Non-employee personnel") who will access (which includes but is not limited to use, maintenance, repair or installation of) Ventura County information technology in the course of their work for Ventura County are required to sign this document before accessing, using, maintaining, repairing or installing any Ventura County information technology system. "Information technology" includes any computer, network, Internet access, electronic mail and voice message systems, facsimile devices, or other electronic systems used by Ventura County.

1. Non-employee personnel have no expectation of privacy in any electronic communications, use of Ventura County property, or Internet access. Ventura County reserves the right to review, audit, or monitor any information technology used by non-employee personnel.
2. Non-employee personnel shall use only accounts authorized by the sponsoring County department.
3. Non-employee personnel may access only those resources for which they are specifically authorized. Any other access is prohibited.
4. Non-employee personnel are personally responsible for safeguarding their account and log-on information. Passwords shall adhere to the following:
 - a. Passwords shall remain confidential.
 - b. Passwords shall be changed at least every 120 days.
 - c. Passwords shall be at least six characters long.
 - d. Systems will be configured to "lock-out" the account after 5 or less incorrect password attempts.
 - e. Passwords shall not contain your user name or any part of your full name.
 - f. Passwords shall never be displayed, printed, or otherwise recorded in an unsecured manner.
5. Non-employee personnel are not permitted to script their user IDs and/or passwords for log-on access.
6. Non-employee personnel are not permitted to allow another person to log-on to any computer utilizing their personal account, nor are they permitted to utilize someone else's account to log-on to a computer. Only the Ventura County sponsoring department can authorize multiple people for use on a single service account.
7. Non-employee personnel may not leave their workstation logged onto the County network while away from their area. Non-employee personnel may elect to lock the workstation rather than logging off when leaving for very short time periods.
8. Non-employee personnel shall maintain a log, left with the sponsoring department, of all software loaded onto any Ventura County computer. The software must have been approved in writing in advance by the sponsoring department.
9. Non-employee personnel shall execute only applications that pertain to their specific contract work.
10. Non-employee personnel shall promptly report log-on problems or any other computer errors to the sponsoring County department.

Ventura County Non-Employee Information Technology Usage Agreement

11. Non-employee personnel shall promptly notify the sponsoring department if they have any reason to suspect a breach of security or potential breach of security.
12. Non-employee personnel shall promptly report anything that they deem to be a security loophole or weakness in the computer network to the sponsoring department.
13. Non-employee personnel shall not install or use any type of encryption device or software on any Ventura County hardware, which has not been approved in writing in advance by the sponsoring County department.
14. Non-employee personnel may not remove any computer hardware, data or software from a Ventura County building for any reason, without prior written approval from the sponsoring County department.
15. Non-employee personnel shall not delete, disable, or bypass any authorized encryption device or anti-virus program installed on Ventura County hardware.
16. Non-employee personnel that request exclusive control over County servers must have the servers reviewed by the Information Technology Services Department Security Group.
17. Non-employee personnel shall not attach any cables or devices to the Ventura County network that would extend the County network to non-employee users..
18. Non-employee personnel may not copy any data and/or software from any Ventura County resource for personal use.
19. Non-employee personnel may not utilize Ventura County computer systems or networks for any of the following reasons:
 - a. Game playing;
 - b. Internet usage or surfing not required for their specific contract work activity;
 - c. Non-related work activity; or
 - d. Any illegal activities, which include but are not limited to creation, download, viewing, storage, copying, or transmission of sexually explicit or sexually oriented materials.
 - e. Downloading of files from non-County resources. If files are needed for specific contract work, the non-employee shall first obtain authorization from the appropriate sponsoring County department.
20. Non-employee personnel are prohibited from intercepting or monitoring network traffic by any means, including the use of network sniffers, unless authorized in writing in advance by the sponsoring County department.
21. Non-employee personnel may not give out any Ventura County computer information to anyone with the sole exception that the non-employee may give other non-employee personnel such information in order to complete authorized tasks and who have signed this agreement. Information includes but is not limited to: IP addresses, security configurations, etc.
22. All data storage media shall be erased or destroyed prior to disposal.

Ventura County Non-Employee Information Technology Usage Agreement

23. Non-employee personnel may not remove, modify, erase, destroy or delete any computer software without the written approval in advance of the sponsoring County department.
24. Non-employee personnel shall not obtain or distribute or attempt to obtain or distribute Ventura County system or user passwords.
25. Non-employee personnel shall not obtain or distribute or attempt to obtain or distribute door passcodes/passkeys to secured rooms at any Ventura County facility for which they are not authorized entry or access to.
26. All equipment issued to non-employee personnel will be returned in good condition to Ventura County upon termination or suspension of the Ventura County/non-employee Personnel relationship.
27. Non-employee personnel are prohibited from causing Ventura County to break copyright laws.
28. Use by non-employee personnel of any Ventura County information technology will acknowledge acceptance of the above-referenced policies. Any non-employee who violates any of these policies shall be subject to disciplinary action, including but not limited to total removal from the Ventura County project as well as being subject to California civil and criminal liability. Disciplinary action may include Ventura County requesting that the employer of the non-employee demote, suspend or terminate the non-employee. Finally, Ventura County reserves the right to deem a non-employee's breach of this Agreement as a breach of the underlying agreement for information technology services or products or the agreement that necessitates a non-employee accessing County information technology.

_____ Non-employee name (print)	_____ Company/Agency name (print)
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_____ Non-employee signature	_____ Date	_____ Non-employee phone number
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Ventura County Sponsor (*Print employee name, department and phone number*)

Purpose (State the reason for the need of the non-employee)

Ventura County Contract Number and Contract Name authorizing the non-employee work