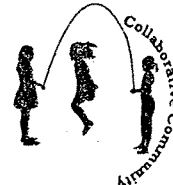




**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**  
Information Services Department



**DATE:** January 30, 2012  
**BOARD MEETING DATE:** February 14, 2012  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority

**TO:** Honorable Board of Supervisors  
**FROM:** Payroll Steering Committee.\*  
**SUBJECT:** Agreement with Axsium Group for professional services

**RECOMMENDATION:**

Adopt a Resolution authorizing the:

1. President of the Board to execute an Agreement with Axsium Group to provide professional services in support of the implementation of an advanced scheduling system to include digital time capture devices at the San Mateo Medical Center, for the term of February 14, 2012 through June 30, 2013 and in an amount not to exceed \$450,160; and
2. County Purchasing Agent to purchase equipment recommended by Axsium Group to be invoiced separately and not subject to the Agreement's not to exceed amount; and
3. Chief Information Officer or his designee to execute contract amendments which modify the County's maximum fiscal obligation by no more than \$25,000 (in aggregate) and/or modify the contract term and/or services so long as the modified term or services is/are within the current or revised fiscal provisions.

**BACKGROUND:**

In Fiscal Year (FY) 2008-09, the County implemented an Automated Time Keeping System (ATKS) sourced from Infor, Inc. ATKS was considered to be the first step towards achieving cost savings through improved time capture and processing. In January 2011 the County conducted a cost benefits analysis (CBA) to gauge the savings associated with providing staff with advanced scheduling tools. The CBA, conducted by Axsium Group, was completed in June, 2011 and estimated annual savings of approximately \$4.5 million was achievable through the implementation of advanced scheduling tools and the associated infrastructure at San Mateo Medical Center (SMMC). The Information Services Department issued RFP number 1802 for assistance in selecting an advanced scheduling system for SMMC as well as support in implementing the infrastructure to support it. During final budget hearings in September, 2011 your Board approved six IT projects recommended by the County's IT Steering Committee for FY 2011-12 to include this Advanced Scheduler project for SMMC.

**DISCUSSION:**

Advanced scheduling systems can reduce costs by automating shift assignments, providing staff with self-services tools, and reducing overtime and call-back costs by providing a list of staff available for overtime or call-back ranked by cost effectiveness. As a committee, we anticipate the initial annual savings to be \$1.5 to \$2 million in FY 2013-14. Additionally, we estimate long-term savings at SMMC of \$4.5M annually once 24x7 timekeeping, scheduling and patient acuity estimation systems are fully implemented. Payroll Steering will work with SMMC staff and provide your Board with a status report during the budget-cycle for Fiscal Year 2013-14.

This project will have two phases. The first phase is the implementation of digital time capture devices and the selection of an advanced scheduling system best suited for SMMC being the first phase. This contract with Axsium is for phase one. We anticipate beginning phase two in Fiscal Year 2012-13. Phase two will include implementation of the chosen advanced scheduler system for SMMC and interfacing this system with the patient acuity system at SMMC. Through the RFP process, Axsium Group was chosen because of their knowledge of and expertise with our ATKS environment along with prior experience implementing advanced scheduling systems at other medical centers.

The Contractor has assured compliance with the County's Contractor Employee Jury Service Ordinance, as well as all other contract provisions that are required by County ordinance and administrative memoranda, including but not limited to insurance, hold harmless, non-discrimination and equal benefits. Risk Management has reviewed and approved Contractor's insurance and County Counsel has reviewed and approved the Resolution and Agreement as to form.

Approval of this Resolution contributes to the 2025 Shared Vision of a Collaborative Community by establishing time capture and scheduling capability that can be used by all County departments starting with the 24 hours a day, 7 days a week Health System Divisions.

\* Payroll Steering is chaired by County Controller Tom Huening and includes Reyna Farrales, Donna Vaillancourt and Chris Flatmoe

**Performance Measures:**

Measure	FY 2011-12 Actual	FY 2013-14 Projected
SMMC overtime, premium- pay and contract costs	\$7.25 million	\$5.5 million

**FISCAL IMPACT:**

The total budget for this one-time project is \$4,500,000. The total obligation for this Agreement is not to exceed \$450,160 with a term of February 14, 2012, through June 30, 2013. Funding for this Agreement is included in the FY 2011-12 Non-Departmental Adopted Budget as approved by your Board in September. It is possible that phase one of this project will not be completed before the end of the current Fiscal Year and funding will need to roll forward into FY 2012-13. Savings will be realized beginning in FY 2013-14 when the Advanced Scheduler system is implemented.

## REQUEST FOR PROPOSAL PROCESS MATRIX

1.	General description of RFP	This RFP is seeking to enter into a contract(s) with a vendor(s) that can identify, acquire, and implement Biometric Time Capture System that integrates with Infor HCM Workforce Management system.
2.	List key evaluation criteria	<ul style="list-style-type: none"> <li>- Demonstrated ability to integrate a time capture system with 24/7 scheduling software and with Infor HCM Workforce Management</li> <li>- Ability to configure the relevant system to with earning type codes in compliance with all Memorandum of Understanding and labor laws and regulations</li> <li>- Demonstrated ability to acquire, install and deploy biometric devices either directly or with a contracted partner</li> </ul>
3.	Where advertised	San Mateo Daily Journal County ISD Internet site
4.	In addition to any advertisement, list others to whom the RFP announcement was sent	ADI Axsium Celayix Gartner
5.	Total number of RFP's sent to prospective proposers	4
6.	Number of proposals received	2
7.	Who evaluated the proposals	Bob Adler, Dhiren Gandhi, James Hughey, Lisa Okada, Kristie Passalacqua, Diane Webster
8.	In alphabetical order, names of proposers (or finalists, if applicable) and location	Axsium Group Kaba Workforce Solutions

**RESOLUTION NO. \_\_\_\_\_**

**BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA**

**\* \* \* \* \***

**RESOLUTION AUTHORIZING THE 1) PRESIDENT OF THE BOARD TO EXECUTE AN AGREEMENT WITH AXSIUM GROUP TO PROVIDE PROFESSIONAL SERVICES IN SUPPORT OF THE IMPLEMENTATION OF AN ADVANCED SCHEDULING SYSTEM TO INCLUDE DIGITAL TIME CAPTURE DEVICES AT THE SAN MATEO MEDICAL CENTER, FOR THE TERM OF FEBRUARY 14, 2012, THROUGH JUNE 30, 2013, AND IN AN AMOUNT NOT TO EXCEED \$450,160; 2) COUNTY PURCHASING AGENT TO PURCHASE EQUIPMENT RECOMMENDED BY AXSIUM GROUP TO BE INVOICED SEPARATELY AND NOT SUBJECT TO THE AGREEMENT'S NOT TO EXCEED AMOUNT; AND 3) CHIEF INFORMATION OFFICER OR HIS DESIGNEE TO EXECUTE CONTRACT AMENDMENTS WHICH MODIFY THE COUNTY'S MAXIMUM FISCAL OBLIGATION BY NO MORE THAN \$25,000 (IN AGGREGATE) AND/OR MODIFY THE CONTRACT TERM AND/OR SERVICES SO LONG AS THE MODIFIED TERM OR SERVICES IS/ARE WITHIN THE CURRENT OR REVISED FISCAL PROVISIONS.**

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**RESOLVED**, by the Board of Supervisors of the County of San Mateo, State of California, that

**WHEREAS**, there has been presented to this Board of Supervisors for its consideration and approval the form of an Agreement whereby Axsium Group will provide professional services in support of the implementation of an advanced scheduling system to include digital time capture devices at the San Mateo Medical Center, for the term of February 14, 2012, to June 30, 2013, in an amount not to exceed \$450,160; and

**WHEREAS**, there has been presented to this Board of Supervisors for its consideration and acceptance a request to authorize the County Purchasing Agent to purchase equipment recommended by Axsium Group to be invoiced separately and not subject to the Agreement's not to exceed amount; and

**WHEREAS**, this Board has been requested to grant signature authority to the Chief Information Officer or his designee to execute contract amendments which modify the County's maximum fiscal obligation by no more than \$25,000 (in aggregate) and/or modify the Contract term and/or services so long as the modified term or services is/are within the current or revised fiscal provisions; and

**WHEREAS**, this Board has been presented with a form of the Agreement, has examined and approved same as to both form and content, and desires to enter into same;

**NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED** that the President of the Board of Supervisors be and is hereby authorized to execute said Agreement between Axsium Group for and on behalf of the County of San Mateo, and the Clerk of the Board shall attest the signature thereto.

**BE IT FURTHER RESOLVED** that the County Purchasing Agent is authorized to purchase equipment recommended by Axsium Group to be invoiced separately and not subject to the Agreement's not to exceed amount.

**BE IT FURTHER RESOLVED** that signature authority is granted to the Chief Information Officer to execute contract amendments which modify the County's maximum fiscal obligation by no more than \$25,000 (in aggregate) and/or modify the Contract term and/or services so long as the modified term or services is/are within the current or revised fiscal provisions.

\* \* \* \* \*

**AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND  
AXSIUM GROUP**

THIS AGREEMENT, entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_,  
by and between the COUNTY OF SAN MATEO, hereinafter called "County," and  
AXSIUM GROUP, A Division of Knightsbridge Human Capital Management, Inc.  
hereinafter called "Contractor";

**W I T N E S S E T H:**

WHEREAS, pursuant to Government Code Section 31000, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof;

WHEREAS, it is necessary and desirable that Contractor be retained for the purpose of providing professional services for the configuration, setup and integration of Biometric Clock devices for the County's Health System with Automated Time Keeping System (ATKS).

**NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO  
AS FOLLOWS:**

**1. Exhibits and Attachments**

The following exhibits and attachments are included hereto and incorporated by reference herein:

Exhibit A—Services

Exhibit B—Payments and rates

Attachment I—§504 Compliance

**2. Services to be performed by Contractor**

In consideration of the payments set forth herein and in Exhibit "B," Contractor shall perform services for County in accordance with the terms, conditions and specifications set forth herein and in Exhibit "A."

**3. Payments**

In consideration of the services provided by Contractor in accordance with all terms, conditions and specifications set forth herein and in Exhibit "A," County shall make payment to Contractor based on the rates and in the manner specified in Exhibit "B." The County reserves the right to withhold payment if the County determines that the quantity or quality of the work performed is unacceptable. In no event shall the County's total fiscal obligation under this Agreement exceed Four Hundred Fifty Thousand One Hundred Sixty Dollars (\$450,160).

#### **4. Term and Termination**

Subject to compliance with all terms and conditions, the term of this Agreement shall be from February 14, 2012, through June 30, 2013.

This Agreement may be terminated by Contractor, the Chief Information Officer of the County of San Mateo, or his/her designee at any time without a requirement of good cause upon thirty (30) days' written notice to the other party.

In the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and materials (hereafter referred to as materials) prepared by Contractor under this Agreement shall become the property of the County and shall be promptly delivered to the County. Upon termination, the Contractor may make and retain a copy of such materials. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that portion of the full payment which is determined by comparing the work/services completed to the work/services required by the Agreement.

#### **5. Availability of Funds**

The County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon unavailability of Federal, State, or County funds, by providing written notice to Contractor as soon as is reasonably possible after the County learns of said unavailability of outside funding.

#### **6. Relationship of Parties**

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent Contractor and not as an employee of the County and that Contractor acquires none of the rights, privileges, powers, or advantages of County employees.

#### **7. Hold Harmless**

Contractor shall indemnify and save harmless County, its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description, brought for, or on account of: (A) injuries to or death of any person, including Contractor, or (B) damage to any property of any kind whatsoever and to whomsoever belonging, (C) any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended, or (D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of County, its officers, agents, employees, or servants, resulting from the performance of any work required of Contractor or payments made pursuant to this Agreement, provided that this shall not apply to injuries or damage for which County has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Contractor to indemnify and save harmless as set forth herein, shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

**8. Assignability and Subcontracting**

Contractor shall not assign this Agreement or any portion thereof to a third party or subcontract with a third party to provide services required by contractor under this Agreement without the prior written consent of County. Any such assignment or subcontract without the County's prior written consent shall give County the right to automatically and immediately terminate this Agreement.

**9. Insurance**

The Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this paragraph has been obtained and such insurance has been approved by Risk Management, and Contractor shall use diligence to obtain such insurance and to obtain such approval. The Contractor shall furnish the County with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending the Contractor's coverage to include the contractual liability assumed by the Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to the County of any pending change in the limits of liability or of any cancellation or modification of the policy.

(1) **Worker's Compensation and Employer's Liability Insurance** The Contractor shall have in effect during the entire life of this Agreement Workers' Compensation and Employer's Liability Insurance providing full statutory coverage. In signing this Agreement, the Contractor certifies, as required by Section 1861 of the California Labor Code, that it is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions of the Code, and I will comply with such provisions before commencing the performance of the work of this Agreement.

(2) **Liability Insurance** The Contractor shall take out and maintain during the life of this Agreement such Bodily Injury Liability and Property Damage Liability Insurance as shall protect him/her while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from contractors operations under this Agreement, whether such operations be by himself/herself or by any sub-contractor or by anyone directly or indirectly employed by either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall be not less than the amount specified below.

Such insurance shall include:

- |   |             |
|---|-------------|
| (a) Comprehensive General Liability .....   | \$1,000,000 |
| (b) Motor Vehicle Liability Insurance ..... | \$1,000,000 |
| (c) Professional Liability .....            | \$1,000,000 |

County and its officers, agents, employees and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that the insurance afforded thereby to the County, its officers, agents, employees and servants shall be primary insurance to the full limits of liability of the policy, and that if the County or its officers and employees have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.



In the event of the breach of any provision of this section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, the County of San Mateo at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work pursuant to this Agreement.

**10. Compliance with laws; payment of Permits/Licenses**

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, including, but not limited to, Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended, and the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, as amended and attached hereto and incorporated by reference herein as Attachment "I," which prohibits discrimination on the basis of handicap in programs and activities receiving any Federal or County financial assistance. Such services shall also be performed in accordance with all applicable ordinances and regulations, including, but not limited to, appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations.

In the event of a conflict between the terms of this agreement and State, Federal, County, or municipal law or regulations, the requirements of the applicable law will take precedence over the requirements set forth in this Agreement.

Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

**11. Non-Discrimination and Other Requirements**

- A. *Section 504 applies only to Contractor who are providing services to members of the public.* Contractor shall comply with § 504 of the Rehabilitation Act of 1973, which provides that no otherwise qualified handicapped individual shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of this Agreement.
- B. *General non-discrimination.* No person shall, on the grounds of race, color, religion, ancestry, gender, age (over 40), national origin, medical condition (cancer), physical or mental disability, sexual orientation, pregnancy, childbirth or related medical condition, marital status, or political affiliation be denied any benefits or subject to discrimination under this Agreement.
- C. *Equal employment opportunity.* Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to County of San Mateo upon request.
- D. *Violation of Non-discrimination provisions.* Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Contractor to penalties, to be determined by the County Manager, including but not limited to
  - i) termination of this Agreement;
  - ii) disqualification of the Contractor from bidding on or being awarded a County contract for a period of up to 3 years;
  - iii) liquidated damages of \$2,500 per violation;

- iv) imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Manager.

To effectuate the provisions of this section, the County Manager shall have the authority to examine Contractor's employment records with respect to compliance with this paragraph and/or to set off all or any portion of the amount described in this paragraph against amounts due to Contractor under the Contract or any other Contract between Contractor and County.

Contractor shall report to the County Manager the filing by any person in any court of any complaint of discrimination or the filing by any person of any and all charges with the Equal Employment Opportunity Commission, the Fair Employment and Housing Commission or any other entity charged with the investigation of allegations within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include the name of the complainant, a copy of such complaint, and a description of the circumstance. Contractor shall provide County with a copy of their response to the Complaint when filed.

- E. *Compliance with Equal Benefits Ordinance.* With respect to the provision of employee benefits, Contractor shall comply with the County Ordinance which prohibits contractors from discriminating in the provision of employee benefits between an employee with a domestic partner and an employee with a spouse.
- F. The Contractor shall comply fully with the non-discrimination requirements required by 41 CFR 60-741.5(a), which is incorporated herein as if fully set forth.

## **12. Compliance with Contractor Employee Jury Service Ordinance**

Contractor shall comply with the County Ordinance with respect to provision of jury duty pay to employees and have and adhere to a written policy that provides that its employees shall receive from the Contractor, on an annual basis, no less than five days of regular pay for actual jury service in San Mateo County. The policy may provide that employees deposit any fees received for such jury service with the Contractor or that the Contractor deduct from the employees' regular pay the fees received for jury service.

## **13. Retention of Records, Right to Monitor and Audit**

(a) Contractor shall maintain all required records for three (3) years after the County makes final payment and all other pending matters are closed, and shall be subject to the examination and/or audit of the County, a Federal grantor agency, and the State of California.

(b) Reporting and Record Keeping: Contractor shall comply with all program and fiscal reporting requirements set forth by appropriate Federal, State and local agencies, and as required by the County.

(c) Contractor agrees to provide to County, to any Federal or State department having monitoring or review authority, to County's authorized representatives, and/or their appropriate audit agencies upon reasonable notice, access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules and regulations, and this Agreement, and to evaluate the quality, appropriateness and timeliness of services performed.

**14. Merger Clause**

This Agreement, including the Exhibits attached hereto and incorporated herein by reference, constitutes the sole Agreement of the parties hereto and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement or specification set forth in this body of the agreement conflicts with or is inconsistent with any term, condition, provision, requirement or specification in any exhibit and/or attachment to this agreement, the provisions of this body of the agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications shall be in writing and signed by the parties.

**15. Controlling Law and Venue**

The validity of this Agreement and of its terms or provisions, as well as the rights and duties of the parties hereunder, the interpretation, and performance of this Agreement shall be governed by the laws of the State of California. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or the United States District Court for the Northern District of California.

**16. Notices**

Any notice, request, demand, or other communication required or permitted hereunder shall be deemed to be properly given when both (1) transmitted via facsimile to the telephone number listed below and (2) either deposited in the United States mail, postage prepaid, or when deposited for overnight delivery with an established overnight courier that provides a tracking number showing confirmation of receipt for transmittal, charges prepaid, addressed to:

**In the case of County, to:**

San Mateo County  
Information Services Department  
Chris Flatmoe, CIO/Director  
455 County Center, Third Floor  
Redwood City, CA 94063

**In the case of Contractor, to:**

Axsium Group  
67 Mowat Avenue, Suite 432  
Toronto, ON Canada M6K 3E3  
Attn: Legal Dept.

In the event that the facsimile transmission is not possible, notice shall be given both by United States mail and an overnight courier as outlined above.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have affixed their hands.

COUNTY OF SAN MATEO

*A Political Subdivision of the  
State of California*

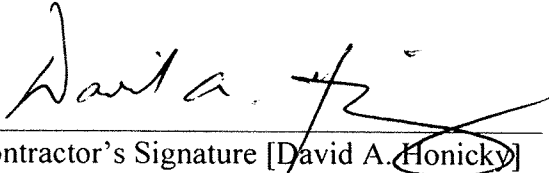
By: \_\_\_\_\_  
President, Board of Supervisors, San Mateo County

Date: \_\_\_\_\_

ATTEST:

By: \_\_\_\_\_  
Clerk of Said Board

AXSIUM GROUP

  
Contractor's Signature [David A. Honicky]

Date: 1/24/12

**EXHIBIT A - SERVICES**  
**AGREEMENT BETWEEN COUNTY OF SAN MATEO**  
**AND AXSIUM GROUP**

*In consideration of the payments set forth in Exhibit "B", Contractor shall provide the following services:*  
Contractor to provide professional services for the integration, configuration and setup of the Biometric devices in ATKS.

Contractor will conduct the discovery, design, development, test and deployment of new rules and calculation groups for the 6 (six) MOU's for Medical Services and additional configurations in ATKS to enable the Medical Services department to make use of the Daily Timesheet, and new overrides in the solution.

Contractor will perform the configuration of a new off-cycle payroll export custom form allowing the Controller and Payroll Manager to send to Personnel Information and Payroll System (PIPS) adjustments created in ATKS to improve efficiency and accuracy in the process.

During the implementation, modifications will be required to the incoming interface from PIPS (HR Refresh), it has been assumed that County will be responsible for changes to the incoming files, from either PIPS or other external applications.

A modification required by Medical Services has been included, where worked hours will be validated against the Employee Department and the Job Organization value entered.

Contractor proposes to act as the prime integrator for this engagement and, as such, will assume the project leadership role to effectively manage the project plan, maximize resource utilization, appropriately stage work, and deliverables resulting in measured success at key stages of the project. Contractor's approach to meeting County's key objectives will ensure a robust, scalable solution which provides the projected return-on-investment (ROI) and overall business benefits established at the outset of this initiative.

Contractor will seek to enable County resources to be self-sufficient following the enterprise deployment through a pro-active and structured knowledge transfer approach. Contractor has set forth below a detailed project approach that will enable the Controller and Medical Services' to deploy the ATKS modifications in a timely manner.

The Contractor resources will employ the following approach for each stage:

**PROJECT PREPARATION**

Project Governance

Project governance comprises the infrastructure required to plan, manage, execute, and measure progress of the implementation process. This phase will involve developing detailed project plans, resource plans, and strategy documents which will guide the deployment.

To identify these elements, a combination of workshops and one-on-one interviews will be held. This will enable Contractor to accurately capture information from all organizational viewpoints, including the various Medical Services facilities, to collaborate in Biometric devices placement and analyze employee enrollment processes.

#### County Involvement

- Organize logistics for workshops and/or working sessions
- Coordination of subject matter experts
- Subject matter expertise and direct involvement in workshops/working sessions

#### Contractor deliverables

- Detailed project plan and resource plan
- Discovery workshop schedule
- Draft training strategy
- Draft communications strategy
- Scoping model to objectively assess the validity of feature requests as they occur throughout the implementation
- Issue escalation plan, including definition of a clear and efficient escalation procedures with the final point of escalation being the steering committee.

### **DISCOVERY**

#### Requirements Validation and Documentation

This phase will focus on validating and documenting the detailed functional and technical requirements for County's Medical Services. The Controller operations will also be documented as they will be modified as new retroactive adjustments capabilities are in scope. Modifications to incoming files will require participation of Information Services Department (ISD) personnel with required modifications documented and ownership defined. Included in this process will be a gap analysis specifically designed to identify requirements that need further clarification, analysis, and/or consideration, using Contractor's proprietary Workbrain requirements documentation tools and templates. Specific workshops and working sessions will focus on topics such as: MOU characteristics, configuration elements, payment rules, clock functionality; security groups; daily timesheet and overrides; alerts; new custom Cognos reports; job scheduler; reader, reader groups and reader servers; shifts and shift patterns and/or schedule interface; and technical integration requirements. The workshop session timetable will be developed in conjunction with County project team personnel.

Utilizing Axselerate documentation standards, Contractor will catalog the functional and technical requirements based on the information gathered during the workshops. Requirements will be evaluated against pre-defined scoping criteria for inclusion or exclusion from the project scope. Contractor will develop scope recommendations based on the Workbrain product knowledge, ATKS knowledge, best-practices, and County's time and budget constraints.

Contractor will develop structured use cases/models for the more complex requirements to ensure that processes, calculations, and functions are accurately captured and designed.

#### County Involvement

- Provide all requested documentation in advance of workshops, including applicable policy and procedure manuals
- Organize logistics for requirement validation workshops and/or working sessions
- Coordination of subject matter experts

- Direct involvement in workshops/ working sessions
- Participate in scoping of requirements
- Participate in development and validation of requirements and model inventory
- Subject matter expertise
- Support in resolving any follow-up questions that arise during the development of use cases and models
- Direct involvement in documentation review and sign-off

#### Contractor Deliverables

- Requirements inventory with scoping of “gap” items
- Model Inventory of scenarios and expected results
- Updated project plan
- Updated resource plan

#### Requirements scoping

This step will focus on the scoping process which will outline key requirements identified during the discovery workshops. Based on County’s business objectives, budget and associated deadlines for the Workforce Management (WFM) initiative, Contractor will recommend requirements to be included in scope. Each “gap” requirement will have an associated effort estimate and where necessary, a brief description of various options for implementation. Contractor will develop scope recommendations based on Workbrain product knowledge, ATKS knowledge, best-practices, and County’s time and budget constraints.

#### County Involvement

- Review Scoping Matrix with recommended scope, options, and associated estimates
- Direct involvement in scope workshop

#### Contractor Deliverables

- Requirements validation session materials, completed with requirements captured to date
- Facilitate working sessions to confirm requirements, identify gaps, and provide future state recommendations based on WFM best practices
- Updated requirements inventory with ATKS-specific requirements
- Detailed project plan
- Detailed resource plan

## **DESIGN**

#### Functional and Technical Design

Functional Design is intended to translate business requirements into detailed system configuration specifications. Functional Design documentation defines how functionality will be configured in the system. Technical Design is focused on documenting the technical design for elements including rules, interfaces, reporting and infrastructure associated with the solution. Design documentation will guide the development of these elements and serve as a reference to the County technical team for the ATKS solution support.

The changes required for Medical Services will require modifications in how data is sent to ATKS from external systems. PIPS in particular will require modifications to include in the employee record updated calculation groups, shift patterns and default labor allocation. Changes to other applications are still a possibility (i.e. Envision).

#### County Involvement

- Direct participation in workshops/working sessions
- Direct involvement in documentation review and sign-off
- Direct involvement in reviewing changes required in external application

#### Contractor Deliverables

- Follow up with County subject matter experts to confirm clear understanding of requirements
- Modeling Test Scenario Inventory for all requirements
- Requirements catalogued to configuration-ready level of detail
- Detailed functional and technical design documents, clearly articulating ATKS configuration and associated “to-be” business processes

### **BUILD**

#### Configuration / Development

Data setup, security settings, rules design and build, calculation group configuration, off-cycle payroll export custom form are all part of this step of the Build phase. Involvement will be required from County personnel throughout the Build phase as Iterative Unit Testing begins. Iterative Unit Testing at this stage involves testing isolated components of the application as they are configured to spec, in contrast to end-to-end testing which is performed in System Integration Testing. Modifications will then be made with the final result being the transition of the configured application into the System Integration Testing phase of the project.

During this phase of the project the County shall be doing the installation of the Biometric clock devices in the Medical Services locations. The device pre-requisites include power, network and specialized software that handle the clock activities (i.e. error messages, functions, codes, etc). Another consideration is the firewall settings that may be required to allow communication between ATKS and the clock devices.

#### County Involvement

- Direct involvement of functional and technical staff in the configuration tasks for the purposes of knowledge transfer
- Review and validation of configuration
- Validation of iterative unit testing
- Implement required changes to incoming data from external application (PIPS among others)
- All Biometric clock devices installed with network and unique identification

#### Contractor Deliverables

- Detailed test case documentation
- Configured and unit tested system in DEV



- Custom source code
- Documentation of iterative unit testing completion
- Knowledge transfer to County project team resources supporting ATKs configuration post-implementation

## **TEST**

### System Integration Testing (SIT)

Conducted by the project team, the purpose of this phase is to test the integration between upstream and downstream systems. This can include testing the ATKs application's integration with external systems, other internal modules, or other internal functionality. System integration testing is usually depicted by process driven testing captured in detailed test case narratives.

#### County Involvement

- Identify SIT participants
- Assist in the data setup, employee enrollment in Biometric devices
- Assist in development of test cases
- Assist in the execution of the test cases
- Validation of test cases, test coverage, test data and test results
- Coordination of SIT logistics
- Coordination with external systems' support teams during test execution, troubleshooting and defect resolution
- Defect resolution within systems external to ATKs

#### Contractor Deliverables

- Management of testing process, tools, reporting, and resources
- SIT test plan and test case documentation
- Establishment of SIT exit criteria
- Achievement of SIT exit criteria
- Defect reporting and triaging
- Defect resolution within ATKs

### User Acceptance Testing (UAT)

Conducted by a sample of end users, the purpose of User Acceptance Testing (UAT) is to validate that the system accurately reflects the documented business requirements. Testing scenarios will include performing daily and weekly tasks by role.

#### County Involvement

- Identify UAT participants
- Coordinate UAT logistics
- Management of testing process, tools, reporting, and resources
- Validation of test cases, test coverage and test data
- Development of test cases
- Execution of test cases
- Assist the project team in triaging and resolving of issues identified

- Coordination with external systems' support teams during test execution, troubleshooting and defect resolution
- Defect resolution within systems external to ATKS

#### Contractor Deliverables

- Provide basic system navigation training to UAT participants
- Defect triaging
- Defect resolution within ATKS
- UAT test plan and test case documentation
- Establishment of UAT exit criteria
- Achievement of UAT exit criteria

## DEPLOY

### Production Preparation

The production preparation phase ensures that the system is ready for the go-live cutover. This includes validating data, ensuring transactional data is cleared and users have proper access.

#### County Involvement

- Delivery of end user cutover communications
- Final data validation
- Support in executing production transition “dry runs”
- Finalization of training materials and joint delivery of end user training to locations

#### Contractor Deliverables

- Validate PROD environment setup and configuration
- Develop go-live checklist
- Develop production transition plan
- Facilitate go-live “dry runs” and update go-live checklist

### Cutover and Go-Live Support

Cutover refers to the actual transition of users and data into the live PROD environment. Go-live support ensures issues reported by end-users are effectively triaged. It is also an opportunity to continue knowledge transfer activities between the Contractor consultants and the County internal project team. A typical go-live support phase lasts approximately one full biweekly pay period.

#### County Involvement

- Cutover Go/No-Go decision
- First line of contact for end-user issues
- Triage reported issues to appropriate internal resources and system bugs to Contractor
- Delivery of end user communications
- Finalization of training materials and joint delivery of end user training to remaining locations

#### Contractor Deliverables

- Fully-tested, live PROD environment
- Resolution of production defects within ATKS
- Provide knowledge transfer pertaining to production support to County support team
- Handover of cutover and production support to County

### **TRAINING, COMMUNICATIONS AND CHANGE MANAGEMENT**

This phase spans multiple implementation phases and consists of documenting and managing the upcoming changes through communications, training, and other activities. Contractor will jointly own, with County's Human Resources and training personnel, developing and delivering updated ATKS training materials specifically for Medical Services. A strong understanding of the business requirements, along with deep knowledge of system processes leads to clear, concise and effective training materials. These materials generally contain process diagrams, quick reference guides, job aides, and troubleshooting tips.

#### County Involvement

- Active participation in development of communications materials
- Delivery of end user communications
- Active participation in development of training materials
- Timely review and approval of training material drafts
- Validate scope of target data required to conduct training
- Provide training data from external systems in the required format
- Sign off of on training data
- Organizing logistics for training sessions
- Joint delivery of end user training

#### Contractor Deliverables

- Develop change management strategy and associated project plans
- Conduct stakeholder analysis
- Provide sample training and communications tools and templates
- Development of communications materials
- Develop role-based training curriculums
- Development of Medical Services training materials

Contractor resources will be staffed on the project to support the anticipated timeline as depicted in the following resource loading diagram.

Axiom Resources																				
Wk	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	#17	#18	#19	#20
AUTOMATE PAYRULE CALCULATIONS ENGINE in ATKS																				
Director	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Managing Consultant/Functional	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Technical Consultant		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Cognos Consultant / Cognos Custom Reports							1	1												
Change Management Specialist			0.5	0.5	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.5	0.5	0.5	0.5	0.2
Trainer										1	1	1	1	1	1					
Enable Biometric Clock Device in ATKS																				
Functional Consultant			1	1	1	1														
Job Org Validation for Medical Services																				
Technical Consultant							1	1												

Required participation from the County resources as shown in the table below:

County San Mateo Resource Loading																				
Wk	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	#17	#18	#19	#20
Project Manager	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Business Analysts	0.5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Additional SME's																				
Payroll		M	M	M	M	L	L	L	L	L	L	M	M	M	M	M	M	M	H	H
HR Specials		M	M	M	M	L	L	L	L	L	L	M	M	M	M	M	M	M	M	M
PIPS Specialist			H	H	H	M	M	L	L	L	L	M	M	M	M	M				
Training Coordinator									M	M	M	M	M	M	M					
Testers									M	M	M	H	H	H	H	H	H	H	H	H

## TIMELINE

Contractor anticipates project duration of approximately 20 weeks, including deployment to all Medical Services locations.

Wk	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	#17	#18	#19	#20
<b>BIOMETRIC CLOCKS</b>																				
Enable Biometric Clock Device in ATKS																				
Configuration of Reader/Reader Group/Reader Server in ATKS			X																	
Enable Employee Badge/Credentials				X	X															
Job Scheduler tasks					X															
Clock Device Testing and Verification					X	X														
<b>AUTOMATE PAYROLL CALCULATIONS ENGINE in ATKS</b>																				
<b>PREPARATION &amp; DISCOVERY</b>																				
Project Prep and Requirement Validation	X	X																		
Develop Change Management/Communication Plan		X	X																	
Functional Design			X	X																
Modelling/Test Cases				X	X															
<b>DESIGN &amp; BUILD</b>																				
Technical Design					X	X														
Build and Configure					X	X	X	X	X	X	X									
Unit Testing / Functional Testing					X	X	X	X	X	X	X									
<b>TEST</b>																				
System Integration Testing (Plan and Execution)												X	X							
User Acceptance Testing (two Cycles)														X	X	X	X	X		
Parallel Testing																X	X			
Code Fixes / Issue Resolution																X	X	X		
Implementation Dry-runs / Implementation Process/Checklist																X	X	X		
<b>DEPLOY &amp; POST PROJECT</b>																				
Go Live																				
Production Support																			X	
<b>Training and Change Management</b>																			X	
Document Training Guides			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Prepare Training Material (Word and CBT)										X	X	X	X							
Train the Trainers											X	X	X	X						
Create and Implement the Change Management Strategy			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

The fees for the scope of services described in this Exhibit will be based upon time and materials, at hourly rate.

County shall have final say on project duration and amount of resources used. Any hours in excess of those detailed below, resulting from an increase in project scope and/or duration must be approved in advance, in writing by County and executed with an amendment to the Agreement.

## **ASSUMPTIONS**

### General

- Project work will be performed both on site at County offices and in Contractor's corporate and field offices, as approved by County's Information Services
- ATKS (Workbrain) version will remain 5053
- County will provide VPN access to the County network and access to the ATKS environments: DEV, QA, TEST and PROD
- Performance Testing is not included in the efforts of this agreement
- Workbrain Workforce Advanced Scheduler considered out of scope of this agreement
- Schedule Interfaces are also considered out of scope of this agreement
- Attendance Management considered out of scope of this agreement
- Existing Interfaces will not require changes except for the HR Refresh as described previously in the document
- County will be required to validate and sign off deliverables within a timeline agreed upon by both parties
- All County resources will have adequate knowledge and training to fulfill their roles
- The County project manager will communicate and coordinate all internal County efforts
- Milestones and deliverable dates established by County /Contractor Project Managers in the project plan must be kept by both parties
- Delays in project deliverables that impact project cost will be documented by Contractor via a formal change request form for approval by County and an amendment to this agreement to be signed by both parties
- Delays in project deliverables from external parties (e.g. environment setup and/or County resource constraints) that impact project timelines and therefore project cost will be documented by Contractor via a formal change request form for approval by County and an amendment to this Agreement to be signed by both parties
- County will make Contractor aware of any other projects, risks (current and future), which may affect Contractor's ability to execute the project as described in this Exhibit.
- Delays encountered as a result of requirements changes, lack of timely decision-making by County, insufficient participation by County subject matter experts and/or project team members and/or issues/events within County's control are the responsibility of County. In the event of such delays, Contractor will have the option to secure additional funding commensurate with the delay via a formal Change Request and an amendment to this agreement signed by both parties
- Any other delays in project deliverables that impact project cost will be documented by Contractor via a formal change request form for approval by County and an amendment to this agreement signed by both parties

- Delays in project deliverables from external parties (e.g. environment setup and/or County resource constraints) that impact project timelines and therefore project cost will be documented by Contractor via a formal change request form for approval by County and an amendment to this agreement signed by both parties
- County will provide a dedicated work area to the project team for the duration of the project
- County will provide facilities access for the project team before and after normal business operating hours
- County will arrange for a dedicated conference call line for conducting project meetings

#### Requirements Gathering

- County will be responsible for ensuring that all necessary representatives are present for Requirement Gathering workshops
- County will forward all requested documented policies and processes to Contractor prior to project start date
- County will be responsible for ensuring that Contractor deliverables are distributed to the correct internal resources for sign-off in a timely manner (as per project plan)

#### Design

- Strict Scoping Criteria will be established early in the project preparation phase and agreed upon by both parties
- Scoping criteria will set clearly defined standards for determining the specific requirements that can be included in scope
- All requirements that require customization or extension of the Workbrain application will be evaluated and filtered through the scoping criteria to determine whether or not they will be included within the project scope

#### Clocks

- County is acquiring the clock devices which will integrate with ATKs
- County is responsible for the physical installation, power and network connection to allow the communications between ATKs and the clock devices
- County is responsible for network settings, IP addresses for clocks and firewalls ports to allow the communication between clocks and ATKs. This will be configured on a timely manner.
- Clocks devices usually require software to handle the User Interface, error handling and interactions with the end user. That software is considered out of scope of this agreement. Expected to be handled between County and the clock vendor.

#### Build

Specific Workbrain features/functions included in Exhibit:

In ATKs:

- 6 New Calculation Groups
- New form for Off-cycle retroactive adjustments
- New form to enter adjustments
- 5 (five) new custom rules to address the MOU's requirements
- 3 (three) new custom conditions to address the MOU's requirements
- Changes to the Overtime Request Form / Time Off Request form
- Modifications to three (3) existing alerts
- Creating two (2) new alerts

- Changes to CTL, PRC Security groups to allow the view of Daily Timesheet Configurations

- Enable the Daily Timesheet
- One new Security Group for users of Daily Timesheet
- Setup of Job Scheduler to process clock punches and export directives
- Configure Readers, Reader Groups and Reader Servers

#### Interfaces

- CSM to handle modifications to incoming data file from PIPS assigning employees to:
  - Reader(s)
  - Calculation Group
  - Default Labor Allocation
  - Daily Timesheet
  - New Security Group
- o PIPS is able to handle the Off-cycle payroll export files
- o ATKs is using the same time codes and hours types. There are no new time codes/hour types required during this implementation

#### Reporting

- o 3 new custom Cognos reports (medium complexity)

#### Testing

- o County will fully review and approve test cases and execution results for System Integration Testing (SIT) and User Acceptance Testing (UAT), within the timeframe established in the project plan
- o County will be required to identify UAT participants and to coordinate UAT logistics, such as locations and access to computers for the purpose of conducting UAT
- o UAT test execution will be performed by County. Contractor will manage issues and resolution
- o County will ensure resources responsible for migrating configuration and interface fixes to the TEST environment are readily available during the Testing phase to ensure testing time is maximized
- o Core issues identified will be escalated to Workbrain support by the Contractor team
- o For any defects determined to be core product defects, Workbrain will be responsible for final resolution, while Contractor will lead activities and effort to ensure progress with those defects
- o Performance of network connectivity to the various County locations will not be assessed by Contractor as part of this effort

#### Knowledge Transfer

- o Contractor will be responsible for developing and executing a knowledge transfer strategy to aid in application support handoff

#### Change Management

- o Contractor will provide a Change Management and Communications Consultant who will define and execute the plans and strategy for Change Management and Communications. County will be responsible for reviewing, approving, and disseminating communications to end users



### Training

- No third party training expenses (development tools, materials, facilities fees) are included in the estimate
- All users have previously received Workbrain navigational training as part of the original implementation
- All users have basic PC knowledge and skills; no training material or effort will be related to basic PC skills
- County will be responsible for organizing logistics for training sessions
- Development of training materials pertaining to external applications is out of scope

### Scope Changes

- All scope changes that impact project cost will be documented by Contractor via a formal change request form approved by County and an amendment to this agreement signed by both parties

### **Notes:**

- The above fees quoted are in US dollars, and are valid for 90 days
- Travel, per diem and out-of pocket expenses will be billed monthly, as incurred
- Any project delays encountered that are outside of Contractor's control will be identified and documented at the time of occurrence via a project change request and an amendment to this agreement signed by both parties. The change request and amendment may or may not involve a change in the total project cost. Each change request and amendment will specify the impact, if any, and will be mutually agreed upon, in writing, by Contractor and County
- Contractor guarantees the skills and competencies of its consultants. If County is unsatisfied with any of the resources staffed after a 10 day probationary period, Contractor will provide a new resource and will not bill for time incurred by the initial consultant

The methods and techniques used to provide services to the County are within the Contractor's discretion, but subject to County Information Services Department's technology policies, guidelines, and requirements. The amount of time and specific hours of the performance of Contractor's services is also left to the Contractor's discretion provided that Contractor coordinates with County departments as needed.

**EXHIBIT B- PAYMENTS AND RATES  
AGREEMENT BETWEEN COUNTY OF SAN MATEO  
AND CONTRACTOR GROUP**

*In consideration of the services provided by Contractor in Exhibit "A", County shall pay Contractor based on the following fee schedule:*

**SCHEDULE OF CHARGES**

PROFESSIONAL SERVICES	\$394,160
<u>TRAVEL EXPENSES</u>	<u>\$56,000</u>
<b>Total not to exceed</b>	<b>\$450,160</b>

Contractor will invoice for services based on the following hourly rates:

**Automate Pay rule Calculations Engine in ATKs**

PROJECT DIRECTOR	\$175 per hour
MANAGING CONSULTANT/FUNCTIONAL	\$165 per hour
TECHNICAL CONSULTANT	\$165 per hour
COGNOS CONSULTANT	\$165 per hour
CHANGE MANAGEMENT SPECIALIST	\$165 per hour
TRAINER SPECIALIST	\$165 per hour

**Enable Biometric Clock Device in ATKs**

FUNCTIONAL CONSULTANT	\$165 per hour
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**Job Organization Validation for Medical Services**

TECHNICAL CONSULTANT	\$165 per hour
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Contractor will provide the County's Information Services Department with original receipts for all reimbursable expenses. Contractor shall be reimbursed for mileage at \$0.56 per mile, or the current IRS rate, and direct costs for lodging, car rental, and airfare. Meals shall be reimbursed at the County's per diem rate of \$45 per day.

The County will submit payment within thirty (30) days of receipt of invoice upon the approval of work performed during the billing cycle.

In no event shall total payment under this Agreement exceed Four Hundred Fifty Thousand One Hundred Sixty Dollars (\$450,160).

Contractor agrees that the requirements of this Agreement pertaining to the protection of proprietary rights and confidentiality shall survive termination of this Agreement.