

**EXHIBIT A-1
Statement of Work Template**

**STATEMENT OF WORK FOR A MILESTONE, DELIVERABLE OR SERVICE-BASED PROJECT
BETWEEN
Mississippi Department of Human Services
AND
GUIDESOFT, INC., d/b/a KNOWLEDGE SERVICES
AND
Ernst & Young**

Authorization for work performed pursuant to this Statement of Work "SOW" is granted under the terms of the Master Consulting Services Agreement between GuideSoft, Inc. d/b/a Knowledge Services and Mississippi Department of Information Technology Services.

INTRODUCTION

The State of Mississippi, Department of Human Services (MDHS) is planning for a modernization of the Information Systems that support the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Child Support Enforcement (CSE), and Child Care (CC) programmatic areas. The Mississippi Department of Human Services is dedicated to its mission of "Offering Mississippians Young and Old Tangible Help Today to Create Lasting Hope for Tomorrow".

MDHS is seeking to retain a Vendor for Project Management Office (PMO) Services to oversee, manage, and integrate the implementation of a new Enterprise-Wide Framework and Integrated Case Management and Eligibility system named SUCCESS. The Vendor must provide oversight of a multi-Vendor environment to achieve a successful configuration, development, design, implementation, and certification of the SUCCESS system while ensuring that the project is completed within budget and on schedule.

MDHS is now beginning to plan the replacement of the Department's aging and disparate legacy systems. Specifically, it is the Department's goal and intention to replace or modernize the information systems that support the Supplemental Nutrition Assistance Program (SNAP) - including Disaster SNAP (DSNAP) and SNAP Employment & Training sub-modules, Temporary Assistance to Needy Families (TANF), Child Support Enforcement (CSE) and the Child Care Payment System (CCPS) program areas through multiple iterations.

Scope of Work

1. The purpose of this section is to present MDHS's requirements for a Vendor to perform Project Management services for the SUCCESS project. The successful Vendor's response to this RFP will describe how they will assist the State in ensuring a successful and timely accomplishment of the objectives of the SUCCESS implementation, according to OCSE AND FNS requirements and guidelines. The PMO Vendor must provide Scaled Agile Framework for Government methodology, guidance, oversight and support services associated with the implementation and certification of the SUCCESS.
2. The PMO Vendor must represent MDHS's interest in the Design, Development, Implementation (DDI), and Certification phases of the SUCCESS. The PMO Vendor will provide objective project oversight associated with the implementation and certification of the SUCCESS.

3. The PMO Vendor will work collaboratively with all SUCCESS Vendors to ensure compliance with all federal and state requirements, and coordinate preparation of appropriate documentation for any federal reviews, including updates to federal planning documents required for this project.
4. The PMO Vendor must use MDHS approved tools and methodologies to manage the project. The PMO Vendor's proposed tool sets (which shall include a dashboard / reporting tool) as well as those included as part of the standardized MDHS project management tools will be evaluated to assemble the best collection of tools and processes to form a comprehensive project management solution that will be the single source of accurate project status.
5. The PMO Vendor must schedule and facilitate all meetings that oversee project activities.
6. The PMO Vendor must establish the project structure necessary to ensure best practices are followed consistently across the project. This will include the implementation of standardized project management and technical processes, methodologies, and tools as necessary to minimize risk, maintain scope, adhere to schedule and contain costs for the SUCCESS project.

Project Management and Control

The Vendor must include details of the methodology to be used in management and control of the project, project activities, progress reports, and processes for identification and correction of problems. The Vendor must provide an explanation if their proposed methodology varies from one phase to another. Project Management and Control methodology must include:

Comprehensive Project Management Plan and control approach;

Project methodology procedures using a Scaled Agile Framework for Government;

Approach to ensuring project stays within scope, schedule and budget;

Approach for proposal of project staff;

Manpower and time estimating methods;

Procedures for development and completion of all deliverables and major activities;

Management of performance standards, milestones and/or deliverables;

Assessment of project risks and approach to managing them;

Anticipated problem areas and the approach to management of these areas, including loss of PMO Key Personnel and technical personnel;

Approach to quality management;

Approach to problem identification and resolution; and

Approach to communication and interaction between multiple Vendor staff and MDHS personnel.

The PMO Vendor will be responsible for establishing a process for planning, scheduling, and conducting management and SUCCESS project team briefings and other sessions.

The PMO Vendor must be responsible for coordinating regularly scheduled meetings with the SUCCESS Vendors to address the following areas:

Scope / schedule / costs management;

Major risks and proposed mitigation strategies;

Communication matters;

Decision requests;

Staffing issues; and

Any other area that has the ability to impact the implementation of the SUCCESS.

The PMO will work with the IV&V Vendor to make recommendations to the MDHS Project Management Team at each phase whether to approve current phase results and authorize work to begin on the next phase, as follows:

Ensure that project direction and goals remain consistent with the organization's strategic (business) plan and goals.

Provide an evaluative process and opportunity to justify termination if project fails to demonstrate an adequate return on investment.

Measure the ongoing progress (i.e., budget, schedule, and deliverables) and identify potential problems for corrective actions.

The PMO Vendor must be responsible for the management of data collection and reporting processes and provide accurate information to support effective decision making for executives and stakeholders.

The PMO Vendor must facilitate communications between the technical team, business analysts and various stakeholder groups. The PMO Vendor will be responsible for coordinating communication across the entire project and help MDHS manage stakeholder expectations.

The PMO Vendor must employ an internal quality control process to ensure that all deliverables, documents and calculations are complete, accurate, easy to understand, and of high quality.

The PMO Vendor is responsible for verifying that SUCCESS Vendors' plans are properly developed, communicated, implemented, monitored, and executed throughout the SUCCESS implementation.

The PMO Vendor will work with MDHS and the SUCCESS Vendor during project initiation to set standards for all aspects of the project (e.g., time of the regularly scheduled project meetings, project communication, information to be included, and the format of the written status reports, etc.).

The PMO Vendor will use MDHS standard templates and processes for project management oversight and accountability. Vendors providing proven examples of industry standard best practice templates and processes may be given additional consideration. This includes, but is not limited to:

Templates and artifacts which must adhere to OCSE AND FNS guidelines for SDLC and collaborative reporting;

- Deliverable review and maintaining a version control of reviewed documents;
- Project Status updates;
- Risk Management;
- Defect and issue tracking;
- Contract Monitoring and Compliance;
- Reporting;
- Management of changes in the Scope document;
- Escalation of issues and facilitation of cross-functional team communication for timely issue resolution;
- Maintain a project communication plan;
- Maintain a Business Requirement Document based upon changes approved by MDHS; and
- Change Order Process
- Lessons Learned

The PMO Vendor must plan, schedule, facilitate, and prepare agendas and publish meeting minutes for project meetings including but not limited to: Weekly Status, Monthly Status, SUCCESS Project Team Briefings, Executive Committee Meetings and Joint Application Design sessions.

Summary

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Lessons Learned

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Implementation Team

Vendor must demonstrate that all team members have the necessary experience for design, installation, implementation, training, and support of the services required by this RFP.

- Identify the primary, key staff of who will be responsible for the execution of the various aspects of the project including but not limited to: Project Manager, Organizational Change Manager, Test Manager, Functional Analysts, and Senior Technical Analyst.
- Describe team member roles, functional responsibilities, and experience with projects similar in size and scope to the services required by this RFP.
- For each participating team member, provide a summary of qualifications, years of experience and length of employment with your company.
- For each participating team member, provide contact information for three references who would be willing to verify qualifications, experience, and performance.

- Vendor must ensure that each team member assigned to this project has the ability to communicate clearly in the English language both verbally and in written form.

The following table identifies the tasks and deliverables required under the terms of this Contract to be completed and delivered to the State. State reserves the right to request additional analyses and assessments, as needed. The Vendor may suggest development of additional deliverables in specific areas. State must authorize the need for any additional deliverables PRIOR to their development.

List of Tasks and Deliverables

ID No.	Tasks & Deliverables
PMO Planning Tasks (Task 1.0)	
1.1	<p>Project Management Plan The PMO Vendor will be responsible for the development and ongoing refinement of the SUCCESS Project Management Plan including providing subject matter expertise regarding project management topics. The PMO Vendor will organize, index, and maintain all project documentation. The PMO Vendor will coordinate all activities required for project planning including, but not limited to, planning for project implementation, scope management, schedule management, budget management, requirements management, process management, stakeholder management, communication management and other related project management processes. The PMO Management Plan must be provided within 30 days of Contract execution.</p> <p>Review the PMO Management Plan quarterly and provide updates to remain in alignment with Project activities and processes.</p>
1.2	<p>Project Work Plan Develop a work plan compatible with MS Project that schedules and tracks the SUCCESS activities, including anticipated delivery dates for all SUCCESS deliverables. The Project work plan must be developed in accordance with the Project's schedule management plan. The Project Work Plan must be provided within 30 days of Contract execution.</p> <p>Provide updates to the work plan weekly to report status and remain in alignment with the Project's master schedule.</p>
1.3	<p>Project Weekly Activity Reports Provide reports that summarize the results of SUCCESS tasks performed for the reporting month. These reports may include updates to prior activity reports. Each weekly activity report shall contain:</p> <ul style="list-style-type: none"> • Activities Completed within the Reporting Period: a description of the project tasks performed and the status of the associated deliverables.

	<ul style="list-style-type: none"> • Work in Progress: activities and deliverables currently underway. • Scheduled Status: compares completed tasks and deliverables against those scheduled to date, and includes explanations of schedule variances, and recommendations for mitigating the variances. • Work to Be Completed: Project activities and deliverables expected to be completed within the next reporting period. • Issues, Problems, and Resolutions: includes a summary of anomalies and the resolutions; identification of technical project risks; assessment of software quality processes; and project recommendations.
1.4	<p>Management and Technical Reviews</p> <p>Provide PMO results at Project defined management and technical reviews. Evaluate review materials, attend events, and provide comments, risks and issues found in the course of the evaluation. It is anticipated these reviews will occur weekly.</p>
Support Process (Task 2.0)	
2.1	<p>Interface with Supporting Processes</p> <p>Develop and maintain the Project's supporting processes such as risk management, issue management, change control, etc. Identify the data to be exchanged with these processes and document within the Project Management Plan.</p>
2.3	<p>Configuration Management Plan</p> <p>Develop and maintain the configuration management (CM) plans and procedures associated with the development process. Verify all critical development artifacts are maintained under appropriate controls, source and object libraries are maintained for each version, and mechanisms are in place to prevent unauthorized changes.</p>
2.4	<p>Quality Management Plan</p> <p>Develop and maintain the Project's Quality Assurance (QA) plans, procedures and organization. Monitor the performance of the QA organization to ensure procedures are followed and quality metrics reported accurately.</p> <p>Verify that the quality of all products produced by the Project is monitored by formal reviews and sign-offs.</p>
2.5	<p>Risk Management Plan</p> <p>Develop and maintain any technical and management risks discovered in the course of any PMO task and provide recommendations to eliminate, reduce, or mitigate the risk. Identified risks and updates to the risk analysis are to be included in the PMO Monthly Activity Reports.</p>
2.6	<p>Support Process PMO Task Reports</p> <p>Develop and maintain task reports for tasks 2.1 through 2.5. Task reports shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task. Task reports for multiple Support Process PMO tasks may be combined into a single document.</p>

Requirements (Task 3.0)	
3.1	<p>Requirements Management Plan Develop and maintain the Project's plans, processes, procedures and tools for managing requirements.</p>
3.2	<p>Requirements Evaluation Develop and maintain the requirements for correctness, consistency, completeness, accuracy, readability and testability.</p>
3.3	<p>Interface Analysis Develop and maintain requirements for interfaces with other systems are correct, complete, accurate, and testable. Verify appropriate relationships are in place with all organizations supporting the interfaces.</p>
3.4	<p>Traceability Analysis Verify requirements can be traced through design, code and test artifacts to verify that the system performs as intended and contains no unnecessary elements. Evaluate identified relationships for correctness, consistency, completeness, and accuracy. This task is iterative and anticipated to be repeated as the artifacts from each development phase are incorporated.</p>
3.5	<p>Security Analysis and Requirements Evaluate the requirements from a security perspective and assure that potential security risks with respect to confidentiality, integrity, availability, and accountability have been identified. Consider security risks introduced by the system itself as well as those associated with the environment. Verify the system security requirements will mitigate the identified security risks to an acceptable level.</p>
3.6	<p>Requirements PMO Task Reports Develop and maintain task reports for tasks 3.1 through 3.5. Task reports shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task. Task reports for multiple Requirements PMO tasks may be combined into a single document.</p>
Organizational Change Management Tasks (Task 4.0)	
4.1	<p>Organizational Change Management Plan Develop and maintain the Project's plans, approach, processes, procedures, transition, communications and tools for managing Organizational Change related to the SUCCESS project.</p>
4.2	<p>Process Development The PMO Vendor shall review and understand the MDHS current business processes</p>

	and related business rules impacted by the SUCCESS project. The PMO Vendor will document current processes, policies, and procedures and suggest needed modifications in order to support implementation.
4.3	<p>OCM Support</p> <p>The vendor shall assist the State by working with State users, vendors and subject matter experts (SUCCESS) and will develop change management processes; provide successful implementation of changes; provide effective outreach, education and engage stakeholders particularly the front-line staff who use the system daily; provide buy-in and support.</p>
4.4	<p>OCM Documentation</p> <p>The PMO Vendor will develop and maintain an influence model and demonstrate its absorption by the business. The PMO Vendor will foster understanding: provide reinforcement mechanisms, change enablement skills, and role modeling.</p>
4.5	<p>Continuous Improvement</p> <p>The PMO Vendor will create feedback mechanisms that enable development and improvement of trainings, communications and analysis; data collection and feedback efforts to provide insights into change efforts</p>
4.6	<p>OCM Metrics</p> <p>The PMO Vendor will track and manage production support metrics.</p>
Design (Task 5.0)	
5.1	<p>System Architecture Design Plan</p> <p>Develop and maintain the system architectural design for correctness, consistency, completeness, and testability.</p>
5.2	<p>Software Design Plan</p> <p>Develop and maintain the software design elements for correctness, consistency, completeness, accuracy, readability, and testability.</p>
5.3	<p>Interface Design Plan</p> <p>Develop and maintain the interface designs between system elements and with other systems for correctness, consistency, completeness, accuracy, and testability.</p>
5.4	<p>Database Design Plan</p> <p>Develop and maintain database designs to determine if they meet system requirements for maintainability, scalability, concurrence, normalization, performance and data integrity, and make recommendations to improve data integrity and system performance.</p> <p>Review and make recommendations to plans and processes for administering the database, including backup, recovery and performance analysis.</p>
5.5	<p>Security Analysis Plan</p> <p>Develop and maintain the system and software designs from a security perspective. Verify identified security requirements are adequately addressed in the system and software designs. Consider security risks introduced by the system itself as well as</p>

	<p>those associated with the environment.</p> <p>Verify the identified security threats and vulnerabilities are prevented, controlled or mitigated within the system's design.</p>
5.6	<p>Design PMO Task Reports</p> <p>Provide task reports for tasks 5.1 through 5.5. Task reports shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task. Task reports for multiple Design PMO tasks may be combined into a single document.</p>
Build (Task 6.0)	
6.1	<p>Development Process and Product Standards Plan</p> <p>Develop and maintain all defined process and product standards associated with the system development. Verify all process definitions and standards are complete, clear, consistent, compatible, up-to-date and readily accessible to project personnel.</p>
6.2	<p>Development Environment and Tools Assessment</p> <p>Evaluate the development environment to determine if its capabilities are adequate to meet system development requirements, is maintainable and upgradeable, and demonstrates a degree of integration compatible with good development.</p>
6.3	<p>System Element Implementation Analysis</p> <p>Develop and maintain the system element artifacts to derive an evolving assessment of each system element's performance and to recommend corrective actions to mitigate any projected performance shortfalls.</p> <p>Verify hardware components are compatible with the existing processing environment, maintainable, and easily upgradeable.</p>
6.4	<p>Source Code and Source Code Documentation Evaluation</p> <p>Evaluate the source code components and associated documentation for correctness, consistency, completeness, accuracy, readability, and testability.</p>
6.5	<p>Security Analysis</p> <p>Verify the implementation is completed in accordance with the system architecture and design in that it addresses the identified security risks and the implementation does not introduce new security risks.</p> <p>Verify the identified security threats and vulnerabilities are prevented, controlled, or mitigated.</p>
6.6	<p>Build PMO Task Reports</p> <p>Provide task reports for tasks 6.1 through 6.5. Task reports shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task. Task reports for multiple Build PMO tasks may be combined into a single document.</p>
Test (Task 7.0)	
7.1	<p>Software Component (Unit) Testing</p> <p>Verify the software component test plans, designs, cases, and procedures conform</p>

	<p>to the Project-defined test document purpose, format and content.</p> <p>Validate the software component test plan is traceable to the software requirements and design, is consistent, and provides test coverage of all units.</p> <p>Validate the software component test designs, cases, and procedures are complete, traceable to requirements, and consistent with the test plan.</p> <p>Use the software component test results to verify the system satisfies the test acceptance criteria.</p>
7.2	<p>Software Integration Testing</p> <p>Verify the software integration test plans, designs, cases, and procedures conform to the Project-defined test document purpose, format and content.</p> <p>Validate the software integration test plan is traceable to the software requirements and design, is consistent, provides test coverage of software requirements, contains appropriate test standards and methods and provides conformance to expected results.</p> <p>Validate the software integration test designs, cases, and procedures are complete, traceable to requirements, and consistent with the test plan.</p> <p>Use the software integration test results to verify the system satisfies the test acceptance criteria.</p>
7.3	<p>Software Acceptance Testing</p> <p>Develop and maintain the software acceptance test plans, designs, cases, and procedures conform to the Project-defined test document purpose, format and content.</p> <p>Verify the software acceptance test plan addresses test coverage of acceptance requirements, expected results, and the feasibility of operation and maintenance.</p> <p>Validate the software acceptance test designs, cases, and procedures are complete, traceable to requirements, and consistent with the test plan.</p> <p>Use the software acceptance test results to verify the system satisfies the test acceptance criteria.</p>
7.4	<p>System Integration Testing</p> <p>Verify the system integration test plans, designs, cases, and procedures conform to the Project-defined test document purpose, format and content.</p> <p>Validate the system integration test plan is traceable to the system requirements, is consistent, provides test coverage of system requirements, contains appropriate test standards and methods and provides conformance to expected results.</p> <p>Validate the system integration test designs, cases, and procedures are complete, traceable to requirements, provides complete coverage, and is consistent with the test plan.</p> <p>Use the system integration test results to verify the system satisfies the test acceptance criteria.</p>
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	<p>content.</p> <p>Verify the system acceptance test plan addresses test coverage of acceptance requirements, expected results, and the feasibility of operation and maintenance.</p> <p>Validate the system acceptance test designs, cases, and procedures are complete, traceable to the system requirements, and consistent with the test plan.</p> <p>Use the system acceptance test results to verify the system satisfies the test acceptance criteria.</p>
7.6	<p>Security Analysis</p> <p>Verify the implemented system does not increase the security risk.</p> <p>Verify the identified security threats and vulnerabilities are prevented, controlled, or mitigated.</p>
7.7	<p>Test PMO Task Reports</p> <p>Provide task reports for tasks 7.1 through 7.6. Task reports shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task. It may be necessary to iterate the Test PMO tasks as first plans, then designs, cases, and finally procedures are developed. An additional iteration is expected once the tests have been conducted and results made available. Task reports for multiple Test PMO tasks may be combined into a single document.</p>
Deployment (Task 8.0)	
8.1	<p>Organizational Change Management (OCM) Assessment</p> <p>Develop and maintain the OCM plans and procedures. Verify the plan has the strategy, management backing, resources, skills and incentives necessary for effective change.</p> <p>Verify resistance to change is anticipated and prepared for at each step and has the appropriate leadership.</p>
8.2	<p>Transition Strategy Plan</p> <p>Develop and maintain the transition strategy has a defined approach to establishing the system in the operational environment that is consistent with requirements. Verify the transition strategy is comprehensive and includes the following:</p> <ul style="list-style-type: none"> • All the system parts and the system whole are included. • Transition schedule and sequence. • Identification of transition tools, equipment and instructions. • Archiving system artifacts, such as documentation and code. • Impact to interfacing systems in terms of transition timing and transition impacts. • Continuity of capabilities when replacing or upgrading a legacy system. • Site preparation for installation and legacy system retirement, storage, and/or incorporation. • Provisions for documentation of the process results.

	<ul style="list-style-type: none"> • A fallback or back-out plan in case of unsuccessful transition and other risk mitigation considerations.
8.3	<p>Data Conversion Plan</p> <p>Develop and maintain on the data conversion plans, procedures and tools relative to making the conversion process more efficient and on maintaining the integrity of the data during conversion. Verify procedures are being followed to review the converted data for accuracy and completeness, and data clean-up activities are performed.</p>
8.4	<p>User Training Plan</p> <p>Develop and maintain on the training provided to system users. Verify the training provided is directly related to the business process and required job skills, and materials are user-friendly. Verify the training's effectiveness is evaluated and monitored.</p>
8.5	<p>Installation Configuration Audit Plan</p> <p>Validate all software products required to correctly install and operate the software are present in the installation package.</p> <p>Verify supplied values for all site-dependent parameters or conditions are correct.</p>
8.6	<p>Operational Readiness Assessment</p> <p>Evaluate operational readiness by analyzing installation and checkout data, test results and documented anomalies, risks, and issues.</p> <p>Verify the complete installation of required installation items. Verify the system components initialize, execute, and terminate as specified.</p>
8.7	<p>Security Analysis</p> <p>Verify that the installed system does not introduce new or increased vulnerabilities or security risks.</p> <p>Verify the identified security threats and vulnerabilities are prevented, controlled, or mitigated.</p>
8.8	<p>Deployment PMO Task Reports</p> <p>Provide task reports for tasks 9.1 through 9.7. Task reports shall include a brief description of the task, the methodology for performing the task, task results, anomalies detected, and any risks or issues identified while executing the task. Task reports for multiple Deployment PMO tasks may be combined into a single document.</p>
Post-Deployment and Project Closure (Task 9.0)	
9.1	<p>Operations and Maintenance Procedures Plan and Assessment</p> <p>Develop and maintain the operational procedures to verify conformance to the operational requirements and consistency with the user documentation.</p>
9.2	<p>System Acceptance Report</p> <p>Prepare recommendations concerning system acceptance, including an assessment of the software quality and the conformance to the system requirements.</p>

9.3	Final PMO Report Develop a Final PMO Report that summarizes the PMO activities, tasks, results, anomalies and dispositions, and provides an evaluation of the overall system quality. The report will also include an assessment of the system robustness and potential weak points within the architecture, make recommendations where the system, hardware, software, interfaces, and documentation could be improved, and specify technical lessons learned for inclusion in the Post Implementation Evaluation Report (PIER).
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PERIOD OF PERFORMANCE

Three years with possible extensions

PLACE OF PERFORMANCE

Work performed will be a combination of 75% off-site and 25% on-site activities based upon MDHS approval of scheduled work.

OTHER REQUIREMENTS

Vendors must meet terms and conditions attached by OCSE and FNS Federal Partners. Successful vendors will be barred from competing for the SUCCESS project DDI Request for Proposal.

A change order will be required for any modifications to the project (Including project scope/project cost). The change order must be created by Knowledge Services, based on the approved change order justification received by VENDOR (approved by AGENCY). The change order must be signed by AGENCY, VENDOR, and Knowledge Services prior to the vendor receiving clearance to move forward with the requested changes.

ACCEPTANCE CRITERIA

Milestones/Deliverables must be submitted for approval into the VMS dotStaff upon completion. Email, hand delivery, postal service submittals are considered incomplete. MDHS will have 10 working days to review/validate the deliverable and either notify Vendor of acceptance in writing or provide Vendor a detailed list of deficiencies that must be remedied prior to approval of the deliverable. MDHS reserves the right to take additional time to review submitted deliverables if it's in the best interest of the department to do so. In the event MDHS notifies the Vendor of deficiencies, the Vendor shall make necessary corrections within five working days unless MDHS consents in writing to a longer period of time. MDHS has 10 working days to review and accept or reject the corrected deliverable. If MDHS deems the corrected deliverable(s) as not acceptable MDHS reserves the right to terminate the SOW contract with selected vendor and payment for the unacceptable deliverable(s) will not be authorized. While this procedure allows a Vendor two opportunities to correct deliverable deficiencies, MDHS, at its sole discretion, may choose to allow the Vendor an additional correction cycle if the deficiencies are not substantial or if it is in MDHS' best interest to do so.

Change Order

Proposal must include an hourly rate, or rate schedule, for performing any Change Orders requested by MDHS. Following the initial first one-year period, rates may not increase annually beyond five percent (5%) or the percent increase in the consumer price index for all Urban Consumers, US City Average (C.P.I.-U) for the preceding year, whichever is less.

Vendor shall submit a fully loaded rate to include any travel or per diem costs, and a base rate that does not include travel or per diem costs. The fully loaded rate would be used only when travel is required. These rates shall remain in effect for the duration of the contract.

Vendor Staff related travel expenses as required and approved by MDHS for a Change Order shall be covered by and invoiced as part of the "fully loaded" rate (or less) as travel expenses will not be reimbursed; Change Order hours for any Vendor Staff where travel is not required or approved by MDHS shall be invoiced at the "base" rate (or less). The Vendor shall acknowledge that Vendor will not have the right to make changes to any deliverable without the prior written approval of MDHS, if the changes would require MDHS to incur costs to modify or upgrade other software or equipment used by MDHS or for which MDHS is financially responsible.

It is understood that the State may, at any time by a written order, make changes in the scope of the project. No changes in scope are to be conducted or performed by the Contractor except by the express written approval of MDHS. The Contractor shall be obligated to perform all changes requested by the Customer, which have no price or schedule effect.

The Contractor shall have no obligation to proceed with any change that has a price or schedule effect until the parties have mutually agreed in writing thereto. Neither MDHS nor the Contractor shall be obligated to execute such a change order; and if no such change order is executed, the Contractor shall not be obliged or authorized to perform services beyond the scope of this Agreement and the work order. All executed change orders shall be incorporated into previously defined deliverables.

The Contractor shall be compensated for work performed under a change order according to the hourly change order rate agreed upon by Contractor and MDHS. If there is a service that is not defined in the change order rate, the Contractor and MDHS will negotiate the rate. The Contractor agrees that this change order rate shall be a "fully loaded" rate, that is, it includes the cost of all materials, travel expenses, per diem, and all other expenses and incidentals

incurred by the Contractor in the performance of the change order. The Contractor shall submit change order billing through the dotStaff system upon acceptance by the Customer of all work documented in the change order.

Upon agreement of the parties to enter into a change order, the parties will execute such a change order setting forth in reasonable detail the work to be performed thereunder, the revisions necessary to the specifications or performance schedules of any affected project work plan, and the estimated number of professional services hours that will be necessary to implement the work contemplated therein. The price of the work to be performed under any change order will be determined based upon the change order rate; however, the change order will be issued for a total fixed dollar amount and may not be exceeded regardless of the number of hours actually expended by the Contractor to complete the work required by that change order. The project work plan will be revised as necessary.

The Contractor will include in the progress reports delivered under this Agreement; the status of work performed under all then current change orders.

In the event the Contractor and MDHS enter into a change order which increases or decreases the time required for the performance of any part of the work under this Agreement, the Contractor shall submit to the Customer a revised version of the project work plan, clearly indicating all changes, prior to implementing any such changes.

For the faithful performance of the terms of this Statement of Work, the parties hereto have caused this Statement of Work to be executed by their undersigned authorized representatives.

Project Name: Success PMO	Posting ID#: 107665
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State Agency: Mississippi State Department of Human Services**Vendor Name: Ernst & Young****Estimated Project Start Date: January 2023****Estimated Project Completion Date: January 2026**

Deliverable/Services Description	Cost
Milestone/deliverable 1: Project management plans	\$340,803.00
Milestone/deliverable 2: Support process plans and task reports	\$412,531.00
Milestone/deliverable 3: Requirements management plans and task reports	\$525,865.00
Milestone/deliverable 4: Organizational change management plans and task reports	\$566,083.00
Milestone/deliverable 5: Design plans and task reports	\$507,738.00
Milestone/deliverable 6: Build plans and task reports	\$484,257.00
Milestone/deliverable 7: Test management plans and tasks reports	\$624,468.00
Milestone/deliverable 8: Deployment plans and PMO task reports	\$671,350.00
Milestone/deliverable 9: Post-deployment and project closure PMO task reports	\$264,081.00
Total Project Cost	\$4,397,176.00

Change order rate by role

Role 1: Project Principal / Client Executive	\$312.70
Role 2: Project Manager	\$243.71
Role 3: Organizational Change Manager	\$210.17
Role 4: Test Manager	\$205.47
Role 5: Functional Analyst	\$197.97
Role 6: Agile Coach	\$205.47
Role 7: Organizational Change Management Specialist	\$222.72
Role 8: Senior Technical Analyst	\$164.97

*** Note:** The hourly rate listed above is all Inclusive, including, but not limited to, any and all travel and delivery costs.

In the event of any inconsistencies between this Request for Services Work Order and the terms of the Master Services Agreement, the following order of precedence shall be:

1. Master Services Agreement; and
2. Request for Project Services Work Order

Until the contract is approved and fully executed, any actions you take in reliance of contract approval are at your own risk. Therefore, it may be unwise to expend funds or incur expenses in anticipation that contract negotiations will be successful, and a tendered contract will be approved.

All project milestones, deliverables, tasks, or other such project activities shall be entered and approved in the dotStaff VMS by the State. Vendor acknowledges and agrees that Knowledge Services' payment to the Vendor is contingent upon approval by the State and receipt of payment from the State by Knowledge Services. The State is solely responsible for approval and payment of all project activities, and Knowledge Services is not responsible or liable to Vendor for non-approval or non-payment by the State.

Customer Agency Name

Robert G. Anderson

Authorized Signature

Robert G. Anderson

Printed Name

Executive Director

Title

12/19/2022

Date

Vendor Name

Gayle Lowery

Authorized Signature

Gayle Lowery

Printed Name

Executive Director

Title

December 16, 2022

Date

Guidesoft Inc., d/b/a Knowledge Services - Legal

Katie Belange

Katie Belange (Dec 19, 2022 08:45 EST)

Authorized Signature

Katie Belange

Printed Name

Corporate Counsel

Title

Dec 19, 2022

Date