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97th Judicial District
THE STATE OF TEXAS
Archer · Clay · Montague

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Jack McGaughey
97th District Judge
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12 January 2021

Hon. Randall Jackson
Archer County Judge
Archer City, Texas

Hon. Mike Campbell
Clay County Judge
Henrietta, Texas

Hon. Kevin Benton
Montague County Judge
Montague, Texas

RE: *Proposed Statement of Work for Ashley Culley*

Dear Judges:

Attached to this letter is a proposed contract with Ashley Culley to provide specialized IT work in connection with the software installation for the District Court, District Attorney and District Clerks in the 97th Judicial District. The software program and installation were contracted for over nearly two years ago with Journal Technologies, Incorporated.

There have been numerous problems getting to the final stage of implementation of the JTI product over several months. The crux of the problem lay in securing a transfer or data from our previous provider, LGS, to the new provider, JTI. The transfers were repeatedly deemed unusable by JTI. We have argued extensively that we had done all we could in this regard; JTI responded that the contract provided that we would provide an IT middleman to aid in the transfer and that without such services they could not complete the contract.

Although I believe we provided a great deal of IT assistance to JTI, in one case, our county IT person could clearly not provide reasonable assistance. Also, the amount of assistance required was not clear at the outset of the contract.

At different points over the months, litigation has been contemplated by both sides. What is clear, however, is that litigation would be expensive, since it would require a great deal of

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evidence on highly technical computer programming from expert sources traveling substantial distances.

We finally sought out a review of the problem by Ashley Culley, the IT person for Clay and Wichita Counties, who has overseen the latter's transition from LGS software to another provider. She believes that she can provide the expertise we have lacked and deliver all that would be required to complete the contract. Based on her long experience in dealing with LGS, I believe she can do this. She would have to charge for these services, which are specified in the attached proposal at $44,889.00. I firmly believe that this cost is necessary to finish the software installation and to avoid litigation which would be far more expensive. The total cost stated in the proposal would be divided between the counties on the customary basis as are all District Court budgeting.

I am asking that this matter be placed on the agenda of each respective commissioners' court and approved so that the new software project can be brought to a conclusion as soon as possible. I would appear personally before the commissioners' courts in person or I would provide any additional information requested.

Please let me know if you have any thoughts on this before the matter is taken up as an agenda item.

Yours very truly,

Jack A McGaughey

2020

Exhibit A

Statement of Work

Journal Technologies

Implementation Consulting

14 December 2020

CONSULTING STATEMENT OF WORK

CONSULTING@MNMAERO.COM

ASHLEY CULLEY AND MNM CONSULTING SERVICES | PROFESSIONAL & CONSULTING SERVICES

Archer, Clay, & [illegible], Texas ("Client")

Ashley Culley ([illegible])

MnM Consulting Services ([illegible]) ("Consultants")

Revision History

Date	Description of Changes	Author
21 NOV 2020	Initial Draft	Mel Hoadley
14 DEC 2020	Review and edits	Ashley Culley
14 DEC 2020	Final Draft – Incorporating changes from peer review.	Mel Hoadley

Journal Technologies Implementation

Archer, Clay, and Montague Counties

Statement of Work (SOW)

TABLE OF CONTENTS

INTRODUCTION

OVERVIEW

This purpose of this document is to describe the scope that is encompassed in the agreement between the parties for implementation services regarding the deployment of the Journal Technologies software to the governmental entities of Archer, Clay, and Montague counties.

It is understood that the parent contract includes Journal Technologies ("JTI") products eCourt, and a Public Portal with conversion activities from the LGS software solution. The offices involved include Archer County District Clerk, Clay County District Clerk, Montague County District Clerk, the 97th District Court, and the shared District Attorney's office. The consultants bring a depth of experience to an implementation such as this that is unmatched, and will utilize this experience to successfully aid in the completion of this project alongside the Client team.

When the implementation has concluded, the consultant's will continue to partner with Archer, Clay, and Montague counties to ensure that the needs of the Courts are met with expeditious resolve. Your consultants fully embraces each project with an "our customer is the most important customer" mentality, and we look forward to having Archer, Clay, and Montague counties join the family.

SCOPE

The Journal Technologies application(s) will be installed for Archer, Clay, and Montague Counties. We anticipate a project of this type to be completed in a single phase for a duration of approximately *8-10* months. This is an estimate based on the information available at the time of this documents inception, and is subject to revision should the scope be adjusted during discovery, or throughout the duration of the project.

The following table defines the scope of software, services, and offices involved in this implementation.

Table 1 – JTI Licensed Products and In Scope Offices and Services

Scope	Consulting Services

• *Journal Technologies Case Manager – SaaS*
  ○ *Standard Journal Technologies Configuration & Business Process Documentation**
• *Journal Technologies Prosecutor - SaaS*
  ○ *Standard Journal Technologies Configuration & Business Process Documentation**
• *Assistance with Contractual Identified State Report Balancing*
	• *Configuration Consulting and Implementation Assistance*
	• *Business Process Documentation Assistance**
	• *Data Conversion Consulting & Assistance****

• *eSignatures***	

** Business Process Documentation – assumes that the clients Archer, Clay, and Montague counties, wish to have a training manual included that details the steps to complete each process that is specific to the Court, and assumes that JTI will provide standard features documentation and configuration guides for functionality that is available and will be installed.*

*** eSignatures is an assumption that the Court intends to implement eFiling, if it is not already active on an eFile product, and would require a workflow process for signatures either electronic, or manual.*

**** Consultants will need the clients to provide some specific metrics on the scope of the conversion to be done. Journal Technologies implementation – Statement of Work does not have a detailed schedule, nor does it have a list of deliverables for the contract to weigh the level of effort involved this this area. A discovery will need to be completed for appropriate sizing to assist with these efforts.*

In Scope Offices
• *Archer County District Clerk* • *Clay County District Clerk* • *Montague County District Clerk* • *Archer, Clay, and Montague District Court (97th Judicial District Court)* • *Archer, Clay, and Montague Office of the District Attorney*

EXECUTIVE SUMMARY AND DEPLOYMENT STRATEGY

The project will consist of three major areas of involvement from the consultants, with each area consisting of tasks and deliverables. The three major areas of delivery are:

- Stage I: Project Initiation and Discovery
- Stage II: Data Migration
- Stage III: Validation, Go-Live**, and Project Closeout

***The delivery of this project assumes that all offices, all case types, and all licensed software will be implemented and taken live at the same time. This approach, assumes all activities will be completed by all offices/courts/etc. and the final validation, training, and Go-Live will be conducted by the vendor (JTI) as a single set of events. As referenced above, additional discussion will be necessary to determine the scope of involvement from the consultants post stage II.*

It is important to note that all areas including, but not limited to the JTI solution deployment) and data migration will have connected and interdependent activities and will be run concurrently, and many activities will be done collaboratively with JTI Technologies and the client assisted by the consultants.

Summaries of each of the major Stages are described below:

Area 1: Project Initiation and Discovery involves project initiation, and the discovery. Discovery is inclusive of a mini business process analysis, detailed scope definition, client demonstration of current use of the source system (LGS), and a vendor demonstration of the migration system (eCourt/JTI). This area of involvement feeds many of the subsequent activities in the project: configuration, application refinements, migration, interface, etc. It also facilitates verifying that the sequencing, timing, and scope for the project are correct.

Area 2: Data Migrations are a major effort in any software implementation. Your consultant's conversion experience will be leveraged to try and facilitate a predictable, repetitive, repeatable migration process. Your consultants propose to take the lead on client's data migration activities, developing the conversion routines of the client's extracted legacy data to the Journal Technologies solution. Solution Validation and testing will occur once configuration activities and the data migration processes are complete.

Solution deployment, and data migration are independent yet connected activities and will be run concurrently. During deployment, the project teams will build the necessary Journal Technologies CMS configuration details to support the new procedures that the client will utilize within eCourt, but will also need to build configuration sufficient to convert that legacy data. Additionally, Data Migration activities are an integral part of Solution Validation and will of course be the catalyst for the final cut over to the new eCourt system, addressed as the Go-Live event. Though these activities have a separate set of tasks and deliverables, these will effectively be run as parallel tracks, and by separate entities.

Area III: Validation, Go-Live, and Project Closeout:** Consultants are prepared to discuss the level of involvement the client desires for post migration activities, but it is assumed that Journal Technologies employs a dedicated team of experienced trainers who are ready to transition the Client user community to eCourt smoothly. It was noted that the master service agreement with JTI indicated there is an unlimited training budget. Training will involve client team members as well as JTI experts and will last generally 4-6 weeks leading up to Go-Live events. After production Go-Live, the focus shifts to careful support and surveillance of the system.

This project will complete the implementation of Journal Technologies and the migration of data from LGS Court Solutions within the client systems. As noted above, this Statement of Work assumes that all courts and all offices will Go-Live at the same time during this implementation. A sample timeline graphic has been provided to show the proposed structure for this approach.

This area of the project formally closes the implementation after transitioning to JTI support and maintenance, or at the conclusion of the data migration, whichever is negotiated and mutually agreed upon by both parties. This stage signals the end of the project defined herein with the client and the consultants.

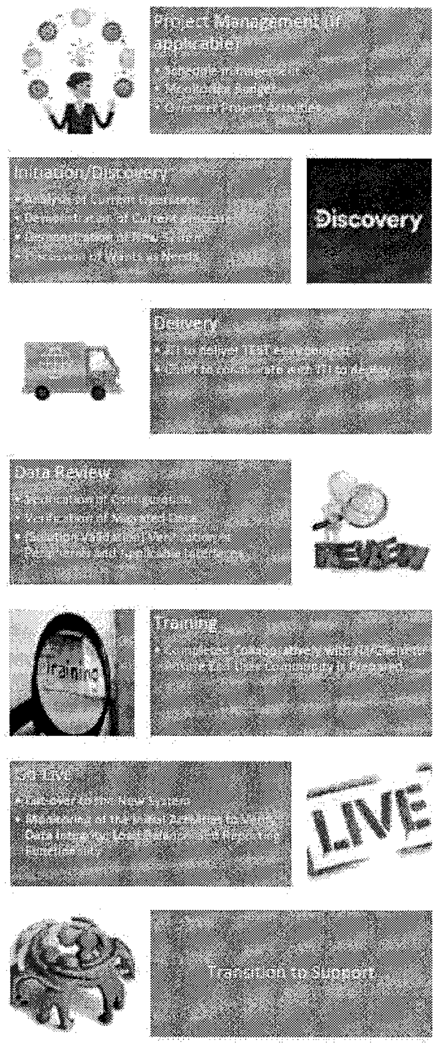

Figure 1 – Implementation Stage Example

DEFINITIONS

The following terms and definitions shall be used through this Statement of Work, and are applicable only to the relationship between the parties herein:

1. Change Order means an order to make a change to the contractual agreement in place with respect to the project scope, schedule, and/or budget. Not all change orders will have monetary value, but all requests that involve a change to the project scope, schedule, and/or budget will require a signed change order that is to be governed by this SOW upon execution by both parties.

2. Business Process means the practice, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function. **Example:** How are requests for ex parte hearings handled? Note, this process may include steps that involve the legacy system, steps that do not use the legacy system, or a combination of both.

3. Discovery, or Business Process Review means a discussion and review of the client's legacy system and processes for the purposes of understanding the proposed configuration options and business process modifications recommended by the client when utilizing eCourt application for the same set of processes.

4. Configuration means the set of completed user and system defined code tables within the software solution. Examples: Case Types, Hearing Types, Commissary Items, Bond Companies, Offense Types, Payment Methods. Also means the act of completing configuration tasks.

5. Migration Cycle means the steps and sequence required to populate data from the legacy system into the eCourt system. The sequence starts with an extract of legacy data, continues with data mapping, mapping of legacy code values to eCourt code values, application of conversion programs and scripts, populating data into a staging database, and culminating in a data review(s).

6. Conversion Push, or Data Push means the final act in a Migration Cycle, populating legacy data into eCourt staging environment.

7. Data Review means a qualitative and quantitative investigation of the data that was populated into eCourt application during a Migration or Data Push.

8. End User Training means the set of activities intended to educate the future users of eCourt (JTI) on the functionality of the eCourt software for the purposes of completing their assigned job functions. This is a service provided by the vendor (JTI).
9. Go-Live Critical / Required – a status assigned to any project issue that has no reasonable workaround and, if left unresolved prior to Go-Live, would cause significant negative impact to the Client's business operations or would result in significant delays to complete the process; any project related item (configuration, process, report, communication protocol, etc.) that is deemed necessary to be in place in order to Go-Live.
10. Interface means a connection to and potential exchange of data with an external, non-JTI system or application. Interfaces may be one way, with data leaving eCourt to the other system or data entering eCourt from the other system, or they may be bi-directional with data both leaving and entering eCourt and the other system. *NOTE: It is understood there are currently no integrations in scope for this agreement.*
11. Integration means a native exchange or sharing of common data within the Journal Technologies system, between external applications.
12. Legacy System means the primary computer system, database, and/or end user software application in use by the Client which is being replaced by this project. Example: LGS
13. JTI Solution or eCourt means the Journal Technologies Software License and components as defined in the table of licensed products in the Overview section.
14. Project Manager(s) means the person or persons responsible for the planning, monitoring, and execution of this project for the Consultants and/or the Client. Currently, this is assumed to be out of scope for this agreement, but is applicable regardless of whom the responsible parties are.
15. Solution Validation means the complete set of tests and testing activities when the full eCourt solution has been deployed; this activity consists of a review of data, testing of business processes and practices, validation of completed configuration, interfaces and interchanges, and testing of any peripheral equipment that is intended for use. This activity is a pre-cursor to End User Training activities, and is also a service to be provided by the vendor (JTI)..
16. Subject Matter Experts (SME) means the person or persons most familiar with a process, function, or operating procedure for any given set of activities or process areas. Persons may be considered a subject matter expert in multiple areas. Typically, these persons make up the core project team.
17. Terms Not Otherwise Defined shall have the meaning as set forth in the contract.
18. Use Case Scenarios mean the description of the business process or scenario that needs to be solved.
19. Test scripts mean the steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or "Use Case Scenario".

8. <u>End User Training</u> means the set of activities intended to educate the future users of eCourt (JTI) on the functionality of the eCourt software for the purposes of completing their assigned job functions. This is a service provided by the vendor (JTI).
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ROLES, AND RESPONSIBILITIES

In every software implementation, leadership involvement is extremely important for ensuring that the project is on schedule, that quality is maintained, and the KPI's (key performance indicators) are adhered to.

In line with our experience with similar projects, below we will expand upon the general roles expected for the Client team, along with a suggested composition of resources for the specified group or individual.

Client Project Manager - This individual will serve as the primary and central point of contact for Client that will work closely with the Journal Technologies Project Manager, and will be liaison between JTI, and the Consultants. This individual will also represent the interests of all the Client stakeholders. Further information on the responsibilities of this individual is provided below.

Client Project and Subject Matter Expert Team - This group consists of Client operational, technical, and other resources with deep knowledge of the local processes, data, and functionality of the legacy systems. These are key members of the Project Team and are generally assigned to the project permanently, or at least in such a way as to be called upon as needed.

Note: Some SMEs will have unique expertise in a single area, where others may have a broader understanding of the operations and can speak as a subject matter expert in many areas. In many instances the Project Team includes team leads, often managers or supervisors, who may or may not be primary Subject Matter Experts. The "lead" role helps guide and influence, keeping focus on the overall project goals.

Client IT Team - This group consists of Client IT and other key technical personnel from potential interface partners, as determined by the Client and Courts. The Consultants will largely fill this role.

External Stakeholders - This group includes all external parties to the project including the state- and federal- level justice partners and local law enforcement agencies' representatives.

Project Management Office (PMO) - The PMO is a joint group consisting of the project managers and project leads from both Consultants and Client, where applicable.

RESPONSIBILITIES – CLIENT PROJECT TEAM

The client project team is an integral part of any successful software implementation. The Roles section above outlined the general structure of the Client organization, but the detailed breakdown of the client roles and responsibilities for the Project Team is listed below. The Consultants strongly encourage the following when considering the Project Manager and Project Team structure:

- **Strong Subject Matter Expert** representation from key operational areas
  - Ability to fully understand their process areas and the upstream or downstream impact for all decisions
  - Active participants in all related project activities
- Command level decision makers must be present, and empowered to make and drive important business decisions

Note, that each project is unique, and the duration required for each participant type may change. Some of these roles will be fulfilled by the consultants.

Business Analyst - Understands current business practices; able to visualize and articulate the end-to-end process and help craft solutions with the software that meet the business needs. Example activity involvement: Business Process Review; Data Review; Solution Validation

Data Migration – (Non-Technical*) Ability to understand and identify data elements as they migrate from the legacy system into new CMS; Understands operation impacts of data; able to assist in explaining data rules to be applied to conversion programs. Example activity involvement: Data Reviews; Configuration; Migration Data Mapping

Data Migration – (Technical) Ability to understand the legacy data structure at the infrastructure or database level. Understands the current construct and data definitions of the legacy data; able to assist in extracting the legacy data; able to participate in eCourt data reviews and in the conversion balancing process. Example activity involvement: Data Extracts; Data Pushes; Data Reviews

Forms Owner - Intermediate to advanced user of Microsoft ® Word; Understands data token concepts and the mail merge concept; having operational subject matter expertise is also helpful. Example activity involvement: Forms creation

SME – (Operations*) Deep knowledge and understanding of current business practices and policies; understands the "why" behind the business – possesses an attitude and understanding that questions the "we've always done it that way" ideology. Example activity involvement: Business Process Review; Data Reviews; Business Process Definition and Documentation; Configuration

SME – (Technical / Infrastructure) Deep knowledge and understanding of the technical aspects of the legacy systems. This role usually has multiple facets, but generally consists of team members who are skilled in legacy operating system, TCP/IP Networking, Firewalls, AntiVirus Infrastructure setup and planning; infrastructure troubleshooting

*Note: In many implementations, the Operational SMEs act as the non-technical data migration resource(s). In those instances, there is a single group of SMEs who are engaged in all SME related activity, including the data reviews.

ROLES AND RESPONSIBILITIES – CONSULTANTS TEAM

Consultant's team members will partner directly with the client teams, creating a cohesive unit that is dedicated to completing the scope of work required, but also will focus on creating long term solutions that offer sustainability and a platform for future improvements by the Client.

In most projects the Consultants will utilize at least one Project Manager/Implementation Consultant, and one Technical Engineer will also be added. Other specialty resources are utilized through the life cycle of the project as needed, including Business Analysts, and Quality Assurance Specialists to name a few.

Though no two projects are alike, and the duration required for each participant type may change, the roles and expectations for each player are consistent. Descriptions for the various resource types are listed here, but note will vary by the statement of work, and scope of contract.

Project Manager - Responsible for the overall management and progress of the project. Communicates project issues, risks, and status to all stakeholders. Partners with the client Project Manager for activity and task scheduling, for project communications, and issue resolution.

Consultant Project Managers are also knowledgeable in the multiple applications and in most client business processes and are able to actively participate and guide many solution-oriented discussions. Example activity involvement: Project Planning, Activity Scheduling, Project Status Reports, Resource Coordination, Issue and Risk Management.

Implementation Consultant - Responsible for SME training, configuration and business process consulting and assistance, assisting with data reviews and helping with issue resolution. Example activity involvement: Configuration, Migration Data Reviews, Training, Business Process Definition

Migration/Technical Engineer - Sometimes referred to as a "DBA", this resource is a skilled SQL programmer, responsible for converting the Client legacy data into new CMS systems using a combination of the IFL and related conversion programs, and custom SQL scripts Data Conversion

Business Analyst - Understands Client business practices and many CMS application functionalities and options. Reviews incoming development project requests to determine feasibility and recommend solution alternatives. Helps document business processes and custom development features and functions. Example activity involvement: Business Process Review, Agile development reviews, business process documentation, enhancement documentation.

Interface Consultant - Skilled technical resource, knowledgeable in API development and around interfaces and data exchanges in general. Example activity involvement: Interfaces Consulting, Interfaces Development

Training Specialist - Skilled educator, understands many CMS applications and related functions, business practices and concepts, and is versed in teaching methods. Can help create training content and the development of a training plan. Example activity involvement: SME Training, End User Training, Train-the-Trainer activities

TRAVEL EXPECTATIONS

During the implementation, the various project activities and tasks will be completed on site and remotely. When onsite travel is required, Consultants staff will adhere to the following travel guidelines:

- No more than four consecutive nights away from home
  - Four days of onsite time and one day at the Consultants office
- Travel to commence on Monday morning for outbound travel, and to complete the return on Thursday evening OR Friday morning.
  - Travel from Sunday to Friday may be permitted, but only for targeted onsite engagements, such as for Go-Live support (when applicable to the scope of the contract)
- No more than three consecutive weeks at the Client location, except for targeted activities such as Go-Live support and certain end user training situations
- Consultant staff will be expected to participate in Consultant hosted meetings, trade-shows, user forums, and continuing education activities. These activities generally do not take place more frequently than once per quarter
- Mileage is reimbursed at the current IRS rate
- Lodging and meals are reimbursed at the current GSA rates

ACTIVITIES WITH SPECIFIC ON-SITE EXPECTATIONS

Many activities can be completed remotely by Consultants staff working at their office location(s). Status meetings, certain consulting activities and follow up items, and even certain training courses can be facilitated by remote mechanisms. Other activities, however, are more suited to an on-site presence. The following table of activities will indicate whether the activity will be conducted on site or remote. Note that for the purpose of this agreement there is no travel in scope.

CHANGE MANAGEMENT & SCOPE CONTROL

Deliverable Approvals

As the project tasks and activities are completed, Consultants will provide Deliverables as described within this Statement of Work. These Deliverables will correspond to an invoice for services or software. Consultant's will provide the Deliverables as soon as practical after the tasks representing the Deliverable(s) have been completed. By sending the Deliverable, Consultants states that the tasks and activities for that Deliverable have been completed in accordance with the Statement of Work.

The Client will have 10 business days to review and approve the Deliverable, though the client may request additional time to review; in some instances, the project will not be able to continue without Deliverable approval, so strict adherence to the approval timeline is required. The Consultants will alert the Client if approval is required before project work can continue. **Deliverables that are unsigned after ten business days are considered approved and will be invoiced, if required.**

Remediation: If the Client does not approve the Deliverable, Client will provide written explanation of the tasks, activities, or issues that Consultants has not completed per the SOW or contract for that specific Deliverable. Consultants will then ensure the tasks, activities, or issues are completed per the SOW or contract and will re-submit the Deliverable for approval. The Client will have an additional five business days to confirm the tasks have been completed and the Deliverable can be approved, otherwise the cycle of remediation will continue until the Deliverable is approved.

4. PROJECT APPROACH

Throughout the project, Consultants will leverage our extensive experience in similar projects, thereby allowing Client to focus on any strategic issues that need to be addressed as well as the strategic decisions that need to be made. The Stages and associated tasks will be performed in this project are detailed below.

STAGE 1: PROJECT INITIATION AND PLANNING

This Stage involves Pre-Implementation Planning and the Business Process Review and facilitates verifying that the sequencing, timing, and scope for the project are correct. The specific tasks of this Stage are described below.

PROJECT MANAGEMENT SERVICES AND APPROACH

Unlimited time and resources are luxuries that no project enjoys. In most cases, projects require informed trade-offs among competing constraints – budget, schedule, risk, and quality. The primary goal of project management is to complete the project goals with an acceptable balance among these constraints. When viewed objectively, projects that are on-time and on-budget are considered successful. But the project must also deliver on its objectives and achieve an acceptable level of quality while carefully managing risks.

The consultant's project management approach seeks to effectively balance these constraints through:

- A statement of work that clearly defines project deliverables and constraints as well as a formal process for managing scope change,
- Clearly defined roles and responsibilities for both the client and consultants, including well-defined authority for approving project goals and scope,
- Forthright and frequent communications,
- Continuous risk assessment and risk management, and
- Substantial participation by the client in both the management and implementation of the project.

<u>Build and Oversee the Data Migration Plan</u>

- Identify requirements, monitor trial migrations and facilitate review of the data from a business standpoint

<u>Ensure that Infrastructure Requirements are met</u>

- Establish performance objectives
- Oversee system component acquisition and installation if needed

<u>Establish Post Go-live Operational Considerations</u>

- Facilitate critical issue resolution
- Complete the project by facilitating executive signoffs

The overriding theme of the above methodology is one of collaborating with the customer to accomplish goals. This methodology provides the framework that incorporates measurable goals, timely reporting, flexibility to the customer's business environment and a "road map" by which complexity can be managed and consistent results ensured.

TASK 1.1 – PROJECT PLANNING

Consultants will introduce its implementation methodologies, terminology, and best practices to Client Project Team. This task will also present an opportunity for project managers and project sponsors to discuss the type of metrics and status reporting to be used to measure project progress and manage change. Typically an introduction meeting, the attendees will leave this meeting with an understanding of the project activities and their respective roles within each of the activities.

Consultants will work together with Client Project Team to prepare and deliver the most important project planning components required for delivery.

Assumptions

- The project introduction meeting will be conducted via teleconference

Client Involvement

- The Executive Team (if applicable) and Project Team will attend the project initiation meeting
- The Executive Team and Project Team will provide input and feedback into the Statement of Work, and the Deliverables list to ensure understanding and agreement

5. PAYMENT SCHEDULE

Payment for Professional Services is based on time & materials (T&M):

Contract is based on time & materials (T&M) and billed at a contracted rate of $125/hour with an initial investment of $20,000.00 at contract acceptance to be drawn upon until the first 100 hours have been utilized, and then regular billing cycles will commence.

Estimated LOE for Deliverables	Projected Date	Milestone Payment
Project Initiation – Delivery of Statement of Work, Discovery, & Business Process Documentation *(Not to exceed 190 hours)*	20-DEC-2020	$20,000.00
Delivery of Initial Data Migration Cycle to Testing Environment *(Not to exceed 150 hours)*	15-MAR-2021	$16,779.00
Delivery of Data Migration Cycle #2 *(Not to exceed 80 hours)*	15-MAY-2021	$9,242.00
Delivery of Data Migration Cycle #3 (Solution Validation) *(Not to exceed 75 hours)*	15-JUL-2021	$9,090.00
Delivery of Data Migration Cycle #4 (Go-Live Cut-over) *(Not to exceed 375 hours)*	15-SEPT-2021	$44,889.00

** Once the maximum allowable hours have been exceeded for the initial estimated rate at a reduced price, the remaining hours will be billed on a Time and Materials basis at the contracted rate of $125/hour.*

6. DISCOVERY

Upon initiation of the executed agreement the Consultants will begin working with the Court on Discovery to determine if an expanded scope is necessary for one or more components of the agreement. Any expenses that are anticipated to exceed the aforementioned estimated amounts will be discussed, and passed through change control prior to any assumption that work assignment is accepted by either party.

TASK 1.2 – BUSINESS PROCESS REVIEW

The first project activity following the kick-off is a review of the primary Journal Technologies business processes. Consultants will review and demonstrate to the Client the standard set of functionalities that will be in use after go-live. Consultants will also document any client desires to modify the standard processes to align with local business rules. The scope of this implementation includes standard Journal Technologies functionality. Limited amounts of process updates may be allowed, but Consultants cannot guarantee the changes can be made without additional funding.

This review will also include those processes that are a function of the integrated nature of case processing that occurs between the offices. Examples include: filing cases from the DA to the Clerk, updating and maintaining party records, setting calendars, updating dispositions.

Assumptions

- The business process review will involve Client representatives from all in scope offices.
- The Journal Technologies basics training will be conducted onsite at a single, centralized, location that can accommodate Client's designated participants.
- The Client IT Team will provide access to the current system environments for conducting the business process review exercise.
- The Client Project Team will prepare business scenario documentation for the purposes of conducting the business process review (with direction from Consultants).
- Appropriate SMEs from Client departments and their justice partners involved with any identified interfaces will be available as needed during the interface portion of the business process review exercise.

Client Involvement

- The Client Project Team and Client IT Team will participate in the Business Process Review.
- The Client Project Team and Client IT Team will provide sufficient feedback and review of the Business Process Review Report.
- The Executive Team will finalize decisions on all identified Journal Technologies modifications.

TASK 1.3 – INFRASTRUCTURE PLANNING

During this task Consultants will work with the Client team to plan for and design any infrastructure and peripherals needs. As part of this activity, Consultants will also provide the Client with recommended specifications and compatibility requirements for desktop hardware and peripheral devices. The Client IT

Team can leverage these specifications to ensure that its hardware is of the correct type for use with the vendor systems.

Assumptions

- The Client team will communicate any preferences or predispositions that pertain to system architecture, peripheral devices, and/or technical capabilities
- The Client team will provide input and feedback pertinent to the infrastructure and peripheral needs of the Court

Client Involvement

- The Client team and External Stakeholders will be designated by Client to contribute in architecture design discussions when applicable
- The Client team will be involved in the review and feedback on any infrastructure and peripheral needs of the Court

TASK 2.2 – CONFIGURATION

After the initial software is delivered and installed, Consultants will work with Client Project Team to establish any additional configuration needs of the application that are needed to prepare the system for the next Stage of activities.

The scope of this implementation assumes a standard configuration; however, some configuration may be tailored to the individual preferences and needs of the client user community.

Consultants are not responsible for building the initial configuration, but may assist with configuration tasks as the Court deems necessary on a time and materials basis. Consultants may seek assistance from the client Subject Matter Expert team in the form of process clarification or preference for code values of local configuration items. Client is responsible for additional configuration updates, with Consultant's guidance. The client is responsible for maintaining the configuration.

Assumptions

- Consultants will complete the configuration activities
- Offices will designate at least one Subject Matter Expert (SME) to assist in configuration activities; SME must be authorized to make configuration and process decisions or must have a clear escalation path so that decisions are made within three business days
- Client will have the appropriate representatives participate in configuration activities
- The Client Project meetings will occur in a virtual meeting space
- The Client Project Team will complete their necessary configuration assignments in a mutually agreed upon timeframe

Client Involvement

- The Client Project Team will be heavily involved in all aspects of the configuration process; Client is responsible for completing the configuration
- Consultants will consult with the Client to provide best practices recommendations as the Client completes any configuration activities
- The Client Project Team will be responsible for completion and delivery of any identified Forms. Consultants will consult as needed.

STAGE 3: DATA MIGRATION

Consultants will lead the data migration effort with significant contributions from the client, developing the conversion routines to migrate the data extracts from Client's current environment to the Journal Technologies solution. Consultant's will work with JTI and utilize the JTI conversion tools to facilitate the predictable, repetitive, repeatable conversion process that is necessary for a successful migration.

"As Presented" Migration Expectations

It has been our experience that data migrations rarely make data better or "cleaner." The quality of the legacy data migration has a direct correlation to the existing quality and integrity of the legacy data itself. This truth is seemingly contradicted by the perception that the data is better after conversion to a new system.

In general, our recommended philosophy for migrations are to convert it all and to convert it as is. We generally do not recommend migrations that filter the data unless it is clear the data is redundant, obsolete, or otherwise does not represent real court data. In addition, we generally do not recommend manipulation of data unless the data violates a business rule, in which case, the solution should always provide a clear and visible indication of the original condition of the legacy data. Any exceptions that require a manipulation of data will need a decision log and authorized signature accepting the result in a conversion scope agreement.

Consultants will work with the Client to determine the best location for each data element and will work with the Client to build migration rules that allow the legacy data to conform with the new system's data requirements. Through this process, Consultants will successfully migrate the legacy data into Journal Technologies, but will not construct data that is not already present within the legacy data. However, Consultants and the Client will need to determine, if required, how to deal with data not already present that needs to be present for Journal Technologies to work as planned. A successful data migration ensures that all pertinent legacy data has been migrated to the new system and ensures that all business processes within that system function properly when utilizing the migrated data.

Overall Migration Expectations

Many legacy court systems tend to leave the quality of the data in the hands of the user community. If the legacy system did little to help ensure the quality of data, then it's extremely difficult, and sometimes impossible, to expect complete resolution through a data migration. Therefore, we find it best to actively manage the expectations of the user community.

Although it is possible to experience very positive feedback from user groups on the look and quality of migrated data in a new software, we recommend that users be cautioned against thinking that long standing data problems will disappear or be improved through conversion. We've found that by establishing communication lines between Project Team Leadership and setting expectations with Executive Management, we've been able to find solutions to data quality issues that allow for good business process continuity without exploding projects costs and timelines.

In addition, these same expectations need to be further communicated to the general user community. Although expectations begin with Executive Management, we've found that also communicating expectations to the level of the general user community proves to be beneficial for the migration effort.

TASK 3.1 – DATA MIGRATION

In this task, Consultants will work with Client's data experts to conduct multiple iterations of an automated data migration. The purpose of this task is to transition Client's relevant court data from their legacy systems to the new software system. This task will save Client time and effort during the Go-Live and transition process. This task will include a series of activities surrounding the conversion of data or the development of business processes to support Client's transition to the new Journal Technologies environment. Consultants and Client will assemble a data migration team that will be in place throughout the project.

As part of Client's migration activities, its business team should evaluate its legacy data to determine which data elements truly need to be brought forward to the new system. Data migration are a significant undertaking to both Consultants and Clients, and care should be taken to focus migration efforts on data elements and business rules that will be of use to Client moving forward. To the extent the financial transaction history exists within the legacy system, Consultants may attempt to convert it. The Consultants and Client teams will jointly determine the best and most feasible approach for converting financial records.

To complete the migration cycles, the migration team will work with the business team performing a total data migration and data validation. The teams will execute several cycles completing the following tasks for each cycle:

- Extract Legacy Data – Client
- Complete data mapping (table to table) – Consultants, with guidance from Client
- Populate the code (field) mapping utility – Consultants
- Complete the code mapping - Consultants, with guidance from Client
- Execute conversion scripts pushing data to configured site – JTI, with guidance from Consultants
- Review converted data with Data Migration Team – Client (responsible) and Consultants (consults)
- Conduct data reviews and reviewing reconciliation reports produced by JTI – Client and Consultants
- Document data exceptions and business rules to be applied – Client and Consultants
- Document schema mapping, assumptions, and decisions applied to migrated data – Client and Consultants
- Identify and document source data to be cleaned up prior to the next conversion run – Client and Consultants
- Update scripts as needed to influence different or additional data behavior - JTI, with guidance from Consultants
- Review the set of issues or business rules, and outcomes that are expected to be resolved in each conversion push – Client and Consultants

It is very common to find data issues with the migration in its initial iterations. As the issues are identified, the teams will update scripts, legacy data and extracts, and migration routines as necessary to create the desired output. There will be a total of three non-production (test) data pushes with review / remediation cycles.

Final Non-Production Data Push – Issue Resolution and Acknowledgment

Client acknowledgment required: Client PM will provide a good faith statement that the data has been reviewed and all known issues have been reported to Consultants. Issues discovered or reported after this point will be deferred to after go-live for resolution. Additionally, certain issues previously reported may be designated by mutual agreement as non-critical for go-live and may also be deferred to post go-live for resolution. Consultants and client will mutually determine a plan for post go-live data issue resolution.

Assumptions

- The JTI tools have reports and metrics built in to measure the quality and breadth of the converted data.
- The scope of this task is limited to Client's primary legacy systems: LGS
- Additional data sources, data elements to be converted, or conversion cycles represent a scope change and will require a contract amendment before they can be included

- JTI, or the Consultants will be provided with data from the source system(s) in a non-proprietary format (e.g. SQL Server tables, comma separated ASCII files, or some other mutually agreeable form, and on media that is readable by Consultants).
- Client will deliver the legacy data to JTI, or the Consultants in a consistent format for each data conversion cycle; updates to the format must be approved by JTI and the Consultants
- Consultants will perform a standard migration from the source system(s) to the Journal Technologies database using JTI's existing IFL tools
- This proposal assumes all data will be converted "as-is" with limited or zero data construction, manipulation or cleanup.
- **No data manipulation or fabrication will be performed. Data will not be split or merged**
- Merging of duplicate party data (same person exists in multiple systems / databases or within the same system / database with unique identifiers) will be completed in Journal Technologies software by the client; merging of party data during the conversion process is not recommended
- Consultants will work closely with Client representatives to identify business rules before JTI engages writing the conversion. This step is typically defined as data mapping (mapping legacy data to the new system destinations).
- Consultants will perform four data pushes (4th is Go-Live) and lock the conversion code after the third iteration.
- Data review sessions will include participants from all offices
- The Client Project Team leads and/or Client Executives will make the necessary decisions on the data migration strategic approach in a timely manner

Client Involvement

- All offices will participate in data review sessions
- The Client is responsible for extracting and delivering legacy data to JTI, or the Consultants
- The Client subject matter experts and resources most familiar with the current data will be involved in the data migration effort.
- The Client will be responsible for reviewing the migrated data and reporting issues during each cycle, with assistance from Consultants
- The Client Project Team will be responsible for completing mapping activities, with assistance from Consultants

STAGE 4: SOLUTION VALIDATION, AND GO-LIVE

This Stage will complete the Go-Live project activities for the deployment of the Journal Technologies Software solution for Client. A successful Go-Live starts with successful testing of the deployed solution, proper training of the end user community, and detailed planning of the go-live activities, timeframes, and decision points necessary to ensure predictable results. This reduces the operational risks involved with Client's transition to a new software product.

TASK 4.1 – SOLUTION VALIDATION

Prior to the start of training, the system is thoroughly tested in an end-to-end validation period. Consultants will work collaboratively with vendor to show the completed configuration and business process items to the Client SME team. Each aspect of the configuration and business processes are comprehensively and systematically reviewed by the Client SME teams to ensure the configured system operates as expected. This is a time that identifies issues with local configuration or business processes and allows the teams to make final adjustments as they prepare for training and go-live.

Assumptions

- This task will be coordinated and conducted together with all relevant (in scope) Client offices, and coordinated with JTI.
- The Client Project Team will have developed the necessary test scenarios as part of the Business Process Review and Configuration activities.
- All Go-Live required interfaces will be completed and available for testing; any external stakeholders necessary for testing interfaces will be informed of the testing activity by the Client and will participate in the validation of the interfaces
- All offices will participate in the Solution Validation review activity
- External Stakeholders will provide the environment(s) necessary to conduct testing (interfaces), as needed.
- All Go-Live required configuration and business processes will be developed and documented by Consultants prior to the start of Solution Validation. Updates to business processes are an anticipated outcome of Solution Validation.

Client Involvement

- The Client Project Team will be heavily involved in conducting the Solution Validation task
- Additional SMEs and End Users may also be involved in the validation testing

Task 4.2 - Go-Live Transition

To arrive at this point, Client Project Team and Consultants will have successfully completed each of the following project milestones:

- Configuration Complete

- Any determined Application Development Complete (Out of scope)
- Interface Development Complete (Out of scope)
- End-to-end Functionality Validation Complete

Once Sign-off on Solution Validation has been accomplished, training can proceed, and in parallel, the final detailed planning for cutover to the new system and processes will be performed. JTI will be responsible for the training and Go-Live activities of the implementation, but the Consultants will work collaboratively to support the Court throughout these activities.

Assumptions

- This task will be coordinated and conducted together with Client and impacted justice partners.
- The Client Project Team has signed off that Solution Validation has completed.

Client Involvement

- The Client Project Team will be involved in development, review, and approval of the Go-Live Transition plan with JTI, and provide details to the Consultants for planning purposes
- Consultants will support the designated and trained Client personnel on Go-Live activities remotely

TASK 4.3 – GO-LIVE

There will be a single go-live event for all offices; all offices will go-live at the same time.

Consultants requires the Client's project team and SMEs act as primary supporting resources for the Go-Live event. In this capacity the end users should report their issues to and ask questions of their peers who have been engaged in the project. This approach serves multiple purposes: empowers the SMEs to own the solution that they helped establish; gives confidence in the users and leadership in the Client's ability to self-support the solution. However, the SME and project teams will not be without assistance from Consultants. It is also assumed that JTI staff will be available and engaged.

Issue reporting and follow up strategy will be established by the PMO so that all users know how to route their issues and questions. Client SMEs will act as the first point of contact for issue resolution, with Consultants providing assistance and consulting as needed.

Assumptions

- External Stakeholders will be available to assist in supporting the interfaces associated with the Go-Live process.

- The Client Business Processes required for Go-Live will be fully documented and tested prior to Go-Live
- The Client Project Team and SME's will be the primary point of contact for the end users when reporting issues during Go-Live
- The Client Project Team and SME's will provide business process context to the end users during Go-Live
- The JTI Go-Live support team will be available to consult with the Client teams as necessary during the prescribed Go-Live time period.

Client Involvement

- The Client Project Team will be involved in supporting the Go-Live process.
- Client SMEs will be involved in supporting the Go-Live process and will be the primary point of contact for issues and questions that are reported by the end users.
- Client will provide a designated location to function as a command center for issue reporting
- Client will assist Consultants with issue tracking and resolution and will actively participate in the issue triage and resolution process

STAGE 5: PROJECT CLOSEOUT

This Stage will formally close the project. Following the successful Go-Live event the project managers will ensure all deliverables have been completed and no tasks remain open. At this time the Client may choose to engage the consultants on other tasks on a time and materials basis, or acquire final approval for sign-off and payment for any outstanding amounts.

Assumptions

- All project implementation activities have been completed and approved.
- No material project issues remain.
- All Deliverables have been completed and signed

Client Involvement

- Participate in transition discussions and meetings
- Provide feedback and updates on remaining issues

TASK 5.1 – PROJECT CLOSE-OUT REPORT

The project closeout report will be approved by the Executive Team signaling final completion of the implementation project.

AUTHORIZED SIGNATURES

Client:	*Archer, Clay, and Montague Counties*
Project:	Court Data Migration Project – LGS to Journal Technologies
Date Completed:	15 December 2020

This sign-off sheet represents an agreement between *Archer, Clay, and Montague Counties* and the Consultants (Ashley Culley, and MnM Consulting Services) that the project statement of work as defined above has been accurately described, and is accepted by the Client.

Acceptance of Statement of Work

Client Project Manager: ______________________ Date: ______________

<Insert Name> Project Management Archer, Clay, and Montague Counties

Consultants: ______________________ Date: ______________

Ashley Culley

Consultants: ______________________ Date: ______________

Melissa Hoadley, MNM Consulting Services