ISSUING DEPARTMENT INPUT DOCUMENT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

[X] New   [ ] OTR   [ ] Sole Source   Bid Waiver   [ ] Emergency   Previous Contract/Project No.

Contract

[ ] Re-Bid   [ ] Other – Access of Other Entity Contract   LIVING WAGE APPLIES: [ ] YES   NO

Requisition No./Project No.:   R'Q'E'T'2000036   TERM OF CONTRACT [5] YEAR(S) WITH [5] YEAR(S) OTR

Requisition /Project Title: Capital Project and Construction Management Solution

Description:
The County seeks for Solution could be used for managing Projects of all types and nature. The solution will also support different project management methodologies (Waterfall or Agile, Traditional or Contemporary) to manage the diverse County projects across multiple departments. The Solution will also be used for portfolio management to allow County departments to effectively prioritize their initiatives and projects based on specific criteria. County is seeking Artificial Intelligence (AI) and Deep Machine Learning capabilities, which will allow County users to run predictive analytics and budget forecasting on the vast amount of project data.

Issuing Department: Procurement   Contact Person: Adam Makarevich   Phone: 305-375-1196

Estimate Cost: $1,589,000

Funding Source: GENERAL   FEDERAL   OTHER

ETS Dept

ANALYSIS

Commodity Codes:	20868	20969			

Contract/Project History of previous purchases three (3) years

Check here [✓] if this is a new contract/purchase with no previous history.

	EXISTING	2ND YEAR	3RD YEAR
Contractor:			
Small Business Enterprise:			
Contract Value:			

Comments:

Continued on another page (s):   [ ] YES   [✓] NO

RECOMMENDATIONS

	Set-Aside	Subcontractor Goal	Bid Preference	Selection Factor
SBE				

Basis of Recommendation:

Competitive RFP and Evaluation process

Signed: Adam Makarevich

Date sent to SBD: 8/18/2020

Date returned to SPD:

2.1   Background

The County has approximately 28,000 employees across 27 departments and additional offices and agencies that provide services to 2.7 million citizens by running numerous businesses with many different types of projects. Currently there is no County-wide project management system to optimize and centralize the organization, planning, managing and delivery of these projects to include construction management. Each department has a different method of managing and delivering projects that ranges from outdated, in-house built solutions to simple standalone spreadsheets. This disjointed effort makes it difficult to properly coordinate efforts, budget expenses, and simply know the status of projects at any given time.

2.2   Solution Vision

The County expects that the ideal Solution could be used for managing Projects of all types and nature. The solution will also support different project management methodologies (Waterfall or Agile, Traditional or Contemporary) to manage the diverse County projects across multiple departments. The Solution will also be used for portfolio management to allow County departments to effectively prioritize their initiatives and projects based on specific criteria. County is seeking Artificial Intelligence (AI) and Deep Machine Learning capabilities, which will allow County users to run predictive analytics and budget forecasting on the vast amount of project data.

The County is soliciting proposals for the purchase and implementation of a Multi-Departmental and Multi-User Solution to meet the demanding needs for its Capital and Construction Projects. The selected proposer will be required to provide a web-based environment that enhances and facilitates project and program collaboration, portfolio management, integration, accountability and information access for the entire project delivery team. The proposer's system platform will need to meet the compatibilities for the County's various systems, as well as load historical data from the County's current project management systems. ITD is seeking to procure a commercial "off-the-shelf" user configurable Solution to effectively automate and enhance the current processes practiced by the County's several departments.

Solution development/implementation may be done in phases. The County is interested in implementing the essential base functionality as soon as possible. Desired secondary functionality can be added as time and funding permit. At any time, the County may procure additional modules/functionality in subsequent phases.

2.3   Current Environment

Current business processes for some of the County's Capital Projects and Construction Management areas use individual spreadsheets, to manage and monitor individual project timelines, and manually deliver documents. These areas also need to collaborate with more than one department and/or agency. To achieve the immediate construction growth requirement, the County requires a state-of-the-art solution that is Multi-Departmental and Multi-User, and capable of tracking multiple budgets, timelines, and documents associated with the full portfolio of projects. The initial roll out is to Support the Port of Miami, the Internal Services Department, and the Department of Transportation and Public Works with the ability to add additional Departments and external users as needed.

2.4   Objectives

The objective of the solicitation is to acquire a Solution that will help eliminate the redundant documentation, reporting, and management processes currently performed throughout the County. The Solution will also provide a readily accessible platform with real-time, collaborative workflows for project lifecycle management that centralizes and encompasses the tools to measure and manage each step of the capital project process, project documentation, and construction functions necessary for successful project execution for all contributors. Contributors include County departments, other government agencies, designers, consultants, owners, vendors, contractors, subcontractors, etc. The Solution will be used throughout the project delivery

lifecycle and should reflect a best practices and standardized project management methodology. The Solution must be able to create and maintain separate instances and compartmentalize information within departments while still providing a centralized repository for the overall project lifecycle. The Solution must also have a bi-directional API with the ability to integrate and communicate with other County systems, such as PeopleSoft, ERP, GIS, Remedy, etc., as described in Section 2.4.3 Interfaces.

2.4.1 Administrative Functionality

The County desires a Solution that allows System Administrators to assign access to the solution by roles, providing individual rights and permissions. The Solution should provide System Administrators with the following functionalities:

Ability to establish **roles** based on business disciplines and permissions, including but not limited to: • System administrator • Project Manager • End user • Contractor / Vendor • Finance • Project Stakeholders
Ability to restrict user **access** to specified functionality – menus, forms, reports, queries, data fields - based on business roles.
Ability to maintain a unique security **profile** for each user ID and for each group of like users.
Ability to allow Contractors, as well as employees, to be system **users** without jeopardizing system security or increase licensing.
Ability to delegate actions and approvals and track actions performed by the individuals on behalf of others.
Ability to integrate with Miami-Dade County's **Active Directory** for user authentication and security group policy validation. (see Security Matrix Attachment B)
Ability to integrate with OAUTH2 authorization framework for non-County employed user registration and authentication.(see Security Matrix Attachment B)

2.4.2 Reporting Functionality

The County desires a Solution that will allow users to view, edit, and modify standard reports and create custom reports as well. The Solution should provide the following reporting functionalities:

Solution is delivered out-of-the-box with a number of **standard** reports. For examples, see Appendix.
Users can create and save an unlimited number of ad hoc queries and **custom** reports.
Reports and queries can be accessed, created and saved via the **web** access.
Solution has report **export** capabilities with .pdf, Excel, web archive and .xml formats.
Standard reports, custom reports and queries can be **shared** with all users, including web users.
Related reports can be grouped together within a **menu** structure for ease of use.

Report appearance can be **customized** to include user logo, colors, fonts, etc.
Solution provides comparative **analysis** and tickler type reporting capabilities.
Users may construct and save customized **queries** in the form of screens, forms, or reports.
Ability to include an unlimited number of user-defined **fields** in reports.
Ability to **schedule** auto-generation and distribution of reports or notification of report availability on a recurring basis.
Artificial Intelligence and Deep Machine Learning to allow users to run predictive analytics and forecasting on the vast data

2.4.3 Interfaces

The proposed Solution should provide bi-directional interfaces to various third party and internal County systems through open Application Programming Interface (API). All data derived from the Solution shall be made available via the API. Proposer should conduct a thorough review / assessment of all interfaces to be provided. All modules should integrate and update each other automatically, in real-time, to include all the processes. The County's Middleware will use APIs to consume and transfer data as required. Noted below are the principal recognized application interfaces required for the proposed Solution.

Key Interface Related Terms

The column heading "Frequency of Data Flow" describes the anticipated occurrence or regularity of the interface's data transfer.

Real time: Indicates an interface that must operate dynamically, on demand, between systems.

Batch: Indicates a grouped, multiple record/transaction-based interface between systems. Typically, file based in nature, and often on a predetermined interval (e.g. hourly, daily, weekly, monthly, etc.).

The column heading "Mode" describes the direction of the interface between the Solution and the County systems.

Data Exchange: Signifies a bidirectional functional interface between systems where data is exchanged between systems.

Application	Description	Frequency of Data Flow	Mode
ITD Middleware Integration	PWPermits	Real Time	Data Exchange
ITD Middleware Integration	ERP/Peoplesoft	Real Time	Data Exchange
ITD Middleware Integration	GIS	Real Time	Data Exchange

2.4.4 Data Conversion

The County requires that the selected Proposer provide the capability to migrate all County project data and documentation to the proposed Solution. Project data and pertaining documents are currently stored in various spreadsheets and systems located on servers. Proposer is required to provide templates and a mechanism to identify and address data conversion and migration issues.

2.4.5   User / License Quantity

Proposer's proposal should include an Enterprise Software License(s) model to accommodate the number of Users as listed below for the initial rollout, however, the County must have the ability to add additional Users as needed. (See definition for "Users", which includes other entities in addition to the County). All licenses that may be required to access third party software are to be included with the proposed solution. The County will not purchase licenses for third party applications which are integrated into the proposed Solution. In the event that the proposed solution requires third party software licenses in order to meet the technical and functional requirements of this solicitation, during contract negotiations, the County reserves the right to leverage software license agreements that may be in place between any proposed third party software copyright holder and the entities included as "Users" for this solicitation, with the objective of reducing software acquisition or maintenance costs.

Initial Identified Users

Port of Miami	Department of Transit and Public Works	Internal Services Department	TOTAL
85	775	80	940
9%	82.5%	8.5.%	100%

The selected Proposer must agree to adjust the final license price according to the actual number of Users deployed prior to final acceptance by the County, which shall not exceed (insert date). The final licensing cost for the actual number of Users deployed, as a component of the overall price, will be adjusted in accordance to the per license cost listed in Form B-1, Section B. Licenses will be deployed using a multi-phased approach.

If Proposer's software licensing model is other than an Enterprise Software License, Proposers are encouraged but not required, to offer an Enterprise License, associated maintenance support, and software escrow fees.   If a Proposer offers an "Optional Enterprise Software License, Maintenance Support, and Escrow Fees", it must use the attached Form B-1, Section F, "Optional Enterprise Software License, Maintenance Support, and Escrow Fees." The "Optional Enterprise Software License, Maintenance Support, and Escrow Fees" are considered optional services not included in the Scope of Services to be contracted at the sole discretion of the County.

2.4.6   Cloud-based Service

System will be a **cloud-based** software-as-a-service using industry-standard browsers (refer to County's Data Security Policy attachment B). Shall include unlimited updates and software enhancements made available to other customers.

1.4.6.1 System Availability

Proposer will assure 99.99% uptime 24/7, 365 days a year. If this metric is not met then the County is due a hosting refund equal to the monthly hosting amount following the month in which this

		Hour	Minutes				Hour	Minutes
Up	Down	720	43200		Up	Down	720	43200
99%	1.00000%	7.2	432		99%	1.00000%	7.2	432
99.50%	0.50000%	3.6	216		99.50%	0.50000%	3.6	216
99.75%	0.25000%	1.8	108		99.75%	0.25000%	1.8	108
99.88%	0.12500%	0.9	54		99.88%	0.12500%	0.9	54
99.94%	0.06250%	0.45	27		99.94%	0.06250%	0.45	27
99.97%	0.03125%	0.225	13.5		99.97%	0.03125%	0.225	13.5
99.98%	0.01563%	0.1125	6.75		99.98%	0.01563%	0.1125	6.75

99.99%	0.00781%	0.05625	3.375		99.99%	0.00781%	0.05625	3.375
100.00%	0.00391%	0.028125	1.6875		100.00%	0.00391%	0.028125	1.6875
100.00%	0.00195%	0.0140625	0.84375		100.00%	0.00195%	0.0140625	0.84375

2.4.7   Maintenance Service
The County requires Maintenance for the Solution described below:

2.4.7.1   Software Maintenance Services
The selected Proposer shall provide maintenance services to the County throughout the term of the resultant contract, including any optional extension or renewal periods.

At a minimum, maintenance services should include updates and upgrades to the Solution generally made available to other customers. Such updates and upgrades shall include correction of substantial defects, fixes of minor bugs, fixes due to conflicts with mandatory operating system security patches, enhancements to Solution functionality, and upgrades to new version releases. Updates and upgrades must maintain compatibility with all customizations and interfaces. The maintenance services may include the option of installation of new releases by the selected Proposer. Additionally, updates to the Solution must be provided as determined by legally mandated requirements, such as amendments to local, state or federal laws.

Maintenance of other non-production County environments, such as the test environment shall be included as part of the maintenance services provided.

All maintenance services as outlined below shall be provided for the Solution in its entirety, including any modifications or customizations, including interfaces, to the Solution:

1. All software must be of the most recent release and all software upgrades issued by the selected Proposer must be available to the County at no additional charge. The software maintenance plan shall include the option of installation of new releases by the selected Proposer.

2. Access to the Solution should be designed in such a manner where an upgrade or change to the Solution does not require staff to go to a computer to manually update. If installation is needed on an individual workstation, that software should be self-managed and be able to be updated on-demand without interaction from Miami-Dade County IT staff.

3. Periodic updates of the Solution may incorporate:
   a) corrections of any substantial defects;
   b) fixes of any minor bugs;
   c) fixes due to any conflicts with mandatory operating Solution security patches, to be resolved as Severity Level 1 (as defined in Section 2.4.8.1)
   d) enhancements made to any Solution components that the County has licensed.

2.4.8   Technical Support Services
The County requires Technical Support Services for the proposed Solution as described below:

2.4.8.1   Support Services
The selected Proposer shall be responsible for providing technical support services to ensure optimal performance of the proposed Solution, including all components, throughout the term of the resultant contract, including any optional renewal periods.

Proposer will be responsible for maintaining the System and all revisions. Upgrades need to be communicated with the County at least 90 days prior to implementation to accommodate for testing and remediation of any associated customizations.

Proposer will, in a reasonably timely manner, address functionality revisions as requested by the County. When the Vendor can directly satisfy the County's request, the Vendor will do so; otherwise, the Vendor will suggest a reasonable accommodation ("work around").

The County is seeking technical support services available to authorized County staff in the form of unlimited email and telephone support 24 hours per day, seven days per week, including holidays. In conjunction with live telephone support the County prefers the Proposer to provide an electronic helpdesk ticketing system to allow authorized County staff to submit incidents and service requests electronically.

The selected Proposer shall have the ability to do the following:
- Log all calls received.
- Track all calls throughout the process until the Solution or information is relayed back to the customer.
- Give every call a unique number for tracking purposes, preferably a "ticket #".
- Produce a report of all outstanding County tickets in a given time period.
- Produce a report of all closed tickets in a given time period.
- Ability to view all tickets and ability to search all tickets by any field
- Track all work requests, complaints, and informative calls.
- Support copy and paste with other Windows applications.
- Assign authorized County staff to access the issue tracking system.
- Track resolution time to severity level.

The County desires Severity definitions and response times for (software and hardware) as listed below:

Severity	Definition	Response Time	Resolution Time	Status Frequency Update
1=Critical	A critical component of the Solution, whether equipment/hardware or software, is in a non-responsive state and affects Users' productivity or operations. A high impact problem which affects all Users.	15 minutes	One (1) Hour	15 minutes
2=Urgent	Any component failure or loss of functionality not covered in Severity 1, which is hindering operations, such as, but not limited to: excessively slow response time (exceeds maximum defined response times); functionality degradation; error messages; backup problems; or issues affecting the use of a module or the data.	One (1) Hour	Four (4) Hours	One (1) Hour
3=Important	Lesser issues, questions, or items that minimally impact the work flow or require a work around.	4 hours	Twenty-Four (24) Hours	Four (4) Hours
4=Minor	Issues, questions, or items that don't impact the work flow.	8 hours	Seventy-two (72) hours for an acceptable work	Weekly

	Issues that can easily be scheduled such as an upgrade or patch.		around until final resolution	

2.4.9 Training

The selected Proposer is responsible for the complete knowledge transfer to County employees and shall provide training for the operation, configuration, and administration of the Solution and provide such, including "Train the Trainer" sessions that will enable designated County staff members to train other Users in the use of the System. Technical training well be provided to the selected County employees responsible for the operation, maintenance, repair, integration, and configuration of the Solution, prior to the implementation. End User training is provided to the end user so that they understand how to use the solution and manage their respective needs. Detailed documentation (user manuals, technical procedures, training documents, etc.) will be provided to the County to be used as a source material by the County employees prior to implementation. Training shall be conducted on-site at a designated location provided by the County and be coordinated with approved dates/time by the authorized County project manager. Training should be customized per County department's needs. The selected Proposer shall supply an electronic copy of all training materials to the County. Additional training shall be made available via on-line videos or other resources (user manuals, etc.) on an ongoing basis throughout the term of the contract.

Proposer must commit to do complete knowledge transfer to the County employees and provide detailed documents like user manuals, training documentations, FAQs, maintenance and support procedures etc. and appropriate hands-on training for System Administrators, end-users and Train the Trainers. Vendor will provide web-based training options, including self-paced independent learning Vendor needs to establish Level 1, Level 2 and Level 3 Help Desk support procedures and train the appropriate County resources and also provide appropriate documentation to support help desk operations, post implementation.

2.4.10 System Testing and Acceptance

The Selected Proposer, shall provide a sanbox or testing environment and in conjunction with County staff, shall be responsible for testing the proposed solution and ensuring proper functionality, prior to Go-Live. The final Contract will include a payment milestone schedule with a final acceptance milestone dependent in part on the completion of the Testing phase, as defined below, and addressing of all defects identified during testing. A decision to approve Final Acceptance without meeting the criteria for addressing defects identified below will be at the sole discretion of the County.

Sandbox testing activities include but are not limited to:
- Administrative functionalities
- Reporting functionalities
- Solution functionality and system interfaces
- Integration testing, with assistance from County staff as needed
- Data conversion/migration testing

It is the expectation and requirement of the County that the Proposer shall complete system testing prior to County User Acceptance Testing ("UAT"). The selected Proposer shall provide all documentation related to system testing for County verification, validation and approval prior to UAT. All test results by the Selected Proposer shall be documented and shared with the County, both at individual test case and test summary levels.

The Selected Proposer shall provision a sanbox/testing environment and the necessary tools to simulate or generate real application transaction load as part of the application load testing. All associated costs for load testing shall be factored into the proposed Implementation Timeline and price proposal.

The County expects assistance as necessary throughout the testing process from the Selected Proposer in the form of advice, product information, and guidance in relation to the proposed RMS in order to ensure that it is able to effectively and efficiently document and perform its required testing activities.

It is the County's intent for the Selected Proposer to correct all issues identified during the testing phase of the project, prior to Go-Live.

2.4.11 Project Management and Deliverables

During the Project, the Selected Proposer will develop comprehensive documentation throughout the life of the project. It is imperative that these documents, in particular, the project management plan, provide a comprehensive roadmap for how an organization of this size implements a successful solution.

Deliverables will be expected during the project, deliverables could be broken down in multiple phases and shall include, but are not limited to:

Phase 1 – Plan
Project Schedule & Assumptions
Project Management Plans
Communication Plan
Risk Log
Issue Log
Change Request Log
Decision Log
Action Item Log
Project Status Report
Meeting Minutes
Requirements Management Plan
Configuration Management Plan
Project Request for Infrastructure Service
Technical Charter
System Capacity Plan
Software List
Enterprise Architecture Plan
Data Clean-up

Phase 2- Design
Project Schedule (Baseline)
Business Requirements /Functional Design Document
Software Requirement Specification/Technical Design Document
Interface Matrix
Reports Plan & Designs
Work Flow Plan
Fit/Gap Decision Document
Traceability Matrix
Implementation Plan

Disaster Recovery Plan
Network Architecture & Communication Design
Enterprise Architecture Plan (Final)
Database Check List
Application Development Plan
Development & Unit Test Plan / Customizations Plan (as applicable)
Data Architecture Document
Entity Relationship Data Model
Logical Data Model
Data Conversion Plan
Database Development Plan
Security Plan
Security Solution Design
Security Technical Design
Test Strategy & Plan
Use Cases
Training & Knowledge Transfer Plan

Phase 3 – Development and Test
Go-live Schedule
Go Live / Cut Over Plan
Use Cases & Test Cases (Final)
Test Scripts
Future State Process Maps
Production Support & Transition Hand-off Plan
Disaster Recovery Procedures
Data Conversion Mappings
Data Conversion Specifications & Gap Analysis Report
Conversion Test Results & Report
Security Test Results & Report
SIT Test Results & Report
Regression & End-to-End Test Results & Report
Performance Test Results & Report
Training Curriculum

Phase 4 - Deployment
Go-live Acceptance Report
Warranty Support Plan
Production Support Procedures
Maintenance Guide/Procedures
Service Desk Procedures
Readiness Checklists (Application & Technical, Conversion & Data, Organizational, User, & Final Deployment Readiness)
Readiness Report
Training Materials (Functional & Technical) (UPK)
User Manuals & Desktop Aids (UPK)
Training Class Report

Phase 5 - Closure
Final Project Binder Assets
Project Acceptance Report

The scope and magnitude of the Work mandates that change management administration must incorporate a mutually accessible mechanism to document and track all changes to the project, scope and their resulting outcome.

2.5 **Solution Functionality**

The County is seeking the following functionality	
Portfolio Management	Support the entire portfolio management lifecycle process starting with demand management, resource planning and leveling, budgeting, project prioritization, selection and project execution
Capital Planning	Reporting on the entire program, dashboards for individual projects and overall program with charts, graphs, etc. for performance indicators.
Process Management	Use of electronic forms to reduce turnaround time of approvals through workflows, reduce paperwork, and be flexible enough to modify workflow on case by case basis
Business Intelligence	Provide interactive real-time answers about project and program status; automated report production.
Compliance Benchmarking	Ensure all projects have correct approvals and documentation based on workflow configuration.
Cost Management	Create and track project budgets, estimate cost to complete, manage pay application approval.
Contingency Management	Use data from past projects to define contingency budgets, tighter budget control allows contingency funds to be free up earlier for other projects.
Fund Tracking	Allocate costs to various funding sources, allows reporting on remaining balances, real-time picture of how funding is dispersed.
Forecasting	Track cost data in consistent format, regardless of Project Manager, cost forecasts automatically updated as expenses are paid, eliminates duplicate data entry.
Schedule Management	Provide program wide scheduling and milestone tracking has collaborative capabilities, accurate forecasts and early warning systems to provide alerts for potential issues.
Design Review	Provide version control for design files, automatic sheet numbering and linking, ability to mark-up drawings, ability to download and access drawings offline, view CAD within browser, automate workflows to ensure designs are reviewed in a timely manner, allows tracking and closeout of design issues.
Change Management	Identifies proposed, pending and approved changes, links supporting documentation, tracks performance against baseline.
Procurement Management Solution	Include a module for administering construction procurements with bidding functionality that allows the creation of bid packages, addenda issuance, communication with bidders, electronic submissions of bids, and tracking of bid history.

Construction Administration	Manage RFIs, submittals, meeting minutes, ability to email reports to individuals or groups at redefined intervals.
Claims Mitigation	Document controls and audit trails throughout system provide historical record and associated data; increased visibility and automated notification allow for early indication of changes and risks.
Documents Management	Include standardized forms (e.g. Statement of Need (SON) and Capital Project Fact Sheet [CPFS]), one-of-a-kind documents (such as contracts and correspondence), and external documents from vendors / suppliers
Contract Administration	Manage Work Orders, contingency approvals, change orders, work order close-out, vendor acquisition/new vendor
SBE measures compliance	Track compliance of Small Business Enterprise (SBE) measures during contract administration
Field Management	Allow daily reports, inspections and punch-lists to be entered at the job site, no need to enter from desk hours later.
Middleware Integration	Proved the capabilities of bi-directional communication between the Solution and the County's Middleware so the seamless integration with other County solutions can occur.
Artificial Intelligence	Provide the ability to run predictive analytics and forecasting on projects, programs, and portfolio data.
Deep Machine Learning	Provide ability to use algorithms to parse data, learn from that data and make informed decisions based on what it has learned. To solve complex problems even when using a data set that is very diverse, unstructured, and inter-connected.
Performance Metrics	Proved project performance metrics like EVM, Burn Down Charts, program and portfolio metrics, as defined by the County.
Scope Management	Repository for all project scope documents like Project Charter, RFP, SOW, Contract, Business Requirements Documentation, Technical / Engineering Design Documentations.
Resource Management	Provide ability to plan resources (Human and Material), acquire resources, manage and control resources, assign resources to project tasks, resource leveling and reflect dependencies due to resources.
Quality Management	Provide ability to track, manage and report defects, govern project deliverables and products, and ensure compliance to the project's standards.
Risk and Issue Management	Provide ability to track, manage and report on all project and program risks and issues. Supports rating and different risks and issues using industry standard parameters.

Communication	Provide ability to support communication among project team members and stakeholders within the offered solution.

2.6   The County's Responsibilities

The County will make best efforts to provide the vendor with full cooperation, including but not limited to:

- Participation of appropriate technical and user personnel, including decision-makers.

- Documenting issues as they arise.

- Relevant documents and content as requested by the vendor.

- Verification/approval of all deliverables.