

Exhibit A



THE RESEARCH AND CONSULTING CENTER
GOVERNMENT FINANCE OFFICERS ASSOCIATION

Project Scope Document

March 10, 2009

Government Finance Officers Association
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Chicago, Illinois 60601

Note: *This scope document and description of GFOA methodologies is for the County of Sonoma, CA only. All information herein is confidential and proprietary to GFOA. Upon request by GFOA, all materials submitted as part of this proposal must be returned or destroyed.*

Revision A, March 2009

Scope of Work

This document describes services that GFOA is prepared to provide in assisting Sonoma County as it continues with its HRMS implementation project. These services are collectively known as Implementation Advisory Services, and are described below.

Implementation Advisory Services

GFOA will provide independent project management / oversight and quality assurance services as described below:

■ Design Review

Software configuration involves an ongoing series of design decisions, ranging from what codes to use for pay types and deductions to integrated business rules and workflow. GFOA will provide an objective review of design alternatives that:

- ensures that the County is not unnecessarily replicating the status quo
- ensures that the change management team understands the training and operational impacts of design decisions
- ensures that post-implementation support plans reflect any high-impact design decisions

■ Review of Implementation Deliverables

GFOA will review deliverables for compliance with the contract, statement of work (SOW), software license, and/or implementation services agreement as appropriate. This includes verifying that deliverables are complete and consistent with the scope of work and functionality requirements, include acceptable content, and meet the County's quality standards.

Our review of implementation deliverables can also, at your request, include an assessment of the degree to which they meet milestone payment requirements, as described in your contract with Highline. The decision to accept a milestone ultimately rests with the County, but GFOA can help assess the quality of these deliverables prior to making a payment.

■ Implementation Plan Management

GFOA can assist with general project management activities, including development of a system for monitoring project status, resolving project scope and approach issues, and providing input on improving the logic of the overall plan. This helps minimize deviations from the timeline and budget, and can help identify implementation readiness issues in conjunction with our change management assistance.

■ Issue Resolution and Change Orders

During design, it is not unusual for government and vendor staff to struggle with identifying and defining process changes. GFOA will assist the County in facilitating issue resolution meetings as needed, and reviewing change orders to ensure minimal use of customizations or change orders to the statement of work.

The SOW with Highline includes descriptions of potential interfaces and customizations. Should additional interfaces or customizations come to light during any of the implementation phases, GFOA can assist by assessing those requests against other design documents and/or contract documents. This assessment can help the County determine whether or not an interface or customization is warranted and to ensure that proper procedures are developed and followed.

■ **Process Reengineering**

When necessary and as requested, GFOA consultants will participate in system design meetings to help resolve issues related to different alternatives for system configuration. GFOA would be available to provide an independent source of advice to facilitate prompt resolution or make recommendations on business process re-engineering decisions.

■ **Testing and Training Assistance**

GFOA can assist with the evaluation and assessment of testing plans and test scripts to help plan resource allocation. GFOA can also compare the test plan to functional requirements and provide the County with an assessment.

Similarly, GFOA can review the end user training plan to ensure that it meets County goals and objectives, and to help determine resource requirements needed to complete the training effort.

■ **Post Project Review**

Upon completion of the implementation project, GFOA can facilitate a “lessons learned” meeting that will enable the County to plan for future patches and upgrades. This review can also assist the County in planning for any future enterprise-wide projects.

Estimated Staffing Effort

GFOA provides its services through a combination of on-site and off-site hours. The following table summarizes our staffing estimate, based on our understanding of scope:

Resource	On-Site Hours	Off-Site Hours	Total
Dave Melbye	500	100	600
Mike Mucha	100	100	200
TOTAL	600	200	800

Project Costs

GFOA’s not-to-exceed estimated cost for this project is \$172,000. Our cost is based upon an on-site hourly rate of \$225 per hour and \$185 per hour off-site, as previously negotiated in the recently expired contract for selection services.

As a not-to-exceed proposal, the County is free to use as many or as few of the hours as needed, and is free to “mix and match” required skills as the implementation project dictates. Further, the County can stretch the hours allotted by substituting off-site hours for on-site when the opportunity arises. Our goal is to provide the County with the flexibility it needs as the implementation environment changes.

General Assumptions

1. If it becomes necessary for the County to request additional resources or expand scope during this project, such additional work shall be secured as an amendment to the contract between the County and GFOA, and the work will be performed at an hourly rate of \$185 per hour, plus a travel loading rate of \$40 per hour for all time expended on-site.
2. GFOA is a non-profit membership association made up of members like the County. As such, we do not price our services like the private sector, nor can we assume the same degree of risk. Therefore:

GFOA’s liability and indemnification under any agreement reached with your organization will be limited to the extent of fees paid by insurance coverage currently in force. This limitation applies to all exposures under this engagement. The contract with your organization must also include the following language in the same section as the limitation on liability: “The County recognizes that GFOA’s role is to provide information, analysis and advisory services. As such, GFOA bears no responsibility for the performance of the software, hardware, or implementation service suppliers.”

3. GFOA will work with the County to determine an appropriate on-site schedule. To account for travel time, on-site time will not exceed thirty (30) hours for per week unless agreed to by both parties in advance.

4. When performing work on-site, GFOA staff will be provided appropriate office workspace and access to copiers, printers, fax machines, and miscellaneous office supplies.
5. The County will be invoiced monthly for services rendered, as described in Paragraph 2 ("Payment") of the contract.
6. GFOA will provide a written report after each site visit, or weekly, as appropriate. GFOA will work with the County's project director and/or project manager to develop a format and appropriate level of detail for these reports.