

**REQUEST FOR PROPOSALS
FOR INFORMATION TECHNOLOGY SERVICES
COOK COUNTY BUREAU OF HEALTH SERVICES**

Issued by the Cook County Bureau of Health Services
On February 1, 2006

Proposals shall be received at 118 N. Clark Street, Room 1018, Illinois 60602
Attention: Raymond C. Robin, Purchasing Agent
Proposals are due before **5:00 P.M CST on April 7, 2006**

**ATTENTION: THIS IS A REQUEST FOR PROPOSALS WHICH
MAY RESULT IN THE OPPORTUNITY TO NEGOTIATE A
CONTRACT
FOR THE CONSIDERATION OF THE
COOK COUNTY BOARD OF COMMISSIONERS
THIS IS NOT A SOLICITATION FOR BIDS**

**COOK COUNTY BUREAU OF HEALTH SERVICES
INFORMATION TECHNOLOGY SERVICES CONTRACT**

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**COUNTY OF COOK
REQUEST FOR PROPOSALS
INFORMATION TECHNOLOGY SERVICES
FOR THE COOK COUNTY BUREAU OF HEALTH SERVICES**

**EXHIBIT A1
GENERAL PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm Name. Provide the full name of Proposers's organization and the addresses of both the home office and the Chicago metropolitan area office, if any.
Response:
2. Service Location. From what location would the services relative any contract which may result from this Request for Proposals be administered? Please provide the principal contact, telephone, and fax for this location.
Response:
3. Ownership. Is Proposer wholly owned by another entity? Please list all corporate affiliates and describe their lines of business.
Response:
4. Business Type; Authorization to Conduct Business. Provide documentation of the type of business entity (e.g., corporation, LLC, etc) Proposer's organization consists of and documentation of authorization to conduct business within the State of Illinois.
Response:
6. FEIN. Please provide Proposer's Federal Employer Identification Number.
Response:
7. Bankruptcy. Has any part of Proposer's organization or any of its officers, directors or owners filed for bankruptcy or reorganization within the past three years? If yes, please provide the pertinent details of these actions.
Response:
8. Pending Litigation. Is Proposer's organization involved in any litigation that could affect its ability to meet the County's requirements as described in this Request for Proposals?
Response:
9. Mergers or Acquisitions. Are there any pending agreements for merger or acquisition of Proposer within the next two years?

Response:

10. Prior County Contracts. Has Proposer previously contracted with the County of Cook? If yes, explain.

Response:

11. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including any healthcare experience, and also including the number of years in business providing Information Technology Services of the types required by the RFP. Please detail your experience and that of any subcontractors in providing Network Services, Application Support Services, Helpdesk Services, Desk Top Services, Data Center Services, Key Executive Staffing and Packaged Roll-Out and Application Development Services. (Note that additional opportunity to discuss experience relevant to the specific Service Tower is provided in the Questionnaires which are specific to those Towers.)

Response:

12. References. Please provide three references from current or recent healthcare entity clients. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.

Response:

13. Contract Terminations. During the past five years, has Propose ever had a client terminate a contract for cause? Please list the principal contact, title, address and telephone number(s) for these clients.

Response:

14. Proposer Expertise and Personnel. Please identify the key personnel in your organization who will be designated to manage the services provided to the County if Proposer is selected for a contract as a result of this RFP. Proposer's lead representative (Contract Manager) must have a record of successful experience in leading the delivery of services such as those required by the County, excellent qualifications, technical expertise, interpersonal skills and communication skills. Professional resumes must also be included for all key Proposer personnel who would oversee the provision of specific types of Services under the Service Tower model set forth in the RFP. Acceptable background checks of all key personnel must be provided prior to the commencement of services. Proposer should also list the number of employees (by professional, technical, clerical) presently employed to work for Proposer.

Response:

15. Special Capabilities. Please describe in detail the special capabilities Proposer possesses, including any capabilities Proposer believes are most relevant to the County's consideration.
Response:
16. Minority and Women Owned Business Participation. Please describe any programs Proposer is involved with to promote the use of minority and female owned businesses.
Response:
17. Financial Information. Please provide a copy of Proposer's most recent annual report or audited financial statement. The County reserves the right to accept alternative information and/or documentation submitted by a Proposer. In its response to this question, Proposer must represent that it is solvent and that no financial or legal impediments exist to its full performance of the Contract.
Response:
18. Insurance Requirements. Please describe the insurance Proposer maintains to protect against liability arising from the performance of the Services to be provided, in accordance with industry standards.
Response:
19. Licenses. Please list and attach copies of all applicable certifications or licenses held by Proposer and by subcontractors, if any, who would be involved in the provision of services should the County enter into an agreement with Proposer.
Response:
20. Subcontractors. Please describe those aspects of the Services which Proposer intends to subcontract.
Response:
21. Proposer's Current Contracts. Please describe Proposer's current contract portfolio. Indicate the number of health care facilities, private and governmental, currently served, whether proposer provides services as a direct contractor or a subcontractor, and the approximate annual dollar value of contracts.
Response:
22. Conflict of Interest. Is Proposer currently engaged in or seeking any contracts which may result a conflict of interest in providing the services which are the subject of this RFP or with the County's interests, generally? Do you, or your subcontractors or personnel, have any business relationship with any vendors who do business with the County (e.g., Softmed, SCC, Cerner, Siemens, GEMS, Oracle)?
Response:

23. Additional Services. Describe any services Proposer provides other than IT Services?
Response:
24. Professional Memberships. What professional societies is your organization a member of?
Response:
25. County Certifications. If Proposer is recommended for a contract, will Proposer sign the County's contract certifications as set forth on Attachment C?
Response:
26. Distinguishing Capabilities. For purposes of this Request for Proposals, why do you believe Proposer is the best choice for the County? How is Proposer distinguishable from other potential contractors?
Response:

PART I: INSTRUCTIONS TO PROPOSERS

1.01 DEFINITIONS

The following definitions shall apply to this RFP:

“Addendum” shall refer to a document issued by the Purchasing Agent which modifies this Request for Proposals or provides additional information to Proposers.

“Approved Staffing Plan” shall refer the specific staffing plan for each Service Tower which sets forth the number of IT Personnel positions and their corresponding qualifications to be assigned to provide the services associated with each Service Tower.

“Board” shall refer to the Board of Commissioners of Cook County, Illinois

“Bureau” shall refer to the Cook County Bureau of Health Services.

“Bureau IT Management Personnel” shall refer to the Bureau CIO, the IS Directors for SHCC, PHCC, OFHCC and the IS Director for the Non-Hospital Affiliates.

“Bureau IT Personnel” shall refer to individuals employed by the County to provide IT Services for the Bureau.

“Contract” shall mean the agreement, if any, which is approved by the Cook County Board of Commissioners between the County and a Contractor for some or all of the Deliverables described in Exhibit D, Special Conditions, of this RFP.

“Contracted Bureau IT Personnel” shall refer to individuals contracted by the Contractor to provide IT Services for the Bureau, which individuals shall report directly to the County.

“Contractor” shall mean the individual(s) or business entity, if any, with whom or with which the County enters into a Contract.

“Contractor IT Personnel” shall refer to individuals assigned by Contractor to provide IT Services on Contractor’s behalf under a Contract.

“County” shall mean the County of Cook, Illinois, a body politic and corporate.

“County Chief Information Officer” shall refer to the individual who heads the Bureau of Information Technology and Automation (“BITA”) and is responsible for coordinating all functions pertaining to information systems within Cook County. The Chief Information Officer also coordinates the technology support activities performed by the Departments of Central Services, Management of Information Systems and Office Technology, which Departments comprise the BITA.

“Deliverable” or “Solution” shall mean the services which are to be provided to the County pursuant to any Contract resulting from this RFP.

“IT Personnel” shall mean Bureau IT Personnel, Contractor IT Personnel and Contracted Bureau IT Personnel, collectively.

“Proposal” shall mean the documents submitted by Proposers pursuant to this RFP which constitute a Proposer’s offer to contract with the County.

“Proposer” shall mean the individuals or business entities, if any, submitting a Proposal in response to this RFP.

“Proposer Information Packet” shall refer to the packet of confidential materials providing information regarding the Bureau’s information technology programs which is made available by the Bureau to Registered Proposers.

“Purchasing Agent” shall mean the Purchasing Agent of the County of Cook.

“Registered Proposer” shall refer to a prospective Proposer who has submitted a completed Proposer Registration Form (Exhibit F) to the County, which shall entitle such prospective Proposer to receive any Addenda issued by the County supplementing or modifying this RFP.

“Request for Proposals” or “RFP” shall refer to this solicitation of Proposals by the County which may lead to the negotiation and recommendation that the Board authorize a Contract with a Proposer.

“Subcontractor” shall refer to a prospective subcontractor who is identified on the Subcontractor Identification Form.

“Successful Proposer” shall refer to the Proposer recommended for a Contract by the Evaluation Committee.

“Tower” or “Service Tower” shall refer to discrete areas of Services described in the Service Tower Attachments to Exhibit D, Special Conditions, which Services are expected to be provided under a Contract resulting from this RFP.

“Transition Period” shall refer to the period commencing upon execution of a Contract by the County and continuing until December 31, 2006.

“Using Department” shall mean the Departments or Agencies within Cook County government which will receive the Deliverables or Solutions if a Contract is entered into as a result of this RFP. For purposes of this RFP, the Using Department is the Cook County Bureau of Health Services including all seven of its Affiliates.

“Using Department RFP Coordinator” shall refer to the individual representing the Using Department for all purposes related to this RFP and to whom all communications must be directed. This individual is identified in Section 1.05 of this RFP.

“Vendor” shall refer to a third party vendor which provides hardware, software or services to the County and its CCBHS.

1.02 OVERVIEW OF RFP PROCESS

This Request for Proposals invites Proposals for the provision of contractual services for the County of Cook, Illinois. Proposals submitted in response to this RFP will undergo an initial evaluation and, in the County's discretion, Proposers may be invited to discuss or explain their proposals, demonstrate their proposed Solutions and/or negotiate the specific terms pursuant to which a Proposer would be willing to enter into a Contract.

At any time during the RFP process, the County may narrow or modify the scope of the Solution which is the subject of this RFP. The County may issue Addenda which describe such modifications and may, in its discretion, permit Proposers to submit supplemental or new proposals in response to these modified requirements. The County shall evaluate any such supplemental or new proposals. The County may request that all or some Proposers submit a "best and final" offer prior to selecting one or more Proposers for the negotiation of a possible contract.

All prospective Proposers must submit a Proposer Registration Form in order to receive any Addenda which are issued prior to the date(s) upon which Proposals are due. Proposers failing to submit a Proposer Registration Form shall not be entitled to receive any Addenda and therefore risk elimination if their Proposals do not respond to the County's requirements.

These Instructions to Proposers contain important information and should be reviewed carefully prior to submitting a Proposal. Proposers failing to adhere to the procedures set forth in these instructions shall be subject to disqualification. Submission of a Proposal constitutes an agreement to be bound by the provisions set forth in this RFP.

1.03 PROJECTED RFP TIME SCHEDULE

The following time table establishes the projected dates and times of certain critical events relative to this Request for Proposals, including submission of written inquiries to the County, submission of Proposals and the consideration of Proposals by the Evaluation Committee. The County may revise or supplement this schedule by sending, faxing or e-mailing an Addendum to each Registered Proposer. The County does not intend to extend the submission date for proposals.

- **February 1, 2006: RFP Available to Proposers.** The RFP will be posted on the County's website on or after February 1, 2006. The RFP may also be picked up at the offices of the Cook County Purchasing Agent on or after this date. RFPs may will be posted on the County's Website at www.cookcountygov.com.
- **February 22, 2006: Proposer Registration Deadline.** Exhibit F to this RFP is a Proposer Registration Form. Proposers must complete this form and mail, deliver or fax it to the Cook County Purchasing Agent at (312) 603-4477 (118 N. Clark Street, Room 1018, Chicago, IL 60602) on or before this date in order to be assured of receiving any Addenda issued by the Bureau relative to this RFP. The County may elect to extend this date, but shall not be required to do so.

- **February 1-22, 2006:** Proposer Information Packets Available. Confidential Proposer Information Packets shall be made available for pickup by Registered Proposers at the Office of the Cook County Purchasing Agent following the submission of a Proposer Registration Form.
- **February 24, 2006: Proposer Conference.** All Proposers shall attend a Proposer Conference on this date. Details are set forth in Section 1.04 of this RFP.
- **March 7, 2006: Proposer Inquiry Deadline.** All inquiries regarding this RFP shall be submitted to the Using Department RFP Coordinator in writing by mail, delivery or fax on or before this date. The County may elect to extend this date or to consider written inquiries submitted after this date, but shall not be required to do so.
- **March 10, 2006: Reponse to Inquiries.** The County will consolidate and respond to written Proposer inquiries through the issuance of an Addendum which shall be transmitted to each Registered Proposer.
- **March 24, 2006: Notification of RFP Revisions.** If it becomes necessary to revise or supplement any part of this RFP, including any extensions or additions to the dates set forth herein, an Addendum will be transmitted to all Registered Proposers. The County reserves the right to modify the scope of this RFP at any time.
- **April 7, 2006: Due Date for Proposals.** Proposals must be delivered to the Using Department by 5:00 p.m., CST, on this date, unless an Addendum is issued extending the due date. The Evaluation Committee may elect to consider Proposals which are received after this date, but shall be under no obligation to do so.
- **April 2006: Evaluation of Proposals.** The Using Department will evaluate proposals and may invite one or more proposers to make presentations and/or to negotiate contract terms for the consideration of the Board.
- **May 8, 2006: Notifications.** The Using Department may notify Proposers who have been eliminated from consideration and shall notify all Proposers of its recommendation upon completion of its evaluation of Proposals.
- **May 31, 2006: Finalist Proposer Signed Contract Offer Due.** The recommended Proposer must submit a signed contract offer containing terms satisfactory to the Using Department for presentation to and consideration by the County's Board, which will determine whether to authorize a Contract, in its sole discretion. This authorization shall be contingent upon the finalization of Contract documents to the complete satisfaction of the County and to the Board's authorization of Contract execution, in its sole discretion.
- **June 2006: Board Consideration of Contract Execution.** Following finalization of contract documents to the complete satisfaction of the County, the Board shall be requested to authorize execution of the Contract, which shall be within the Board's sole discretion.

1.04 PROPOSER CONFERENCES

If indicated in this Section 1.04 or in an Addendum issued to Registered Proposers, Proposers may be required to attend one or more Proposer Conferences for the purpose of receiving information about the Using Department's operations and needs and/or for the purpose of viewing the conditions under which a Contract may be performed. Failure to attend a Proposer Conference may, in the County's discretion, subject a Proposer to disqualification.

DATE OF PROPOSER CONFERENCE: Friday, February 24, 2006

TIME OF PROPOSER CONFERENCE: 10:00 a.m.

LOCATION OF PROPOSER CONFERENCE: 1900 W. Polk Street, Chicago, Ill. 60602, Second Floor Conference Room.

TELEPHONE NUMBER FOR DIRECTIONS: (312) 864-0920

Each Proposer may send up to two (2) representatives to a Proposer Conference. Proposer representatives must be directly employed by the Proposer and may not be subcontractors. Prospective subcontractors may send one (1) representative to a Proposer Conference. Subcontractors are not required to attend the Proposer Conference. Please refer to Section 1.07 Subcontractors, for information regarding limitations which apply to potential subcontractors during the RFP process.

1.05 USING DEPARTMENT RFP COORDINATOR

The sole point of contact for all communications and inquiries concerning this RFP shall be the Using Department RFP Coordinator as follows:

Name: Daniel Martin
Using Department: Cook County Bureau of Health Services
Address: 1900 W. Polk Street, Chicago, IL 60612
Fax No.: (312) 864-9242

1.06 RESTRICTIONS ON CONTACT WITH COUNTY/INQUIRIES

Except for the manner provided in this RFP or pursuant to any pre-existing official County obligations, all communications with the County with respect to this Request for Proposals shall be submitted in writing to the Using Department RFP Coordinator. This restriction shall commence upon the issuance of this Request for Proposals and continue through the date the Using Department publicly announces the Proposer it will recommend to the Board. Failure to comply with this provision may result in Proposer disqualification.

1.07 SUBCONTRACTORS

A. Subcontractor Identification and Approval. Proposers shall identify proposed Subcontractors in their Proposals. Subcontractors must be qualified to provide the specific Deliverables they are identified by a Proposer to provide under the Contract. The County reserves the right to disapprove a proposed Subcontractor and to require the Proposer to identify replacement Subcontractors.

B. Subcontractor Attendance at Proposer Conference. Firms which attend the Proposer Conference are presumed to be prospective Proposers, unless they identify themselves as a Subcontractor or as both a prospective Proposer and prospective subcontractor. A subcontractor may not represent another prospective Proposer at the Proposer conference. An organization which clearly fails to possess the minimum Contractor qualifications set forth in Part II of this RFP must identify itself as a Subcontractor at the Proposer Conference. Subcontractors are not required to attend the Proposer Conference.

1.08 CONTENTS AND ORGANIZATION OF PROPOSALS

Proposals shall be submitted on standard 8 ½" x 11" letter-size paper, in legible type, with material printed on one side only and on diskette in Microsoft Word. Proposers shall not make claims or statements to which they are not prepared to commit contractually. Proposers must obtain their attorney's review of all legal terms prior to the submission of the Proposal. The information contained in the Proposal shall be organized as follows:

- **Section 1: Transmittal Letter.** Proposer shall include a letter of transmittal signed by an individual who is authorized to bind the Proposer contractually. The transmittal letter shall include the name, title, address, telephone number, facsimile number and email address of one or more individuals who can respond to requests for additional information and shall confirm that the required attorney review of legal terms has occurred.
- **Section 2: Proposer's Responses to RFP Questionnaires.** Proposer shall complete the Questionnaires included as Exhibits A1 through A8 to this RFP and shall supply any information or documentation required by each Questionnaire.
- **Section 3: Supplemental Information Re: Proposed Solution.** Proposer shall supplement its Questionnaire Responses as necessary in order to provide a detailed description of its proposed approach to and plan for providing Services which will meet the County's contractual requirements as set forth in Exhibit D, Special Conditions, of this RFP. Proposer shall identify any requirements set forth in Exhibit D concerning which Proposer proposes an alternative approach or cannot commit contractually.
- **Section 4: Key Personnel and Subcontractor Identification.** Proposer shall identify the Key Personnel and Subcontractor(s) it intends to use to provide specific Deliverables described in Section 3 of its Proposal. Proposer shall identify the qualifications of each Subcontractor and Key Personnel to provide the Deliverables and the types and quantity of Deliverables proposed to be provided by the Subcontractor and Key Personnel, depending upon negotiations.
- **Section 5: Requested Exceptions to Exhibit C, General Conditions.** The County's legal terms, or General Conditions, are included with this RFP as Exhibit C. The County reserves to negotiate additional legal terms as it deems appropriate. Proposer must review these General Conditions with counsel prior to submitting its Proposal and shall submit, with specificity, any requested modifications to these terms with its Proposal. Submission by Proposer of Proposer's standard contract terms or other forms will not be considered requested modifications and will be disregarded by the County for purposes of

any subsequent contract negotiations between the parties. The County shall not be deemed to have accepted any requested modifications by electing to engage a Proposer in the negotiation of a possible Contract.

- **Section 6: Cost Proposal.** Proposer shall submit a Cost Proposal consistent with the Cost Proposal Instructions included in this RFP as Exhibit G.

1.09 SUBMISSION OF PROPOSALS

All Proposals shall be labeled **“COOK COUNTY BUREAU OF HEALTH SERVICES INFORMATION TECHNOLOGY SERVICES PROPOSAL”** and shall be delivered to the Cook County Purchasing Agent, 118 N. Clark Street, Room 1018, no later than 4:30 p.m. CT on April 7, 2006. Ten (10) hard copies of the Proposal and one electronic copy in Microsoft Word shall be submitted.

1.10 OWNERSHIP OF PROPOSALS

All material submitted by Proposers shall become the sole property of the County. The Bureau shall be under no obligation to return any Proposals or materials submitted by Proposers in response to this RFP and reserve the right to use any or all of Proposer's ideas as set forth in its proposal, regardless of whether the Proposer is selected for negotiation of a possible contract. In the event a Proposal includes specific information which Proposer deems proprietary or confidential, Proposer shall clearly identify it as such, and in which case the Using Department shall use all reasonable efforts to maintain the confidentiality of such information. This notwithstanding, all Proposers agree, in submitting a Proposal, that the County may use any information or ideas set forth in a Proposal in determining the Solution to be contracted, regardless of the Proposer selected for a recommended Contract. Proposers who are unwilling to agree to the provisions of this paragraph are prohibited from submitting Proposals.

1.11 COST OF PROPOSER RESPONSE

The County shall not bear any of the costs or expenses incurred by Proposers in responding to this RFP. All such costs shall be borne solely by the Proposer.

1.12 CANCELLATION OF RFP; REQUESTS FOR UPDATED OR NEW PROPOSALS

At any time during the RFP process, the County may cancel the RFP and may, but shall not be required to, reissue the RFP at a later date. Further, at any during the RFP process, the County may also issue an Addendum modifying the RFP and may request supplemental information or updated or new Proposals. Any such Addendum shall specify the date by which the requested documents shall be submitted and any changes in the projected timelines set forth in this RFP which may result from the issuance of the Addendum.

1.13 ELIMINATION OF PROPOSALS

During its evaluation of the Proposals, the County may determine that one or more Proposals will not result in a Contract which best meets the County's requirements. The County shall be under no obligation to solicit additional information or pricing from

Proposers before eliminating their Proposals. When the Proposal Review Committee has conclusively determined that a Proposal will no longer be considered, it shall attempt to notify the affected Proposer(s) in a reasonably prompt fashion.

1.14 PROPOSER PRESENTATIONS

The Proposal Review Committee may, in its discretion, request additional information or presentations/interviews with respect to any or all Proposers.

1.15 PROPOSER NEGOTIATIONS

The Proposal Review Committee may select one or more Proposers for negotiation of a possible contract and may solicit “best and final offers” from some or all Proposers which may be based upon a refined scope or model of services prior to, during or after this negotiation process.

1.16 EVALUATION OF PROPOSALS GENERALLY

The evaluation of Proposals is intended to enable the County to identify and develop a possible Contract which represents the best composite value for the County, balancing the cost of a Proposal with the benefits to be gained by the qualifications of the Proposer, by the specific Services proposed to be provided, by the terms under which a Proposer is willing to provide these Services, and by the cost savings or efficiencies which may be achieved. The Proposal Review Committee shall document its rationale in reaching a particular recommendation, but shall have complete discretion in considering and evaluating Proposals.

The submission of a Proposal does not require or obligate the County to pursue a Contract with any Proposer. The Committee may identify as few or as many Proposers as it deems appropriate for purposes of any negotiations resulting from this RFP.

It is expressly understood that all negotiations are subject to the consideration and approval of the Cook County Board of Commissioners, which may accept or reject any proposed Contract in its sole discretion.

1.17 NOTIFICATION OF RECOMMENDED CONTRACTOR

When the Proposal Review Committee has completed its evaluation and is ready to recommend a Proposer to the Board, it shall issue a letter to the remaining Proposers notifying them of its recommendation.

1.18 CONFIDENTIALITY

All information submitted in response to this RFP shall be confidential until the County has executed a Contract with the successful Proposer or has terminated the RFP and determined that it will not reissue the RFP in the near future. Following such actions, the contents of Proposals submitted in response to this RFP may be subject to the provisions of the Illinois Freedom of Information Act. If a Proposer wishes to preserve the confidentiality of specific information set forth in its Proposal, it must request that the information be withheld by identifying such information as confidential in its Proposal. Proposers should

identify specific information they request be kept confidential, rather than marking their entire Proposal as confidential. The County shall have the right to determine whether it shall withhold the information upon receipt of a FOIA request and, if it does so pursuant to a Proposer request, the Proposer requesting confidential treatment of the information shall bear the costs of asserting that there is a proper exemption justifying the withholding of such information in any court proceeding which may result.

PART II: INFORMATION TECHNOLOGY SERVICE REQUIREMENTS

2.01 COOK COUNTY BUREAU OF HEALTH SERVICES GENERAL INFORMATION

The Cook County Bureau of Health Services (CCBHS or Bureau) was created in 1991 to combine the management of the County's health facilities. The Bureau comprises a comprehensive, integrated system of healthcare through seven affiliates, each of which is described below.

Bureau Affiliates provide a broad range of services from specialty and primary care to emergency, acute, outpatient, rehabilitation, long-term and preventive care. CCBHS services are available to the more than five million residents of Cook County, regardless of their economic status or ability to pay.

A. The John H. Stroger Hospital of Cook County (JHSH) (formerly known as Cook County Hospital)

The John H. Stroger, Jr. Hospital of Cook County is a state of the art, 464-bed hospital anchored by 228 medical/surgical beds with dedicated units for obstetrics, pediatrics, intensive care, neonatal intensive care and burns. The hospital is nationally known for its expertise and breadth of services including its Level 1 Trauma Center and Neonatal Intensive Care Unit, the largest in the Midwest. Approximately 40% of the hospital's clinical space is used for outpatient care, specialty diagnosis and treatment.

As the Bureau's hub hospital JHSH is fully accredited by the Joint Commission on the Accreditation of Healthcare Organizations and serves as a national model for public hospitals. The hospital is widely known for its research and has been honored for its centers of excellence, which include asthma, cancer, burn care, maternal and infant health and infectious diseases. The hospital is also recognized as a leading teaching center.

B. Oak Forest Hospital (OFH)

Oak Forest Hospital provides a crucial link in the Bureau of Health Services continuum of care. It is a 450 bed facility located on a spacious 340-acre campus in Oak Forest, IL in the southwest corner of Cook County. OFH offers a range of care including: long-term intermediate/supportive care, skilled nursing care, sub acute care, comprehensive rehabilitation, acute care, and ventilator units. Specialty programs include palliative and AIDS units, as well as brain injury rehabilitation, pain management, vocational services, and comprehensive inpatient therapy and medical services to people with disabilities. The rehabilitation unit is fully accredited by the Commission on the Accreditation of Rehabilitation Facilities and by the Joint Commission on the Accreditation of Health Care Organizations (JCAHO).

C. Provident Hospital of Cook County (PHCC)

Formerly a private hospital by the same name which originally opened in 1891, the current modern facility reopened in 1993 as an Affiliate of the Cook County Bureau of Health Services. Provident fulfills a vital role as a provider of inpatient and outpatient healthcare services on the south side of Chicago. As a full-service hospital, it provides primary, specialized, emergency, same-day surgery, maternity, family practice, geriatric and critical care services. Provident Hospital's emergency room serves more than 50,000 patients a year. The Hospital is fully accredited by the Joint Commission on the Accreditation of Health Care Organizations (JCAHO).

D. Cermak Health Services (CHS)

Cermak Health Services is the daily provider of healthcare to the population of approximately 10,000 detainees at the Cook County Department of Corrections and the Department of Community Supervision and Intervention. It is located on the near Southwest side of Chicago and is accredited by the National Association of Correctional Health Facilities. It is the largest freestanding correctional healthcare facility in the country.

CHS opened a new 160,000 square foot facility in 1998 that allows for increased on-site ambulatory/infirmiry services. The health services are physically provided in the Cermak Health Services building, the intake area of the Department of Corrections and within network of medical clinics (sick call) areas and dental operations located within the ten (10) housing Divisions of the Department of Corrections. The Cermak building includes three (3) mental health infirmiry units for males which totals fifty eight (58) beds, a 24 bed mental health infirmiry unit for females, three (3) medical infirmiry units (40 male and 9 female beds), an infectious disease unit (14 male and 4 female beds), one (1) same day surgery operatorry, an emergency department, fourteen (14) specialty clinic areas, a certified CLIA laboratory, a pharmacy with methadone services, a radiology department (CAT Scan, fluoroscopy, ultrasound and panorex) and general staff offices. The pharmacy and radiology departments are licensed by the State of Illinois. The infirmiry units and the emergency room are staffed 24 hours a day.

E. Ambulatory and Community Health Network of Cook County (ACHN)

The Ambulatory and Community Health Network brings healthcare services into the communities dispersed throughout Cook County. ACHN provides almost 750,000 primary and specialty care visits per year in community-based, school-based and hospital-based settings. There are currently 23 outpatient locations within the network, which continues to expand in coordination with the strategic plans of the Bureau of Health Services. The ACHN has obtained conditional accreditation from the Joint Commission on the Accreditation of Health Care Organizations (JCAHO).s

F. Cook County Department of Public Health (DPH)

The Cook County Department of Public Health works to protect and promote health and to prevent illness, disability and premature death among all the residents of Cook County. The department provides more than 150,000 health service visits each year, including

primary healthcare, family planning, prenatal, diagnostic, immunization and dental clinics. By working with community partners, the department maximizes its outreach range and effectiveness. The department also emphasizes preventive approaches to disease and injury through innovative programs and educational activities. It works to protect Cook County communities from potential environmental health hazards spread through food, water, animals, insects, and from physical and chemical hazards. It also maintains public health data that assists in strategic planning for the county's healthcare needs.

The Department of Public Health is the Bureau's lead affiliate for implementing the Access to Care Program, in conjunction with the suburban Primary Health Care Council. Access to Care provides subsidized health services to suburban Cook County residents with limited financial resources. Through a partnership with private physicians, care is provided to thousands of suburban residents at private clinics located throughout the suburbs.

G. The Ruth M. Rothstein Core Center (CORE)

The Ruth M. Rothstein Core Center was established for the treatment of HIV and other infectious diseases, as a cooperative effort between the County and Rush-Presbyterian St. Luke's Medical Center. CORE focuses on outpatient services and treats approximately 5,000 patients, representing approximately 60,000 patient visits per year. CORE is located immediately west of the main Cook County campus on Harrison Street.

2.02 Bureau Service Volumes

The chart below represents FY 2005 approximate Bureau volumes for selected activity indicators:

Affiliate	Patient Days	ER Visits	OP Visits
Stroger Hospital	130,000	154,700	250,000
ACHN	na	Na	746,100
Provident Hospital	28,202	55,000	na
Oak Forest Hospital	128,845	29,570	60,000
Cermak Health Services	344,560	27,589	40,000
Department of Public Health	na	na	210,000
CORE Center	na	na	36,720

2.03 Current Bureau Information Systems Description

Several years ago, the CCBHS made a strategic decision to implement an integrated healthcare information system. There have been several steps toward realization of this goal. Currently, CCBHS uses SMS Invision/RCO (now Siemens) primarily for its Patient Management and Patient Accounting applications. This application runs on an IBM 3090/MVS mainframe computer based in Malvern, Pennsylvania. SMS registration and inpatient pharmacy is also presently used within certain Affiliates.

The Bureau utilizes Cerner Corporation's Millennium product line for its clinical applications. These clinical applications include Firstnet, for Emergency Department triage and tracking, Radnet, for radiology management and patient tracking, Surginet, Powerchart, Powerchart Office, Registration Management, Scheduling Management and Kardex. The Cerner applications run on IBM RS6000/AIX located in the Data Center at Stroger Hospital.

Other clinical applications include Soft Computer Corporation's laboratory system, NDC pharmacy for outpatient use, and McKesson Pharmacy 2000 for inpatient use, Draeger, an Anesthesiology OP document system, QuadraMed for nurse scheduling and encoding, CBORD for the Nutrition and Food system, and Softmed for medical records. Administrative applications include FMIS, the JD Edwards HR & Payroll system and a time and attendance application. Note that selected Cerner Millennium applications have been rolled out at 4 of 7 Affiliates with future plans to continue this roll out to additional Affiliates. Proposers are referred to the Confidential Information Packet made available to Registered Proposers for additional information.

Other major financial/administrative applications include the JD Edwards/ PeopleSoft/ Oracle Financial Management Information System (FMIS), that has been installed by County BITA to support "back-office" processes for the Bureau and the time and attendance system which is integrated into the payroll module. Contractor shall not be responsible for the daily responsibilities of maintaining FMIS, but shall be required assist with the FMIS upgrade to the latest version of the best of breed Oracle application.

2.04 Current Information Technology Services Arrangements

The Bureau currently contracts with the Foster Group to provide its outsourced Information Technology Services. The Contract provides for Foster Group to assign Foster Group employees, including the Bureau's Chief Information Officer and the Chief of Information Services for Stroger Hospital, to provide the types of services described in this Request for Proposals in conjunction with Bureau IT Personnel and Vendor Personnel.

The Bureau has made major strides in implementing new and exciting information technology during the past five years. Much work remains to be done. In examining the best approach to permit the Bureau to continue to implement the systems which have been purchased, the Bureau is examining models of service delivery which will result in significant partnership between Bureau management and IT Contractor personnel in the governance of IT Services, an improved definition of the IT Services to be provided, the development of tools and standards by which to measure the success of the delivery of IT Services overall, and the establishment of a model of IT Service delivery which will result in improved efficiency, customer service and cost savings and which will ensure continuity beyond the life of a particular contract with respect to certain key "Contracted Bureau Personnel."

2.05 Future Strategic Plans

CCBHS desires to work toward the following goals and objectives for its future information technology arrangements:

- Establish a framework which provides for greater accountability of Information Technology Services to Bureau and Affiliate Management Personnel and which provides for cost savings through improved coordination of resources with those available through the Cook County Bureau of Information Technology and Automation
- Improve the Bureau's ability to capture revenues in conjunction with revenue cycle improvement
- Increase service levels applicable to the provision of IT Services
- Continuously improve patient safety
- Redesign work processes to achieve improved quality and efficiency
- Provide key Contracted Bureau Personnel
- Establish a Bureau Information Technology governance structure which will work collaboratively with Contracted Bureau Personnel and the Contractor to provide strategic direction and high level oversight of IT and to:
 - Develop strategic plan for implementing Cerner throughout the Bureau including staged development towards an Electronic Health Record (EHR)
 - Develop strategic plan for implementing norms for hardware, software, operating systems, communications, e-mail platforms, etc. across the Bureau
 - Develop strategic plan for standardizing Cerner and other systems across the Bureau (e.g., single provider master, single CDM, single drug formulary, cost-effective financial accounting, etc.)
 - Develop strategies for improving and maintaining the Master Patient Index (MPI)
- Provide enhanced regularized, reporting of key management information; e.g., activity levels, productivity measurements and revenue reporting, from Bureau applications and databases
- Maximize integration opportunities where applicable
- Within resource constraints, provide strategic development of service delivery methods and capabilities which best serve the Bureau's long-term interests
- Integrate Bureau IT processes more fully into existing Cook County processes as defined by the BITA, particularly through the use of enterprise purchasing, use of County standards and the leveraging of resources available through County BITA.

2.06 Planned Structure of and Transition to the Contract for Which Proposals are Sought

The Bureau anticipates that, as a result of this RFP, it will recommend a contract to the Board which has a term of three years with an optional three year extension at the County's option, after consideration of Contractor's performance during the initial three year term.

The Contract which results from this RFP will include the Contract Terms set forth on Exhibits C and D to this RFP, together with terms derived from responses to this RFP subject to negotiation of their contents, and the County's Certification and Execution Forms. The Bureau anticipates that it will negotiate a possible Contract with one or more Proposers, based upon the Proposer's responses to this RFP, prior to making a recommendation to the Board of Commissioners. The Bureau anticipates that a contract will be presented to the Board for its execution consideration very shortly after the Board

has approved the recommended Proposer and that the Proposer will begin implementing transition services immediately thereafter. This will allow for a period of concurrent service with the Foster Group, if the Foster Group is not the recommended Proposer, or will allow for the commencement of revisions to the structure of IT Service delivery, if Foster Group is the successful Proposer. **Contractor must be in a position to assume full responsibility in accordance with the new Contract terms on January 1, 2007.**

Proposers must have a demonstrated expertise with the technical and functional aspects of the matters contained in this RFP. Proposers should respond to the Questionnaires set forth as Exhibit A to this Contract and describe how their Solution(s) will satisfy the Bureau's needs and will fulfill the requirements described in this RFP, particularly Exhibit D, Special Conditions. If Proposer wishes to propose a Solution which does not materially satisfy the provisions of Exhibit D, Special Conditions, it should submit a Proposal which is clearly marked "ALTERNATE PROPOSAL." The County may, in its discretion, consider alternate proposals.

2.07 Transition Services

A high level version of the Transition Plan, which shall provide an overview of proposed transition activities, shall be submitted with the Proposal in response to the Transition Services Questionnaire.

The successful Proposer shall submit, for the consideration and approval of the Bureau, a Transition Plan which addresses each Service Tower described in this RFP. This Transition Plan shall be submitted prior to the County's execution of the Contract and shall include, without limitation, specific responsibilities, deliverables, milestones, acceptance criteria, performance objectives and contingency planning with regard to applicable Service Towers. Each Transition Plan shall identify potential risk areas and activities, checkpoints and responsibilities for CCBHS and Contractor. The Transition Plan must be approved by the Bureau before implementation. If modifications are requested, Contractor must obtain CCBHS review and prior approval.

Without limiting the generality of the foregoing, the Transition Plan shall include:

- i) the overall transition and implementation process from the Effective Date forward, showing the transition of each major function required to be performed by the Contractor and the Acceptance criteria for the successful transition of such functions;
- ii) transition schedules and time frames by Service Tower, including milestones;
- iv) reporting requirements;
- v) CCBHS and Contractor responsibilities and personnel requirements needed to support or execute the Transition Plan;
- vi) plans for dealing with any overlap with current Contractor;

- viii) identification of and plans for addressing transition activities that are high risk and/or most time-intensive to execute;
- ix) a Contractor IT Personnel recruitment plan which will help to achieve continuity during and after the transition;
- x) Contractor's plans for addressing Bureau IT Personnel issues, including any requirements for CCBHS to provide Contractor with access to certain of the current IT Personnel; and
- xi) names of Contractor's initial transition team members and their roles during the Transition Period.

**COUNTY OF COOK
REQUEST FOR PROPOSALS
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**EXHIBIT A1
GENERAL PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm Name. Provide the full name of Proposers's organization and the addresses of both the home office and the Chicago metropolitan area office, if any.
Response:
2. Service Location. From what location would the services relative any contract which may result from this Request for Proposals be administered? Please provide the principal contact, telephone, and fax for this location.
Response:
3. Ownership. Is Proposer wholly owned by another entity? Please list all corporate affiliates and describe their lines of business.
Response:
4. Business Type; Authorization to Conduct Business. Provide documentation of the type of business entity (e.g., corporation, LLC, etc) Proposer's organization consists of and documentation of authorization to conduct business within the State of Illinois.
Response:
6. FEIN. Please provide Proposer's Federal Employer Identification Number.
Response:
7. Bankruptcy. Has any part of Proposer's organization or any of its officers, directors or owners filed for bankruptcy or reorganization within the past three years? If yes, please provide the pertinent details of these actions.
Response:
8. Pending Litigation. Is Proposer's organization involved in any litigation that could affect its ability to meet the County's requirements as described in this Request for Proposals?
Response:
9. Mergers or Acquisitions. Are there any pending agreements for merger or acquisition of Proposer within the next two years?

Response:

10. Prior County Contracts. Has Proposer previously contracted with the County of Cook? If yes, explain.

Response:

11. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including any healthcare experience, and also including the number of years in business providing Information Technology Services of the types required by the RFP. Please detail your experience and that of any subcontractors in providing Network Services, Application Support Services, Helpdesk Services, Desk Top Services, Data Center Services, Key Executive Staffing and Packaged Roll-Out and Application Development Services. (Note that additional opportunity to discuss experience relevant to the specific Service Tower is provided in the Questionnaires which are specific to those Towers.)

Response:

12. References. Please provide three references from current or recent healthcare entity clients. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.

Response:

13. Contract Terminations. During the past five years, has Propose ever had a client terminate a contract for cause? Please list the principal contact, title, address and telephone number(s) for these clients.

Response:

14. Proposer Expertise and Personnel. Please identify the key personnel in your organization who will be designated to manage the services provided to the County if Proposer is selected for a contract as a result of this RFP. Proposer's lead representative (Contract Manager) must have a record of successful experience in leading the delivery of services such as those required by the County, excellent qualifications, technical expertise, interpersonal skills and communication skills. Professional resumes must also be included for all key Proposer personnel who would oversee the provision of specific types of Services under the Service Tower model set forth in the RFP. Acceptable background checks of all key personnel must be provided prior to the commencement of services. Proposer should also list the number of employees (by professional, technical, clerical) presently employed to work for Proposer.

Response:

15. Special Capabilities. Please describe in detail the special capabilities Proposer possesses, including any capabilities Proposer believes are most relevant to the County's consideration.
Response:
16. Minority and Women Owned Business Participation. Please describe any programs Proposer is involved with to promote the use of minority and female owned businesses.
Response:
17. Financial Information. Please provide a copy of Proposer's most recent annual report or audited financial statement. The County reserves the right to accept alternative information and/or documentation submitted by a Proposer. In its response to this question, Proposer must represent that it is solvent and that no financial or legal impediments exist to its full performance of the Contract.
Response:
18. Insurance Requirements. Please describe the insurance Proposer maintains to protect against liability arising from the performance of the Services to be provided, in accordance with industry standards.
Response:
19. Licenses. Please list and attach copies of all applicable certifications or licenses held by Proposer and by subcontractors, if any, who would be involved in the provision of services should the County enter into an agreement with Proposer.
Response:
20. Subcontractors. Please describe those aspects of the Services which Proposer intends to subcontract.
Response:
21. Proposer's Current Contracts. Please describe Proposer's current contract portfolio. Indicate the number of health care facilities, private and governmental, currently served, whether proposer provides services as a direct contractor or a subcontractor, and the approximate annual dollar value of contracts.
Response:
22. Conflict of Interest. Is Proposer currently engaged in or seeking any contracts which may result a conflict of interest in providing the services which are the subject of this RFP or with the County's interests, generally? Do you, or your subcontractors or personnel, have any business relationship with any vendors who do business with the County (e.g., Softmed, SCC, Cerner, Siemens, GEMS, Oracle)?
Response:

23. Additional Services. Describe any services Proposer provides other than IT Services?
Response:
24. Professional Memberships. What professional societies is your organization a member of?
Response:
25. County Certifications. If Proposer is recommended for a contract, will Proposer sign the County's contract certifications as set forth on Attachment C?
Response:
26. Distinguishing Capabilities. For purposes of this Request for Proposals, why do you believe Proposer is the best choice for the County? How is Proposer distinguishable from other potential contractors?
Response:

**COUNTY OF COOK
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**EXHIBIT A2
APPLICATION SUPPORT SERVICES
PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including the number of years in business providing Application Support Services as described in the RFP.
Response:
2. Specific Experience. Provide information about your company's hospital applications experience. Does your company have specific experience with Cerner and Siemens applications? JD Edwards/Oracle One World? Include information on the applications you currently support at other hospitals.
Response:
3. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Application Support Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County, and the firm and individual contacted to provide a reference, against any liability as a result of providing such reference.
Response:
4. Proposer Expertise and Personnel. Please identify the specific personnel and their qualifications (including any professional certifications) who are either in your organization or who will be retained by your organization to provide Application Support Services if Proposer is selected for a contract as a result of this RFP. Please attach representative resumes.
Response:
5. Response to Application Support Service Tower Attachment. Please describe your plan for providing Application Support Services to the Bureau (including your proposed staffing plan), and indicate whether you propose to satisfy all requirements set forth on the Application Support Attachment or whether you propose that different requirements should apply to achieve the effective and efficient delivery of Application Support Services.
Response:

**COUNTY OF COOK
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**EXHIBIT A3
DATA CENTER SERVICES
PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including the number of years in business providing Data Center Services as described in the RFP. Please detail your specific experience and that of any subcontractors in providing Data Center for the major applications used by the Bureau of Health services as detailed in the Proposer Information Packet made available in connection with this RFP.
Response:
2. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Data Center Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.
Response:
3. Proposer Expertise and Personnel. Please identify the specific personnel and their qualifications (including any professional certifications) who are either in your organization or who will be retained by your organization to provide Data Center Services if Proposer is selected for a contract as a result of this RFP. Please attach representative resumes.
Response:
4. Response to Data Center Service Tower Attachment. Please describe your plan for providing Data Center Services to the Bureau (including your proposed staffing plan), and indicate whether you propose to satisfy all requirements set forth on the Data Center Attachment or whether you propose that different requirements should apply to achieve the effective and efficient delivery of Data Center Services.
Response:

**COUNTY OF COOK
REQUEST FOR PROPOSALS
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**EXHIBIT A4
DESKTOP SERVICES
PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including the number of years in business providing Desktop Services as described in the RFP. Please detail your specific experience and that of any subcontractors in providing Desktop for the major applications used by the Bureau of Health services as detailed in the Proposer Information Packet made available in connection with this RFP.
Response:
2. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Desktop Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.
Response:
3. Proposer Expertise and Personnel. Please identify the specific personnel and their qualifications (including any professional certifications) who are either in your organization or who will be retained by your organization to provide Desktop Services if Proposer is selected for a contract as a result of this RFP. Please attach representative resumes.
Response:
4. Response to Desktop Service Tower Attachment. Please describe your plan for providing Desktop Services to the Bureau (including your proposed staffing plan), and indicate whether you propose to satisfy all requirements set forth on the Desktop Attachment or whether you propose that different requirements should apply to achieve the effective and efficient delivery of Desktop Services.
Response:

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**EXHIBIT A5
HELPDESK SERVICES
PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including the number of years in business providing Helpdesk Services as described in the RFP. Please detail your specific experience and that of any subcontractors in providing Helpdesk for the major applications used by the bureau of Health Services as detailed in the Proposer Information packet made available in connection with this RFP.
Response:
2. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Helpdesk Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.
Response:
3. Proposer Expertise and Personnel. Please identify the specific personnel and their qualifications (including any professional certifications) who are either in your organization or who will be retained by your organization to provide Helpdesk Services if Proposer is selected for a contract as a result of this RFP. Please attach representative resumes.
Response:
4. Response to Helpdesk Service Tower Attachment. Please describe your plan for providing Helpdesk Services to the Bureau (including your proposed staffing plan), and indicate whether you propose to satisfy all requirements set forth on the Helpdesk Attachment or whether you propose that different requirements should apply to achieve the effective and efficient delivery of Helpdesk Services.
Response:

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**EXHIBIT A6
NETWORK SERVICES
PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including the number of years in business providing Network Services as described in the RFP. Please detail your specific experience and that of any subcontractors in providing Network for the major applications used by the Bureau of Health services as detailed in the Proposer Information Packet made available in connection with this RFP.
Response:
2. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Network Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.
Response:
3. Proposer Expertise and Personnel. Please identify the specific personnel and their qualifications (including any professional certifications) who are either in your organization or who will be retained by your organization to provide Network Services for the Bureau should the County enter into a contract with Proposer. Please attach representative resumes.
Response:
4. Response to Network Service Tower Attachment. Please describe your plan for providing Network Services to the Bureau (including your proposed staffing plan), and indicate whether you propose to satisfy all requirements set forth on the Network Attachment or whether you propose that different requirements should apply to achieve the effective and efficient delivery of Network Services.
Response:

EXHIBIT A7
PACKAGED ROLLOUT AND APPLICATION DEVELOPMENT SERVICES
PROPOSER QUESTIONNAIRE

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors shall each provide a brief history of their firms, including the number of years in business providing Packaged Rollout and Application Development Services as described in the RFP.
2. Specific Experience. Provide information about your company's hospital applications experience. Does your company have specific experience with Cerner and Siemens applications? Include information on the vendors you currently support at other hospitals that are critical applications for CCBHS.
Response:
3. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Packaged Rollout and Application Development Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.
Response:
4. Proposer Expertise and Personnel. Please identify the specific personnel who are either in your organization or who will be retained by your organization to provide Packaged Rollout and Application Development Services if Proposer is selected for a contract as a result of this RFP. Please identify the qualifications of all such persons (including any professional certifications) and attach representative resumes.
Response:
5. Response to Packaged Rollout and Application Development Service Tower Attachment. Please describe your capabilities for assigning qualified IT Personnel to provide Packaged Rollout and Application Development Services to the Bureau (including your proposed charges for specific categories of IT Personnel you describe as part of your Cost Proposal), and indicate whether you propose to satisfy all requirements set forth on the Packaged Rollout and Application Development Attachment or whether you propose that different requirements should apply to achieve the effective and efficient delivery of Packaged Rollout and Application Development Services.
Response:

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**EXHIBIT A8
TRANSITION SERVICES
PROPOSER QUESTIONNAIRE**

Proposer shall provide written responses in the following sequence. Proposer documentation which supplements responses to this Attachment A8 should be numbered to mirror the numbering set forth below.

1. Firm History and Experience. The Proposer and any subcontractors it may use to provide Transition Services shall each provide a brief history of their firms, including the number of years in business providing Transition Services as described in the RFP. Please detail your specific experience and that of any subcontractors in providing Transition Services for the major applications used by the Bureau of Health Services as detailed in the Proposer Information Packet made available in connection with this RFP.

Response:

2. References. Please provide at least two references who can speak to Proposer's capability to provide high quality Transition Services. Proposer must name a specific contact person and telephone number for each reference. Proposer agrees that the County may contact these persons and agrees to release and hold harmless the County and the firm and individual contacted to provide a reference against any liability as a result of providing such reference.

Response:

4. Proposer Expertise and Personnel. Please identify the specific personnel and their qualifications (including any professional certifications) who are either in your organization or who will be retained by your organization to provide Transition Services if Proposer is selected for a contract as a result of this RFP. Please attach representative resumes.

Response:

5. Transition Services.

- a) Describe your high level plan and commitment for transition and cutover of the Services to your management on a Tower by Tower basis. Provide estimated timeframes for completing this transition and a summary of resource commitments required to be provided by the County, the current Contractor and your firm.
- b) Explain process for recruiting personnel, including formal communication plans and human resources issues. Provide a complete list of employee benefits offered by your firm.

- c) Have you ever converted/transitioned from another IT Services Contractor? Describe your approach in this situation.
- d) Identify the factors that will most directly contribute to your success in the transition process and the factors which are most likely to impede a smooth transition.

EXHIBIT B

Proposed Service Level Metrics

<u>Service Level</u>	<u>Metrics</u>	<u>Standards</u>
Help Desk	• Average Answer time • Call abandonment rate • First call resolution rate • Average wait time	• ≤ 30 seconds • $\leq 10\%$ • $\geq 70\%$ • ≤ 2 minutes
Desktop Services	• IMAC acknowledged • Response time for IMAC • Response time for emergency tickets • Equipment upgrade and refresh • Time to respond & resolve emergency repairs* • Time to respond & resolve non-emergency repairs*	• 95% service tickets within 4 hours • 95% service tickets resolved < 5 business days • < 1 hour • % requests completed in designated time frame • % responded to and resolved according to Severity Level (1-4) Index • % responded to and resolved according to Severity Level (1-4) Index
Helpdesk And Desktop Customer Satisfaction	• Help Desk and Desktop Services ticket surveys (5 questions) • Formal Customer Satisfaction Survey • Overall satisfaction with Help Desk and Desktop Services	• HD= 4.7 / DS = 4.5 • • Continuous improvement of (TBD) over baseline survey • Continuous improvement of 5% over baseline

EXHIBIT B

Proposed Service Level Metrics

<u>Service Level</u>	<u>Metrics</u>	<u>Standards</u>
Application Support	• Critical applications availability • Interface availability	• > 99.5% • > 99%
PRAD	• IT project backlog reviewed & prioritized • Implementation plan developed & maintained • Milestones established • Software Vendor, Hospital and Contractor responsibilities identified • Progress reports	• 120 business days to complete • 120 of business days to complete • Monthly
Application Support and PRAD (Interfaces)	• Install & maintain application software including upgrades • Maintain & support all interface & applications programs in scope • Maintain applications & interface documentation • Provide technical expertise on application maintenance & tools • Assist Hospital in gaining maximum benefit from software applications • Manage third party software firms/consultants as needed	• Monthly reporting against project and/or implementation plan • Problem resolution within acceptable levels

EXHIBIT B

Proposed Service Level Metrics

ALL TOWERS Security	Emergency request • Creation and deletion of security accounts • Time to complete request	< 1 hour • < 24 business hours • <24 business hours
Data Center (Servers)	• System availability • System Backups • On schedule production jobs • Job completion without abends	• 99.5% • 99% • 97% • 99%
Network Services	• Network availability • Response time to outages	• > 99.5% • > 2 hours
ALL TOWERS (Project Management Methods)	• Implementation Plan for Best Practices/ Methodologies • Project Management Office created • Project Management Training completed	• Completed within 90 business days • Completed within __ business days • Completed in __ business days

EXHIBIT B

Proposed Service Level Metrics

Definitions:

- **Help Desk**

- Definition: Answer time is the amount of time for a Help Desk agent to pick up on an incoming Call measured from the point the Call is first available to the Help Desk agent.
 - Metrics:
 - % of all calls answered by a live agent within 30 seconds during monthly reporting period
 - % of calls answered by a live agent within an average of 30 seconds during monthly reporting period
 - % of all calls between 6:00 AM – 6:00 PM Monday through Friday answered by a live agent within an average of 45 seconds during monthly reporting period
 - Definition: Help Desk call abandonment rate is the percentage rate that Users hang upon entering the queue prior to a Call being responded to by a Help Desk agent.
 - Metric: Help Desk Call Abandonment Rate does not exceed 10% of total received Calls during any monthly reporting period.
- Definition: First call resolution is defined as the percentage of Computing Problems that are completed with one Call to the Help Desk and require no follow up communication.
 - Metric: % or more of Computing Problems are responded to and resolved between User and Help Desk on the first Call. (Note: requires additional investigation and discussion between Contractor and Hospital).
- Definition: Talk time is defined as the time per call that an agent actually spends talking with a customer on the phone during a Call.
 - Metric: % or more of the total Calls answered by an agent will have an average talk time of 3.5 minutes or less.

EXHIBIT B

Proposed Service Level Metrics

- **Desktop Services**

- Definition: Each emergency IMAC will be completed within two (2) business days of User submittal.
 - Metric: % of all emergency IMAC requests will be completed within two (2) business days of submission or within two (2) business days of receipt of hardware when hardware is involved and % will be completed within three (3) business days of submission or within three (3) business days of receipt of hardware when hardware is involved.
- Definition: Non-Emergency IMAC requests responded to and scheduled within one (1) business day of User submittal.
 - Metric: % non-emergency IMACs responded to and scheduled for implementation within one (1) business day of submission or within one (1) business day of receipt of hardware when hardware is involved.
- Definition: Non-emergency IMACs will be completed within ten (10) business days of submission.
 - Metric: % of non-emergency IMACs will be completed within ten (10) business days of submission or within ten (10) business days of receipt of hardware when hardware is involved.
- Definition: Vendor will schedule upgrade/refresh of User Equipment and Peripherals (scheduling and prioritization process to be defined by Hospital and Vendor)
 - Metric: % of all upgrade/refresh requests will be scheduled and completed in designated time frames, subject to hardware being supplied by Hospital.
- Definition: Time to respond to an emergency repair, as defined by Hospital and Vendor, is the amount of time from receipt of notification from a User requesting the emergency repair until a Desktop Services

EXHIBIT B

Proposed Service Level Metrics

Technician contacts the User to further diagnose and schedule the repair. Similarly, time to resolve an emergency repair incorporates this definition, plus any additional time required to resolve the repair.

- Metric: % of emergency repairs responded to in accordance with Severity Level Index Schedule (Severity Level 1). Exceptions to this will be devices included on a list of devices which require repairs to be completed within two (2) hours or within four (4) hours of receipt of notification. Hospital and Vendor will identify hardware and spare parts safety stock to be supplied by Hospital in order to meet SLA.
- Definition: Time to respond to a non-emergency repair, as defined by Hospital and Vendor, is the amount of time from receipt of notification from a User requesting the non-emergency repair until a Desktop Services Technician contacts the User to further diagnose and schedule the repair. Similarly, time to resolve a non-emergency repair incorporates this definition, plus any additional time required to resolve the repair.
- Metric: % of emergency repairs responded to in accordance with Severity Level Index Schedule (Severity Levels 2-4). Hospital and Vendor will identify hardware and spare parts safety stock to be supplied by Hospital in order to meet SLA.

• **Help Desk and Desktop Services: Customer Satisfaction**

- Definition: Help Desk and Desktop Services surveys generated from completed trouble tickets will rate User satisfaction for these respective areas.
- Metric: The total annual average score for the Customer Satisfaction Survey will be 4.7 or higher for Help Desk and 4.5 or higher for Desktop Services (out of scale of 5.0).
- Definition: Continuous improvement is defined as the increase in total average score for the Formal Customer Satisfaction Survey between the last survey and the current survey. Baseline will be derived from a survey to be conducted at Hospital within 90 days following effective date of Contract.

EXHIBIT B

Proposed Service Level Metrics

- Metric: Continuous improvement of (TBD) over baseline until a score predetermined by Bureau and Contractor is achieved for the Formal Customer Satisfaction survey. Bureau may request that formal surveys be done more frequently (quarterly or semi-annually) if the average scores from trouble ticket surveys fall below current levels for two (2) consecutive months.
- **PRAD Services**
 - Definition: Contractor shall perform the implementation services and provide deliverables described in the plan approved by the Bureau Chief or designee and within the scope of the project
 - Metrics:
 - % attainment of milestones
 - Supervision of appropriate software vendor resources
 - Monthly reporting against project milestones
 - Project management methodology training and implementation
 - Best Practice implemented
- **Best Practices**
 - Definition: Standard methodologies utilized by the Contractor to insure consistency in service delivery and client satisfaction.
 - Metrics:
 - % of best practices implemented according to implementation plan
 - Monthly Dashboard reporting against project milestones

EXHIBIT C
GENERAL CONDITIONS

GC-01 INDEMNIFICATION

The Contractor covenants and agrees to indemnify and save harmless the County and its commissioners, officials, employees, agents and representatives, and their respective heirs, successors and assigns, from and against any and all costs, expenses, attorney's fees, losses, damages and liabilities incurred or suffered directly or indirectly from or attributable to any claims arising out of or incident to the performance or nonperformance of the Contract by the Contractor, or the acts or omissions of the officers, agents, employees, contractors, subcontractors, licensees or invitees of the Contractor. The Contractor expressly understands and agrees that any Performance Bond or insurance protection required of the Contractor, or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify the County as hereinabove provided.

GC-02 SUBCONTRACTING OR ASSIGNMENT OF CONTRACT OR CONTRACT FUNDS

Once awarded, this Contract shall not be subcontracted or assigned, in whole or in part, without the advance written approval of the Purchasing Agent, which approval shall be granted or withheld in the sole discretion of the Purchasing Agent. In no case, however, shall such approval relieve the Contractor from its obligations or change the terms of the Contract. The Contractor shall not transfer or assign any Contract funds or any interest therein due or to become due without the advance written approval of the Purchasing Agent. The unauthorized subcontracting or assignment of the Contract, in whole or in part, or the unauthorized transfer or assignment of any Contract funds, either in whole or in part, or any interest therein, which shall be due or are to become due the Contractor shall have no effect on the County and are null and void.

Prior to the commencement of the Contract, the Contractor shall identify in writing to the Purchasing Agent the any and all subcontractors it intends to use in the performance of the Contract. The Purchasing Agent shall have the right to disapprove any subcontractor. Identification of subcontractors to the Purchasing Agent shall be in addition to any communications with County offices other than the Purchasing Agent. All subcontractors shall be subject to the terms of this Contract. Contractor shall incorporate into all subcontracts all of the provisions of the Contract which affect such subcontract. Copies of subcontracts shall be provided to the Purchasing Agent upon request.

The County reserves the right to prohibit any person from entering any County facility for any reason. All contractors and subcontractors of the Contractor shall be accountable to the Director of the Using Department or his designee while on any County property and shall abide by all rules and regulations imposed by the County.

GC-03 INSPECTION AND RESPONSIBILITY

At any and at all times during the term of the Contract and at any location where the Contract is performed, the County shall have a right to inspect any Deliverables provided in carrying out this Contract. The Contractor shall be solely responsible for the quality and standards of all Deliverables furnished under this Contract. Deliverables may be rejected by the Purchasing Agent and/or the Director of the Using Department if they fail to meet Contract requirements or are provided in a manner which does not meet Contract requirements. In the event of such rejection, Deliverables shall be replaced and/or re-performed by the Contractor promptly and at no additional cost to the County. Any Deliverables rejected shall be removed within a reasonable time from the premises of the County at the entire expense of the Contractor, after notice has been given by the County to the Contractor that such Deliverables have been rejected.

GC-04 INSURANCE

Contractor shall purchase and maintain at all times during the term of this Contract insurance coverage which is satisfactory to the County and will satisfactorily insure the Contractor against claims and liabilities which arise or could arise because of the performance or nonperformance of the Contract. All insurance required hereunder shall meet the requirements of the County's Department of Risk Management and shall name the County as an additional insured unless such designation is unavailable due to commercial practices in the insurance industry as to a particular type of coverage. With the exception of certificates required to be submitted with the Proposal, Contract shall deliver to the County satisfactory certificates evidencing compliance with this insurance provision prior to commencing performance under the Contract.

GC-05 PAYMENT

All invoices submitted by the Contractor shall be in accordance with the cost provisions contained in the Contract Documents and shall contain a detailed description of the Deliverables for which payment is requested. All invoices shall reflect the amounts invoiced by and the amounts paid to the Contractor as of the date of the invoice, and shall be submitted together with a properly completed County Voucher form (29A). Invoices for new charges shall not include "past due" amounts, if any, which amounts must be set forth on a separate invoice. No payments shall be made with respect to invoices which do not include the County Voucher form or which otherwise fail to comply with the requirements of this paragraph. Contractor shall not be entitled to invoice the County for any late fees or other penalties.

GC-06 PREPAID FEES

In the event this Contract is terminated by either party, for cause or otherwise, and the County has prepaid for any Deliverables, Contractor shall refund to the County, on a prorated basis to the effective date of termination, all amounts prepaid for Deliverables not actually provided as of the effective date of the termination. The refund shall be made within

fourteen (14) days of the effective date of termination.

GC-07 TAXES

Federal Excise Tax does not apply to materials purchased by the County by virtue of Exemption Certificate No. 36-75-0038K. Illinois Retailers' Occupation Tax, Use Tax and Municipal Retailers' Occupation Tax do not apply to Deliverables purchased by the County by virtue of statute. The price or prices quoted herein shall include any and all other federal and/or state, direct and/or indirect taxes which apply to this Contract. The County's State of Illinois Sales Tax Exemption Identification No. is E-9998-2013-01.

GC-08 PRICE REDUCTION

If at any time after the contract award, Contractor makes a general price reduction in the price of any of the Deliverables, the equivalent price reduction based on similar quantities and/or considerations shall apply to this Contract for the duration of the Contract period. For purposes of this Section GC-08, Price Reduction, a general price reduction shall include reductions in the effective price charged by Contractor by reason of rebates, financial incentives, discounts, value points or other benefits with respect to the purchase of the Deliverables. Such price reductions shall be effective at the same time and in the same manner as the reduction Contractor makes in the price of the Deliverables to its prospective customers generally.

GC-09 CONTRACTOR CREDITS

To the extent the Contractor gives credits toward future purchases of goods or services, financial incentives, discounts, value points or other benefits based on the purchase of the materials or services provided for under this Contract, such credits belong to the County and not any specific using department. Contractor shall reflect any such credits on its invoices and in the amounts it invoices the County.

GC-10 DISPUTES

Any dispute arising under the Contract between the County and Contractor shall be decided by the Purchasing Agent. The complaining party shall submit a written statement detailing the dispute and specifying the specific relevant Contract provision(s) to the Purchasing Agent. Upon request of the Purchasing Agent, the party complained against shall respond to the complaint in writing within five days of such request. The Purchasing Agent will reduce his decision to writing and mail or otherwise furnish a copy thereof to the Contractor and the Director of the Using Department. The decision of the Purchasing Agent will be final and binding. Dispute resolution as provided herein shall be a condition precedent to any other action at law or in equity.

However, unless a notice is issued by the Purchasing Agent indicating that additional time is required to review a dispute, the parties may exercise their contractual remedies, if any, if no decision is made within sixty (60) days following notification to the Purchasing Agent of a dispute. No

inference shall be drawn from the absence of a decision by the Purchasing Agent. Notwithstanding a dispute, Contractor shall continue to discharge all its obligations, duties and responsibilities set forth in the Contract during any dispute resolution proceeding unless otherwise agreed to by the County in writing.

GC-11 DEFAULT

Contractor shall be in default hereunder in the event of a material breach by Contractor of any term or condition of this Contract including, but not limited to, a representation or warranty, where Contractor has failed to cure such breach within ten (10) days after written notice of breach is given to Contractor by the County, setting forth the nature of such breach.

In the event Contractor shall breach any material terms or conditions of this Contract on more than one occasion during any twelve month period during the term hereof, or in the event Contractor expresses an unwillingness or inability to continue performing the Contract in accordance with its terms, the County may, at its option, declare the Contractor to be in default and the County shall be entitled to exercise all available remedies including, but not limited to, termination of the Contract, without affording the Contractor further opportunity to cure such breach. Failure of County to give written notice of breach to the Contractor shall not be deemed to be a waiver of the County's right to assert such breach at a later time, should the Contractor commit a subsequent breach of this Contract.

County shall be in default hereunder if any material breach of the Contract by County occurs which is not cured by the County within ninety (90) days after written notice has been given by Contractor to the County, setting forth the nature of such breach.

GC-12 COUNTY'S REMEDIES

Following notice of material breach to Contractor, the County reserves the right to withhold payments otherwise owed to Contractor until such time as Contractor has cured the breach.

If the Contractor fails to remedy a material breach during the ten (10) day cure period pursuant to General Condition GC-10, Default, or if Contractor commits a subsequent material breach within a twelve month period or expresses an unwillingness or inability to continue performing the Contract in accordance with its terms, the County shall have the right to terminate this Contract upon written notice to the Contractor which shall set forth the effective date of such termination.

In addition, the County shall have the right to pursue all remedies in law or equity.

GC-13 CONTRACTOR'S REMEDIES

If the County has been notified of breach and fails to remedy the breach

during the ninety(90) day cure period pursuant to General Condition GC-10, Default, the Contractor shall have the right to terminate this Contract upon not less than thirty (30) days prior written notice to the County, which notice shall set forth the effective date of termination.

Contractor shall have the right to pursue all remedies available in law or equity. In all cases the Contractor's damages shall be those actual provable damages not to exceed the amount of the Contract as awarded by the Cook County Board of Commissioners less all amounts paid to Contractor. In no event shall Contractor be entitled to any consequential damages. Irrespective of the exercise of remedies hereunder, Contractor shall not disrupt the County's operations or repossess any component thereof.

GC-14 DELAYS

Contractor agrees that no charges or claims for damages shall be made by Contractor for any delays or hindrances from any cause whatsoever during the progress of any portion of this Contract.

GC-15 MODIFICATIONS AND AMENDMENTS

The parties may from time to time during the term of the Contract make modifications and amendments to the Contract but only as provided in this section. Such modifications and amendments shall only be made by mutual agreement in writing. Modifications and amendments which individually or cumulatively result in additional cost of \$25,000.00 or greater or which extend the term of the Contract by thirty (30) days or more shall not be deemed as authorized without the approval of the Cook County Board of Commissioners. Modifications and amendments which increase cost by less than \$25,000.00 or which do not extend the term of the Contract by more than thirty (30) days may only be made with the written approval of the Purchasing Agent.

Subject to the foregoing, the Director of the Using Department may, by written order, make changes with respect to the dates of delivery and places of performance of the Contract, provided that any such changes shall not increase the Contract price or the time required for Contract performance.

Contractor is hereby notified that, except for modifications and amendments which are made in accordance with this Section GC-14, Modifications and Amendments, no County department or employee thereof has authority to make any modification or amendment to this Contract.

GC-16 PATENTS, COPYRIGHTS AND LICENSES

Contractor shall furnish the Director of the Using Department with all licenses required for the County to utilize any software, including firmware or middleware, provided by Contractor as part of the Deliverables. Such licenses shall be clearly marked with a reference to the number of this County Contract. Contractor shall also furnish a copy of such licenses to the Purchasing Agent. Unless otherwise stated in these Contract documents, such

licenses shall be perpetual and shall not limit the number of persons who may utilize the software on behalf of the County.

Contractor agrees to hold harmless and indemnify the County, its officers, agents, employees and affiliates from and defend, at its own expense (including reasonable attorneys', accountants' and consultants' fees), any suit or proceeding brought against County based upon a claim that the ownership and/or use of equipment, hardware and software or any part thereof provided to the County or utilized in performing Contractor's services constitutes an infringement of any patent, copyright or license or any other property right.

In the event the use of any equipment, hardware or software or any part thereof is enjoined, Contractor with all reasonable speed and due diligence shall provide or otherwise secure for County, at the Contractor's election, one of the following: the right to continue use of the equipment, hardware or software; an equivalent system having the Specifications as provided in this Contract; or Contractor shall modify the system or its component parts so that they become non-infringing while performing in a substantially similar manner to the original system, meeting the requirements of this Contract.

GC-17 PERSONNEL

The quality, experience and availability of personnel employed by the Contractor is of the essence. Contractor shall assign only qualified individuals to the performance of its responsibilities under this Contract. Contractor warrants that at all time relevant to this Contract, it and its personnel and subcontractors shall be eligible to participate in federally funded programs including, but not limited to, Medicaid and Medicare. To the extent that Illinois law requires that any person providing service under this Contract pass a criminal background check, Contractor shall secure such background check. Contractor shall not assign any individual to the performance of duties under this Contract if the individual fails the required criminal background check.

The Contractor shall provide the Director of the Using Department with a list of all personnel who will visit County facilities and shall include with such list the names of all "key Contractor personnel" who will be primarily responsible for performing Contractor's obligations under the Contract. The list shall include the specific assignments and qualifications of each person named. With the exception of removals which are due to resignation or illness, Contractor shall not remove "key personnel" from assignment under the Contract without first obtaining the County's consent. Contractor shall not limit the ability of Contractor personnel to work for the County following the termination or expiration of this Contract. The Director may at any time request, in writing, that the Contractor remove any of the Contractor's assigned personnel and forthwith furnish to the County other acceptable personnel with thirty (30) days of notification. Notwithstanding the County's approval of Contractor's personnel, the Contractor shall be fully responsible to County for all work performed pursuant to this Contract by Contractor's

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employees, subcontractors or others who may be retained by the Contractor with the approval of the County.

GC-18 COMPLIANCE WITH LAWS

The Contractor shall observe and comply with the laws, ordinances, regulations and codes of the Federal, State, County and other local government agencies which may in any manner affect the performance of the Contract including, but not limited to, those County Ordinances set forth in the Certifications attached hereto and incorporated herein. Assurance of compliance with this requirement by the Contractor's employees, agents or subcontractors shall be the responsibility of the Contractor.

The Contractor shall secure and pay for all federal, state and local licenses, permits and fees required hereunder.

GC-19 MINORITY AND WOMEN BUSINESS ENTERPRISES COOK COUNTY ORDINANCE CHAPTER 10, SECTION 43.1 - 43.10

I. POLICY AND GOALS

A. It is the policy of the County of Cook to prevent discrimination in the award of or participation in County contracts and to eliminate arbitrary barriers for participation, as both prime and subcontractors, in such contracts by local businesses certified as Minority Business Enterprises (MBE) and Women-owned Business Enterprises (WBE). In furtherance of this policy, the Cook County Board of Commissioners has adopted a Minority- and Women-owned Business Enterprise Ordinance (the "Ordinance") which establishes a "best efforts" goal of awarding not less than thirty-five (35%) of the annual total dollar amount of professional and consulting service contracts and sole source agreements to certified MBEs and WBEs.

B. A contractor may achieve the contract MBE/WBE participation goals by its status as a MBE or WBE; by entering into a joint venture with one or more MBEs and/or WBEs; by subcontracting a portion of the work to one or more MBEs or WBEs; by entering into a Mentor-Protege Agreement with a MBE or WBE; by the indirect participation of MBEs or WBEs in other aspects of the contractor's business; or by a combination of the foregoing.

C. A contractor's failure to carry out its MBE/WBE commitments in the course of a contractor's performance shall constitute a material breach of the contract, and if such breach is not appropriately cured, may result in the termination of the contract or such other remedy authorized by the Ordinance as the County deems appropriate.

II. REQUIRED SUBMITTALS

To be considered responsive to the requirements of the Ordinance: (a) a contractor for professional and consulting service contracts shall submit
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items A, B and C listed below; and (b) a contractor for sole source agreements, shall submit items A and B listed below. All documentation submitted by a contractor shall be reviewed by the Contract Compliance Administrator. Failure to submit one of the items required in accordance with these general conditions shall be cause to consider the contractor's proposal non-responsive and be rejected.

A. Affirmative Action Plan

Each contractor shall submit with its proposal, a copy of its current internal affirmative action plan. If contractor has no internal affirmative action plan, contractor shall submit a statement stating why contractor has no such plan. In lieu of an internal affirmative action plan, a contractor may submit a copy of its current Letter of Compliance for the United States Department of Labor, Office of Federal Contract Compliance Programs.

B. Contractor's MBE/WBE Efforts Documentation

Each contractor shall submit with its proposal, supporting documentation which evidences efforts the contractor has taken in attempting to achieve the County's "best efforts" MBE/WBE participation goals.

C. Contractor's Statement - Use of MBE/WBE Professionals

Each contractor shall submit with its proposal, a statement which discloses how the contractor intends to maximize the use of its MBE/WBE professionals in the course of performing the contract.

III. NON-COMPLIANCE

If the County of Cook determines that the contractor has failed to comply with its contractual commitments or any portion of the Ordinance, it will notify the contractor of such non-compliance and may take any and all appropriate actions as set forth within the Ordinance.

IV. REPORTING/RECORD-KEEPING REQUIREMENTS

The contractor shall comply with the reporting and record-keeping requirements as may be established by the Contract Compliance Administrator. Upon award of a contract, contractor is responsible for acquiring all necessary County reporting and record-keeping forms which will be made available in the Office of Contract Compliance.

V. EQUAL EMPLOYMENT OPPORTUNITY

Compliance with MBE and WBE requirements will not diminish or supplant Equal Employment Opportunity and Civil Rights provisions as otherwise required by law as they relate to contractor and subcontractor obligations.

GC-20 MATERIAL DATA SAFETY SHEET

As required under the Illinois "Toxic Substance Disclosure To Employees Act", Illinois Compiled Statutes, 1994, 820 ILCS 255/1, Contractor shall submit with each delivery of Deliverables, a Material Safety Data Sheet.

GC-21 CONDUCT OF THE CONTRACTOR

The Contractor agrees to inform the County on a timely basis of all of the Contractor's interests, if any, which are or which the Contractor reasonably believes may be incompatible with any interest of the County. The Contractor shall take notice of and comply with the Cook County Lobbyist Registration Ordinance (No. 93-0-22, 6-22-93). Neither the Contractor nor any of its employees, agents or subcontractors shall use for business or personal gain, or make other improper use of, confidential information which is acquired in connection with the Contract. To the extent Contractor will have access to the County's protected health information in performing its responsibilities under this Contract, Contractor shall contact the Chief Privacy Officer for the Using Department(s) and shall execute the County's business associate agreement prior to performing any responsibilities which involve access to protected health information.

Except as disclosed in advance and approved by the Bureau Chief upon a determination that no conflict exists, Contractor shall be prohibited from soliciting or accepting business, as a subcontractor or otherwise, from Bureau's Vendors during the term of this Contract. The requirements of this paragraph shall apply both to Vendor contracts with the County and with third parties.

GC-22 ACCIDENT REPORTS

Contractor shall provide the Purchasing Agent and the Director of the Using Department with prompt written notification (no later than twenty-four (24) hours) of any occurrence, on County premises or otherwise, which pertains in any way to this Contract and which results in either bodily injury to employees or third parties or property damage. The report shall include the name of person(s) injured, if any; name of the injured person's employer, if any; the date, time and location of the occurrence; description of the extent of injury and/or damage; the name(s) of witnesses; the names of any providers known to have provided treatment for injuries sustained; and such other information as may be required by the County. The Contractor shall notify the local police regarding any occurrence requiring an official police record. The report submitted to the County should indicate whether the police were notified and, if so, the number of the police report.

GC-23 USE OF COUNTY PREMISES AND RESOURCES

Contractor shall confer with the Director of the Using Department to ascertain full knowledge of all rules and regulations of the County facilities relative to this Contract and shall cause all of its employees, agents and subcontractors to comply therewith. The Contractor shall confine the operations of its employees, agents and subcontractors on County premises to

the performance of the Contract consistent with limits indicated by laws, ordinances, permits and/or direction of the Director of the Using Department and shall not encumber the premises with materials or debris. In performing the Contract, the Contractor shall not cause or permit a condition that endangers the safety of others and shall not load or permit any part of a structure to be loaded with a weight that will endanger the safety of the structure or any persons.

GC-24 GENERAL NOTICE

All notices required pursuant to this Contract shall be in writing and addressed to the parties at their respective addresses set forth below. All such notices shall be deemed duly given if hand delivered or if deposited in the United States mail, postage prepaid, registered or certified, return receipt requested. Notice as provided herein does not waive service of summons or process.

TO THE COUNTY:

COOK COUNTY PURCHASING AGENT
118 North Clark Street. Room 1018
Chicago, Illinois 60602
Include County Contract Number in all notices)

TO THE CONTRACTOR:

At address provided on the Execution Pages or as otherwise indicated in writing to County Purchasing Agent in a written document which, in bold face type, references the name of the Contractor, the County Contract Number and states "NOTIFICATION OF CHANGE IN ADDRESS."

GC-25 TERMINATION FOR CONVENIENCE

The County may terminate this Contract, or any portion, at any time by notice in writing from the County to the Contractor. Unless otherwise stated in the notice, the effective date of such termination shall be three business days after the date the notice of termination is mailed by the County. If the County elects to terminate the Contract in full, unless otherwise specified in the notice of termination, the Contractor shall immediately cease performance and shall promptly tender to the County all Deliverables, whether completed or in process. If the County elects to terminate the Contract in part, unless otherwise specified in the notice of partial termination, the Contractor shall immediately cease performance of those portions of the Contract which are terminated and shall promptly tender to the County all Deliverables relating to said portions of the Contract, whether completed or in process. Contractor shall refrain from incurring any further costs with respect to portions of the Contract which are terminated except as specifically approved by the Purchasing Agent.

GC-26 GUARANTEES AND WARRANTIES

The Contractor shall furnish all guarantees and warranties applicable to the Deliverables to the Director of the Using Department prior to or at the time of delivery. All Deliverables shall be covered by the most favorable commercial warranties and guarantees the Contractor gives to any customer for the same or substantially similar Deliverables or Services. The rights and remedies so provided shall be in addition to and shall not limit any rights

afforded to County under this Contract.

To the extent Contractor provides Deliverables manufactured by another entity, Contractor shall transfer original product warranty and any rights to manufacturer's related services to the County and shall submit all appropriate documentation of said transfer to the Director of the Using Department prior to or at the time the Contractor tenders the Deliverables.

GC-27 STANDARD OF DELIVERABLES

Except as may be expressly stated in the Special Conditions or Specifications of this Contract, only new, originally manufactured Deliverables will be accepted by the County. The County will not accept any Deliverables that have been refurbished, rebuilt, restored or renovated in any manner. In addition, experimental materials will not be acceptable. Deliverables not produced by regular production methods and/or which have not been offered for sale to the public through accepted industry trade channels for a reasonable period of time prior to the commencement of the Contract will be considered experimental.

GC-28 CONFIDENTIALITY AND OWNERSHIP OF DOCUMENTS

Contractor acknowledges and agrees that information regarding this Contract is confidential and shall not be disclosed, directly, indirectly or by implication, or be used by Contractor in any way, whether during the term of this Contract or at any time thereafter, except solely as required in the course of Contractor's performance hereunder. Contractor shall comply with the applicable privacy laws and regulations affecting County and will not disclose any of County's records, materials, or other data to any third party.

Contractor shall not have the right to compile and distribute statistical analyses and reports utilizing data derived from information or data obtained from County without the prior written approval of County. In the event such approval is given, any such reports published and distributed by Contractor shall be furnished to County without charge.

All documents, data, studies, reports, work product or product created as a result of the performance of the Contract (the "Documents") shall be included in the Deliverables and shall be the property of the County of Cook. It shall be a breach of this Contract for the Contractor to reproduce or use any documents, data, studies, reports, work product or product obtained from the County of Cook or any Documents created hereby, whether such reproduction or use is for Contractor's own purposes or for those of any third party. During the performance of the Contract Contractor shall be responsible of any loss or damage to the Documents while they are in Contractor's possession, and any such loss or damage shall be restored at the expense of the Contractor. The County and its designees shall be afforded full access to the Documents and the work at all times.

GC-29 QUANTITIES

Any quantities of indicated in the Proposal Pages for the performance of the Contract are estimates for the purpose of determining an approximate total Contract amount and may not be the actual quantities required by the County during the term of the Contract. The County reserves the right to increase or decrease such quantities at the Contract price to correspond to the actual needs of the County. If the County increases the quantities required, any

such increase shall be subject to an agreed written amendment in the Contract Amount. The County will be obligated to order and pay for only such quantities as are from time to time ordered, delivered, and accepted on purchase orders issued by the Purchasing Agent.

GC-30 AUDIT; EXAMINATION OF RECORDS

The Contractor agrees that the Cook County Auditor or any of its duly authorized representatives shall, until expiration of three (3) years after the final payment under the Contract, have access and the right to examine any books, documents, papers, canceled checks, bank statements, purveyor's and other invoices, and records of the Contractor related to the Contract, or to Contractor's compliance with any term, condition or provision thereof. The Contractor shall be responsible for establishing and maintaining records sufficient to document the costs associated with performance under the terms of this Contract.

The Contractor further agrees that it shall include in all of its subcontracts hereunder a provision to the effect that the subcontractor agrees that the Cook County Auditor or any of its duly authorized representatives shall, until expiration of three (3) years after final payment under the subcontract, have access and the right to examine any books, documents, papers, canceled checks, bank statements, purveyor's and other invoices and records of such subcontractor involving transactions relating to the subcontract, or to such subcontractor's compliance with any term, condition or provision thereunder or under the Contract.

In the event the Contractor receives payment under the Contract, reimbursement for which is later disallowed by the County, the Contractor shall promptly refund the disallowed amount to the County on request, or at the County's option, the County may credit the amount disallowed from the next payment due or to become due to the Contractor under any contract with the County.

To the extent this Contract pertains to Deliverables which may be reimbursable under the Medicaid or Medicare Programs, Contractor shall retain and make available upon request, for a period of four (4) years after furnishing services pursuant to this Agreement, the contract, books, documents and records which are necessary to certify the nature and extent of the costs of such services if requested by the Secretary of Health and Human Services or the Comptroller General of the United States or any of their duly authorized representatives. If Contractor carries out any of its duties under the Agreement through a subcontract with a related organization involving a value of cost of \$10,000.00 or more over a 12 month period, Contractor will cause such subcontract to contain a clause to the effect that, until the expiration of four years after the furnishing of any service pursuant to said subcontract, the related organization will make available upon request of the Secretary of Health and Human Services or the Comptroller General of the United States or any of their duly authorized representatives, copies of said subcontract and any books, documents, records and other data of said related organization that are necessary to certify the nature and extent of such costs. This paragraph relating to the retention and production of documents is included because of possible application of Section 1861(v)(1)(I) of the

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Social Security Act to this Agreement; if this Section should be found to be inapplicable, then this paragraph shall be deemed inoperative and without force and effect.

GC-31 GOVERNING LAW

This Contract shall be governed by and construed under the laws of the State of Illinois. The Contractor irrevocably agrees that, subject to the County's sole and absolute election to the contrary, any action or proceeding in any way, manner or respect arising out of the Contract, or arising from any dispute or controversy arising in connection with or related to the Contract, shall be litigated only in courts within the Circuit Court of Cook County in the City of Chicago, County of Cook, State of Illinois, and the Contractor consents and submits to the jurisdiction thereof. In accordance with these provisions, Contractor waives any right it may have to transfer or change the venue of any litigation brought against it by the County pursuant to this Contract.

GC-32 WAIVER

No term or provision of this Contract shall be deemed waived and no breach consented to unless such waiver or consent shall be in writing and signed by the party claimed to have waived or consented. The waiver of any such provision shall be strictly limited to the identified provision.

GC-33 ENTIRE CONTRACT

It is expressly agreed that the provisions set forth in this Contract constitute all the understandings and agreements between the parties. Any prior agreements, promises, negotiations, or representations not expressly set forth in this Contract are of no force and effect.

GC-34 FORCE MAJEURE OR UNAVOIDABLE DELAYS

Neither Contractor nor County shall be liable for failing to fulfill any obligation under this Contract if such failure is caused by an event beyond such party's reasonable control which is not caused by such party's fault or negligence. Such events shall be limited to acts of God, acts of war, fires, lightning, floods, epidemics, or riots.

GC-35 CONTRACT INTERPRETATION

Except where the context clearly indicates otherwise, the masculine, feminine and neuter gender shall be deemed to include the others. The headings of articles, paragraphs and sections in this Contract are included for convenience only and shall not be considered by either party in construing the meaning of this Contract. If any provision or clause of this Contract shall be held to be invalid, such provision or clause shall be deleted from the Contract and the Contract shall be construed to give effect to the remaining portions thereof.

GC-36 INDEPENDENT CONTRACTOR STATUS; NO THIRD PARTY BENEFICIARIES

The Contractor and its employees, agents and subcontractors are, for all purposes arising out of the Contract, independent contractors and not employees of the County. It is expressly understood and agreed that neither the Contractor nor Contractor's employees, agents or subcontractors shall be entitled to any benefit to which County employees may be entitled including, but not limited to, overtime or unemployment compensation, insurance or retirement benefits, workers' compensation or occupational disease benefits or other compensation or leave arrangements.

Nothing contained herein shall be deemed or construed by the parties hereto, or by any third party, as creating the relationship or principal and agent or of partnership or of joint venturer or any relationship between the parties hereto other than that of independent contractors. Nothing herein shall be construed to confer upon any third parties the status of third party beneficiary.

END OF SECTION

EXHIBIT D
SPECIAL CONDITIONS
FOR INFORMATION TECHNOLOGY SERVICES

Section 1:	Scope and Quality of Contractor Services
Section 2:	Bureau Information Technology Governance
Section 3:	Contracted Bureau IT Personnel
Section 4:	Contractor IT Personnel
Section 5:	Bureau IT Personnel
Section 6:	Program Management
Section 7:	Transition Services
Section 8:	Information Technology (IT) Services
	• Data Center Services • Desktop Services • Help Desk Services • Network Services • Application Support Services • Packaged Roll-Out and Application Development Services
Section 9:	Service Level Metrics
Section 10:	Service Modifications
Section 11:	Financial Provisions
Section 12:	Contractor Representations and Warranties
Section 13:	Bureau Data
Section 14:	Intellectual Property

SECTION 1: SCOPE AND QUALITY OF CONTRACTOR SERVICES

The Bureau seeks to implement an improved model of Information Technology Service delivery which promotes the strategic delivery of Information Technology Services to assist the Bureau in achieving:

- a significant partnership between Bureau management and IT Contractor personnel in the governance and delivery of IT Services;
- an improved definition of the IT Services to be provided;
- the development and utilization of tools and standards by which to measure the quality, quantity and effectiveness of IT Services; and
- the establishment and implementation of a model of IT service delivery which will result in improved customer service (especially, improved patient care), improved efficiency and measurable cost savings and which will support continuity of IT service delivery beyond the life of a particular contract.
- the configuration of Bureau systems with the County's and Bureau's financial systems to provide the reports and information flow (metrics) required to ascertain revenue cycles and to identify and achieve opportunities to enhance revenue collection.

In performing its obligations under this Contract, Contractor shall serve as the Bureau's "partner" in providing the Services described in these Special Conditions and in achieving these goals. In order to do so, Contractor shall provide to the Bureau: 1. expert consultative capabilities; 2. a dedicated staff of qualified and experienced Contractor IT Personnel to provide Information Technology Services in conjunction with existing Bureau IT Personnel and Contracted Bureau IT Personnel; 3. certain Contracted Bureau IT Personnel as provided in these Special Conditions; and 4. the capability of securing and providing quality Services on an as-requested basis with respect to Packaged Roll Out and Application Development Services.

Contractor shall assist the Bureau in developing and implementing an improved model for the delivery of quality, cost effective and comprehensive Information Technology Services. Contractor shall provide IT Services which fall within six major service delivery areas. These Service delivery areas shall be referred to as "Towers." The IT Service Towers shall consist of:

- Data Center Services;
- Desktop Services;
- Help Desk Services;
- Network Services;
- Application Support Services; and
- Packaged Roll-Out and Application Development Services.

During the first year of the Contract, Contractor shall assign Contractor IT Personnel and Bureau IT Personnel to provide IT Services in a manner which is consistent with the Approved Staffing Plans subject to any revisions agreed upon in writing by the parties. During the first year of the Contract, Contractor shall be entitled to invoice the Bureau for the amounts set forth on the Approved Staffing Plans corresponding to the Contractor IT Personnel who are assigned to the Bureau. During this first year of the Contract, Contractor shall develop and implement mechanisms for tracking and reporting to the Bureau data reflecting the volume, quality and effectiveness of Services through "Service Level" reports which shall be transmitted to the Bureau on a monthly basis. These reports shall address the metrics which are set forth on Exhibit B, Service Level Metrics, and such other metrics as may be agreed upon by the parties. After the first year of this Contract, a Service Level incentive shall be incorporated into the compensation payable to the Contractor hereunder.

Prior to the conclusion of the first year of the Contract, the parties shall agree in writing upon the specific Service Level Metrics which shall apply during the second and third years of the Contract, and shall amend this Contract to provide for the performance of IT Services in a manner which achieves these specific Service Level Metrics. To the extent the Contractor and the Bureau are unable to reach agreement on the specific Service Level Metrics which shall apply and the fixed price for which Contractor shall achieve these specific Service Level Metrics, Contractor shall provide the Bureau Chief with a detailed analysis of the reasons the Contractor is unable to achieve these Service Levels and, based thereon, what specific Service Level Metrics the Contractor is able to agree upon.

Subject to the development of acceptable Service Level Metrics for the second and third years of the Contract and subject to the maximum amount payable under the Contract as approved by the

Board, the County may agree to make payment to the Contractor on the basis of a fixed monthly fee during the second and third years, rather than on the Staffing Plan method which shall apply during the first year of the Contract. All agreements regarding specific Service Level metrics and fixed monthly pricing shall be reflected in a signed amendment to the Contract.

SECTION 2: BUREAU INFORMATION TECHNOLOGY GOVERNANCE

The Bureau desires to create a Bureau Office of Information Technology (OIT) which shall direct, oversee and coordinate all Information Technology Services provided within the Bureau. The OIT shall be headed by a Bureau Chief Information Officer who shall be recruited and compensated by Contractor, but who shall be subject to the Contracted Bureau IT Personnel provisions of this Contract.

A Bureau Information Technology Oversight Committee (Oversight Committee) shall be appointed by the Bureau Chief and shall include the Bureau CIO, the County CIO, the Bureau Affiliate IS Directors and such other persons the Bureau Chief may appoint. The Bureau Chief Information Officer will discuss his or her recommendations relative to the design, integration and implementation of information technology within the Bureau with the Oversight Committee. These recommendations shall be based on strong project management methodology to move the Bureau forward in meeting its goals and shall be supported with project plans containing realistic assumptions and timelines. The Oversight Committee shall make recommendations to assist the Bureau Chief in prioritizing action items.

Subject to Board approval of any purchases required to implement these recommendations, the Bureau Chief shall be the ultimate decision maker referable to the design, integration and implementation of information technology within the Bureau. The Bureau CIO shall report to, and shall implement the decisions of, the Bureau Chief.

Contractor shall meet with the Oversight Committee, the Bureau CIO and the Bureau Chief on a regular basis and shall have an affirmative duty to cooperate in good faith with the Bureau Chief, the Bureau CIO, the County CIO, the Oversight Committee and Third Party Vendors.

SECTION 3: CONTRACTED BUREAU IT PERSONNEL

In addition to assigning a staff of Contractor IT Personnel to work with Bureau IT Personnel to provide IT Services, Contractor shall assist the Bureau in recruiting, and shall retain for the duration of the Contract unless otherwise notified by the Bureau, individuals to staff certain key Bureau positions. These individuals shall be referred to as “Contracted Bureau IT Personnel” and shall be recruited and retained with the direct involvement and approval of the Bureau Chief. Contracted Bureau IT Personnel shall serve as the agents of the County and its Bureau, and not of the Contractor and shall be contracted by Contractor in accordance with the terms of this Section.

Contracted Bureau IT Personnel positions shall consist of the following positions:

- the Bureau Chief Information Officer (1)
- the SHCC IS Director (1)

- the non-Hospital Affiliates IS Director (1)
- certain Application Support Services IT Personnel designated by the Bureau, including at least two (2) full time Cerner Application Support Specialists servicing key clinical areas
- an Applications Architect (1)
- two Financial Applications Support Specialists to support revenue cycle activity (2)

Contractor shall enter into individual contracts with Contracted Bureau IT Personnel. These contracts shall be subject to the prior approval of the Bureau Chief and shall be assigned by the Contractor to the County at any time upon the County's request or upon any termination or expiration of this Contract. Subject to budgetary restraints, County may also at any time elect to employ directly any Contracted Bureau IT Personnel.

With the exception of the Bureau CIO, the SHCC IS Director and the non-hospital Affiliates IS Director who shall be part of the Bureau IT management team, each Contracted Bureau IT Personnel shall be included in an Approved Staffing Plan for a Service Tower.

SECTION 4: CONTRACTOR IT PERSONNEL

A. General. Contractor shall provide a staff of qualified, experienced Contractor IT Personnel consistent with the Approved Staffing Plan for each IT Service Tower. Contractor shall provide and utilize the Bureau IT Personnel and Contractor IT Personnel assigned to each Tower in a manner which maximizes the quality and efficiency of Services within that Tower. If, as the Contract is implemented, the Bureau Chief determines that a reallocation of IT Personnel consisting of either Contractor IT Personnel or Bureau IT Personnel, or both, is appropriate in order to improve the cost efficiency or the quality of Services, the parties shall negotiate in good faith to amend this Contract to reflect the reallocation of IT Personnel resources.

B. Compensation. Contractor shall pay all salaries, wage, payroll and other taxes, fees, workers' compensation insurance and other charges or insurance levied or required by any Federal, State, or local law statute, regulation or ordinance with respect to Contractor IT Personnel and, as applicable, with respect to Contracted Bureau IT Personnel. Contractor shall indemnify and hold the County harmless against any liability for compensation, wages, taxes, benefits, insurance or other similar amounts which result from Contractor's failure to provide such items. Except as approved by the Bureau Chief, compensation paid to Contractor IT Personnel shall be reasonably comparable to compensation paid to Bureau IT Personnel possessing similar qualifications and capabilities. Bureau shall not be deemed a party to any collective bargaining agreement which is now or hereafter may be in effect with respect to Contractor employees or employees of Contractor's affiliates.

Contractor shall maintain workers' compensation and occupational disease coverage with respect to Contractor IT Personnel and Contracted Bureau IT Personnel. Notwithstanding any assertion that the Contractor is a loaning employer and the Bureau a borrowing employer, Contractor shall be responsible for all payments, costs and expenses arising from its obligation to provide such coverage and shall indemnify and hold harmless the County with respect to any such amounts.

C. Safety Programs. The provisions of this paragraph shall apply to all IT Personnel. Contractor shall establish and maintain throughout the term of the Contract; an active safety program and training program for IT Personnel performing services at Bureau locations designed to minimize on-the-job injuries and illnesses. Contractor shall: (i) provide training to IT Personnel regarding workplace safety and other standards, (ii) establish mechanisms to ensure that IT Personnel comply with all applicable standards, (iii) evaluate the compliance of IT Personnel with such standards at regular intervals and (iv) require that IT Personnel meet the requisite qualifications and competencies to perform their responsibilities in a safe and effective manner. In addition, the Contractor will ensure that all IT Personnel have received training relative to fire safety, infection control, disaster response, evacuation procedures and hazardous materials. Contractor shall provide the Bureau CIO with documentation evidencing such training on an annual basis.

D. Health Status. Contractor shall require that Contractor IT Personnel who will provide Services within Bureau facilities comply with all Bureau occupational health requirements including, but not limited to, providing proof of required immunizations and providing documentation of, or submitting to, testing for tuberculosis, measles/mumps/rubella, hepatitis and such other tests as may be required by law or reasonably requested by Bureau.

SECTION 5: BUREAU IT PERSONNEL

A. General. The County employs a staff of Bureau IT Personnel who will complement the staffing providing by Contractor IT Personnel with respect to the IT Service Towers. In addition, the County intends to continue to maintain as County employees the IS Director positions for Provident Hospital of Cook County and Oak Forest Hospital of Cook County. A list of the current Bureau IT Personnel positions and current Foster Group IT Personnel positions, together with their current assignments and a summary of their responsibilities, is included in the Current Information Technology Personnel document contained within the Proposer Information Packet which is made available to Proposers.

B. Management of Bureau IT Personnel. During the term of the Contract, Bureau IT Personnel listed on Approved Staffing Plans and assigned to Service Towers shall report to Contractor, subject to the approval and oversight of the Bureau CIO, and shall work as a team with Contractor IT Personnel. During Year One of the Contract, Contractor shall assess the skills and capabilities of Bureau IT Personnel and shall provide the Bureau Chief with any proposed changes to the Approved Staffing Plans for the Service Towers in order to achieve maximal utilization of Bureau Technical Personnel in the delivery of IT Services. Contractor shall provide management and direction to all IT Personnel, excluding Bureau IT Management Personnel.

C. Alternative Staffing Model. The County reserves the right to consider Contractor's Alternate Proposal and to include a plan for the transition of some or all Bureau IT Personnel into Contractor IT Personnel positions during the term of the Contract, subject to an appropriate amendment of the Contract. In addition, the County may require that Contractor provide staffing to replace Bureau IT Personnel who vacate their positions, subject to an appropriate amendment of the Contract.

D. Bureau IT Management Personnel. In addition to the Bureau CIO, Bureau IT Management Personnel shall include an IS Director for each Bureau Hospital Affiliate (Stroger Hospital, Provident Hospital and Oak Forest Hospital) and an IS Director who shall serve the remaining non-Hospital Bureau Affiliates. These IS Directors shall support the implementation of IT Services and shall make strategic recommendations relative to IT matters on behalf of the applicable Affiliate. The IS Directors shall participate in the Bureau IT Oversight Committee and shall report directly to the Bureau CIO. Bureau IT Management consists of both Bureau IT Personnel and Contracted Bureau IT Personnel positions.

SECTION 6: PROGRAM MANAGEMENT

A. General. Contractor shall provide program and project management for the implementation and performance of all IT Services. Contractor shall establish and maintain, with the cooperation of the CCBHS and County, an appropriate framework for Project communications, reporting and contractual activity through the use of a current version of Microsoft Project. The Contractor shall prepare, manage, maintain, and update detailed Project plans that identify and assign responsibilities for tasks and responsibilities to be performed by the parties, any related interdependencies, critical path indications, major milestones by project and dates on which tasks and activities shall occur and on which milestones will be achieved.

B. Bureau Strategic Control. Bureau, through its Bureau Chief and subject to Board approval when required, shall retain strategic control of all aspects of services, products and procedures used in Bureau's operations, including decisions concerning the IT Services provided by Contractor and third parties. To the extent requested by Bureau, Contractor shall provide assistance and advice to Bureau in carrying out such decisions. All decisions on matters relating to strategic control over the Bureau's IT operations shall be made by Bureau.

C. Contractor Management of IT Services. Contractor shall be responsible for day-to-day management of IT Personnel and for utilizing such IT Personnel in performing its responsibilities under this Contract. Contractor shall employ project management tools and methodologies (including productivity aids and project management systems) approved by Bureau and shall employ a regular reporting mechanism to identify project tasks, present current status reports and identify potential problems with respect to each Service Tower.

E. Contractor's Manager. Contractor shall designate a Manager who will have overall responsibility for Contractor's performance under this Contract and who will have approval authority for all operational matters, including those described in this paragraph E. Contractor's Contract Manager must be approved by the Bureau Chief in writing prior to commencing performance hereunder. The Contract Manager shall:

- establish common goals with the CIO and IS Directors so as to encourage teamwork in the delivery of the Services and in meeting Bureau's overall needs;
- monitor Contractor's performance in relation to the Service Levels;

- meet with the CIO at least weekly to review Contractor's performance, coordinate the provision of Services to Bureau and discuss Bureau's future requirements;
- monitor the staffing of the Service Towers and the adequacy of the tools, training and support necessary to meet all IT Service requirements; and
- serve as the principal interface between Contractor and Bureau with respect to all operational issues relating to the Services.

F. Bureau's CIO. Subject to the authority of the Bureau Chief, the Bureau CIO shall be responsible providing day-to-day management of Bureau's obligations in connection with the Contract including the provision of direction to the Contractor with respect to IT Services.

G. Notifications of Problems. It shall be Contractor's responsibility to escalate in writing any problems that may impact the successful implementation of IT Services generally and the achievement of the specific IT Service Levels as set forth in the agreed upon Service Level Metrics. Contractor shall escalate problems within an Affiliate to the appropriate IS Director, then to the Bureau CIO and then to the Bureau Chief until resolved. All problem notifications shall be copied to the Bureau Chief. Any problems or potential problems that Contractor has knowledge of but does not escalate shall be deemed immaterial and shall not be a basis for any failure to perform by Contractor. Problem notification shall describe the problem in detail, the projected impact, the priority level and a proposed resolution. The Bureau CIO, in consultation with the Bureau Chief, may determine what actions to take based upon such notice, but shall in no way be obligated to take action or to implement the proposed resolution. If the Bureau CIO does not implement the proposed resolution within a reasonable time period, and Contractor's Contract Manager still reasonably believes after discussion with the Bureau CIO that such resolution needs to be implemented, the Contractor shall notify the Bureau Chief, with a copy to the Purchasing Agent.

H. Duty to Cooperate with County, Bureau and Third Parties. Contractor shall cooperate in good faith with County and Bureau personnel and with third parties to achieve the Bureau's goals. Upon request of Bureau, Contractor shall make recommendations to the Bureau with respect to third party vendors and shall cooperate with and provide direction to third parties as requested by the Bureau, including third parties implementing, configuring and supporting software applications in order that such applications can be configured in accordance with applicable standards, architecture and process designs.

SECTION 7: TRANSITION SERVICES

A. Transition Plan. A high-level transition plan shall be submitted by Proposers in response to the Transition Services Questionnaire. Prior to contract execution, the recommended Proposer shall submit a detailed Transition Plan which shall be subject to the approval of the Bureau Chief

and shall be designed to ensure the uninterrupted provision of IT Services during the transition from the Bureau's existing IT arrangements to those described in the contract. Commencing upon the date of execution of a Contract by the County (the "Effective Date"), Contractor shall begin to implement the approved Transition Plan. Contractor shall adhere to the Transition Plan during the Transition Period which shall end on February 1, 2006. Contractor will implement such Transition Plan without any material adverse effect upon the Bureau or upon the quality or continuity of the Services. Immediately following the Transition Period, Contractor shall assume the full performance of the Contract, subject to any additional transition service activities approved by the Bureau.

B. Time is of the Essence. Contractor recognizes and agrees that time is of the essence for a successful transition to a new contract. Bureau may therefore designate certain tasks, Deliverables and projects in the Transition Plan as critical Deliverables. Failure to provide Critical Deliverables in a timely fashion shall, at the County's election, constitute a material breach of the Contract.

C. Delivery of Procedures Manual. Within sixty (60) days after the Effective Date, Contractor will deliver to the Bureau Chief a proposed draft IT Services Procedure Manual with respect to each Service Tower. Within thirty (30) days thereafter, the Bureau Chief shall review such drafts and shall transmit any required revisions to the Contractor. The Contractor shall, from time to time during the performance of the Contract and as requested by the Bureau, modify the IT Services Procedure Manual to reflect changing practices and to reflect Bureau standards and requirements. The Manual shall include provisions to address information security, disaster recovery and regulatory issues. Such completed Procedures Manual shall not be deemed accepted by Bureau until the final document is approved by the Bureau Chief.

SECTION 8: INFORMATION TECHNOLOGY (IT) SERVICES

The Contractor shall manage the IT Personnel assigned to provide the Services described on the Service Tower Attachments listed below. However, IT Personnel providing Services described in Attachments E and F shall provide Services in accordance with priorities established by the Bureau, as communicated to Contractor by the Bureau's CIO. These Service Tower Attachments A through F are appended to this Exhibit D, Special Conditions, and are incorporated into this Section 8 as if fully set forth herein.

SERVICE TOWER ATTACHMENT A:	Data Center Services
SERVICE TOWER ATTACHMENT B:	Desktop Services
SERVICE TOWER ATTACHMENT C:	Help Desk Services
SERVICE TOWER ATTACHMENT D:	Network Services
SERVICE TOWER ATTACHMENT E:	Application Support Services
SERVICE TOWER ATTACHMENT F:	Packaged Roll-Out and Application Development Services

SECTION 9: SERVICE LEVEL METRICS

A. Generally. During the Transition Period, Contractor will develop and submit for the Bureau's approval tools for the measurement and monitoring of Service Levels within each of the Information Technology Service Towers consistent with the IT Service Level Metrics set forth on Exhibit B.

B. Contract Year One: Reporting of Service Level Metrics. Following the Transition Period, during the first year of the Contract, Contractor will submit monthly reports utilizing the approved measurement and monitoring tools which will provide detail sufficient to identify the level at which IT Services are being provided during this period. Contractor will maintain complete records containing detailed information which is sufficient to permit Bureau to verify performance with respect to all Service Level Metrics and will make copies (in the electronic format maintained by Contractor) available to Bureau upon Bureau's request. The absence of a defined Service Level Metrics during Contract Year One shall not excuse any failure by Contractor to provide quality and timely IT Services for Bureau.

C. Contract Years Two and Three: Achievement of Agreed Service Levels. Contractor shall continue to submit monthly reports with respect to Service Levels achieved in the delivery of IT Services during Contract Years Two and Three. Prior to the expiration of Contract Year One, the parties shall agree upon a set of agreed Services Levels with respect to the metrics described in Section 1 of this Exhibit B, Special Conditions. Contractor acknowledges that its failure to meet one or more of these agreed Service Levels (a "Service Level Deficiency") may have an adverse effect on the Bureau. Accordingly, commencing with Year Two of the Contract, if Contractor fails to meet or exceed an agreed Service Level, Bureau shall be entitled to the applicable monthly credit specified below (the "Service Level Credits"). Except as approved in writing by the Bureau Chief, Contractor shall deduct Service Level Credits which are due from the next succeeding invoice. Significant Service Level Deficiencies at any time during the term of the Contract shall constitute a breach of this Contract for which the Bureau may exercise its remedies, regardless of whether Bureau exercises its option to recover Service Level Credits.

D. Service Level Deficiencies. For each Service Level Deficiency, Contractor shall: (i) promptly, but in any event within five (5) days unless otherwise agreed by the Bureau Chief, investigate the root cause(s) of the Deficiency and deliver to Bureau a written report identifying such root cause(s) in the form requested by Bureau; (ii) promptly correct the problem; and (iii) at Bureau's request, advise Bureau of the status of such corrective efforts. Bureau shall be entitled to all Service Level Credits which are due, even if a single omission triggers multiple Service Level Deficiencies.

E. Service Level Credits. In the event of Service Level Deficiencies, Contractor shall credit the Bureau in accordance with the calculations demonstrated in the following table:

Impact	Frequency of Failure	Amount of Credit
Service Level Deficiencies	One (1) Deficiency	1.0 x the percentage deficiency in the Service Level times the monthly payment due for the affected Service Tower
Service Level Deficiencies	One Deficiency in the same Service Tower for two (2) or more consecutive months	1.50 x the percentage deficiency in the Service Level times the monthly payment due for the affected Service Tower
Increased Impact Service Level Deficiencies	One (1) Deficiency	1.5 x the percentage deficiency in the Service Level times the monthly payment due for the affected Service Tower
Increased Impact Service Level Deficiencies	Failure of any Service Level in the same Service Tower for two (2) or more consecutive months	2.0. x the percentage deficiency in the Service Level times the monthly payment due for the affected Service Tower

F. Exclusions. If failure to meet a Service Level is directly attributable to: (i) a Force Majeure Event, or (ii) failure of the Bureau to act on an issue which has been escalated in accordance with Section 6 of these Special Conditions, Bureau shall not be entitled to a Service Level Credit.

G. Opportunity to Earn Back Service Level Credits. Contractor may earn back an amount equal to any individual Service Level Credit, if no Service Level Deficiency occurs for the same Service Level metric during the six calendar months following the original Service Level Deficiency. If additional Service Level Deficiencies occur within six months in the same Service Level metric, Contractor shall not be entitled to earn back either the original or later Service Level Credits.

H. Annual Bureau Satisfaction Survey. Commencing in August 2006, and continuing annually thereafter, Contractor will conduct an annual customer satisfaction survey, in a format previously approved in writing by Bureau, and provide the results thereof to Bureau. Such survey will include a representative sampling of Bureau's staff and management. Contractor will cooperate with Bureau to investigate and correct any concerns identified by such survey.

SECTION 10: SERVICE MODIFICATIONS

A. General. The scope of Services set forth in the Contract reflects the duties, responsibilities, roles and tasks to be performed as of the date upon which full Contractor Services shall begin. Any changes to the scope of Services, whether requested by the Bureau or the Contractor, shall set forth in Addenda to the Contract, which shall be numbered, signed by an authorized signatory of Contractor, and submitted to the Bureau Chief and to the Purchasing Agent for approval.

B. Modification Request. Unless otherwise agreed upon in writing, the party requesting a modification shall provide a proposed Addendum to the other party. Any Addendum which, individually or cumulatively, results in an increase of \$25,000 or more in the Contract Amount, must be approved by the County Board prior to their implementation.

C. Modification Requested by Contractor; Impact Statement. Any modification requested by Contractor shall include an analysis of the impact, if any, of the requested modification upon

the Services, Service Levels, the Transition Plan and/or Contractor's charges and shall include a plan for implementing the modification, if approved.

D. Modification Requested by Bureau. Any modification requested by the Bureau must include details of the Bureau's requirements to the extent determinable by the Bureau at that time. Within ten (10) days after receipt of the modification request, Contractor shall, at no charge to the County, provide to the Bureau an analysis of the impact, if any, of the requested modification upon the Services, Service Levels, the Transition Plan and/or Contractor's charges and shall include a plan for implementing the modification, if approved.

E. Implementing Modifications. Following execution of an Addendum to the Contract documenting agreed upon modifications to the Services, the Contractor shall implement the requested modifications.

F. Addenda not Required for Implementation of Service Towers. Contractor shall be expected to provide all Services which may reasonably be performed by the IT Personnel assigned to the Service Towers and which are reasonably related to the Services set forth in the Service Tower Attachments without need for Contract modifications. Projects utilizing the hourly charge methodology set forth with respect to PRAD Services shall not require a change order prior to implementation, provided that the cost of the Project, either individually or cumulatively, does not increase the Contract Amount and provided further that the PRAD Project is documented in accordance with the methodology set forth in the PRAD Service Tower Attachment.

SECTION 11: FINANCIAL PROVISIONS

Contractor's sole compensation for the performance of Services under the Contract shall be the compensation payable by the County under this Section.

A. Year One: All Service Towers except PRAD Services. During Year One of the Contract and with the exception of those PRAD Services which are provided on an hourly basis, the County shall make payment to the Contractor in accordance with the negotiated amount which is payable for each Contractor IT Personnel position assigned to a Service Tower in accordance with an Approved Staffing Plan.

B. Years Two and Three: All Service Towers except Application Support Services and PRAD Services. During Years Two and Three of the Contract, for all Service Towers except Application Support Services and PRAD Services, subject to a written amendment setting forth the specific Service Level Metrics which shall apply and the amounts, per Service Tower, which shall be payable to the Contractor, the County shall make payment to the Contractor on the basis of a Fixed Monthly Price per Service Tower, subject to an approved minimum Staffing Plan which shall apply during these periods. If the staffing provided by Contractor falls below the minimum Contractor IT Personnel levels reflected on the approved minimum Staffing Plan, a pro rata credit shall be due the County relative to the reduced Contractor IT Personnel staffing level. Staffing Plans shall be based upon IT Personnel assignments which are made on the basis of a "full time equivalent" consisting of 40 hours of on site services per week per IT Personnel position, for at least 2080 hours of on site services per year.

C. Contracted Bureau IT Personnel and Application Support Service Tower. During the term of the Contract, with respect to Contracted Bureau IT Personnel and Contractor IT Personnel assigned to the Applications Support Tower, the County shall make payment to the Contractor in accordance with the negotiated amount which is payable for each Contractor IT Personnel position. Such positions shall be set forth on the basis of a “full time equivalent” who provides 40 hours of on site services per week, for at least 2080 hours of on site services per year. The County shall be entitled to a pro rata credit upon a failure by Contractor to assign such IT Personnel pursuant to the terms of the Contract.

D. PRAD Service Tower. Contractor shall be entitled to invoice the County on a monthly basis in the hourly charges payable pursuant to and in accordance with an approved Project Plan for PRAD Services.

SECTION 12: CONTRACTOR REPRESENTATIONS AND WARRANTIES

A. Authorization. Contractor represents and warrants that: (i) this Contract has been validly executed and delivered by Contractor and that this Contract constitutes the legal, valid and binding obligation of Contractor enforceable against Contractor in accordance with its terms, (ii) Contractor has all requisite corporate power and authority to enter into this Contract and to carry out the transactions contemplated by this Contract, and that the execution, delivery and performance of this Contract and the consummation of the transactions contemplated by this Contract have been duly authorized by all requisite corporate action on the part of Contractor; and (iii) Contractor’s execution and delivery of this Contract and Contractor’s performance or compliance with the terms of this Contract will not conflict with, result in a breach of, constitute a default under, or require the consent of any third party under any license, sublicense, lease, contract, agreement or instrument to which Contractor is bound or to which Contractor’s properties are subject.

B. Non-Infringement. Contractor represents and warrants that the Services provided by Contractor shall not infringe, or constitute an infringement or misappropriation of, any Intellectual Property Rights of any third party.

C. Compliance with Laws and Regulations. Contractor represents and warrants that the Services shall comply with all laws and regulations (i) applicable to Contractor and/or (ii) associated with the County and its Bureau and relating to the Services.

D. Services Warranty; Duty of Good Faith. Services shall be provided in accordance with the Contract. Contractor warrants that it will act in good faith in performing its obligations hereunder. Contractor warrants that it will perform Services using the leading and most current industry practices.

E. Project Management; Systems Expertise. Contractor represents that it has significant project management expertise in providing similar large-scale healthcare information technology services, including significant expertise in process planning and budgeting information healthcare system information technology projects, and that it shall implement “best project management practices” in providing the Services. Contractor warrants that it has sufficient

expertise in supporting and operating software applications including, but not limited to those referred to in this Contract and to successfully provide the Services required under the Contract.

F. Commissions. Contractor represents and warrants that it has not made, is not obligated to make, and will not make any payment or provide any remuneration to any party in return for the County entering into this Contract or for any business transacted under this Contract.

G. No Suits or Actions. Contractor represents and warrants that there are no pending or, to Contractor's knowledge, threatened lawsuits, actions or any other legal or administrative proceeding against Contractor that, if adversely determined against Contractor, would have a material adverse affect on Contractor's ability to perform its obligations under this Contract, including any lawsuit, action or other proceeding regarding any of the items Contractor has used or will use to develop or has incorporated or will incorporate into any Work Product.

H. Deliverables. Contractor and the Bureau will jointly prepare Project Plans for all PRAD Deliverables. Contractor warrants to the Bureau that, for one (1) year from the acceptance of each PRAD Deliverable by the Bureau pursuant to acceptance criteria mutually agreed upon by the parties, such Deliverable shall perform and operate in conformance with the applicable Project criteria. If, during such period, any Deliverable fails to conform in any material respect to the applicable acceptance criteria or any other representation or warranty, the Bureau will promptly notify Contractor in writing of each deficiency. Contractor will, at its own cost and expense and within thirty (30) days of receipt of such written notification, either correct each deficiency or provide to the Bureau a written plan acceptable to the Bureau for correcting each deficiency and then implement that plan, and the warranty period will be extended by the number of days required by Contractor to correct such deficiency.

I. Viruses. Contractor represents and warrants that no viruses will be intentionally or negligently coded or introduced by Contractor into any work product (including the media on which any work product is stored) provided, developed, enhanced, maintained or used by Contractor as part of the Services. If a virus is found to have been introduced into any work product from any source, Contractor will use its best efforts to eliminate the virus, to reduce the effects of the virus and, if the virus causes a loss of operational efficiency or loss of data, to mitigate and restore those losses.

J. Disabling Code. Contractor warrants that it will not insert any disabling code into any Software. Contractor will use industry best practices to identify, screen and prevent the introduction of any disabling code into any Software. With respect to any disabling code that may be part of any Software, Contractor will not invoke that disabling code at any time, including upon the expiration or termination of this Contract unless it is necessary to do so in order to comply with the terms of the Contract.

K. Work Standards. Contractor warrants that it will perform all of the Services promptly and diligently, in a professional manner, in accordance with the practices and high professional standards used in well-managed operations performing services similar to the Services, and in accordance with all standards provided for in this Contract.

L. Limited Data Integrity Warranty. Contractor warrants that it will ensure that all Services will be provided in a manner which maintains the integrity of any data that is used or displayed as a result of the performance of such Service. However, Contractor will not be responsible for the input or content of the data. As a sole and exclusive remedy for any breach of the limited warranty made in this Section, Contractor shall promptly restore any affected data.

M. HIPAA. Contractor agrees to comply with all requirements applicable to it under the Health Insurance Portability and Accountability Act of 1996 and the regulations thereunder and to abide by the terms of the Bureau's standard business associate agreement, a copy of which shall be attached and incorporated into the Contract.

N. Third Party Software. In providing Services, Contractor warrants that it has secured any required permission from third parties to access third party software utilized by the Bureau.

SECTION 13: BUREAU DATA

For purposes of this Section, "Bureau Data" means all of the Bureau's confidential information and other data provided to Contractor by the Bureau that is maintained and/or processed by Contractor and shall include all reports provided by Contractor concerning the Services.

A. Ownership of Bureau Data. Bureau Data will be and remain the property of the Bureau. Contractor will use Bureau Data solely to perform the Services. Except as expressly authorized under this Contract, Contractor will not disclose, sell, assign, lease, disseminate or otherwise dispose of any Bureau Data or any part thereof to any other person, nor will Contractor commercially exploit any Bureau Data. Contractor will not possess or assert any property interest in or any license, lien, security interest or other right against or to any Bureau Data. Contractor will not combine or commingle any Bureau Data with the data of any of Contractor, Contractor's other customers or business partners or otherwise. Contractor will execute any documents and take any other actions reasonably requested by the Bureau (at the Bureau's expense) to effectuate the purposes of this Section.

B. Safeguards. Contractor will establish and maintain physical and electronic safeguards against the disclosure, destruction, loss, or alteration of Bureau Data in the possession of Contractor that are no less rigorous than those set forth in this Section. Such safeguards shall satisfy the current requirements of HIPAA and applicable state law. Contractor will designate a security manager who shall have responsibility for Contractor's compliance with the terms and conditions of this Section. At the Bureau's request, Contractor will make such safeguards available to the Bureau and its auditors for review and verification of compliance.

Contractor will store all Bureau Data in its possession in a physically and electronically secure area. Contractor will restrict access of third parties to that area and provide physical locks and electronic security measures for all physical and electronic entries to that area to prevent unauthorized entry. Contractor will segregate and isolate all Bureau Data from the information of all other customers of Contractor. In no event will Contractor make any Bureau Data available to any unauthorized person (including any employee of Contractor or the Bureau not authorized to have access to that Bureau Data). Contractor will take all necessary steps to remove all Bureau Data from any hardware before Contractor disposes of such hardware.

C. Security Policy and Standards. Contractor acknowledges that the Bureau and its Affiliates have adopted an Information System Security Policy relating to the establishment of security measures to protect information assets, whether stored in electronic form, hard copy or in any other manner, and that Contractor has received a copy of this policy. Contractor will comply with the applicable provisions of this Information System Security Policy, as well as Information System Security Standards referenced in such policy. Contractor acknowledges that the legal, technical, or business requirements for security of Protected Health Information may change and that the Bureau will have the right to require new policies, processes, procedures and standards, or to require modifications to existing policies, processes, procedures and standards, during the term of the Contract. Contractor will consult the Bureau's Information Security Officer not less than semiannually for the purpose of inquiring as to and, if applicable, obtaining, any updates or revisions to the Information System Security Policy and the Information System Security Standards. Upon receipt of such updates or revisions, Contractor will submit a plan to the Bureau to comply with such updates or revisions, or to mitigate the risks identified by such updates or revisions. Contractor's failure to implement any new or modified requirements in accordance with an implementation plan agreed upon by the parties will be deemed a material breach of this Contract.

D. Error Correction. Contractor will promptly correct, at Contractor's expense, any errors or inaccuracies in any Bureau Data caused by Contractor's errors or omissions. Contractor also will correct, at the Bureau's request and expense, any other errors or inaccuracies in any Bureau Data identified by the Bureau.

E. Bureau Data Availability. Notwithstanding any other provision of this Contract, and notwithstanding any breach of this Contract by the Bureau or any allegation thereof, Contractor will make all Bureau Data (complete and unaltered) available to the Bureau and its agents, upon request, at no additional charge. Contractor will use any archival tapes containing Bureau Data solely for backup purposes. Upon termination or expiration of this Contract for any reason and notwithstanding any breach of this Contract by the Bureau or any allegation thereof, Contractor will return to the Bureau, in the format and media reasonably requested by the Bureau, all Bureau Data in Contractor's possession or control, or to the extent so directed by the Bureau, erase or destroy the Bureau Data in Contractor's possession or control. **In no event shall Contractor destroy any Bureau Data without the prior express written consent of the Bureau.**

SECTION 14: INTELLECTUAL PROPERTY

A. Trademarks and Service Marks. Neither party will, without the other party's prior written consent, use the trademarks, trade names or service marks of the other party.

B. Bureau Software and Bureau Systems.

(1) Use of Systems and Software. Contractor, subcontractors and agents will not use any Bureau information systems or Bureau software for the benefit of any party other than the Bureau without the prior written consent of the Bureau. Except as otherwise requested or approved by the Bureau in writing, Contractor will cease all use of the Bureau information systems or Bureau software at the end of the term of this Contract. Contractor further

acknowledges and agrees that third-party software is subject to the terms of license agreements between the Bureau or Cook County and the applicable third party licensors, and that Contractor will use third-party software only as permitted by such license agreements. With respect to Bureau information systems or Bureau software, Contractor shall comply with all contractual obligations imposed on the Bureau (or that may be imposed on the Bureau in the future) by third parties including, without limitation, license limitations and obligations of confidentiality and non-disclosure.

(2) Bureau Ownership. As between the Bureau and Contractor, the County will be the sole and exclusive owner or licensor of all Bureau information systems and any Bureau software, including all intellectual property rights and other proprietary rights in and to all Bureau software and all error corrections, modifications, enhancements, revisions, supplements and derivatives thereof prepared by Contractor under this Contract, if any.

C. Work Product.

(1) The Bureau's Rights. All Work Product of Contractor which results from the performance of this Contract will be considered "works made for hire" and will be owned by the County. For purposes of this Section, "Work Product" means all requirements, specifications, technical information, object code, source code, HTML files, Java files, graphics files, animation files, data files, technology, scripts, programs, software, documentation and works of authorship prepared or developed for the Bureau by Contractor pursuant to this Contract.

The Bureau's proprietary rights in Work Product will include all protectable copyright interests. If any Work Product is not considered a "work made for hire" under applicable law, Contractor hereby irrevocably assigns to the Bureau, without further consideration, all of Contractor's right, title and interest in and to that Work Product, including all intellectual property rights and other proprietary rights therein and thereto; provided, however, that with respect to any patent rights of a subcontractor therein or thereto, Contractor shall cause such subcontractor to assign such patent directly to the Bureau. Contractor agrees and acknowledges that the Bureau and its successors and assigns will have the right to obtain and hold in their own name any intellectual property rights and other proprietary rights in and to all Work Product. Contractor and its employees, contractors, subcontractors and agents will execute any documents and take any other actions reasonably requested by the Bureau (at the Bureau's expense) to effectuate the purposes of this Section. In the event the Bureau shall be unable, for any reason, to obtain Contractor's signature on any documents necessary for any purpose set forth in this Section, Contractor hereby irrevocably designates and appoints the County through its duly authorized officers and agents as Contractor's agent and attorney-in-fact to act for and in Contractor's behalf and stead to execute and file any such document and to do all other lawfully permitted acts to further any such purpose with the same force and effect as if executed and delivered by Contractor.

(2) Contractor's Personnel. As a condition of their participation in this Contract, Contractor shall require each of Contractor's employees, contractors, subcontractors and agents who creates any Work Product to execute written agreements (i) assigning to the Bureau without further consideration, all right, title and interest in and to that Work Product, including all intellectual property rights and other proprietary rights therein and thereto, and (ii) agreeing to execute any documents and take any other actions reasonably requested by the Bureau (at the

Bureau's expense) to effectuate the purposes of this Section. From time to time as requested by the Bureau, Contractor will provide documentation evidencing such written agreements.

D. Inventions.

1. The Bureau's Rights. The County through its Bureau will own all Inventions and Joint Inventions conceived of or first actually reduced to practice by one or more employees, contractors, subcontractors or agents of Contractor. For purposes of this Section, "Invention" means any idea, design, concept, technique, invention, discovery or improvement that either party first conceives or reduces to practice during the term of this Contract and in the performance of this Contract. "Joint Invention" means an Invention that is jointly created by the parties.

The County through its Bureau also will own all Inventions and Joint Inventions conceived or first actually reduced to practice by one or more employees, contractors, subcontractors or agents of the Bureau. Contractor and its employees, contractors, subcontractors and agents will execute any documents and take any other actions reasonably requested by the Bureau (at the Bureau's expense) to effectuate the purposes of this Section. In the event the Bureau shall be unable, for any reason, to obtain Contractor's signature on any documents necessary for any purpose set forth in this Section, Contractor hereby irrevocably designates and appoints the County and its duly authorized officers and agents as Contractor's agent and attorney-in-fact to act for and on Contractor's behalf and stead to execute and file any such document and to do all other lawfully permitted acts to further any such purpose with the same force and effect as if executed and delivered by Contractor.

2. Contractor's Personnel. Contractor will require that each of Contractor's employees, contractors, subcontractors and agents responsible for any Invention or Joint Invention execute written agreements (i) assigning to the Bureau without further consideration, all right, title and interest in and to such Inventions and Joint Inventions, including all intellectual property rights and other proprietary rights therein and thereto, and (ii) agreeing to execute any documents and take any other actions reasonably requested by the Bureau (at the Bureau's expense) to effectuate the purposes of this Section. From time to time as requested by the Bureau, Contractor will provide documentation evidencing such written agreements.

3. Exclusions. Nothing in this Section affects the rights of the parties with respect to any Inventions conceived or first actually reduced to practice by one or more employees, contractors, subcontractors or agents of either party independently of, and not funded by the County under, this Contract, including any related patents or patent applications respectively held or made by either party.

E. Contractor Tools.

1. Consultation Regarding Tools. Prior to Contractor's use of any Contractor Proprietary Tools or any Third Party Tools to provide the Services, Contractor will consult with the Bureau and obtain the Bureau's written consent thereto. For purposes of this Section, "Contractor Proprietary Tools" means any proprietary Software development and maintenance tools and methodologies that Contractor owns on the Effective Date or develops or acquires after

the Effective Date independently of, and that are not funded by Bureau under, this Contract. “Third Party Tools” means any software development and maintenance tools and methodologies that Contractor uses or proposes to use to provide the services that are the subject of this Contract, that are not Contractor Proprietary Tools.

2. Third Party Tools. With respect to any Third Party Tools that Contractor proposes to use to provide the services that are the subject of this Contract, Contractor will include in its licenses for such Third Party Tools, provisions permitting the assignment of such licenses to the Bureau, at the Bureau’s option, as part of any transition of any services to the Bureau and/or one or more replacement contractors designated by the Bureau in connection with the termination or expiration of this Contract; provided that the Bureau will be responsible for any maintenance charges incurred with respect to such licenses after the date such licenses are assigned to the Bureau. As part of the consultation process described in the preceding subsection, Contractor will provide a copy of the applicable license agreement(s) to the Bureau for approval prior to execution.

3. Bureau License. Contractor hereby grants the Bureau a non-exclusive, world-wide, royalty-free, perpetual license to use, copy, maintain, modify, enhance and create derivative works of all Contractor Proprietary Tools or enhancements thereto, or permit third parties to perform any of the foregoing, used by Contractor to provide the services that are the subject of this Contract or incorporated into any Work Product, at no additional charge.

4. Third Party Licenses. As and to the extent necessary for a third party to perform work for the Bureau, the Bureau will have the right to grant non-exclusive sublicenses to use the Contractor Proprietary Tools to any third party providing to the Bureau services for which such sub-license is necessary or desirable, at no additional charge, provided that each such third party executes a written agreement with Contractor (or with the Bureau in which such third party acknowledges that Contractor is a third party beneficiary of such third party’s obligations) that limits such third party’s use of the Contractor Proprietary Tools to the purpose of providing services to the Bureau.

5. Ownership. As between Contractor and the Bureau, Contractor will be the sole and exclusive owner of all Contractor Proprietary Tools or enhancements thereto, including all intellectual property rights in and to all Contractor Proprietary Tools.

F. Residuals. Nothing in this Contract shall restrict a party from the use of any ideas, concepts, or know-how relating to services performed hereunder except to the extent that such use infringes the other party’s patent rights, copyrights, trade secrets or any other intellectual property rights or involves a disclosure or use of the other party’s confidential information.

ATTACHMENT A TO SPECIAL CONDITIONS: DATA CENTER SERVICES

1. Overview

In providing Data Center Services, Contractor shall support all components of the CCBHS Data Centers and shall support servers currently utilized by the CCBHS that do not reside in the Data Centers. Contractor's support of the Data Center shall include all Services necessary to operate the CCBHS Data Centers, including future server installations, as necessary to support CCBHS during the term of the Contract. Contractor shall work closely with Bureau to ensure an optimal and properly tuned environment through continual and proactive monitoring and reporting. Contractor shall provide, through qualified IT Personnel, and shall manage, all components of the Data Centers and all services required to support Ancillary Department servers to include, without limitation, hardware, hardware maintenance, system maintenance, systems monitoring, physical facility and any third party software as well as any additional implementations of hardware or technologies employed to support the CCBHS Environment or to support the changing business needs of the CCBHS. The scope of Data Center Services includes, but is not limited to, the servers, mid-range, Command Centers, Tape Library servers and peripherals residing in the CCBHS environment. A description of CCBHS hardware and software inventory that Contractor shall manage may be found in the Information Packet provided to Registered Proposers.

The Contractor shall participate in the County's Business Continuity Initiative as a team member to ensure the continuity of information technology support for the CCBHS. With the approval of the Bureau, Contractor shall improve the operation of Data Center Services, utilizing the latest expertise in Data Center management

2. Objectives

Contractor shall provide all of the Services required for CCBHS to meet its business objectives. The primary objective of the Data Center Services process is to provide CCBHS with a stable, predictable and reliable data center environment through: (i) adequate protection of CCBHS data via a consistent, reliable and documented process for management of data; (ii) effective disaster recovery; (iii) efficient service that executes and completes schedules and projects successfully and that does not negatively impact transaction time; (iv) consistent and reliable availability during scheduled times of operations, which in most instances is 24 hours per day/7 days per week/365 days per year, to meet the administrative and clinical processing requirements of CCBHS; (v) effective information security programs; and (vi) stable and current releases of the applicable User and system software.

3. Major Functions

The following activities highlight selected major functions that Contractor shall perform under this Service Tower. Contractor shall perform these functions in accordance with the details in the Responsibility Matrix included in this Attachment and the Service Level Requirements set forth in or developed pursuant to the Contract.

Contractor shall:

1. Provide a secure and well-conditioned physical-processing environment for the operation of CCBHS's computing hardware in the CCBHS Data Centres;
2. Perform server and peripheral IMAC services;
3. Provide hardware and software management, assist with procurement processes, warranty management and support;
4. Provide support for application projects, upon CCBHS' request, to ensure that any hardware, and media requirements are addressed;
5. Provide database administration services; including, without limitation, IMS, DB2, SQL, SYBASE, ORACLE;
6. Provide console system management functions to proactively monitor, report, operate and, if necessary, reboot all servers and associated peripherals for which Contractor is responsible;
7. Execute backup and restore procedures as specified by CCBHS and BITA standards.
8. Provide for automated production control and batch job schedule management;
9. Leverage Cook County BITA (MIS) resources to automate Data Center processes in order to reduce CCBHS costs;
10. Provide media management, media storage, capacity planning and reporting for all media and processing environments;
11. Provide Level 2 and Level 3 Help Desk support;
12. Provide file, print and management services;
13. Perform database and disk space administration for all servers;
14. Provide and support test and quality control;
15. Install and maintain Virus protection software procured by the County and install and manage Virus protection software updates on all servers;
16. Provide asset management, including but not limited to CCBHS Systems, CCBHS Software inventory management and reporting;
17. Perform CCBHS Software change, upgrade, release and licensing management;
18. Perform hardware support as necessary to perform the Services described in this Attachment;

19. Provide specifications to assist CCBHS with equipment refresh;
20. Perform security administration, including performing routine activities associated with information security in order to comply with information security policies and planning, as established by CCBHS Information Security Policy;
21. After regular business hours, monitor and provide Level 1 support to interfaces for new and current systems and environments;
22. Provide change management and documentation for changes;
23. Provide for operating system and application level accounting and auditing;
24. Create and continuously update documentation which accurately and completely describes the CCBHS Data Center environment.
25. Contractor shall have total responsibility for responding to problems and implementing services, subject to approval of the Bureau CIO and the Bureau Chief.
26. Work with third parties to expedite the EDI file transfer process and ensure successful delivery/receipt of all EDI file transfers within the allotted time.
27. Contractor shall provide implementation plan to migrate all servers that currently reside outside of the Data Centers to the Data Centers in accordance with the instructions of the Bureau so that the Contractor can support and maintain. Contractor shall also be responsible for implementation of the server moves.
28. Contractor shall maintain all system software at the most current release level, unless otherwise requested or approved by CCBHS.
29. Contractor shall support CCBHS required changes for IMACs for supported servers and attached devices within the data center and CCBHS Facilities.
30. Contractor shall monitor the status of and recycle database instances within the CCBHS production environment.
31. Contractor shall perform database and table restores within the CCBHS production environment by the beginning of the next business day after the restore requirement has been identified, negotiated and approved by CCBHS.
32. Contractor shall comply with all federal, state and local laws, rules, and regulations.

8. Responsibility Matrix

The Responsibility Matrix set forth on the following pages indicates who is ultimately responsible for the listed task. In instances where there are ticks in both columns, this indicates a shared responsibility or combined effort between the parties. Where responsibility

is shared, CCBHS shall have the ultimate decision-making authority. It is not the intent of any Responsibility Matrix to absolutely identify or define every process, activity or task to be performed by Contractor as a contracted function. Contractor is responsible for all IS services needed by CCBHS within the subject areas covered by this Service Tower, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix below, in the similar Responsibility Matrices in other Service Tower Attachments or elsewhere in the Contract.

	Data Center Services	Contractor	County or CCBHS
	Server Facilities		
1.			
2.	Provide generator backup at the Bureau data center.		✓
3.	Provide environment control (air conditioning, humidity and pressure, fire prevention, alarm systems, uninterruptible power supply, access control infrastructure and housekeeping activities) at the Bureau data center.		✓
4.	Adhere to CCBHS defined security and safety requirements.	✓	
5.	Allow scheduled 24 X 7 X 365 access to CCBHS authorized employees or their authorized representatives.	✓	
6.	Physical facility and physical access control should at a minimum address: - Access to the data center - Access to CCBHS specific resources - Segregated and further controlled access to critical data assets	✓	
7.	Allow scheduled 24 X 7 X 365 access to CCBHS authorized employees or their authorized representatives.	✓	
	Server Installations, Moves, Adds and Changes (IMACs)		
8.	Schedule and perform this activity in accordance with service request procedures.	✓	
9.	Visit receiving location to review space, electricity and cabling requirements as applicable.	✓	
10.	Transport and ship any equipment within acceptable packaging.	✓	
11.	Backup any data and/or applications where appropriate.	✓	
12.	Disconnect servers if necessary.	✓	
13.	Install hardware at the appropriate site in accordance with the approved schedule.	✓	
14.	Install additional approved devices.	✓	
15.	Conduct performance and functional testing on hardware, including CCBHS Systems and CCBHS Software.	✓	
16.	Restore any backed-up data and/or applications as necessary.	✓	

	Data Center Services	Contractor	County or CCBHS
17.	Adjust configuration options as required for installation.	✓	
18.	Create a data archive for servers scheduled to be de-installed.	✓	
19.	De-install and remove displaced hardware, including CCBHS Systems, as required.	✓	
20.	Ensure that the work area is returned to a neat and orderly state before departing.	✓	
21.	Initialize de-installed servers to a base operating system install.	✓	
22.	Coordinate the update of the asset management system.	✓	
23.	Accept IMAC upon completion in accordance with approved acceptance criteria.		✓
	Procure Hardware and Software		
24.	Schedule and perform this activity in accordance with the approved service request procedures.	✓	
25.	Submit service request for procurement.	✓	
26.	Approve service request.		✓
27.	Track all hardware, including CCBHS Systems and CCBHS Software requests using County approved software.	✓	
28.	Provide confirmation of correct request.	✓	
29.	Configure and implement hardware and software according to documented standards as specified by CCBHS.	✓	
	Server Management		
30.	Provide support for all Unix , Microsoft and Novell file servers and application servers.	✓	
31.	Provide support for servers running Active Directory Services and Citrix Farm	✓	
32.	Provide and implement measurement and monitoring tools.	✓	
33.	Provide print queue management, monitor print queues, change print job priorities, start and stop printers as required.	✓	
34.	Set up and maintain Microsoft Exchange e-mail servers, e-mail databases and post offices in accordance with the campus standard as specified by CCBHS.	✓	
35.	Provide access to LAN servers (e-mail, scheduler etc.) to all authorized Users using County standards.	✓	
36.	Administer LAN accounts (adds, changes, deletions, policies, modifications and group list updating).	✓	
37.	Provide e-mail directory services support and synchronization using County standards.	✓	
38.	Create and support public distribution lists as directed by the CIO OR CCBHS LEADERSHIP.	✓	
39.	Provide server problem resolution.	✓	

	Data Center Services	Contractor	County or CCBHS
40.	Provide e-mail messaging technical support.	✓	
	Warranty/Maintenance Management		
41.	Provide warranty documentation for supported servers, if available.		✓
42.	Understand warranty requirements/restrictions for all hardware, software (including CCBHS Software), and related components.	✓	
43.	Detect or receive notice that hardware repair/maintenance is required.	✓	
44.	Resolve or coordinate with third-party Contractors to resolve hardware problems, including with regard to CCBHS Systems.	✓	
45.	Ensure that hardware, including CCBHS Systems, warranties are not violated.	✓	
46.	Update Help Desk ticket to reflect successful problem resolution or completion of requested maintenance.	✓	
	Database Administration		
47.	Create and run scripts for maintenance of tables, indexes, views and table space.	✓	
48.	Manage table allocation and space utilization.	✓	
49.	Perform database security control.	✓	
50.	Monitor database for integrity violations.	✓	
51.	Report on data abnormalities.	✓	
52.	Set rules for resolving data abnormalities.		✓
53.	Execute corrections of data abnormalities.	✓	
54.	Provide archiving and purging of the CCBHS databases(s).	✓	
55.	Ensure adherence to CCBHS naming standards and conventions.	✓	
56.	Maintain the logical data model representing the CCBHS data.	✓	
57.	Provide tools for management of meta data.	✓	
58.	Manage, define and maintain meta data.	✓	
59.	Approve meta data definitions.		✓
60.	Ensure adherence to CCBHS approved meta data.	✓	
61.	Perform database monitoring and performance tuning	✓	
62.	Document monitoring results for CCBHS.	✓	
63.	Review and approve all changes to the database and logical data model.	✓	
	Proactive Monitoring		

	Data Center Services	Contractor	County or CCBHS
64.	Provide and implement proactive monitoring processes and/or tools.	✓	
65.	Monitor, manage and report the status of the server environment and remote server environment.	✓	
66.	Perform proactive fault detection and diagnostic procedures.	✓	
67.	Report on monitoring to CCBHS.	✓	
	Backup and Restores		
68.	Provide data backup, retention and restore services in accordance with the Bureau's requirements.	✓	✓
69.	Design and document technical backup, recovery and retention strategy.	✓	
70.	Approve backup and recovery strategy.		✓
71.	Perform backups as scheduled.	✓	
72.	Perform ad-hoc backups as requested.	✓	
73.	Maintain logs of all backups and restores performed.	✓	
74.	Perform data restore / data recovery as required.	✓	
75.	Document backup and restore procedures.	✓	
	Production Control and Job Scheduling		
76.	Develop, document and maintain procedures for ensuring reliable monitoring and scheduling of critical processes.	✓	
77.	Provide job-scheduling requirements.		✓
78.	Prepare job schedule.	✓	✓
79.	Document and maintain the job schedule.	✓	
80.	Schedule batch jobs.	✓	
81.	Execute batch jobs in accordance with the schedule.	✓	
82.	Monitor jobs and any change of operation mode.	✓	
83.	Provide schedule status updates and reporting.	✓	
84.	Monitor for job completion or failure.	✓	
85.	Document and report any job execution failures to CCBHS.	✓	
86.	Provide and maintain a method for proper escalation of failures.	✓	
87.	Resolve all problems regarding job execution in accordance with the problem management procedures.	✓	
88.	Define restart rules.	✓	
89.	Perform restarts.	✓	
90.	Provide process for job schedule change requests.	✓	
91.	Request schedule modification.	✓	✓
92.	Notify the CCBHS representative in advance if ad hoc scheduling requests will impact the completion of regularly scheduled jobs.	✓	
93.	Approve changes in schedule.		✓
94.	Resolve scheduling conflicts.	✓	
95.	Assist in resolving scheduling conflicts.	✓	✓
96.	Provide storage space allocations within CCBHS's available resources.	✓	

	Data Center Services	Contractor	County or CCBHS
97.	Provide User support in using storage and storage tools.	✓	
98.	Maintain inventory of storage media hardware, volumes allocated and naming assignments.	✓	
99.	Mount, dismount, initialize and manage storage media as required.	✓	
100.	Monitor and control storage performance and resolve exceptions and alerts.	✓	
101.	Determine file and volume placement to optimize performance.	✓	
102.	Provide reporting on storage usage and performance.	✓	
103.	Initiate requests for storage resource increases and decreases.	✓	
104.	Solicit CCBHS's input twice a year for resource usage requirements in the current year and in the coming year.	✓	
105.	Maintain space requirements consistent with CCBHS's requirements.	✓	
106.	Perform data transition management.	✓	
	Performance and Capacity Monitoring		
107.	Provide monthly resource utilization performance reporting (disk usage, CPU usage, network usage, etc.) at the OS network stack, and where applicable the application levels.	✓	
108.	Monitor online performance of all servers and take appropriate action as documented in the procedures manual to address performance issues.	✓	
109.	Perform system performance tuning.	✓	
110.	Attend review sessions on a semi-annual basis to gain and maintain an understanding of the production requirements.	✓	✓
111.	Analyze CCBHS's project resource requirements and prepare a resource requirements forecast report on an annual basis.	✓	
112.	Prepare an annual capacity-planning document.	✓	
113.	Conduct system performance measurements.	✓	
	Tape (or alternative media) Operation		
114.	Respond to all tape (or alternative media) mount requests.	✓	
115.	Maintain integrity of tape (or alternative media) library system.	✓	
116.	Identify all tapes (or alternative media) to support the tracking of the physical media with operating system version, database version and application software version.	✓	
117.	Maintain backup and restore compatibility matrix encompassing operating system version, database version and application software version based on County standard.	✓	
118.	Monitor tape (or alternative media) hardware for problems and malfunctions.	✓	
119.	Clean and maintain tape (or alternative media) hardware in accordance with the hardware Contractors' suggested cleaning and maintenance procedures.	✓	
120.	Prepare tapes (or alternative media) for shipping and ship as	✓	

	Data Center Services	Contractor	County or CCBHS
	required to County's Records Management Contractor		
121.	Support transient tape (or alternative media) requirements.	✓	
122.	Define off-site storage requirements.		✓
123.	Coordinate off-site storage activities.	✓	
124.	Comply with CCBHS and regulatory requirements.	✓	
125.	Work with County BITA to automate tape backups to reap savings for County.	✓	
	Print and Distribution		
126.	Provide technical support to assist CCBHS in meeting print requirements.	✓	
127.	Define print and distribution requirements.		✓
128.	Document and maintain distribution schedules and requirements.	✓	
129.	Distribute reports and documentation as scheduled.	✓	
130.	Define and create print forms as requested.	✓	
131.	Use nonproprietary print fonts to allow CCBHS to utilize commodity printers.	✓	
132.	Approve print forms.		✓
	Database and Disk Space Administration		
133.	Recommend changes to database management systems (includes application of new releases, upgrades and patches as well as recommendations to change to different systems).	✓	
134.	Approve changes to database management system.		✓
135.	Install, test and maintain changes to the database management systems in accordance with approved service request procedures.	✓	
136.	Install, operate and manage database instances and disks.	✓	
137.	Create and manage database startup and shutdown procedures.	✓	
138.	Manage the production database environment.	✓	
139.	Administer database and disk security.	✓	
140.	Perform table-space management.	✓	
141.	Plan, implement and manage database and disk space re CCBHS's requirements.	✓	
142.	Monitor database usage and capacity.	✓	
143.	Prepare, produce and provide reports on database and disk usage.	✓	
144.	Forecast database and disk space resource requirements.	✓	
145.	Monitor resource consumption.	✓	
146.	Analyze and report resource trends.	✓	
147.	Prepare, produce and provide resource-planning reports.	✓	
148.	Make recommendations regarding resource consumption and trends.	✓	
149.	Approve recommendations regarding resource consumption and trends.		✓
150.	Analyze workload capacity.	✓	
151.	Ensure appropriate capacity to meet resource requirements.	✓	

	Data Center Services	Contractor	County or CCBHS
152.	Prepare, produce and provide usage and resource capacity reports.	✓	
153.	Create, maintain and provide documentation and reports on current configurations.	✓	
154.	Document all changes to database configurations and installations, and report changes to CCBHS.	✓	
155.	Monitor, measure and analyze system performance.	✓	
156.	Review system performance and make adjustments when necessary.	✓	
157.	Perform system performance tuning and load balancing.	✓	
158.	Provide performance reporting as requested.	✓	
159.	Review and analyze system (including CCBHS Systems) logs and take corrective action.	✓	
	Test and Quality Control		
160.	Develop configurations for test and quality control environment.	✓	
161.	Approve test and quality control configurations.		✓
162.	Procure and implement test and quality control environment.	✓	
	Virus Protection		
163.	Provide Virus protection for software and hardware, including for CCBHS Systems and CCBHS Software using County standards.	✓	
164.	Monitor and control the CCBHS Environment against Viruses.	✓	
165.	Verify software upgrades are Virus free before installing.	✓	
166.	Execute Virus disinfectant procedures when necessary.	✓	
167.	Update Virus protection software and data files with latest release available.	✓	
168.	Notify CCBHS of updates to Virus protection software and data files in accordance with the approved procedures.	✓	
169.	Provide reports on Virus protection activities.	✓	
	Hardware Inventory		
170.	Track hardware and associated warranties, including CCBHS Systems assets in the asset information database system of FMIS.	✓	
171.	Update the asset information database system with changes, as required.	✓	
172.	Provide inventory reports, as required.	✓	
	Software Inventory		
173.	Track software assets and associate warranties, including CCBHS Software and licenses in the asset information database system.	✓	
174.	Update asset information database system with changes, as required.	✓	
175.	Provide inventory reports, as required.	✓	
	Software Licensing and Release Management		
176.	Perform all system administration activities.	✓	
177.	Provide software maintenance support.	✓	
178.	Upgrade and maintain server software at an N-1 release level.	✓	
179.	Approve software upgrades.		✓

	Data Center Services	Contractor	County or CCBHS
180.	Install, upgrade, customize and maintain system software products (performance tools, disk de-fragmentation utilities, etc.)	✓	
181.	Develop strategy for server software configurations.	✓	
182.	Provide and implement system software tools for managing and monitoring.	✓	
183.	Log all software problems identified in Help Desk ticket system.	✓	
184.	Record all software products serial numbers, release levels and number of copies of each software product.	✓	
185.	Review documented software product listing for approval.		✓
186.	Distribute licensing information upon request.	✓	
187.	Correct any inconsistencies of product listings.	✓	
188.	Identify and correct software problems.	✓	
189.	Perform root cause analysis on software problems.	✓	
190.	Perform software upgrades approved by CCBHS.	✓	
	Hardware Support		
191.	Provide hardware, including CCBHS Systems, maintenance support for production and test operating system environments.	✓	
192.	Approve hardware, including CCBHS Systems, upgrades.		✓
193.	Install, configure and maintain hardware, including CCBHS Systems.	✓	
194.	Schedule and coordinate hardware, including CCBHS Systems, maintenance in accordance with the hardware manufacturer maintenance procedures.	✓	
195.	Ensure that all hardware maintenance activities are tracked and logged.	✓	
196.	Develop hardware server configuration strategy.	✓	
197.	Log all hardware problems identified in the Help Desk ticket system.	✓	
198.	Identify and report hardware problems.	✓	
199.	Perform root cause analysis on hardware problems.	✓	
	Equipment Refresh		
200.	Schedule and perform equipment refresh in accordance with the approved change management procedures.	✓	
201.	Replace existing equipment with new equipment.	✓	
202.	Ensure work area is returned to a neat and orderly state prior to departing.	✓	
203.	Approve equipment replacement.		✓
	Security Administration		
204.	Define security requirements and standards.		✓
205.	Review security requirements and standards.	✓	
206.	Develop security plan according to CCBHS and County requirements and standards.	✓	✓
207.	Approve security plan.		✓

	Data Center Services	Contractor	County or CCBHS
208.	Work to and enforce security plan, standards and guidelines.	✓	
209.	Administer security databases (i.e. User authorization files, profile adds/ changes/deletes, database security ids, forms, etc.).	✓	
210.	Report security incidents as required.	✓	
211.	Approve security requests (adds, changes and deletions).		✓
212.	Implement security requests (adds, changes and deletions).	✓	
213.	Approve account actions (adds, changes and deletions).		✓
214.	Implement account actions (adds, changes and deletions).	✓	
215.	Create and manage User directories and security access requests.	✓	
216.	Make security audit recommendations to improve security.	✓	
217.	Approve security recommendations for implementation.		✓
218.	Implement security audit recommendations.	✓	✓
219.	Implement system baseline procedures for new server deployments.	✓	
220.	Remove all unnecessary services from servers prior to deployment.	✓	
221.	Implement OS and application hardening procedures.	✓	
222.	Implement process for ongoing application of patches, service packs, hot fixes, kernel upgrades, etc.	✓	
223.	Implement a process for file system integrity monitoring for critical data resources.	✓	
224.	Ensure data center logical and physical security.	✓	
225.	Work with external auditor as directed by CCBHS.	✓	
Second and Third Level Support Functions			
226.	Provide and maintain a single point of contact for reporting and tracking of problems.	✓	
227.	Receive all calls from Level 1 Help Desk.	✓	
228.	Perform Level 2 and Level 3 Help Desk support function for the server management process.	✓	
229.	Maintain current status on open problems.	✓	
230.	Re-route misdirected calls in accordance with guidelines.	✓	
231.	Provide status and updates on problems at CCBHS's request or according to severity guidelines.	✓	
232.	Interact consistently with Level 1 Help Desk staff in a professional, efficient and service-oriented manner.	✓	
233.	Report on problems within established timeframes.	✓	
234.	Perform root cause analysis.	✓	
235.	Participate in root cause analysis, if needed.		✓
236.	Produce root cause analysis report.	✓	
237.	Approve or escalate root cause analysis recommendations.		✓
238.	Implement root cause analysis recommendations as requested/assigned for respective areas of service responsibility.	✓	
239.	Perform problem trend analysis.	✓	
240.	Prepare, produce and provide trend analysis report.	✓	
241.	Review trend analysis report.		✓

	Data Center Services	Contractor	County or CCBHS
242.	Propose recommendations to improve the server management process.	✓	
243.	Approve recommendations to improve the server management process.		✓
244.	Implement recommendations to improve the server management process.	✓	
245.	Novell Directory Services Administration		
246.	Maintain NDS at current release.	✓	
247.	Perform regular maintenance on NDS databases.	✓	
248.	Monitor NDS to ensure proper operation.	✓	
	Auditing and Accounting		
249.	Provide for OS and application logging on both the local server (30 day minimum) and a central server (90+ days as space permits).	✓	
250.	Provide a mechanism for CCBHS Information Security to review logs from remote on a periodic basis as needed.	✓	
	Provide Internet Connectivity		
251.			
252.	Provide master and slave external name service (DNS) in accordance with CCBHS and County policy.	✓	
253.	Provide managed IDS service in presentation and DMZ/services zone using County standards.	✓	
	Network Time Services		
254.	Provide common time services for servers.	✓	
255.	Monitor and maintain common time on all systems.	✓	

ATTACHMENT B TO SPECIAL CONDITIONS: DESKTOP SERVICES TOWER DESCRIPTION

1. Overview

For purposes of this Section, "Desktop Services" or "Services" means all the services provided by Contractor to CCBHS in accordance with the terms of this Service Tower Attachment to the Special Conditions of the Contract.

The scope of Desktop Services includes, without limitation, hardware and software technical support to CCBHS desktop PCs, laptops, terminals, (e.g. Wyse devices), PDAs, printers, scanners and other peripheral devices ("desktop devices and components"), and other desktop services necessary to support CCBHS during the term of the Contract. Contractor is not required to provide break/fix support for medical devices or refresh medical device technology. Contractor shall be expected to provide installations, configurations, upgrades and problem resolutions for all CCBHS desktop devices and components and provide all services related to desktop support. Contractor shall work closely with its personnel to ensure an optimal and properly tuned environment through continual and proactive monitoring and reporting. Contractor will continually improve the Desktop Services and shall apply improvements found in servicing other customers to the CCBHS Environment. For the purposes of this Service Tower, "Asset" shall mean a device, and its peripherals, that are connected to the CCBHS network.

2. Objectives

The Bureau's primary functional objective for the Desktop Services Tower is to provide CCBHS with a stable and reliable desktop environment. This includes the management of all activities associated with the maintenance, inventory, design, selection, implementation, utilization, modification, testing and configuration, troubleshooting and problem resolution of all desktop devices and components. To that end, Contractor shall provide the Services in a manner that will achieve the following objectives and results:

1. Reduced costs to CCBHS.
2. Improved quality of Services.
3. Reduced complexities in existing processes.
4. Creation of a proactive maintenance environment to minimize downtime and promote optimum performance.
5. Effective and efficient response to user needs for problem resolution in accordance with Desktop Service Level Metrics.

3. Major Functions

Major functions that Contractor shall perform under this Section include but are not limited to, the following, as further detailed in the Responsibility Matrix and the Service Level Specifications.

Contractor shall:

1. Provide desktop account administration;
2. Provide software and hardware inventory management services;
3. Provide procurement recommendations for all desktop devices and components;
4. Provide PC build services;
5. Provide all support of such devices, including installation, initial instructions on hardware and software components, and problem resolution;
6. Perform desktop and server hardware warranty/maintenance management;
7. Install software upgrades and new releases, as defined by the appropriate software vendors, at the request of CCBHS;
8. Provide IMAC support of desktop software;
9. Provide Level 2 and coordinate Level 3 problem resolution;
10. Provide electronic software distribution services; e.g., imaging;
11. Provide project management services in connection with Desktop Services;
12. Address disaster recovery planning for Desktop Services;
13. Ensure all desktop standards;
14. Utilize active warranty periods for the repair of all desktop devices and components;
15. Provide software and hardware support staff who are trained on CCBHS' standard software and hardware configurations;
16. Provide any and all resources or level of expertise needed to resolve any problems or issues governed by the Service Levels in this Service Agreement;
17. Provide proactive technical advice for CCBHS desktop initiatives;
18. Provide proactive software license management and ensure that all software is optimized within the CCBHS Environment;

19. Manage the standard desktop software to ensure that software is provided on an as-needed basis within the license terms and conditions;
20. Coordinate desktop support and IMAC activities;
21. Perform Memory Upgrades for desktop devices.

4. Operating Systems

Contractor shall provide Desktop Services with respect to the process operating systems in use within the Bureau, as may be supplemented from time to time, which includes at least the following:

1. Windows NT
2. Windows 2000
3. Windows XP
4. Windows 98
5. Windows 95
6. Windows Professional
7. Windows CE

5. Responsibility Matrix

The Responsibility Matrix indicates which party is ultimately responsible for the listed task. In instances where there are checks in both columns, this indicates a shared responsibility or combined effort between the parties. Where responsibility is shared, CCBHS shall have the ultimate decision-making authority. It is not the intent of any Responsibility Matrix to absolutely identify or define every process, activity or task to be performed by Contractor as a contracted function. Contractor is responsible for all Desktop Services needed by CCBHS within the subject areas covered by this Attachment, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix below or in a similar Responsibility Matrix, elsewhere in the Contract.

	Desktop Services	Contract or	CCBHS
	Service Area Account Administration		
1.	Set standards, architecture and design (using CCBHS' products whenever possible).	✓	✓
2.	Approve standards, architecture and design.		✓
3.	Document any exceptions to standards.	✓	✓
4.	Approve any exceptions to standards.		✓

	Desktop Services	Contract or	CCBHS
5.	Test compatibility of new standards, architecture and design with existing infrastructure, document and distribute results of test to CCBHS, recommend modifications.	✓	
6.	Review compatibility test results, request and approve recommended modifications (if any).		✓
7.	Conduct product evaluations for proposed product procurement, including testing compatibility with existing infrastructure.	✓	
8.	Review and approve product evaluations for proposed product procurement (at CCBHS discretion).	✓	
9.	Support staff will interface and respond to CCBHS primary Help Desk.	✓	
10.	Track all activity through the problem management system or change management system.	✓	✓
11.	Contact Help Desk to create a new problem call or log all new problem calls if calls do not originate at the Help Desk.	✓	
12.	Close all problem tickets immediately upon problem resolution.	✓	
13.	Prepare and distribute all service level / performance reports including monthly hardware repair and software support activity report.	✓	
14.	Conduct regular management review meeting(s).	✓	✓
15.	Attend regular management review(s).	✓	✓
16.	Develop and produce Service Level, performance and activity reports.	✓	
17.	Audit service level, performance and activity reports as needed.		✓
18.	Approve new or changed service level/performance reports as needed.		✓
19.	Implement action items from monthly management review meeting.	✓	
	Hardware and Software Procurement and Installation		
20.	User to submit request for desktop procurement		✓
21.	Review requests to ensure conformity to company hardware and software standards and procedures.	✓	
22.	Review request against CCBHS standard for technical compatibility.	✓	
23.		✓	
24.	Accept order. CCBHS to provide approved exception to desktop standards request form to purchasing.		✓
25.	Oversee desktop standards exceptions.		✓
26.	Place order for request and obtain delivery date from contractors.	✓	
27.	Define a process for classifying all hardware/software in accordance with HIPAA or other regulatory compliance concerns.	✓	
28.	Receive order and track all components by creating/updating record in Asset management system if applicable.	✓	
29.	Provide confirmation of correct and complete order receipt.	✓	
30.	Issue work order for installation of hardware or software components.	✓	
31.	Arrange for power and network access at User location during scoping, prior to installation.		✓
32.	Schedule hardware installation activity with User.	✓	

	Desktop Services	Contract or	CCBHS
33.	Configure components according to pre-defined hardware, software and performance standards.	✓	
34.	Conduct performance and functional testing on hardware, software and peripherals.	✓	
35.	Install hardware and/or software components at User location.	✓	
36.	Provide initial instructions to the User for the installed hardware and/or software components.	✓	
37.	De-install and remove displaced hardware and/or software, as required.	✓	
38.	Ensure User area is returned to a neat and orderly state prior to departing.	✓	
39.	Obtain User's sign-off representing satisfactory completion of request, if appropriate.	✓	
40.	Leave customer response card at User's site prior to departing.	✓	
41.	Update problem ticket/change request and Asset inventory system, if applicable, to reflect changes.	✓	
	Software Images		
42.	Provide existing software images.		✓
43.	Open service request for a new image or change to an existing image.	✓	
44.	Schedule and perform this activity with CCBHS in accordance with change management procedures.		✓
45.	Create the new image or modify an existing image.	✓	
46.	Perform integration and ensure appropriate coordination with applications group for specific applications testing to ensure that no conflicts exist with respect to the software making up the image.	✓	
47.	Certify that all images are free of software conflicts.	✓	✓
48.	Certify that all images are Virus free.	✓	
49.	Verify the new or modified image meets CCBHS specifications.		✓
50.	Approve service request.		✓
51.	Desktop images should be deployed with all unnecessary services disabled.	✓	
52.	Update documentation to reflect successful completion of image request.	✓	
	Virus Protection		
53.	Provide Virus protection for software and hardware.	✓	
54.	Monitor and control CCBHS Environment against Viruses.	✓	
55.	Warrant that software upgrades are Virus-free.	✓	
56.	Execute Virus disinfectant procedures when necessary.	✓	
57.	Update Virus protection software and data files with latest release available.	✓	
58.	Notify CCBHS of updates to Virus protection software and data files in accordance with the approved procedures.	✓	
59.	Provide reports on Virus protection activities.	✓	
	Installs, Moves, Adds, Changes (IMAC)		
60.	Open service request with Help Desk to request IMAC activity.		✓
61.	Schedule and perform this activity with CCBHS in accordance with change	✓	

	Desktop Services	Contract or	CCBHS
	management procedures.		
62.	Install appropriate software image for an install request.	✓	
63.	Configure hardware/software in accordance with IMAC request for an install request.	✓	
64.	Visit receiving CCBHS location to review space, electricity and cabling requirement if necessary.	✓	
65.	Transport and ship any equipment between or within any CCBHS or Contractor site contained within acceptable packaging.	✓	
66.	Backup any data and/or applications if necessary.	✓	
67.	Verify backups.	✓	
68.	Disconnect hardware if necessary.	✓	
69.	Install requested hardware/software at the appropriate site in accordance with the approved schedule.	✓	
70.	Install additional approved devices.	✓	
71.	Record IP addresses as necessary.	✓	
72.	Conduct performance and functional testing on hardware and software.	✓	
73.	Restore any data and/or applications if necessary.	✓	
74.	Adjust configuration options as required for installation.	✓	
75.	Create a data archive for desktops/laptops scheduled to be de-installed.	✓	
76.	Provide appropriate instructions to CCBHS User for the installed hardware and/or software.	✓	
77.	De-install and remove displaced hardware as required.	✓	
78.	Ensure that all work areas are returned to a neat and orderly state before departing.	✓	
79.	Initialize de-installed desktops/laptops to a base operating system install.	✓	
80.	Verify final disposition of Asset (e.g., scrap, return to manufacturer for replacement, etc.).	✓	
81.	Gain CCBHS's approval for replacement or disposal of any CCBHS failed desktop	✓	
82.	Remove all data files, custom applications, licensed software, etc.	✓	
83.	Update problem ticket, electronic inventory and Asset inventory system, if applicable, to reflect changes.	✓	
84.	Warehouse of hardware components for later use.	✓	
85.	Warehouse of software licenses for reuse.	✓	
86.		✓	
87.	Approve IMAC upon completion.		✓
88.	Update Help Desk ticket to reflect completion of IMAC activity.	✓	
	Desktop Refresh		
89.	Define annual desktop refresh plan.	✓	

	Desktop Services	Contract or	CCBHS
90.	Approve annual desktop refresh plan.		✓
91.	Utilize IMAC responsibilities to implement desktop refresh plan.	✓	
	Hardware Warranty/Maintenance Management		
92.	Provide warranty documentation for supported hardware.		✓
93.	Understand all hardware warranty requirements/restrictions.	✓	
94.	Perform problem diagnosis.	✓	
95.	Schedule hardware repair activity with CCBHS User.	✓	
96.	Backup User data and/or applications as required.	✓	
97.	.	✓	
98.	Resolve or coordinate with third-party contractors to resolve hardware problems.	✓	
99.	Test replacement parts for hardware.	✓	
100.	Conduct performance and functional testing on replacement hardware.	✓	
101.	Adjust configuration options as required.	✓	
102.	Ensure that the work area is returned to a neat and orderly state.	✓	
103.	Approve satisfactory completion of repair activity.		✓
104.	Update Help Desk ticket to reflect completion of repair activity.	✓	
105.	Manage spare parts inventory and spare PC's to use as loaners.	✓	
	Software Installation and Upgrades (operating system and desktop applications)		
106.	Notify the OCIO of the availability of new releases, upgrades and patches for Contractor supported software. Assure that a process exists for regular periodic identification of new upgrades and patches.	✓	
107.	Ensure that a documented process is in place to assure that patches, updates, service packs, hot fixes, kernel upgrades, etc. are identified and implemented in a timely manner.	✓	
108.	Approve the installation of new releases, upgrades and patches.		✓
109.	Install new releases, upgrades and patches on appropriate software images in a test environment.	✓	
110.	Ensure that all test procedures and processes are well documented and that a risk assessment is provided in conjunction with patch, upgrade, service pack, hot fix, kernel upgrade, etc.	✓	
111.	Certify that testing of new releases, upgrades and patches has been performed successfully.	✓	
112.	Schedule the installation of new releases, upgrades and patches on CCBHS User hardware in accordance with change management procedures.	✓	
113.	Create package for electronic installation of new releases, upgrades and patches.	✓	
114.	Coordinate/execute electronic installation of packages.	✓	
115.	Verify that new releases, upgrades and patches were installed correctly.	✓	
116.	Update image on CCBHS workstations accessible to students as requested.	✓	
117.	Approve successful installation of new releases, upgrades and patches.		✓

	Desktop Services	Contract or	CCBHS
118.	Train Users on Contractor supported software and upgrades.	✓	
119.	Monitor, control and manage recovery from any Virus invasion.	✓	
	Software Support		
120.	Receive Help Desk ticket to provide software support.	✓	
121.	Manage use of any manufacturer warranty, manufacturer technical support, etc. to limit repair cost and facilitate problem resolution.	✓	
122.	Perform problem diagnosis.	✓	
123.	Schedule extended software repair activity with CCBHS Users.	✓	
124.	Provide a loaner PC from the CCBHS loaner pool in accordance with CCBHS policies.	✓	
125.	Backup and transfer to any CCBHS User the data and/or applications as necessary.	✓	
126.	.	✓	
127.	Assist CCBHS Users with the data restoration from backup media as necessary.	✓	
128.		✓	
129.	Resolve all supported software problems in accordance with problem management procedures.	✓	
130.	Conduct performance and functional testing on hardware, software and peripherals.	✓	
131.	Adjust configuration options as required.	✓	
132.	Provide necessary instructions to CCBHS Users.	✓	
133.	Approve successful problem resolution.		✓
134.	Update Help Desk ticket to reflect completion of problem resolution activity.	✓	
	Second and Third Level Support Functions		
135.	Receive all calls from Help Desk.	✓	
136.	Perform Level 2 and Level 3 Help Desk support function for the desktop support process.	✓	
137.	Record, track, manage and close all problems received from the CCBHS first level Help Desk.	✓	
138.	Adhere to problem management escalation procedures.	✓	
139.	Maintain current status on open problems.	✓	
140.	Re-route misdirected calls in accordance with CCBHS guidelines.	✓	
141.	Provide status and updates on problems at CCBHS's request and according to severity guidelines.	✓	
142.	Interact consistently with CCBHS's staff in a professional, efficient and service-oriented manner.	✓	
143.	Report on problems within established time frames.	✓	
144.	Perform root cause analysis as requested.	✓	
145.	Participate in root cause analysis if required.		✓
146.	Produce root cause analysis report.	✓	
147.	Approve or escalate root cause analysis recommendations.		✓
148.	Implement root cause analysis recommendations as requested/assigned for	✓	

	Desktop Services	Contract or	CCBHS
	respective areas of service responsibility.		
149.	Perform problem trend analysis.	✓	
150.	Prepare, produce and provide a trend analysis report.	✓	
151.	Review trend analysis report.		✓
152.	Propose recommendations to improve the desktop support process.	✓	
153.	Approve recommendations to improve the desktop support process.		✓
154.	Implement recommendations to improve the desktop support process.	✓	
	Customer Satisfaction Surveys		
155.	Develop satisfaction survey.	✓	
156.	Approve satisfaction survey.		✓
157.	Develop satisfaction survey measurement method, distribution schedule and procedures.	✓	
158.	Approve satisfaction survey measurement method, distribution schedule and procedures.		✓
159.	Administer satisfaction survey.	✓	
160.	Compile satisfaction survey results.	✓	
161.	Document and distribute satisfaction survey results.	✓	
162.	Review customer satisfaction survey results in next scheduled status meeting.		✓
163.	Modify satisfaction survey, distribution schedule and procedures, if necessary.	✓	
164.	Approve modifications to satisfaction survey, distribution schedule and procedures.		✓

ATTACHMENT C TO SPECIAL CONDITIONS:

HELP DESK SERVICE TOWER DESCRIPTION

1. Overview

Contractor shall provide comprehensive Help Desk Services that will provide first point of contact for Information Systems problems and inquiries related to the CCBHS Environment and other help desk services necessary to support CCBHS during the term of the Contract. An efficient and effective problem management process will be used for the tracking and reporting of all problems. A comprehensive communication model will be used to provide information to CCBHS users regarding Information Systems activities. Contractor shall assume ongoing operations as described herein as well as assume responsibility, adhere to, and enhance upon any existing service agreements with clients. Contractor shall review current CCBHS customer Help Desk policies and procedures and recommend changes to the Bureau.

2. Objectives

The Bureau's primary functional business objectives include, but are not limited to the following:

1. Maximize first call resolution of all reported problems submitted to the Help Desk.
2. Reduce costs to CCBHS.
3. Improve quality of the Services.
4. Reduce complexities in existing processes.
5. Provide Help Desk Agents with training in coordination with CCBHS on systems, processes, and procedures before introduction into to production within the CCBHS Environment.
6. Provide timely user assistance for Help Desk service requests.
7. Reduce or eliminate Help Desk Service User hang-ups (call abandonment) due to long wait times.
8. Reduce or eliminate the number of repeat tickets.
9. Provide CCBHS users with online ability to access knowledge information and submit problems requests or obtain status on existing service requests.
10. Ensure that Help Desk Users are satisfied.
11. Ensure compliance with all federal, state and local laws, rules, and regulations in accordance with the Contract.

3. Major Functions

The Contractor shall provide the following functions Contractor in accordance with the details in the Responsibility Matrix and the Service Level Specifications.

Contractor shall:

1. Provide and publish a single point of contact for CCBHS users to contact the Help Desk.
2. Provide a ticket tracking system to open, log, track details of, route, and close problems and service requests.
3. Build and maintain a knowledge management database system specific to CCBHS culture and systems with a goal to reduce the resolution turnaround time and increase first level resolution during initial call.
4. Provide Level 1 support to CCBHS users.
5. Coordinate Level 2 and Level 3 support whether provided by Contractor or CCBHS.
6. Manage priority identifications and escalations as required by user need.
7. Provide Help Desk reporting that differentiates between multiple calls reporting the same problem and new (unique) calls. This shall include providing formulas of how reporting statistics were calculated.
8. Provide trending analysis of Help Desk calls including volumes, resolution levels and explanations for deviations from norm, and to provide trend analysis on types of problems reported. This shall include providing formulas of how reporting statistics were calculated.
9. Create and administer customer satisfaction surveys. This shall include providing and publishing results to IS management, CCBHS management, CCBHS training and development (if necessary) and CCBHS user community.
10. Proactively communicate to CCBHS users, relevant information regarding Information Systems issues including planned downtime of systems, production problems and unplanned problems.
11. Manage exceptions to desktop standards process as specified by CCBHS.
12. Report on response and resolution times of Level 2 and Level 3 support. This shall include providing formulas of how reporting statistics were calculated.

13. Address disaster recovery planning for Help Desk Services as part of Contractor's duty to create a comprehensive and integrated disaster recovery plan.
14. Oversee coordination of standard training solutions as identified by CCBHS, technology vendors, and Contractor.
15. Implement and maintain a Help Desk operation for CCBHS that provides staffed coverage Monday to Friday 7:00 AM CST to 5:00 PM CST, with v-mail, e-mail, fax and escalation procedures during non-staffed hours.
16. Accept calls pertaining to any of the Services provided under the Contract including calls pertaining to applications or technical requests, problems or inquiries.
17. Provide a process for searching historical service requests (problem tickets) and problem resolutions with associated scripts and questions to be utilized by Contractor's Help Desk Services personnel.
18. Contact CCBHS users to provide problem status and receive any severity level adjustment within agreed upon timeframes by severity.
19. Follow CCBHS approved escalation procedures for severity level adjustments and problem ticket resolution.
20. Provide a problem management corrective action process whereby repetitive problem tickets of a similar nature are cleared or eliminated as quickly as possible. The Contractor Help Desk shall provide detailed reports indicating repetitive problem tickets to CCBHS training and development, OCIO, and other departments as requested by CCBHS.
21. Work to reduce the overall resolution time for problem tickets regardless of where the root problem resides.
22. Be responsible for contacting CCBHS staff via paging, email, voice mail, and conference calls or whatever means necessary as required by the severity of the problem.
23. Provide ad hoc information, to include ad hoc reports, needed for leadership and managers to effectively allocate resources and measure team performance.
24. Provide network connectivity for Help Desk Services not provided on site and shall maintain the connectivity without performance degradation.
25. Utilize a VRU (Voice Response Unit) for direction of Help Desk Services calls.
26. Provide Help Desk support staff who are trained on CCBHS' standard hardware and software configurations in order to provide first level support

as defined by CCBHS for each approved hardware product and software application.

27. Provide to Level 2 and Level 3 additional support not originally identified in problem ticket.
28. Provide and/or maintain the problem ticketing system for all of IS, including without limitation training staff on how to use the system, making system modifications as needed, provide adequate licensing.
29. Provide and/or maintain appropriate database information that encompasses all problem management, change management, project management, and training information for IS and Ancillary Departments.
30. Ensure education of staff on all new product upgrades or implementations by working with project teams prior to implementation to production and access by the CCBHS Users.
31. Train new staff on the healthcare industry, the IS environment at CCBHS, and on applications.

4. **Responsibility Matrix**

The Responsibility Matrix indicates who is ultimately responsible for the listed task. In instances where there are checks in both columns, this indicates a shared responsibility or combined effort between the parties. Where responsibility is shared, CCBHS shall have the ultimate decision-making authority. It is not the intent of any Responsibility Matrix to absolutely identify or define every process, activity or task to be performed by Contractor as a contracted function. Contractor is responsible for all Helpdesk Services needed by CCBHS within the subject areas covered by this Section, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix below, in a similar Responsibility Matrix or elsewhere in the Contract.

	Help Desk	Contractor	CCBHS
	Single Point of Contact (SPOC)		
1.	Provide telephone number, email address and Intranet site for Help Desk contact.	✓	✓
2.	Publish telephone number, email address and Internet site location for CCBHS Users to contact the Help Desk.		✓
3.	Manage first contact with CCBHS Users via telephone, email and the Intranet.	✓	
4.	Interact with CCBHS Users in a professional, efficient and service-oriented manner, consistently.	✓	
	Ticket Tracking System		
5.	Define Level 1, Level 2 and Level 3 problem/service handling	✓	

	Help Desk	Contractor	CCBHS
	requirements and procedures.		
6.	Approve Level 1, Level 2 and Level 3 problem/service handling requirements and procedures.		✓
7.	Document, publish and maintain Help Desk procedures.	✓	
8.	Approve Help Desk procedures.		✓
9.	Provide a SPOC for all service requests and problem management.	✓	
10.	Require all CCBHS Users to contact the Help Desk with all requests for service and problem resolution.		✓
11.	Identify and document any exceptions to this process above for corrective action.	✓	
12.	Create ticket-tracking codes for service requests and problems.	✓	
13.	Approve ticket-tracking codes.		✓
14.	Provide a ticket tracking system to expedite management of Help Desk inquiries.	✓	
15.	Create change management tracking system.	✓	
16.	Approve change management tracking system.		✓
	Level 1 Support		
17.	Utilize ticket-tracking system to expedite management of Help Desk calls.	✓	
18.	Open, log, prioritize and monitor progress of inquiries.	✓	
19.	Query the User for all relevant information concerning the inquiry, including, without limitation, CCBHS employee identification, User name, User location/department, User phone number, inquiry severity, expected time of User call back from Help Desk and description of request/problem.	✓	
20.	Resolve all inquiries while on the telephone (i.e. during Level 1 support), if possible.	✓	
21.	Verify that no ticket already exists for the inquiry before opening a new ticket.	✓	
22.	Perform inquiry problem and service request management in accordance with handling requirements.	✓	
23.	Assist in prioritization of inquiries.		✓
24.	Route to Level 2 and/or Level 3 support if needed.	✓	
25.	Re-route misdirected calls.	✓	
26.	Must establish an invariable process for establishing absolute identity of the caller prior to exercising any security related functions.	✓	
27.	Perform password reset functions.	✓	
28.	Escalate problems in accordance with CCBHS escalation procedures.	✓	
29.	Maintain current status of all open tickets.	✓	
30.	Provide status and updates on tickets at CCBHS's request or according to handling and/or problem escalation procedures.	✓	

	Help Desk	Contractor	CCBHS
31.	Provide notification to appropriate CCBHS User indicating resolution of inquiry upon closing ticket.	✓	
32.	Reopen ticket if CCBHS User indicates that the inquiry was not resolved to the User's satisfaction.	✓	
33.	Define escalation process for increasing Priority Levels.	✓	
34.	Approve escalation process for increasing Priority Levels.		✓
35.	Communicate to CCBHS audience pertinent information about Priority 1 and 2 problems.	✓	
	Level 2 and Level 3 Coordination		
36.	Provide and maintain appropriate Contractor contact information as required for Level 2 and Level 3 support.	✓	
37.	Provide and maintain appropriate CCBHS contact information as required for Level 2 and Level 3 support.		✓
38.	Provide access to Contractor's ticket tracking system by non-Contractor personnel (e.g., non-Contractor Level 2 and Level 3 support personnel, CCBHS management, etc.).	✓	
39.	Ensure that Contractor receives relevant information to allow access to Contractor's ticket tracking system by non-Contractor personnel.		✓
40.	Establish access to Contractor's ticket tracking system by non-Contractor personnel.	✓	
41.	Provide training as necessary on how to use Contractor's ticket tracking system to non-Contractor personnel authorized by CCBHS to access Contractor's ticket tracking system.	✓	
42.	Route inquiries to the appropriate Level 2 and Level 3 support areas.	✓	
43.	Contact immediately appropriate CCBHS Level 2 and Level 3 support areas to route Priority 1 problems to these areas.	✓	
44.	Escalate problems in accordance with CCBHS problem escalation procedures.	✓	
45.	Contact appropriate Level 2 and Level 3 support areas to obtain clarifications of ticket information for status purposes.	✓	
46.	Obtain confirmation from Level 2 and Level 3 support areas of ticket completion.	✓	
47.	Inform OCIO of failure of Level 2 and/or Level 3 support areas to cooperate in Help Desk responsibilities.	✓	
	Help Desk Reporting		
48.	Maintain and report inquiry statistics.	✓	
49.	Produce and provide ticket inventory and status reports.	✓	
50.	Identify CCBHS and Contractor Users authorized to access Contractor's ticket tracking system.		✓
51.	Provide ticket tracking system access to authorized CCBHS and Contractor Users.	✓	
52.	Provide training on the ticket tracking system to authorized	✓	

	Help Desk	Contractor	CCBHS
	CCBHS Users.		
	Trend Analysis		
53.	Perform quarterly trend analysis on Help Desk inquiries.	✓	
54.	Create and distribute trend analysis reports.	✓	
55.	Identify areas requiring attention (changes to process, additions to service provided, training recommendations, etc.).	✓	
56.	Review quarterly trend analysis reports.		✓
57.	Discuss trend analysis reports at the next scheduled status meeting.	✓	✓
58.	Identify action items to improve performance.	✓	✓
59.	Approve action items.		✓
60.	Implement action items.	✓	
	Hardware and Software Procurement		
61.	User to submit request for hardware and/or software procurement.		✓
62.	Review requests to ensure conformity to hardware and Software standards as specified by CCBHS.	✓	
63.	Review request against standard, as specified by CCBHS, for technical compatibility.	✓	
64.	Work orders are to be initially logged by the Help Desk and then transferred to Desktop Services for completion.	✓	
65.	If User's request is accepted, User to provide request for exception to desktop standard form, if necessary.		✓
66.	Approve exceptions to desktop standard form.		✓
	Exception to Desktop Standards Management		
67.	Develop process for reviewing exceptions to desktop standards as specified by CCBHS.	✓	
68.	Approve process for exception to desktop standards.		✓
69.	Report non-standard request activity.	✓	
	Help Desk Customer Satisfaction Surveys		
70.	Develop satisfaction survey, pursuant the Master Agreement.	✓	
71.	Approve satisfaction survey.		✓
72.	Develop satisfaction survey measurement method, distribution schedule and procedures.	✓	
73.	Approve satisfaction survey measurement method, distribution schedule and procedures.		✓
74.	Administer satisfaction survey, pursuant the Master Agreement.	✓	
75.	Compile satisfaction survey results.	✓	
76.	Document and distribute satisfaction survey results.	✓	
77.	Review customer satisfaction survey results in next scheduled status meeting.	✓	✓
78.	Modify satisfaction survey, distribution schedule and procedures,	✓	

	Help Desk	Contractor	CCBHS
	if necessary.		
79.	Approve modifications to satisfaction survey, distribution schedule and procedures.		✓

ATTACHMENT D TO SPECIAL CONDITIONS:
NETWORK SERVICES TOWER DESCRIPTION

1. Overview

Contractor's Network Services responsibilities shall consist of managing all CCBHS networks. In addition to managing switches, routers, circuits and all other network components, network services will secure, control and monitor access at the network level through the use of strategically placed firewalls, intruder detection systems, remote access servers and other applications/devices, as required.

Contractor shall provide fast, effective, efficient services, drive down operational and support costs, and offer flexibility to deal with change through acquisition, divestiture and expansion.

2. Objectives

The primary functional objective of Contractor's Network Services responsibilities shall be to insure the availability, reliability, stability and functionality of the network. The primary measure of this will be the timely, consistent access to, and acceptable response times for, those applications used by CCBHS by all users of CCBHS networks.

3. Major Functions

Contractor's Network Services responsibilities shall include, but not be limited to the responsibilities set forth in this Section and in accordance with the details in the Responsibility Matrix and the Service Level Specifications.

Contractor shall:

1. Provide and manage all network equipment. This includes, but is not limited to the installation, configuration, maintenance and removal of all components.
2. Provide and manage connectivity.
3. Provide and manage secure remote access to all information technology infrastructure.
4. Monitor and manage network performance and availability.
5. Perform network capacity planning for all networked infrastructure.
6. Consult on and manage the network planning process.
7. Maintain network documentation, including configuration files.
8. Provide network performance reports.

9. Provide Level 2 and Level 3 support.
10. Participate in project management support for all projects that may impact the CCBHS networks, including the addition of, or changes to sites, applications, technologies, etc.
11. Manage research, testing and development of new network infrastructure technology initiatives.
12. Manage fixed IP addresses as required.
13. Address disaster recovery planning for Network Services..
14. Provide problem resolution and maintain full responsibility of problem until final resolution.
15. Provide 24 X 7 X 365 network availability.
16. Provide 24 X 7 X 365 network support.
17. Maintain connectivity to legacy networks and applications.
18. Maintain connectivity to electronic trading partners (Cook County WAN)
19. Conform to CCBHS and affiliate Bureau closet standards.
20. Provide integration with new network technologies.

4. Protocol and Connectivity Structure

Contractor shall provide all Network Services necessary to support CCBHS's network, including with respect to the following platforms, as may be supplemented from time to time:

- Media Types: Ethernet (10/100/1000), FDDI, SDLC, Dialup.
- Protocols: TCP/IP, IPX, industry standard wireless protocols.
- Management Tools: HP Openview, CiscoWorks 2000, Network Analyzers, and Cable Analyzers.

Management Applications: HP Openview, CiscoWorks 2000, Norton Antivirus Enterprise Edition, Compaq Insight Manager, Fluke Network Inspector, Novell Cluster Services

5. Responsibility Matrix

The Responsibility Matrix indicates who is ultimately responsible for the listed task. In instances where there are checks in both columns, this indicates a shared responsibility or combined effort between the parties. Where responsibility is shared, CCBHS shall have

the ultimate decision making authority. It is not the intent of any Responsibility Matrix to absolutely identify or define every process, activity or task to be performed by Contractor as a contracted function. Contractor is responsible for all Network Services needed by CCBHS, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix below, in another Responsibility Matrix, or elsewhere in the Contract.

	Network Services	Contractor	CCBHS
	Hardware and Software Procurement		
1.	Research and price network devices and network software/firmware.	✓	
2.	Recommend new hardware or replacement of existing hardware including appropriate industry standard wireless capabilities.	✓	
3.	Approve all hardware and software/firmware.		✓
4.	Procure all hardware and software/firmware.	✓	✓
5.			
6.	Track hardware and software/firmware via fixed asset system and an asset deployment system.	✓	
7.	Periodically review, no less than annually, the Contractor's hardware and software/firmware inventory (including CCBHS Systems and CCBHS Software), fixed asset system and an asset deployment system.		✓
8.	Receive all hardware and software/firmware, including CCBHS Systems and CCBHS Software, after assets have been registered.	✓	
9.	Configure hardware and software/firmware, including CCBHS Systems and CCBHS Software, in accordance with documented standards as specified by CCBHS.	✓	
	Network Device Installation		
10.	Open service request with Help Desk to request an installation.		✓
11.	Schedule network device installation activity with CCBHS in accordance with any CCBHS or Contractor developed change management procedures.	✓	
12.	Install network devices at CCBHS sites.	✓	✓
13.	Conduct performance and functional testing on network devices, software/firmware, including CCBHS Systems and CCBHS Software.	✓	
14.	Adjust configuration options as required for installation.	✓	
15.	De-install and remove displaced network devices as required.	✓	✓
16.	Obtain CCBHS acceptance of installed network devices.	✓	
17.	Update or coordinate the update of all appropriate databases/documentation (problem tickets, change management documentation/reports, asset management system, etc.).	✓	
	Software/Firmware Planning and Management for Network Equipment		
18.	Notify CCBHS of new releases of appropriate	✓	

	Network Services	Contractor	CCBHS
	software/firmware, including CCBHS Software, per network device model.		
19.	Plan and schedule major software/firmware changes (such as operating system installations) in accordance with change management procedures.	✓	
20.	Approve major software/firmware changes.		✓
21.	Advise CCBHS of the availability of patches for software/firmware, including CCBHS Software.	✓	
22.	Approve the installation of patches for software/firmware, including CCBHS Software.		✓
23.	Install and test patches.	✓	
24.	Monitor, control and manage recovery from any network breach.	✓	
25.	Update or coordinate the update of all appropriate databases/documentation (problem tickets, change management documentation/reports, asset management system, etc.).	✓	
	Software/Firmware Installation and Upgrades		
26.	Schedule software/firmware, including CCBHS Software, installation activity with CCBHS in accordance with change management procedures.	✓	
27.	Conduct performance and functional testing on network devices and software/firmware, including CCBHS Systems and CCBHS Software.	✓	
28.	Obtain CCBHS signoff of successful installation or upgrade.	✓	
29.	Update or coordinate the update of all appropriate databases/documentation (problem tickets, change management documentation/reports, asset management system, etc.).	✓	
	Warranty Management		
30.	Provide warranty documentation for networked systems, including CCBHS Systems.	✓	
31.	Understand all hardware warranty requirements/restrictions.	✓	
32.	Detect or receive notice that hardware repair/maintenance is required.	✓	
33.	Coordinate with third-party vendors to resolve hardware problems.	✓	
34.	Manage use of manufacturer warranty, reseller replacement/repair policies, etc. to limit total repair costs.	✓	
	Network Maintenance		
35.	Schedule network device repair activity with CCBHS in accordance with change management procedures.	✓	
36.	Identify problems.	✓	
37.	Verify that the equipment requiring maintenance is not covered by a warranty.	✓	
38.	Ensure that networked systems, including CCBHS Systems not covered under warranty are appropriately placed on maintenance	✓	

	Network Services	Contractor	CCBHS
	service contract.		
39.	Obtain and provide necessary replacement parts.	✓	
40.	Install and test needed replacement parts for network devices.	✓	
41.	Resolve problems.	✓	
42.	Conduct performance and functional testing on network devices, software/firmware, including CCBHS Systems and CCBHS Software.	✓	
43.	Adjust configuration options as needed.	✓	
44.	Obtain CCBHS signoff that maintenance has been successfully completed.	✓	
45.	Update or coordinate the update of all appropriate databases/documentation (problem tickets, change management documentation/reports, asset management system, etc.).	✓	
	Network Connectivity		
46.	.	✓	
47.	Request network connection(s).		✓
48.	Define logical network.	✓	
49.	Provide IP management.	✓	
50.	Be prepared to provide a plan for migration to DHCP enterprise-wide.	✓	
51.	.	✓	
52.	Create logical connections and assign IP addresses as necessary.	✓	
53.	Support serial connectivity requirements.	✓	
54.	Coordinate cable/fiber installations.	✓	✓
55.	Provide and use cable/fiber diagnostic tools.	✓	
56.	Provide cable/fiber diagnostic support.	✓	
57.			
58.	Verify CCBHS User network access and availability of authorized network resources.		✓
59.	Update or coordinate the update of all appropriate databases/documentation (problem tickets, change management documentation/reports, asset management system, etc.).	✓	
60.	Review and understand network performance and implications of providing additional connectivity.	✓	
61.	Participate in the review and understanding of network performance and implication of providing additional connectivity.		✓
62.	Recommend necessary adjustments.	✓	
63.	Approve necessary adjustments.		✓
64.	Perform approved adjustments.	✓	
	Network Monitoring		
65.	Provide and implement monitoring processes and/or tools.	✓	
66.	Use automated system software tools and/or procedures to proactively monitor, manage and report on network	✓	

	Network Services	Contractor	CCBHS
	performance.		
67.	Measure and analyze network availability and performance.	✓	
68.	Provide options to optimize network performance.	✓	
69.	Approve optimization strategy.		✓
70.	Implement optimization strategy.	✓	
71.	Perform proactive fault detection and diagnostic procedures.	✓	
72.	Manage, monitor and support CCBHS firewalls.	✓	
	Network Management/Capacity Planning		
73.	Monitor network use and capacity.	✓	
74.	Resolve problems and performance degradation.	✓	
75.	Forecast capacity and bandwidth requirements.	✓	
76.	Ensure appropriate bandwidth to meet capacity projections.	✓	
77.	Make recommendations regarding bandwidth consumption and trends.	✓	
78.	Make recommendations regarding configuration changes.	✓	
79.	Participate in making recommendations regarding configuration changes.		✓
80.	Approve recommended configuration changes.		✓
81.	Implement approved configuration changes.	✓	
82.	Report usage and bandwidth capacity on a mutually agreed upon basis.	✓	
83.			
84.	Provide a mechanism for secure network management of all devices to be managed remotely (i.e. SSH).	✓	
85.	Monitor and manage all data circuits.	✓	
	Network Planning		
86.	Propose network changes.	✓	
87.	Analyze and report on the impact of making network changes.	✓	
88.	Provide cost estimate to effect network changes.	✓	
89.	Approve network changes.		✓
90.	Address disaster recovery planning for Network Services.	✓	
91.	Provide and manage network security.	✓	
92.	Implement changes in accordance with project management & change management procedures.	✓	
93.	Obtain CCBHS acceptance of installed network changes.	✓	
	Network Configuration Files		
94.	Identify devices that will be backed up.		✓
95.	Provide backup retention requirements.		✓
96.	Design and document technical backup, recovery, and retention strategy.	✓	
97.	Approve backup and recovery strategy.		✓
98.	Test backup and recovery strategy once a year.	✓	
99.	Restore/recover configuration data if necessary.	✓	

	Network Services	Contractor	CCBHS
100.	Performance Reporting		
101.	Identify reporting requirements.		✓
102.	Develop sample report formats.	✓	
103.	Approve sample report formats.		✓
104.	Produce and distribute network performance reports in accordance with the approved reporting schedule.	✓	
	Network Documentation		
105.	Provide existing network documentation & diagrams.		✓
106.	Maintain network documentation & diagrams after transition.	✓	
	Second and Third Level Support		
107.	Provide and maintain a single point of contact for the reporting and tracking of problems.	✓	
108.	Receive all calls from Level 1 support Help Desk.	✓	
109.	Perform Level 2 and Level 3 Help Desk support function for the network support process.	✓	
110.	Record, track, manage and close all problems received from the Level 1 Help Desk.	✓	
111.	Adhere to problem management escalation procedures.	✓	
112.	Maintain current status on open problems.	✓	
113.	Re-route misdirected calls in accordance with CCBHS guidelines.	✓	✓
114.	Interact consistently with the Level 1 Help Desk staff in a professional, efficient and service-oriented manner.	✓	
115.	Report on problems within established time frames.	✓	
116.	Perform root cause analysis as requested.	✓	
117.	Participate in root cause analysis if needed.		✓
118.	Produce root cause analysis report.	✓	
119.	Approve or escalate root cause analysis recommendations.		✓
120.	Implement root cause analysis recommendations as requested/assigned for respective areas of service responsibility.	✓	
121.	Perform problem trend analysis.	✓	
122.	Prepare, produce and provide a trend analysis report.	✓	
123.	Review trend analysis report.		✓
124.	Propose recommendations to improve the network support process.	✓	
125.	Approve recommendations to improve the network support process.		✓
126.	Implement recommendations to improve the network support process.	✓	
	Network Security		
127.	Keep ORGANIZATION informed about HIPAA, digital signature and other emerging security topics and technologies of relevance to the healthcare industry.	✓	
128.	Define network security requirements. This includes the means	✓	

	Network Services	Contractor	CCBHS
	to measure security, manage risk, eliminate security vulnerabilities, and monitor and react to security breaches.		
129.	Propose policies and procedures needed to monitor and control access to system resources and data.	✓	
130.	Oversee and approve policies and procedures governing network security environment.		✓
131.	Implement network security requirements as proposed and approved.	✓	
132.	Propose network security solutions.	✓	
133.	Approve network security solutions.		✓
134.	Implement network security solutions.	✓	
135.	Receive and process all requests for access to system resources and data.	✓	
136.	Monitor and audit access to system resources and data.	✓	
137.	Prepare, produce and provide a network security report.	✓	
138.	Prevent, detect, contain, and correct security breaches.	✓	
139.	Set security across role-based User profiles as specified by CCBHS.	✓	
140.	Approve security access role-based User profiles.		✓
141.	Document and submit to OCIO any exceptions to standard profiles as specified by CCBHS.	✓	
142.	Approve any exceptions to standard profiles.		✓
143.	Receive and process all IS security access requests.	✓	
144.	Review security requests to ensure conformity to standard role-based profiles as specified by CCBHS.	✓	
145.	Accept or reject security request, based on CCBHS's established network security policies and procedures.	✓	
146.	Disseminate approved security requests to appropriate security system administrators for account creation.	✓	
147.	Notify requester of account creation completion and/or send security notification letter.	✓	
148.	Track all activity through problem management system.	✓	
149.	Log all new problems/requests if call does not originate at Help Desk.	✓	
150.	Develop new policies/procedures as needed.		✓
151.	Review new policies/procedures.	✓	
152.	Approve new policies/procedures.		✓
153.	Implement new policies/procedures.	✓	
154.	Maintain IS security access User database.	✓	
155.	.	✓	
156.	Monitor and audit security access.	✓	
157.	Implement improvements to process flow when required.	✓	
158.	Implement layer three switching ACLs to provide added security for network segments that have critical data on them (i.e.	✓	

	Network Services	Contractor	CCBHS
	payroll, human resources, finance, etc).		
159.	Implement denial of service protection on network perimeter.	✓	
160.	Provide managed IDS and firewall services as needed in conjunction with the CCBHS InfoSec group.	✓	
161.	Establish system baselines on all network devices (routers and switches) in accordance with industry best practices.	✓	
162.	Make use of firewalls/IDS functionality built into network device operating systems.	✓	
163.	Provide for logical/physical segmentation of the network based on traffic profile and asset clarification as specified by CCBHS.	✓	

ATTACHMENT E TO SPECIAL CONDITIONS

APPLICATION SUPPORT SERVICES TOWER DESCRIPTION

Section 1: Scope

Application Support Services include Regular Maintenance of the Bureau's applications. Application Support Services also include the maintenance of existing interfaces. Application Support Services include, without limitation, support of applications and systems that provide functionality to areas within the Bureau, including any applications and systems added during the term of the Contract. Application Support Services include the installation of Upgrades (including New Releases) and major enhancements. A list of applications and interfaces currently in use within the Bureau is available to all registered Proposers as part of the Proposer Information Packet.

The scope of Application Support Services includes, without limitation, maintenance, testing, implementation of off-cycle distribution fixes and upgrades, disaster recovery planning, data administration, database administration and system/application training services to provide timely, reliable and accurate administrative, business and clinical systems to the Bureau user community.

Application Support Services IT Personnel shall provide Services in accordance with priorities established by the Bureau. As a result, the quality of Application Support Services shall be evaluated on the basis of the achievement of those priorities, consistent with available staffing levels, rather than upon a service level requirement. Application Support Services IT Personnel shall include certain Contracted Bureau IT Personnel as well as Bureau IT Personnel and Contractor IT Personnel. IT personnel assigned to provide Application Support Services shall be assigned to the Bureau on a full-time basis and shall not be removed from their assignments without the approval of the Bureau CIO.

While described in a separate Service Tower Attachment, significant overlap between Packaged Rollout and Application Development (PRAD) Services and Application Support Services is expected to achieve cost efficiency and continuity with respect to specific applications. As a result, Application Support Services Personnel shall be assigned to perform some Packaged Rollout and Application Development Services as described in the PRAD Services Tower Description and vice versa (i.e., occasional use of PRAD staff to perform Application Support activities). No hourly charges shall apply to PRAD services when performed by IT personnel who are regularly assigned to provide Application Support Services (i.e., Contractor's compensation for all Services provided by Application Support IT Personnel shall be limited to amounts payable pursuant to the financial provisions which apply to the Application Support Services Tower).

Section 2: Objectives of Application Support Services

Application Support Services shall provide the Bureau with a stable, predictable, and reliable Application Software environment. Contractor shall use its best efforts to ensure that the supported applications remain within the requirements for maintaining manufacturer support. Additionally, Contractor shall ensure that Bureau Software and operational processes maintain compliance with all applicable regulatory requirements and quality standards throughout the term of the Contract.

As with other Service Towers, IT Personnel assigned to provide Application Support Services shall meet with Users as requested by the CIO to define issues and to document action plans for improving the current administrative, business and clinical processes.

Contractor shall provide Application Support Services in a manner that recognizes the importance of clinicians who are providing direct patient care as well as those issues affecting revenue capture and collection.

Section 3: Major Functions

The following activities highlight selected major functions that Contractor shall provide under this Service Tower. Contractor shall perform these functions in accordance with the details in the Responsibility Matrix included as part of this Service Tower Attachment.

The Contractor shall provide:

1. Application Support Services request management.
2. Application change management and change control.
3. Application Support Services project management to include:
 - Obtaining Bureau approval for any significant upgrades
 - project estimation;
 - project planning;
 - project tracking;
 - project documentation management;
 - project integration management;
 - project scope management;
 - project time management;
 - project cost management;
 - project quality management;
 - project human resource management;
 - project communications management;
 - project issues tracking and management;
 - project risk management;
 - vendor relationship management;

- project staging of upgrades, patches and enhancements;
 - development of acceptance procedures.
3. Regular Maintenance services which shall include: Error Correction, Minor Enhancements, Process Improvement, Regulatory Changes, and Software Release Upgrades (including operating system upgrades) and repair services which return an application to full functionality after a production problem is discovered.
 4. Conversion Services which consist of changes and testing of the application due to changes in the operating environment.
 5. Preventive Maintenance Services which consist of changes to the application and/or its support processes that improve the efficiency or effectiveness of the application.
 6. Performance monitoring.
 7. Quality assurance.
 8. Troubleshooting.
 9. Data management/integrity services, including application data tables and application data storage. Contractor shall address disaster recovery planning for Application Support Services as part of Contractor's responsibility for collaborating with the Bureau to create a Bureau Wide comprehensive and integrated Disaster Recovery Plan.
 10. Help Desk Level 2 and Level 3 support for applications.
 11. Coordination with Vendors to train Bureau Superusers on the applications within the applications portfolio, i.e. train-the-trainer services. Contractor will assist Bureau in achieving Bureau staff training for the entire Application Portfolio. The Contractor will provide Bureau trainers with training on changes made to Bureau Software and training on any new applications introduced into the environment once Contractor assumes Application Support responsibilities for the application.
 12. Maintenance, support and testing of current interfaces, systems, and environments including, without limitation:
 - Medical device and automation/robotics interfaces;
 - Third Party Software packages;
 - Internally developed, operated, and maintained systems; and
 - Data exchanges, real-time interfaces, batch file transfers, and data conversion environments.

13. Participation in regulatory and Bureau audit inspections, including preparation, drills, staff training, follow up and corrective action.

Section 4: Process Platforms/Databases

Contractor shall provide Application Support Services with respect to the following platforms and databases, which may be supplemented or altered, or discontinued by Bureau from time to time:

- Microsoft NT4
- AIX
- Novell
- Unix
- Oracle
- Windows 3.1, 95, 98, 2000, XP
- MS DOS
- Access
- Linux
- SQL
- SQL Server

Section 5: Specific Application Support Service Provisions

1. Contractor shall provide procedures, approved by Bureau, for accepting third party developed applications, interfaces and database extracts into the Bureau production environment, leveraging Bureau naming conventions and standards where appropriate.
2. Contractor shall perform archiving and purging of the Bureau databases in accordance with practices approved by the Bureau. Archive data will be recorded in a format which Bureau will be able to retrieve and analyze to meet Bureau business requirements. Any changes to the current archive or purging criteria must be pre-approved by the CIO.
3. Contractor shall provide problem tracking and problem resolution for the Bureau Application Portfolio in accordance with priority and escalation procedures approved by Bureau.
4. Contractor's IT Personnel assigned to provide Application Support Services shall possess the appropriate licensure, education, certification and/or experience in the business and/or clinical area for which they provide applications support. In the context of clinical systems, the individuals assigned provide Application Support Services for an application should, in many cases, be the same IT Personnel who participated in the development and the rollout of the application and should possess significant experience with respect to the coding and revisions to that application

within the Bureau. This is particularly important with respect to the Cerner applications. Individuals with experience in the rollout of applications such as first net, power chart, power chart office, scheduling applications and patient management applications are expected to provide continuity with respect to the support of these applications once they are fully rolled out and are expected to be flexibly assigned so that they can participate in continued roll out of the applications at other Bureau affiliates.

Section 6: Applications Support Services Pricing

In responding to Exhibit A6, Application Support Services Questionnaire, the Contractor shall recommend the qualifications of the Information Technology Personnel required to provide quality, effective Application Support Services consistent with this Service Tower Description, taking into consideration Bureau IT Personnel who may be designated to provide Application Support Services as reflected on the Current Information Technology Personnel documents contained in the Information Packet made available to Proposers. Contractor's price proposal for Application Support Services shall be based upon a Staffing Plan which identifies the numbers and qualifications of Applications Support personnel and the corresponding charge for each full time equivalent.

Section 7: Responsibility Matrix

The Responsibility Matrix for Application Support Services, attached to this Service Tower Description, provides a summary of the respective responsibilities of the Contractor and the Bureau for the listed tasks. In instances where there are checks in both columns, this indicates a shared responsibility or combined effort between the parties. Where responsibility is shared, Bureau shall have the ultimate decision-making authority. It is not the intent of this Responsibility Matrix to absolutely identify or define every process, activity or task to be performed by Contractor as a contracted function. Contractor is responsible for all IS services needed by Bureau within the subject areas covered by this Attachment, whether or not the particular task or responsibility is expressly stated in the Responsibility Matrix below, in the similar Responsibility Matrices in other Attachments or elsewhere in the Contract.

	Application Support Services	Contractor	CCBHS
	CCBHS Application Support Services		
	Applications Service Request Management		
1.	Prepare and submit service requests for business and clinical Application Support.	✓	
2.	Approve service requests for business and clinical Application Support.		✓
3.	Prepare and submit requests for Minor Enhancements, modifications	✓	

	Application Support Services	Contractor	CCBHS
	CCBHS Application Support Services		
	and special runs.		
4.	Approve requests for Minor Enhancements, modifications and special runs.		✓
5.	Act upon approved requests for enhancements, modifications and special runs.	✓	
6.	Receive and track all service requests (including service requests submitted to 3 rd party vendors).	✓	
7.	Ensure 3 rd party service requests are processed for applicable support and migration into production.	✓	
8.	Prepare and submit service requests for Minor Enhancement.	✓	
9.	Approve service requests for Minor Enhancement.		✓
10.	Report on service request status.	✓	
11.	Approve and prioritize service requests for action.		✓
	Applications Project Management		
12.	Prepare estimates for project size, effort, computer hardware resources and cost based on approved change requests and service requests.	✓	
13.	Coordinate with third parties and CCBHS concerning Third Party Software to be integrated into the CCBHS Environment.	✓	
14.	Oversee coordination of third parties with CCBHS concerning Third Party Software to be integrated into CCBHS environment.		✓
15.	Manage 3 rd party vendors.	✓	
16.	Oversee Contractor's management of third party vendors.		✓
17.	Provide user acceptance testing (UAT) support services.	✓	
18.	Review and approve project estimates.		✓
19.	Prepare project plans.	✓	
20.	Approve project plans.		✓
21.	Monitor and report on project status.	✓	
22.	Review and approve project status reports.		✓
23.	Remain within budget	✓	
	Regular Maintenance		
24.	Identify/report Regular Maintenance requirements.	✓	
25.	Perform Bureau Software Regular Maintenance activities.	✓	
26.	Perform Minor Enhancement activities.	✓	
27.	Perform application conversion activities.	✓	
28.	Perform User support activities.	✓	
29.	Perform preventive maintenance and performance tuning activities.	✓	
30.	Provide ad-hoc reports as requested by Bureau OCIO.	✓	

	Application Support Services	Contractor	CCBHS
	CCBHS Application Support Services		
	Minor Enhancement		
31.	Provide Minor Enhancement services for approved service requests in accordance with agreed to technical or functional specifications and provide corrections or replacement of errors for no additional charge.	✓	
321.	Provide status reporting for approved Minor Enhancement service requests.	✓	
33.	Perform quality assurance/quality control activities for approved service requests.	✓	
34.	Oversee quality assurance/quality control activities for approved service requests.		✓
35.	Perform configuration management activities for approved service requests.	✓	
36.	Participate with Bureau Users in requirements definition activities for proposed applications enhancements as well as clinical and business process design/redesign to ensure technical and processing solutions meet stated or developed requirements.	✓	
37.	Participate with Bureau Users in requirements definition activities for proposed applications enhancements as well as clinical and business process design/redesign to ensure that expectations are realized.		✓
38.	Provide consulting services as requested and approved.	✓	
39.	Review and approve Contractor's estimates/proposals of service requests.		✓
40.	Coordinate implementation of approved Minor Enhancement service requests.	✓	
	Data Management/Data Integrity		
41.	Ensure data, including Bureau Data, is properly sent and received from all sources.	✓	
42.	Ensure data, including Bureau Data, is properly utilized.	✓	
43.	Monitor and report on data management/data integrity.	✓	
44.	Review and approve data management/data integrity reports.		✓
	Train-the-Trainer Training		
45.	Provide training on skill progression training for authorized Bureau training personnel.	✓	
46.	Provide training on new User training for authorized Bureau training personnel.	✓	
47.	Provide project related training for authorized Bureau training personnel.	✓	

	Application Support Services	Contractor	CCBHS
	CCBHS Application Support Services		
48.	Prepare an annual train-the-trainer training plan.	✓	
49.	Approve an annual train-the-trainer training plan.		✓
50.	Provide facility for new and existing train-the-trainer training.		✓
	Data Interfaces		
51.	Define interface requirements and specifications according to Health Level 7 (HL7) standards.	✓	
52.	Design, develop, coordinate testing, manage, support, implement and coordinate interfaces to/from third party systems.	✓	
53.	Design, develop, coordinate testing, manage, support, implement and coordinate internally developed interfaces.	✓	
54.	Design, develop, coordinate testing, manage, support, implement and coordinate data conversions and exchanges.	✓	
	Application Security		
55.	Define Bureau Software security requirements.	✓	
56.	Approve Bureau Software security requirements presented by Contractor		✓
57.	Define Bureau Software security solutions.	✓	
58.	Approve Bureau Software security solutions.		✓
59.	Implement and maintain Bureau Software security solutions.	✓	
60.	Perform random security audits.	✓	
61.	Report results of random security audits.	✓	

**ATTACHMENT F TO SPECIAL CONDITIONS:
PACKAGED ROLLOUT AND APPLICATION DEVELOPMENT (PRAD)
SERVICE TOWER DESCRIPTION**

1. Overview

Packaged Rollout and Application Development (PRAD) Services will be provided in accordance with approved project plans and will be billable at the hourly rates set forth in the Contract, subject to a maximum number of approved hours. Contractor shall have the capability to assign the required number of qualified and experienced Information Technology Personnel in the categories described in this Service Tower Attachment to provide PRAD Services, which may involve the rollout of major packaged systems, like Cerner Millennium and clinical and administrative applications not currently deployed or fully deployed, new Application Development and the development and implementation of associated interfaces within the applications environment of CCBHS.

Related to PRAD Services are Application Support Services, which are covered in the Application Support Service Tower Attachment. Significant overlap between Packaged Rollout and Application Development (PRAD) Services and Application Support Services will be required in order to achieve cost efficiency and continuity with respect to specific applications. Application Support Services Personnel may be assigned to perform some Packaged Rollout and Application Development Services as described in the PRAD Services Tower Description and vice versa. No hourly charges shall apply to PRAD services when performed by IT Personnel regularly assigned to provide Application Support Services.

Unlike the compensation payable with respect to the other Service Towers, PRAD Services shall be compensated on an hourly basis to the extent that these Services are not provided by IT Personnel whose positions are funded through the Application Support Services Tower. A funding allocation for PRAD Services shall be included in the Contract Amount. However, the Bureau reserves the right to utilize other contractors or existing IT Personnel to provide PRAD Services, rather than utilizing the Contractor to provide PRAD Services, should it elect to do so.

Contractor shall have the capability to train CCBHS trainers on those applications to be rolled out including all CCBHS Software (including proprietary software developed specifically for CCBHS by Contractor, another contractor or “third party”), pre-packaged applications, and CCBHS-developed applications. Inventories of existing applications may be found in the Proposer Information Packet.

2. Business/Functional Objectives

PRAD Services shall provide CCBHS with a stable, predictable, and well managed management process for deploying existing packaged software and associated interfaces. Contractor shall ensure that all newly deployed CCBHS Software and operational processes comply with applicable regulatory requirements and quality standards throughout the term of the Contract.

PRAD Services will include meetings with the Users to define issues and to document action plans for improving business and clinical processes. Often issues cross over between hardware and software applications. Contractor shall endeavor to support Users without demonstrating different lines of responsibility as much as possible. In other words, Contractor shall be able to provide a stable application development environment, utilizing industry accepted application development methods and processes that will lead to a successful conclusion and the achievement of the business or clinical benefit.

Contractor shall provide PRAD services in a manner that recognizes the importance of clinicians who are providing direct patient care as well as of issues affecting revenue capture and collection.

3. Initiation and Implementation of PRAD Services

Upon receipt of a request for PRAD Services, Contractor shall prepared a proposed Project Plan utilizing a current version of Microsoft Project. The Project Plan shall include a complete description of the scope of the project, timelines for completion of various milestones, proposed acceptance testing criteria, the specific categories of PRAD Services IT Personnel required to perform the Services and a maximum number of hours required for completion. The Project Plan shall identify and assign responsibilities for tasks and activities to be performed by all parties, any related interdependencies, major milestones by project, dates on which such tasks and activities shall start and be completed and on which such milestones will be achieved and indications of the critical path for each project.

Following any required revisions and Bureau approval of the Project Plan, Contractor shall provide project management by establishing and maintaining an appropriate framework for Project communications, reporting and other procedural and contractual activity again through the use of a current version of Microsoft Project. The Contractor shall prepare, manage, maintain, and update the detailed Project Plan and shall participate in a weekly status meeting which will outline management issues, operational issues and system issues and denote the individual(s) who will be responsible in solving the specific issue. All references to experience requirements refer to current, up-to-date experience.

4. Representative Categories and Qualifications of PRAD Services IT Personnel

As part of its Cost Proposal, Contractor shall propose categories and rates for IT Personnel whose services Contractor has the capability to provide to the Bureau at an hourly rate corresponding with defined skill sets to provide various types of PRAD Services. Contractor shall propose hourly rates for services provided by Personnel with some or all of the following skill descriptions, provided that Contractor provides rate proposals for IT Personnel possessing the range of skills that would be required by an entity such as the Bureau in connection with PRAD Services. IT Personnel assigned to provide PRAD Services must possess the appropriate licensure and experience in the business and/or clinical applications and operations to which the Services relate.

- **Senior or Expert Analyst.**

Representative Qualifications: Under minimal supervision the senior analyst provides significant expertise in the particular area of Services involved in a particular project. As a resource person, the senior analyst resolves problems related to the Services for IT Personnel assigned to the project. Duties include responding to requests for information regarding the particular area of expertise, solving problems related to the work and reviewing the processes involved in the work to ensure efficiency and quality in the work area. The Senior Analyst may also be asked to perform the duties of an Analyst depending on the assignment. Senior analysts shall possess three to five years of experience in application development analysis. Expert Analysts shall possess at least six to eight years of experience in application development analysis.

- **Analyst**

Representative Qualifications: Analysts shall assess user needs to determine functional and cross-functional requirements, perform functional allocations to identify required tasks and their interrelationships, identify resources required for each task. Analysts shall design architecture to include the software, hardware, and communications to support the total project requirements and shall also design interfaces using an approved methodology and computer aided software engineering tools which must be approved by the Bureau. Analysts shall provide estimate of software development costs and schedules. Analysts shall also ensure that the systems being implemented are compatible with applicable County, Bureau and regulatory standards. Analysts shall possess at least two to three years experience in application development analysis.

- **Senior Programmer/Analyst**

Representative Qualifications: Senior Programmer Analysts shall take a lead and expert role in tasks related to structured analysis, structured design, coding, testing, installation, documentation and maintenance of complex business or technical applications on small to complex business systems. The Senior Programmer Analyst may be called upon to perform any of the functions of an analyst and to act as a troubleshooter/resource person. Senior Analysts shall possess at least three to four years experience in application development programming/analysis.

- **Programmer/Analyst**

Representative Qualifications: Programmer/Analysts shall perform tasks related to structured analysis, structured design, coding, testing, installation, documentation and maintenance of complex business or technical applications on small to complex business systems. These systems may or may not utilize telecommunications networks, database concepts and a variety of specialized and utility software facilities. Services may also include information engineering/case tools, participation in system design activity, development of project proposals and system program resolution. Program/Analysts shall document their expertise by hardware platform, operating system, programming languages, utilities, databases, networks, LAN, telecommunications, etc. Programmer/Analyst Services shall be performed by personnel with experience in the appropriate platforms to match the specific project. Programmers/Analysts shall possess at least two to three years experience in application development programming/analysis.

- **Senior or Expert Programmer**

Representative Qualifications: Senior or Expert Programmers shall have full capability to perform independently a full range of Information Systems programming functions. These individuals must possess considerable independent judgment in order to carry out assignments that have significant impact on CCBHS services or programs. While guidelines may be available, the Senior or Expert Programmer shall adapt or interpret such guidelines in order to determine appropriate courses of action. Senior Programmers shall possess three to four years experience in application development programming and the expert programmers shall possess at least five to eight years of experience in application development programming.

- **Programmer**

Representative Qualifications: Programmers shall be responsible for translating detailed designs into computer software, for testing, debugging and refining software to produce the required product, for preparing program documentation and for enhancing and maintaining software to specifications. Programmers must have demonstrated expertise with respect to the hardware platform, operating system, programming languages, utilities, databases, networks, LANs, telecommunications, etc. which are involved in a particular project. Programmers shall possess at least one to two years experience in application development programming.

- **Database Administrators**

Representative Qualifications: Database Administrators (DBA) shall be responsible for the design, development, and maintenance of data base management systems. DBA services include analysis of database requirements, data base generation, database modeling, performance monitoring and tuning, the development of subsystems employing the use of database utility software, problem resolution, installation of software and implementation of modifications and upgrades, and establishing procedures for effective database operation, control, and recovery. Other DBA services may include database interfacing, integration, and replication, including the design, testing and implementation of interface modules between various database management systems and other file structures that would allow transparent access to “foreign” databases from a given database management system. Database Administrators must have documented expertise in the hardware platform, operating system, programming languages, utilities, databases, networks, LANs, telecommunications, etc. which are involved in a particular project. Database administrators shall possess at least two to three years experience in application Database Administration.

- **Documentation Specialist/Technical Writer**

Representative Qualifications: Documentation Specialists/Technical Writers assist in collecting and organizing information required for preparation of user manuals, training materials, installation guides, proposals, and reports. Documentation specialists/technical writers edit functional descriptions, systems specifications, user manuals, special reports, or any other deliverables or documents, ensuring that documents are written at the level of reading comprehension of the target audience. Documentation Specialists/Technical Writers shall possess at least one to two years experience in developing and editing technical documents.

- **Training Specialist**

Representative Qualifications: Training specialists shall possess knowledge and experience directly related to the applications for which training services will be provided. Training Specialists shall anticipate and address the training needs of potential participants, prepare training plans and schedules, develop course materials, prepare computerized training exercises and conduct training sessions. Training Specialists must possess superior communications and interpersonal skills and have at least one to two years experience in developing and providing specialized training.

- **Security Analyst**

Representative Qualifications: Security Analysts assess the security of CCBHS systems and platform(s) and plan and execute those steps necessary to achieve the security requirements of a project for the applicable Bureau platform(s) consistent with County and Bureau Information Security policies. The security analyst assesses the risk of a program area based on likelihood of threat and impact of security breach, analyzes and recommends plans to test the effectiveness of a security implementation, evaluates the security plan/implementation against all Illinois security standards and recommends steps to align the Bureau with these standards. The Security Analyst maintains application platform security standards, implements upgrades and modifications to existing information security hardware and software, and engages in disaster recovery and business continuity planning. The Security Analyst also provides for network security by troubleshooting network access problems and implementing network security policies and procedures. The Security Analyst implements measures to provide network (LAN/WAN, telecommunications, and voice) security access and protects against unauthorized access, modification, or destruction, managing all network security systems for LAN/WAN, telecommunications, and voice systems. Security Analysts should be knowledgeable with respect to commonly used concepts, practices, and procedures within information technology. Security Analysts shall have at least a bachelor's degree in the area of specialty and 0-3 years of experience in security analysis or a related area.

- **Security Specialist**

Representative Qualifications: Security Specialists plan and lead security assessments on CCBHS systems, platform(s) and architecture, develop security goals, utilize best practices and industry standards to implement Bureau security requirements. The security specialist shall formulate policies and procedures relevant to the risk assessment of program areas, design plans to test the effectiveness of a security implementation. evaluate the Bureau's security plan/implementation against all applicable security standards and recommend remedial steps to align the Bureau with these standards. The security specialist should possess extensive experience and excellent judgment as well as creativity and flexibility. Security Specialists shall possess a bachelor's degree and at least 5 years of experience in the field.

- **Project Manager**

Representative Qualifications: Project Managers shall evaluate and recommend IT Personnel with appropriate skills for a project team. Project Managers shall coordinate the

activities of the project team members: schedule work assignments, set priorities, direct work and address deviations from plans. The Project Manager shall plan and execute communication plans for the good of the project team, evaluate the work product of project team members, maintain adherence to the project plan, initiate change control documents and ensure that approval is obtained before changes are made. The Project Manager shall maintain the risk management document, risk and mitigation activities, and shall remain continuously apprised of the current risk status of a project and the need to employ mitigation measures. The Project Manager shall maintain records of work completed and deliverables and shall ensure that all program and system documentation is complete. Project Managers shall assist others in adapting to new and unfamiliar concepts and tools enabling them to solve the most difficult barriers to the completion of their assignments. Project Managers must have a minimum of three (3) years of recent project management experience and have demonstrated expert knowledge skills and abilities in project management. In addition, Project Managers must have two (2) years of professional experience directing information technology developers. Project Managers must possess a bachelor's degree with substantial credits hours in an information technology related major as well as either PMI certification or evidence of completion of at least 20 days of project management training covering topics such as managing information technology projects; scheduling and cost control; software quality for project managers; software risk management; project leadership, management and communications. Alternatively, Project Managers may possess an associate's degree with substantial credit hours in an information technology related major, as well as PMI certification or evidence of completion of at least 20 days of project management training covering topics such as managing information technology projects; scheduling and cost control; software quality for project managers; software risk management; project leadership, management and communications, and 5 years of recent IT project leadership experience.

- **Process Analyst**

Representative Qualifications: The Process Analyst reviews, analyzes, and evaluates clinical or administrative systems and user needs; formulates systems to parallel overall business strategies; and writes detailed descriptions of user needs, program functions, and steps required to develop or modify computer programs. The Process Analyst has knowledge of commonly used concepts, practices, and procedures within a particular field and relies on instructions and pre-established guidelines to perform the functions of the job. Process Analysts shall possess an associate's degree in a related area and 2-4 years of field or related area experience.

- **Business Process Specialist**

Representative Qualifications: The Business Process Specialist conducts and directs the analysis of complex clinical or administrative problems to be solved when implementing an automated system and provides analytical and technical assistance in requirements gathering; gap analysis; and identifying, evaluating, and developing processes to meet user requirements. The Business Process Specialist functions as a liaison between the business and technical communities to effectively translate business strategies into technical requirements. The Business Process Specialist leads cross-functional teams to address business or systems issues and provide consultation. The Business Process Specialist needs to be familiar with techniques for organizational design, process improvement, technology

assimilation, organizational change, and process modeling, identifying opportunities for improving business processes, organizational design, and corporate culture. Business Process Specialists shall possess a Bachelor's degree in a related area and 5+ years of experience in the field or in a related area.

- **Strategic Technology / Enterprise Architecture Specialist**

Representative Qualifications: The Strategic Technology/Enterprise Architecture Specialist designs architecture on an enterprise level, defining system and application architecture and providing vision, problem anticipation and problem solving ability. This individual must be familiar with concepts, practices and procedures in this field, must leads the development of complex architecture designs, and must provide consultations, assist with problem determinations and facilitate the development of high-level system architectures. The Enterprise Architecture Specialist may be required to oversee the development of key architecture deliverables and provide direction to the architecture teams. This individual must possess past experience with multiple operating and programming environments, and have experience with applying software architectures including database, transaction monitors, distributed processing, data modeling and other technologies. A wide degree of creativity and latitude is expected. This position requires a Bachelor's degree in area of specialty and 10+ years of field or related experience.

5. **Identification of PRAD Services IT Personnel Resources**

In responding to Exhibit A7, the PRAD Services Questionnaire, Proposer shall provide rates and representative qualifications for categories of IT Personnel whom Proposer is capable of assigning to provide PRAD Services. In addition, Proposer shall provide the names and resumes of individuals possessing some or all of the qualifications described above who will be available to provide PRAD Services. The resumes **MUST CLEARLY DEMONSTRATE** the skills and experience requested in this Attachment. Proposers must also indicate whether the individuals so identified will be available to provide services throughout the term of the Contract.

6. **Responsibility Matrix**

The Responsibility Matrix indicates which party is ultimately responsible for the listed task. In instances where there are checks in both columns, this indicates a shared responsibility or combined effort between the parties. Where responsibility is shared, CCBHS shall have the ultimate decision-making authority. It is not the intent of any Responsibility Matrix to absolutely identify or define every process, activity or task to be performed by Contractor as a contracted function. .

	Packaged Rollout and Application Development Services	Contract	or	CCBHS
	CCBHS PRAD Services			
	Packaged Rollout Applications Development Request Management			

	Packaged Rollout and Application Development Services	Contract	or	CCBHS
	<i>CCBHS PRAD Services</i>			
1.	Prepare and submit service requests for business and clinical packaged deployment or application development.	✓		
2.	Approve service requests for business and clinical PRAD services.		✓	
3.	Prepare and submit requests for Major Enhancements, Rollout of new modules and related interfaces.	✓		
4.	Approve requests for Major Enhancements, Rollout of new modules and related interfaces.			✓
5.	Act upon approved requests for enhancements, Rollout of new modules and related interfaces.	✓		
6.	In connection with PRAD services, receive and track all service requests (including service requests submitted to 3 rd party vendors).	✓		
7.	In connection with PRAD services, ensure 3 rd party service requests are processed for applicable support and migration into production.	✓		
8.	Provide status reporting for approved Minor Enhancement service requests.	✓		
9.	Provide PRAD services for approved service requests in accordance with agreed to technical or functional specifications and provide corrections or replacement of errors for no additional charge	✓		
10.	Perform quality assurance/quality control activities for approved service requests.	✓		
11.	Oversee quality assurance/quality control activities for approved service requests.			✓
12.	Report on service request status.	✓		
13.	Approve and prioritize service requests for action.		✓	
14.	Perform configuration management activities for approved service requests.	✓		
15.	Participate with CCBHS Users in requirements definition activities for proposed applications enhancements as well as clinical and business process design/redesign to ensure technical and processing solutions meet stated or developed requirements.	✓		
16.	Participate with CCBHS Users in requirements definition activities for proposed applications enhancements as well as clinical and business process design/redesign to ensure that expectations are realized.			✓
17.	Review and approve Contractor's estimates/proposals of service requests.			✓
18.	Coordinate implementation of approved PRAD service requests.	✓		
19.	Provide consulting services as requested and approved.	✓		

	Packaged Rollout and Application Development Services	Contract or	CCBHS
	<i>CCBHS PRAD Services</i>		
20.	Approve consulting services requested		✓
	<i>Applications Project Management</i>		
21.	Prepare estimates for project size, effort, computer hardware resources and cost based on approved change requests and service requests.	✓	
22.	Coordinate with third parties and CCBHS concerning Third Party Software to be integrated into the CCBHS Environment.	✓	
23.	Oversee coordination of third parties with CCBHS concerning Third Party Software to be integrated into CCBHS environment.		✓
24.	Manage 3 rd party vendors.	✓	
25.	Oversee Contractor's management of third party vendors.		✓
26.	Provide user acceptance testing (UAT) support services.	✓	
27.	Review and approve project estimates.		✓
28.	Prepare project plans.	✓	
29.	Approve project plans.		✓
30.	Monitor and report on project status.	✓	
31.	Review and approve project status reports.		✓
32.	Remain within budget	✓	
	<i>Data Management/Data Integrity</i>		
33.	Ensure data, including CCBHS Data, is properly sent and received from all sources.	✓	
34.	Ensure data, including CCBHS Data, is properly utilized.	✓	
35.	Monitor and report on data management/data integrity.	✓	
36.	Review and approve data management/data integrity reports.		✓
	<i>Train-the-Trainer Training</i>		
37.	Provide training on skill progression training for authorized CCBHS training personnel.	✓	
38.	Provide training on new User training for authorized CCBHS training personnel.	✓	
39.	Provide project related training for authorized CCBHS training personnel.	✓	
40.	Prepare an annual train-the-trainer training plan.	✓	
41.	Approve an annual train-the-trainer training plan.		✓
42.	Provide facility for new and existing train-the-trainer training.		✓
	<i>Data Interfaces</i>		
43.	Define interface requirements and specifications according to Health Level 7 (HL7) standards.	✓	
44.	Design, develop, coordinate testing, manage, support, implement and coordinate interfaces to/from third party systems.	✓	

	Packaged Rollout and Application Development Services	Contract or	CCBHS
	<i>CCBHS PRAD Services</i>		
45.	Design, develop, coordinate testing, manage, support, implement and coordinate internally developed interfaces.	✓	
46.	Design, develop, coordinate testing, manage, support, implement and coordinate data conversions and exchanges.	✓	
	<i>Application Security</i>		
47.	Define CCBHS Software security requirements.	✓	
48.	Approve CCBHS Software security requirements presented by Contractor		✓
49.	Define CCBHS Software security solutions.	✓	
50.	Approve CCBHS Software security solutions.		✓
51.	Implement and maintain CCBHS Software security solutions.	✓	
52.	Perform random security audits.	✓	
53.	Report results of random security audits.	✓	

EXHIBIT E
COUNTY CONTRACTOR CERTIFICATIONS

THE FOLLOWING CERTIFICATIONS ARE MADE PURSUANT TO STATE LAW AND COOK COUNTY ORDINANCES. CONTRACTOR IS CAUTIONED TO CAREFULLY READ THESE CERTIFICATIONS PRIOR TO EXECUTION OF THIS CONTRACT. EXECUTION OF THE CONTRACT SHALL CONSTITUTE EXECUTION OF THESE CERTIFICATIONS AND SHALL ALSO CONSTITUTE A WARRANTY BY CONTRACTOR THAT ALL THE STATEMENTS SET FORTH WITHIN THESE CERTIFICATIONS ARE TRUE AND CORRECT STATEMENTS. CONTRACTOR IS HEREBY NOTIFIED THAT FAILURE TO EXECUTE THESE CERTIFICATIONS SHALL RESULT IN DISQUALIFICATION FROM ELIGIBILITY FOR THE AWARD OF THIS CONTRACT. CONTRACTOR IS FURTHER NOTIFIED THAT IN THE EVENT THE COUNTY LEARNS THAT ANY OF THE FOLLOWING CERTIFICATIONS WERE FALSELY MADE, THE CONTRACT SHALL BE SUBJECT TO TERMINATION.

A. COOK COUNTY ORDINANCE CHAPTER 10, SECTION 10-7.1

Chapter 10, Section 10-7.1 of the Ordinances and Resolutions of the County of Cook provide as follow:

10-7.1. - PERSONS AND ENTITIES SUBJECT TO DISQUALIFICATION. No person or business entity shall be awarded a contract or sub-contract, for a period of five (5) years from the date of conviction or entry of a plea or admission of guilt, if that person or business entity,

- (a) Has been convicted of an act committed, within the State of Illinois, of bribery or attempting to bribe an officer or employee of a unit of state or local government or school district in the State of Illinois in that officer's or employee's official capacity.
- (b) Has been convicted of an act committed, within the State of Illinois, of bid-rigging or attempting to rig bids as defined in the Sherman Anti-Trust Act and Clayton Act. Act. 15 U.S.C. Section 1 et seq.
- (c) Has been convicted of bid-rigging or attempting to rig bids under the laws of the State of Illinois,
- (d) Has been convicted of an act committed, within the State of Illinois, of price-fixing or attempting to fix prices as defined by the Sherman Anti-Trust Act and the Clayton Act, 15 U.S.C. Section 1 et seq.

(e) Has been convicted of price-fixing or attempting to fix prices under the laws of the State of Illinois.

(f) Has been convicted of defrauding or attempting to defraud any unit of state or local government or school district within the State of Illinois.

(g) Has made an admission of guilt of such conduct as set forth in subsections (a) through (f) above which admission is a matter of record, whether or not such person or business entity was subject to prosecution for the offense or offenses admitted to.

(h) Has entered a plea of nolo contendere to charge of bribery, price-fixing, bid-rigging, or fraud, as set forth in sub-paragraphs (a) through (f) above. (Ord. 7-2-79, p. 4213.)

THE UNDERSIGNED HEREBY CERTIFIES THAT:

(1) the entity on whose behalf this certification is submitted has not been convicted, or entered a plea of nolo contendere, or made an admission of guilt to any act described in Chapter 10, Section 10-7.1. (a) through (h) of the Ordinances and Resolutions of the County of Cook;

(2) the owner, partner or shareholder who controls, directly or indirectly, twenty percent (20%) or more of the business entity has not been convicted or entered a plea of nolo contendere or made an admission of guilt to any act described in Chapter 10, Section 10-7.1. (a) through (h);

(3) it does not employ as an officer, any individual who was an officer of another business entity at the time the latter business entity committed a disqualifying act described in Chapter 10, Section 10-7.1. (a) through (h);

(4) it does not have an owner who controls, directly or indirectly, twenty percent (20%) or more of the business who was an owner who, directly or indirectly, controlled twenty percent (20%) or more of a business entity at the time the latter committed a disqualifying act described in Chapter 10, Section 10-7.1. (a) through (h).

B. BID-RIGGING OR BID ROTATING

In accordance with Public Act 85-1295 (as amended by Public Act 86-150) Section 33E-11 (Illinois Compiled Statutes, 720ILCS 5/33 E-11).

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It is not barred from award of this Contract as a result of a conviction for the violation of State laws prohibiting bid-rigging or bid rotating.

C. DRUG FREE WORKPLACE ACT

In accordance with the Illinois Drug Free Workplace Act, 30 ILCS 580/3.

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It will provide a drug free workplace as per the requirements of Public Act 86-1459.

D. COOK COUNTY ORDINANCE CHAPTER 10, SECTION 10-6.1

Cook County Ordinance Chapter 10, Section 10-6.1 provides that no person or business entity shall be awarded a contract or subcontract for goods or services with the County of Cook that is delinquent in the payment of any tax (including real estate tax) or fee administered by the County of Cook.

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It is not delinquent in the payment of any tax or fee administered by the County of Cook (including real estate tax) unless such tax is being contested in accordance with the procedures established by County Ordinance.

E. COOK COUNTY HUMAN RIGHTS ORDINANCE CHAPTER 25, SECTION 25-76 (adopted March 16, 1993)

No person who is a party to a contract with Cook County ("County") shall engage in unlawful discrimination or sexual harassment against any individual in the terms or conditions of employment, credit, public accommodations, housing, or provision of County facilities, services or programs.

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It is in compliance with these policies and it is in agreement to abide by such policies as a part of its contractual obligations.

F. ILLINOIS HUMAN RIGHTS ACT

In accordance with the Equal Employment Opportunities/Affirmative Action provisions of the Illinois Human Rights Act, 775 ILCS 5/2-105,

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It is in compliance with the Act and is in agreement to abide by the requirements of the Act as part of its contractual obligations.

G. LIVING WAGE ORDINANCE (adopted September 15, 1998 effective December 1, 1998)

The Cook County Living Wage Ordinance mandates that a base hourly wage established by Ordinance be paid to individuals employed under contracts between Cook County and any person or entity awarded a Contract by Cook County or the subcontractor of any such person or entity. "Contract" means any written agreement requiring Board approval whereby the County is committed to or does expend funds in connection with the agreement or a subcontract thereof. The term "contract" as used in this ordinance specifically excludes contracts with the following:

- 1) Not-For Profit Organizations (defined as a corporation having tax exempt status under Section 501(C)(3) of the United States Internal Revenue Code and recognized under the Illinois State not-for-profit law);
- 2) Community Development Block Grants;
- 3) President's Office of Employment Training;
- 4) Sheriff's Work Alternative Program; and
- 5) Department of Corrections inmates.

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It is in compliance with this Ordinance and agrees to abide by the requirements of this Ordinance as part of its contractual obligations.

H. THE CHILD SUPPORT ENFORCEMENT ORDINANCE (adopted November 18, 1997)

Effective July 1, 1998 every Applicant for a County Privilege shall be in full compliance with any Child Support Order before such Applicant is entitled to receive or renew a County Privilege. When Delinquent Child Support exists, the County shall not issue or renew any County Privilege, and may revoke any County Privilege.

"Applicant" means any person or business entity, including all Substantial Owners, seeking issuance of a County Privilege or renewal of an existing County Privilege from the County. This term shall not include any political subdivision of the federal or state government, including units of local government, and not-for-profit organizations.

"County Privilege" means any business license, including but not limited to liquor dealers' licenses, packaged goods licenses, tavern licenses, restaurant licenses, and gun licenses; real property license or lease; permit, including but not limited to

building permits, zoning permits or approvals; environmental certificate; County HOME Loan, and contracts exceeding the value of \$10,000.00.

"*Substantial Owner*" means any person or persons who own or hold a twenty-five percent (25%) or more percentage of interest in any business entity seeking a County Privilege, including those shareholders, general or limited partners, beneficiaries and principals; except where a business entity is an individual or sole proprietorship, Substantial Owner means that individual or sole proprietor.

ON THE ATTACHED FORM, PLEASE PROVIDE THE NAME AND SOCIAL SECURITY NUMBER OF EACH SUBSTANTIAL OWNER OF THE BUSINESS ENTITY THE NAME OF WHICH APPEARS ON THE EXECUTION PAGE OF THIS CONTRACT.

IF THERE ARE NO SUBSTANTIAL OWNERS AS DEFINED ABOVE, YOU MUST CHECK HERE TO INDICATE THIS: _____

SUBSTANTIAL OWNER INFORMATION

Substantial Owner
Name

Substantial Owner
Social Security Number

Substantial Owner
Date of Birth

Substantial Owner
Home Address:
City, State, Zip:

Substantial Owner
Home Phone#:

Substantial Owner
Name

Substantial Owner
Social Security Number

Substantial Owner
Date of Birth

Substantial Owner
Home Address:
City, State, Zip:

Substantial Owner
Home Phone#:

Substantial Owner
Name

Substantial Owner
Social Security Number

Substantial Owner
Date of Birth

Substantial Owner
Home Address:
City, State, Zip:

Substantial Owner
Home Phone#:

Substantial Owner
Name

Substantial Owner
Social Security Number

Substantial Owner
Date of Birth

Substantial Owner
Home Address:
City, State, Zip:

Substantial Owner
Home Phone#:

THE UNDERSIGNED HEREBY CERTIFIES THAT:

He/she has personal knowledge of the information provided above and that the information provided is correct.

I. **COOK COUNTY MACBRIDE ORDINANCE (adopted May 16, 1995)**

The Cook County MacBride Ordinance provides that if the primary contractor currently conducts business operations in Northern Ireland, or will conduct business during the projected duration of a County contract, it is hereby required that the contractor shall make all reasonable and good faith efforts to conduct any such business operations in Northern Ireland in accordance with the MacBride Principles for Northern Ireland as defined in Illinois Public Act 85-1390.

THE UNDERSIGNED HEREBY CERTIFIES THAT:

It is in full compliance with the provisions of this Ordinance and is in agreement to abide by the requirements of the MacBride Principles for Northern Ireland as part of its contractual obligations.

EXHIBIT F
COOK COUNTY BUREAU OF HEALTH SERVICES
COOK COUNTY PURCHASING AGENT
118 N. CLARK STREET, ROOM 1018
CHICAGO, IL 60602
(312) 603-5381
(312) 603-4477 (FAX)

REQUEST FOR PROPOSALS
FOR
INFORMATION TECHNOLOGY SERVICES
February 1, 2006
PROPOSER REGISTRATION FORM

NOTE TO PROSPECTIVE PROPOSERS: BY COMPLETING AND RETURNING THIS FORM TO THE PURCHASING AGENT ON OR BEFORE February 22, 2006, YOU WILL RECEIVE ANY ADDENDA ISSUED BY THE BUREAU WHICH EITHER REVISE THE DATES FOR SUBMITTAL OF PROPOSALS, RESPOND TO QUESTIONS SUBMITTED BY OTHER PROSPECTIVE PROPOSERS, OR WHICH SUPPLEMENT OR CHANGE THE REQUIREMENTS SET FORTH IN THE REQUEST FOR PROPOSALS. THIS FORM MAY BE RETURNED BY FAX TO THE NUMBER SPECIFIED ABOVE.

IF YOU FAIL TO SUBMIT THIS FORM, YOU WILL NOT BE ENTITLED TO ANY OF THE ADDENDA, IF ISSUED, AND ANY DEFICIENCY IN YOUR PROPOSAL RESULTING FROM SUCH FAILURE MAY RESULT IN THE DISQUALIFICATION OF YOUR PROPOSAL FROM CONSIDERATION, IN THE DISCRETION OF THE DIRECTOR. SUBMISSION OF THIS REGISTRATION FORM DOES NOT OBLIGATE YOU TO SUBMIT A PROPOSAL.

NAME: _____

ADDRESS: _____

NAME OF DESIGNATED REPRESENTATIVE FOR PURPOSES OF THIS RFP:

PHONE: _____

FAX: _____

EMAIL ADDRESS: _____

EXHIBIT G

COST PROPOSAL INSTRUCTIONS

Section 6 of each Proposal shall contain a detailed Cost Proposal as follows:

- A. Detailed Proposed Staffing Plan, with Numbers and Qualifications of Bureau IT Personnel and Contractor IT Personnel proposed to be assigned to the following Service Towers:

1. Data Center Services Tower
2. Desktop Services Tower
3. Help Desk Services Tower
4. Network Services Tower

With respect to each full time Contactor IT Personnel position, Proposer must indicate a proposed charge provided on the basis of an annualized Full Time Equivalent for each position, which includes all costs and overhead charges referable to the position.

If Proposer has proposed revisions to the provisions of the Attachment to Special Conditions describing a Service Tower, Proposer shall indicate whether the Staffing Plan and charges proposed are contingent upon the County's acceptance of those revisions.

- B. Detailed Proposed Staffing Charges and Staffing Plan for Applications Support Services Tower, provided on the basis of an annualized Full Time Equivalent for each position, which includes all costs and overhead charges referable to the position. Proposer shall include a detailed description of the qualifications associated with each Contractor IT Personnel position.
- C. Proposed Hourly Rate Charges for Packaged Roll Out and Application Development (PRAD) Services Contractor IT Personnel, with associated qualifications.
- D. Proposed Charges for Contracted Bureau Personnel, to the extent these individuals are not included in the Application Support Services Tower, on the basis of an annualized Full Time Equivalent for each position, which charges shall include all costs and overhead charges referable to the position.
- E. Alternate Cost Proposal for a Contract in which Contractor assumes employment of Bureau IT Personnel and supplies all IT Personnel required to serve the Bureau through the Contract.
- F. Detailed Proposed Charges for Transition Services.

NOTE: All proposed charges shall be expressed as fully burdened amounts, which shall include any and all allocation of overhead. Proposer shall also identify any costs, such as travel, cell phone costs, beeper costs and mileage reimbursements, which it proposes to submit in addition to the proposed charges.