

Statement of Work # COCMSS0401
Under Organizational Assessment, Consulting and Deployment Services (CTR062609)
UEI: MTUNUUNQT4J7

Statement of Work for Cochise County Information as an Asset (IAAA) and Artificial Intelligence (AI) Project

1. Introduction

MSS Business Transformation Advisory, Inc. (MSS) will provide Information as an Asset (IAAA) and Artificial Intelligence (AI) Transformation Consulting Services for Cochise County (The County).

Purpose of the Project: The purpose of the Information as an Asset and Artificial Intelligence Project is to enable the County to address the ongoing impacts of the COVID-19 public health emergency by transforming data into a valuable resource that enhances responsiveness, resiliency, and recovery efforts. This project will build foundational structures for data governance and knowledge sharing, ensuring compliance with evolving regulatory requirements and establishing robust systems for managing information assets. By implementing a framework for Information as an Asset, the County can better monitor public health metrics, forecast resource needs, and improve decision-making to protect the community's health and economic well-being. Additionally, the project will enhance operational efficiency by centralizing and streamlining information access, which supports remote work and digital engagement initiatives essential in the wake of the pandemic. Strategic AI adoption within this project enables predictive analysis, helping the County anticipate and mitigate future public health and economic challenges. Ultimately, this initiative will ensure that data-driven insights are readily available for informed decision-making, fostering a resilient county that can adapt to current and future demands with agility and precision.

General Overview: MSSBTA's comprehensive framework lays out structured and staged activities for implementing Information as an Asset (IAAA), integrating information governance, data governance, and knowledge management within an AI-powered data governance strategy tailored to meet Cochise County's objectives. By treating information and data as vital assets, this initiative aims to enhance organizational performance, mitigate risks, streamline processes, and foster greater stakeholder engagement. MSSBTA is dedicated to guiding Cochise County through the challenges often associated with IAAA and AI adoption, such as complexity, limited resources, technological barriers, AI integration, cultural resistance, and regulatory compliance, ensuring a seamless and effective transition.

2. Scope of Services

2.1 Approach & Key Activities

Quality Assurance (QA)

Project Oversight:

- Review Deliverables
- Review Project Progress against Plan
- Conduct Monthly Customer Checkpoints
- Review Budget Performance
- Provide Oversight and Guidance

Project Management (PM) & Results Driven Leadership (RDL)

Project & Phase Planning:

- Create Project Plan & Charter
- Attend formal meetings
- Create a centralized digital document repository
- Establish meeting cadence
- Schedule Key Stage Deliverables and Presentations
- Create Project Status Report and Process
- Create Action Item Log
- Create Decision Log
- Create Risks/Issues Log

Ongoing Project Support:

- Manage Client Relationship and All Project Deliverables
- Provide project status reporting
- Lead Project Communication & Presentations
- Update Action Item Logs
- Maintain Decision Logs
- Utilize Risks/Issues Logs
- Document lessons learned
- Track amendments, change orders, and any communication relevant to the project

Team Formation:

- Work with The County on project resources and develop project governance:
 - Identify Information Governance/Data Governance (IG/DG) Committee team members
 - Identify team roles and responsibilities
 - Communicate the project goals to the team
 - Set ground rules with executive sponsors
 - Assign tasks based on team member's role and skillset

ERP Cross Over:

- Manage performance by:
 - Establishing points of contact on all sides
 - Conducting regular ERP Project reviews & check-ins
 - Monitor alignment between projects
 - Initiate corrective action discussions, if risks/issues are identified
 - Reassess if realignment is required

Information as an Asset (IAAA)

Assessments:

IG/DG & IAAA Assessment:

- Utilize the ARMA International maturity framework to conduct a maturity analysis
- Map and catalog data assets across departments.
- Identify data assets that can be leveraged for more impactful decision-making.
- Begin assessing compliance requirements, starting with ongoing digitization projects for PII and HIPAA classification.
 - Incorporate a risk assessment of current data assets to identify critical or high-risk areas, with a particular focus on managing sensitive or regulated information.

KM Assessment:

- Conduct a Knowledge Management Assessment

AI Readiness Assessment:

- Perform AI readiness assessment
- Conduct focused workshops with department heads
- Capture potential use cases

Assessment Roadmap and Recommendations:

- Conduct a comprehensive analysis of all assessments and create a roadmap and recommendation document for review with Cochise County for prioritization on Stage 2 and 3 initiatives.

Data Readiness

Data Inventory & Preparation:

- Identify all Data Sources and Systems
- Create Data SIPOC for each Data Source
- Inventory and Categorize Data Types
- Propose a data classification scheme that aligns with the organization's data governance framework

- Determine and document the data retention requirements for each category of data
- Analyze the collected data to identify any anomalies and identify plan for resolution (requires system access)
- Review Data Access Controls, Permissions and Encryption Measures

Information Governance/Data Governance (IG/DG)

DG Policy:

- Review and refine current data governance policies for compliance.

Data Flow Optimization for AI Readiness:

- Establish optimized data flows that enable future real-time AI data processing and facilitate knowledge sharing across departments.

Knowledge Management (KM)

Data Organization & Meta tagging:

- Develop and implement a robust data tagging system.
 - Based upon potential AI use cases leverage AI/KM tools to help reduce this effort
- Implement role-based access controls and data classification: Support and improve cybersecurity and privacy requirements.
- Facilitate data mapping documentation: Process of data flows and relationship across systems and departments.

Digitization & Integration:

- Discussion on Cochise County's current digitization efforts including supplier, tools and scope. Once determined, proceed with other digitization and integration efforts.
- Digitization of hard copy records. Assist current processes and systems with integrating into a centralized cloud-based repository (OnBase or other chosen system).
- Accelerate digitization workflows.
- Establish a Master Data Management (MDM) and use a potential Business Intelligence tool.

Retention Policy Implementation:

- Implement email and data retention policies.
- Teach The County how to update the retention policies on a reoccurring basis.
- Determine policy review timing.
- Support data governance efforts through the course of the project.
- Develop and enforce policies for digital and physical records.

Artificial Intelligence (AI)

AI Adoption:

- Create a Flexible Data Structure for Future AI-Adoption based on Cochise County's data structure.
- Research, Demo and Evaluate AI Tools.
- Provide AI Tool recommendations.

AI Pilot Program:

- Develop a comprehensive AI Pilot roadmap
- Execute an AI pilot
- Initiate two additional pilot projects as identified
- Measure pilot project outcomes using KPIs
- Evaluate the scalability of the different AI tools/solutions
- Integrate governance frameworks

Business Case Development:

- Use insights from the pilot program to build a robust business case: expanding AI solutions, emphasizing quantifiable improvements in operational efficiency, knowledge retention, and other key agency needs.
- Prepare and present a cost-benefit analysis and funding proposal incorporating change management principles to facilitate organization-wide AI adoption.

Process

Process & System Alignment & Improvement:

- Identify processes and systems that house any data needed for Cochise County's operations. Gather data for Business Case
- Create Relevant Current State Process Maps from Data SIPOCs.
- Assess Current Systems (OnBase, SharePoint etc.) usage patterns & anomalies for improvement.
 - Requirements review on current systems
 - High-level analysis of County requirements for continued use or replacement through SIPOC

Systems (OnBase, SharePoint or other systems as identified) Alignment & Improvement:

Assumption: Cochise County is keeping its current systems.

- Review current system's contracts for capabilities & impact
- Integrate uniform naming convention strategy
- Recommend training needs to MSSBTA & The County Change Management Teams.

If not keeping current Systems:

- Change Orders
- RFP process including vendor selection, negotiation, and implementation will be part of SOW, but only invoiced if required
- Provide input for replacement Business Case.

Future State:

- Provide input for the final Business Case.
- Develop detailed Future State Process Maps that illustrate the optimized flow of data and system interactions.
- Create a comprehensive Sustainment Plan outlining how AI solutions will be maintained and continuously improved over time.

Organizational Change Management (OCM)

OCM Readiness:

- Create Initial Change Impact Assessments and Assess Organizational Readiness
- Develop Change Management Strategy
- Identify Change Impacts.
- Create Change Management Plans for all stages
- Create Communication Plan
- Create Training Plan
- Create Readiness Plan
- Identify Change impacts

Ongoing OCM Support:

- Execute Plans
- Review and revise plans, as required
- Monitor change progress

OCM Sustainment:

- Provide Training resources (job aids)
- Monitor adoption
- Create sustainment plan

Project Closure

Project Handoff:

- Provide deliverables in accordance with the approved project plan
- Present project closure presentation for review and approval
- Present project closure presentation to selected stakeholders
- Conduct Lessons Learned meeting

2.2 Deliverables

PM & RDL

PM

- Project Committee RACI
- Approved Project Plan
- Project Governance Structure

Ongoing PM (Deliverables throughout project)

- Weekly Project Status Reports
- Project communications & presentations
- Weekly project plan updates
- Action Item Logs
- Decision Log
- Risks/Issues Log
- Lessons Learned

IAAA

Assessments

- Comprehensive IAAA maturity assessment report, including identified governance gaps.
- Knowledge management assessment.
- AI Readiness and Maturity Analysis report
 - Pilot Use Case Storyboard
 - Project Shortlisting tool
- Roadmap & Recommendations based on assessments

Data Readiness

- Data SIPOCs
- Data Inventory
- Data Assessment Report

IG/DG

- KM/AI Tool recommendations
- DG & Retention Policies
- Structured, searchable data repository with compliance-aligned tagging in place.
- Digitized records repository with retention schedule and policies integrated
- Plan for updating regularly
- Audit Program

AI

AI Adoption

- Flexible Data Structure AI Plan
- AI Tool recommendations
- AI Tool Training (for purchased tools)

AI Pilot Program:

- AI Pilot roadmap
- AI Pilot(s) based on roadmap
- AI Pilot Report
- Assistance with AI Tool implementation integrated with governance frameworks

Business Case

- Business Case for IAAA/AI

Process

Current State:

- All systems with required data documented
- Current State Process Maps for relevant processes
 - Documented ROI possibilities
- Current Systems improvement recommendations (Gap Analysis)
 - System requirements document
 - Solution recommendations (keep or replace)

Systems Alignment & Improvement:

Assumption: Cochise County is keeping its current systems.

- Current system's contract recommendations
- Uniform naming convention strategy
- Recommend training needs for current system

If not keeping current Systems

- Change Orders
- RFP process including vendor selection, negotiation, and implementation will be part of SOW, but only invoiced if required
- Replacement Business Case (if required)

Future State

- Future State Process Maps that illustrate the optimized flow of data and system interactions
- Sustainment Plan outlining how AI solutions will be maintained and continuously improved over time.

Organizational Change Management (OCM)

OCM Readiness & Support:

- OCM Readiness:
 - Change Impact Assessments
 - Stakeholder Analysis
 - Change Management Strategy
- Change Management Plans:
 - Communication Plan
 - Training Plan
 - Readiness Plan
- Change Impacts

OCM Sustainment

- Training resources (job aids)

- Sustainment plan

Project Handoff/Closure

- Project closure presentation
- Lessons Learned Summary

3. Project Schedule and Cost

MSSBTA will commence work on this project 12/01/2024 with the project lasting 24-months. Any additional support will require an agreed upon change request to this contract.

The fixed price cost for this scope of work will be \$2,000,000.

MSSBTA will invoice The County per the following schedule: The first month will be billed on 12/31/2024 in the amount of \$83,333.41. Month 2 through month 24 will be billed in equal monthly payments of \$83,333.33 starting on 01/31/2025 and ending on 11/30/2026.

3.1 Other Engagement Responsibilities

- Any scope changes will be jointly agreed to by The County and MSSBTA and captured in a Change Order:
 - This SOW will be signed by 12/01/2024 and the implementation will start on 12/01/2024 and will end on 11/30/2026. Any additional time will require an agreed upon change request to this contract.
 - Any additional effort not identified in this SOW, will require an agreed upon change request to this contract.
- MSSBTA and The County will work together to manage the efforts:
 - Determining specific deliverables and the associated work plans to create those deliverables.
 - Assess changes in the Project scope, schedules, approach and resources.
 - Determine priorities, level of detail, expected effort, travel/remote work.
 - Review status, deliverable content, and address issues/open items.
- This SOW covers only the current data sources. If additional data sources are identified to be replaced and improved, they will be included on a time and materials basis.
- MSSBTA does not provide full Training course material, only short videos and job aids.
- Leadership, Subject Matter Experts (SMEs), and Key Stakeholders will be available on a timely basis for the project to avoid delays.
- The County will provide MSSBTA documentation, deliverables from prior work, and other resources necessary to perform the stated work.
- The County will provide internal resources who will assist with all scheduling and project logistics.
- The County is responsible for implementing improvements and pursuing outcomes and business benefits associated with the Project.

4. Master Agreement Governs

Cochise County acknowledges and agrees that the obligations of Cochise County under this Statement of Work are subject to the terms of the Organizational Assessment, Consulting and Deployment Services #CTR062609-1, dated 10/11/2022, between MSSBTA and the State of Arizona.

Agreed to by:

MSS Business Transformation Advisory, Inc.
7250 N 16th Street, Suite 310
Phoenix, AZ 85020

Cochise County

Authorized Signature

Authorized Signature

Name - type or print

Name - type or print

Title

Title

Date

Date

Billing Address:

Purchase Order Number: _____
(If Applicable)