Exhibit A-8

Risk Management Procedures

Risk Management

The Project team must identify and manage risks that may potentially impact Project delivery in terms of time, cost, quality or scope, with a view to preventing them from happening and being prepared to mitigate their impact should prevention efforts fail.

Risk Management Approach

Each identified risk will be subject to the different aspects of Risk Management i.e. Identification, Assessment, Mitigation and Control. The following is a brief introduction to the six steps of the risk management process.

Function	Description
Identify	Search for and locate risks before they become problems.
Analyse	Transform risk data into decision-making information. Evaluate impact, probability, and timeframe, classify risks, and prioritize risks.
Plan	Translate risk data into decision-making information. Evaluate impact, probability, and timeframe, classify risks, and prioritize risks.
Track	Monitor risk indicators and mitigation actions.
Control	Correct for deviations from the risk mitigation plans.
Communicate	Provide information and feedback internal and external to the Project on the risk activities, current risks, and emerging risks. Communication happens throughout all the functions of risk management.

Risk Capturing, Tracking and Managing

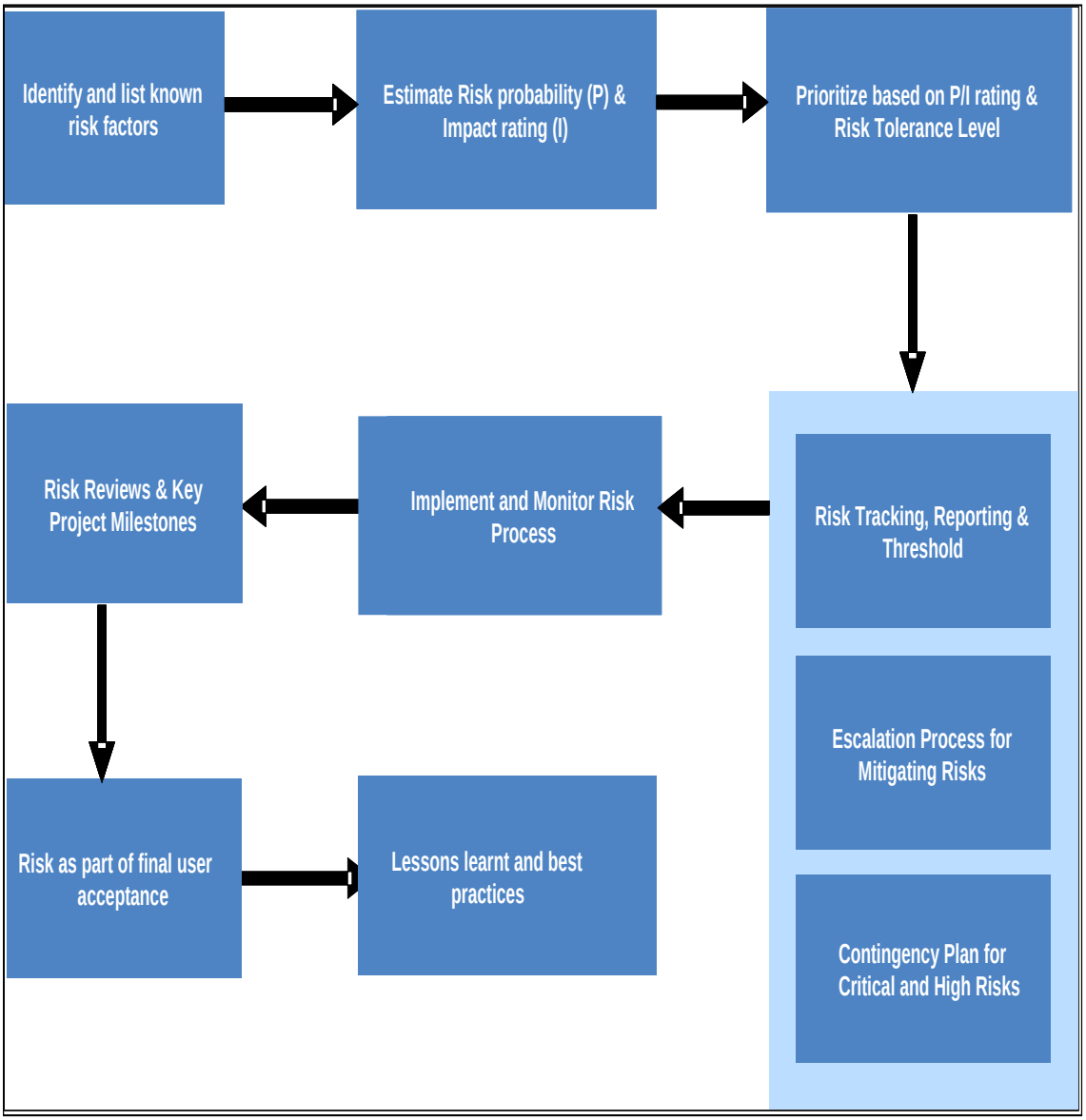
Risks will be managed in accordance with industry standards. The following risk management steps summarize the process:

1. Identify and categorize all risks at the commencement of the Project.
2. Define each risk in the context of the Project including identifying as:
    a. Resource Risk
    b. Business Risk
    c. Technical Risk

d. Schedule Risk

3. Analyze each risk to determine:
    a. Likelihood of occurrence
    b. Impact upon Project Deliverables
        (i) Quality
        (ii) Cost
        (iii) Schedule
        (iv) Effort
        (v) System performance
    c. Available controls to mitigate the risk
4. Evaluate and prioritize each risk (both after the initial analysis and following mitigation actions) to ensure resources are applied first to the risks with the highest overall rating in terms of probability and impact.
5. Regularly review Project to ensure new risks are identified and properly captured.
6. Monitor all open risks and their controls to ensure that they are still relevant and that the controls applied are having the desired effect:
    a. Regularly communicate to stakeholders to ensure they are aware of the risks and of the measures required (including resources and budget) to mitigate them, and therefore empower them to make educated and informed decisions where necessary.
    b. Track all open risks as part of normal Project tracking and reporting. In general, risks are raised, reviewed and closed at Project status meetings; however, risks may be raised with APAS Program Manager at any time.
    c. Each ‘High’ and ‘Critical’ risk shall be reviewed at APAS Executive Committee meetings.

The diagram below depicts the risk management cycle.



All risks are tracked in ProjectForce (or Appropriate tool selected by County) and are managed and viewable in real time by all County, Contractor, and third-party vendor team members with access to ProjectForce or County selected tool for Application Life Cycle Management. Risks are reviewed and adjusted on a regular basis and included in weekly status reports.