

ORDER OF COMMISSIONERS COURT
Authorizing an expenditure of funds

The Commissioners Court of Harris County, Texas, convened at a meeting of said Court at the Harris County Administration Building in the City of Houston, Texas, on the ____ day of _____, 2023 with all members present except _____.

A quorum was present. Among other business, the following was transacted:

ORDER AUTHORIZING AN EXPENDITURE OF FUNDS FOR CONSULTING SERVICES UNDER JOB NO. 21-0317 WITH ERNST & YOUNG LLP FOR BUSINESS AND TECHNOLOGY CONSULTING SERVICES. THE AGREEMENT WITH ERNST & YOUNG LLP FOR BUSINESS AND TECHNOLOGY CONSULTING SERVICES WAS APPROVED AT COMMISSIONERS COURT ON MARCH 22, 2022, ITEM 22-2097

Commissioner _____ introduced an order and made a motion that the same be adopted. Commissioner _____ seconded the motion for adoption of the order. The motion, carrying with it the adoption of the order, prevailed by the following vote:

Vote of the Court	<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Judge Hidalgo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Ellis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Garcia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Ramsey	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Briones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The County Judge thereupon announced that the motion had duly and lawfully carried and that the order had been duly and lawfully adopted. The order thus adopted follows:

WHEREAS, on March 22, 2022, Harris County Commissioners Court approved a Master Service Agreement (“Agreement”) with Ernst & Young LLP for consulting services; and

WHEREAS, on July 19, 2022, Harris County Commissioners Court approved an expenditure of funds with Ernst and Young LLP for business and technology consulting services for the ACCESS initiative for the period of August 1, 2022 through January 31, 2023; and

WHEREAS, the parties now desire to amend the term and scope of the expenditure of funds;

IT IS ORDERED the Harris County Judge is authorized to approve for and on behalf of Harris County an extension of the term of the expenditure of funds to January 31, 2024. Further, the Harris County Judge is authorized to approve for and on behalf of Harris County an amended scope of work for the expenditure of funds attached hereto as Exhibit A. The expenditure will

provide business and technology consulting services for the ACCESS initiative (“Services”). The Agreement is incorporated herein as though fully set forth word for word.

The Services provided under this Order will meet 25% MWBE participation through the use of Decision Information Resources, Inc.

All Harris County officials and employees are authorized to do any and all things necessary or convenient to accomplish the purpose of this Order.

Background

On July 20, 2021, the Harris County Commissioners' Court unanimously passed a resolution to create the countywide Initiative, Accessing Coordinated Care and Empowering Self Sufficiency Harris County (hereafter referred to as ACCESS Harris County) as part of its overall strategic priorities to strengthen service delivery to support the County's most vulnerable, high needs residents in order to achieve self-sufficiency, recovery, and well-being. The Initiative will achieve this objective by identifying vulnerable county residents who are experiencing a myriad of challenges related to social, economic, health and behavioral health, substance use, unemployment, community/individual violence issues, and criminal justice involvement and will work to provide the help they need. ACCESS Harris County is an integrated, care-coordination model that works across County safety net departments and community-based organizations to establish multidisciplinary or care coordination teams. These teams are designed to deliver coordinated and integrated services across systems and programs that focuses on supporting a client holistically, addressing multiple needs that ensure better outcomes and greater stability. The objectives of ACCESS Harris County are to:

- To improve the health, well-being, sustained recovery, and self-sufficiency of the County's most vulnerable residents
- To develop and implement a plan to coordinate agency services and reduce duplication of services
- To improve integrated service delivery referrals, access, and sustained engagement of clients
- To develop strategies and policies for improved efficiencies, better utilization, and better outcomes
- To develop an integrated data sharing system to support care coordination across agencies.

Objective

On July 19, 2022, the Harris County Commissioners' Court approved a contract with EY to provide Program Management, IT/Data Governance and Data Integration services for ACCESS Harris County, for the period of August 1, 2022 – January 31, 2023. This SoW extends the period of performance on that contract to January 31, 2024. This SoW also makes minor updates to the certain services currently rendered, and adds additional services to meet the County's requirements.

1. Scope

1.1. Services

Vendor shall provide business and technology consulting services in support of its Public Health and Care Coordination roadmap. Vendor shall support the County in its planning and execution of the ACCESS program. Vendor shall run three (3) workstreams through the period of performance – Data Integration Framework, IT/Data Governance Model and Program Management Support.

1.1.1 Data Integration Framework

This scope area shall focus on developing a framework for Public Health to effectively integrate data across multiple source systems to support the ACCESS program, with the appropriate data integrity and data quality. The framework developed will form a baseline Public Health IT capability for similar projects. The following activities shall be performed:

- Support development and enhancement of the data integration framework for ACCESS, including a data staging environment and data pipeline, using Microsoft Azure cloud technologies. The streamlined framework shall help preserve the ACCESS timeline, and support ACCESS goals of providing a high-fidelity, flexible, and secure data exchange with a range of integration partners.
- Support the execution of interfaces on this data integration framework, to the extent that source systems are engaged and the necessary data is made available.
- Outline how the data integration framework can be leveraged as a Public Health Information Technology (PHIT) departmental data sharing and integration capability.

- Vendor estimate for the Data Integration Framework shall include the effort to develop and enhance the framework as new source systems come in.
- Provide automated or semi-automated methods for the migration of configuration and code from the non-Production (Development) environment to the Production environment.
- Provide specialized support (healthcare APIs and communication protocol support) for complex health system interfaces as required, i.e. SMART on FHIR, with County affiliates such as Harris Health, Patient Care Intervention Center (PCIC) and Greater Houston HealthConnect (GHH).
- Provide security support for data integration. Conduct security assessment; configure and test security controls on Azure. Work with Harris County Universal Services (HCUS) on security policies and compliance verifications, and maintain a Plan of Action and Milestones (POA&Ms). Represent the team during security discussions with integration partners and HCUS.
- Provide break-fix support for the Production environment. Fixes will be developed by vendor in the non-Production environment, and promoted to Production by County personnel using vendor supplied automated or semi-automated methods.

1.1.2 IT Governance Model

Vendor shall support the planning for an Information Systems and Data Governance set up. Specific activities shall include:

- ▶ Information Systems governance planning and support which will cover:
 - The overarching governance framework, including a Design Decisions Committee and related procedures and artifacts.
- ▶ Data governance planning and support which will cover:
 - Memoranda of Understanding (MoUs) and/or Data Sharing Agreements with integration partners
 - ACCESS Interface Control Documents (ICDs) (technical specifications to implement MoUs and/or Data Sharing Agreements).
 - An Agile approach for interface development and testing.

1.1.3 ACCESS Harris Program Management Support

Vendor shall support the ACCESS Harris program with general support in the following areas:

- ▶ Risk Management and Issue Tracking
- ▶ Schedule inputs
- ▶ Status reporting and progress briefs
- ▶ Monthly newsletter
- ▶ Communications planning
 - Identify activities and tasks to execute the outlined Outreach Strategy and Tactics.
 - Monitor progress to ensure timely execution of planned activities
 - Regularly update the plan based on new information

2. Roles and Responsibilities

County responsibilities:

- ▶ The County will assign a Project Manager (PM) to oversee the Services provided by vendor, and act as the primary point-of-contact for day-to-day conduct of the project.
- ▶ The County will provide one (1) System Administrator and one (1) Business Analyst, who will work with the vendor team within the Agile Squad model concept.
- ▶ The County will provide access to the necessary environments and software tools and will approve the use of Open Source software as required.

- ▶ The County will establish the necessary MoUs or data sharing agreements with source systems so the data integration work can proceed.
- ▶ The County will arrange and lead discussions with source systems, with vendor's support. It will be the County's responsibility to engage the appropriate stakeholders and secure their commitment.
- ▶ The County will resolve any delays in obtaining participation, requirements, feedback, or approvals from stakeholders, as and when such delays are reported by vendor.
- ▶ The County will provide access to strategic plans and performance data relevant to this engagement. County will provide additional supporting documentation as deemed necessary during project delivery.
- ▶ Procure or provision cloud services and data tools the County intends to use for data integration.

Vendor responsibilities:

- ▶ Vendor shall perform the activities stated within this SOW and shall submit the deliverables within the stated timeline.
- ▶ Vendor shall hold monthly deliverable reviews to solicit feedback and align with stakeholder objectives.
- ▶ Vendor shall assign a Project Manager (PM) to lead the delivery of services within this SOW. This person shall act as the primary vendor point-of-contact for the County.
- ▶ Vendor shall expeditiously escalate to the County PM any issues that impede the conduct of the project, including lack of access to County stakeholders or subject matter experts.
- ▶ Vendor personnel shall follow the County prescribed Rules of Behavior pertaining to the handling of County data or presence on County premises. Vendor shall handle Personally Identifiable Information (PII), Personal Health Information (PHI) or other protected data about County residents in the course of this engagement in accordance with County regulations and procedures. The County will ensure vendor is provided with all regulations and procedures.
- ▶ Vendor shall provide a weekly status report that shall include:
 - Status summary
 - Key milestones and schedule performance
 - Key accomplishments, upcoming activities, and blockers
 - Deliverable status
 - Issues and risks
 - Items requiring senior leadership intervention

2.1. Project risks, assumptions, and limitations

Risks:

- ▶ Lack of availability of key County stakeholders for interviews, working sessions and feedback.
- ▶ Lack of MOU's and data sharing agreements will result in non-productive work and inability to execute on agreed timelines.

Assumptions:

- ▶ On-site presence of vendor personnel will be on an as-needed basis. Vendor personnel shall perform their project duties from a remote work location where such performance does not impact deliverable quality.
- ▶ Workstreams are not mutually independent and will share dependencies; resources will be shared as needed.
- ▶ Vendor estimate for the Data Integration Framework shall include the effort to develop and enhance the framework as new source systems come in.

- ▶ If and when County requests changes to the scope or processes described here, Vendor shall perform an impact assessment and communicate the impact on results, timeline, and price to the County. Changes will be in effect upon joint agreement via the Change Order Process identified within vendor's executed Agreement (Job No. 210317 or Job No. 150242).
- ▶ Vendor and the County will mutually agree when applicable, to a change order for a particular workstream, as needed. All change order(s) shall be subject to the Change Order Process identified within vendor's executed Agreement (Job No. 210317 or Job No. 150242).
- ▶ The County will provision cloud services and data tools in a timely manner as to not result in significant unproductive time.
- ▶ As per the best practice principle of separation of duties, the vendor – as the developer of the data integration pipeline – will not have access to the Production environment.
- ▶ For break-fix support, the County will work with the vendor to replicate the break condition in the non-Production environment. The vendor will develop break-fix code and configuration in the non-Production environment, and will package the fix for promotion to Production. The package will be promoted to Production by County personnel using vendor supplied automated or semi-automated methods.
- ▶ The County will prioritize the break-fixes to work on. The vendor will assign Data Integration workstream resources to break-fix development as per the assigned priority.

Scope Limitations:

Vendor shall not identify, address, or correct any errors or defects in the County computer systems, other devices, or components thereof ("Systems"), whether due to imprecise or ambiguous entry, storage, interpretation or processing or reporting of data. Vendor shall not be responsible for any defect or problem arising out of or related to data processing in any source systems.

Unless stated in the SOW or Change Order, Vendor shall not:

- ▶ Perform data quality assessments of raw data sources unless specified in this SOW or as a work objective designated by Public Health.
- ▶ Perform ongoing internal control monitoring activities or other control activities that affect the execution of transactions or ensure that transactions are properly executed and/or accounted for or perform routine activities in connection with the County's operating or production processes that are equivalent to those of an ongoing compliance or quality control function.
- ▶ Authorize, execute, or consummate transactions or otherwise exercise authority on the County's behalf or prepare source documents regarding transactions.
- ▶ Perform routine activities in connection with the County's financial processes that are equivalent to those of an ongoing compliance or quality control function.
- ▶ Determine which, if any, recommendations for improving internal controls should be implemented.
- ▶ Act on your behalf in reporting to your Board of Directors or Audit Committee.

3. Deliverables

3.1. Description of deliverables

#	Deliverable	Description
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MD1-MD11 (End of Month 1 to Month 11)	<ul style="list-style-type: none"> ▶ Data Integration Framework Documentation (Intermediate) ▶ IT Governance Model Documentation (Intermediate) ▶ Program Management Documentation (Intermediate) 	<ul style="list-style-type: none"> ▶ Current documentation and artifacts developed for data integration, IT governance and Program Management. Developed based on Public Health's scope guidance and prioritization. ▶ System code and configuration from the Data Integration workstream; packages for Production deployment. ▶ Weekly Status Reports.
MD12 (End of Month 12)	<ul style="list-style-type: none"> ▶ Data Integration Framework Documentation (Final) ▶ IT Governance Model Documentation (Final) ▶ Program Management Documentation (Final) ▶ Weekly Status Reports 	<ul style="list-style-type: none"> ▶ Final documentation and artifacts developed for data integration, IT governance and Program Management. Developed based on Public Health's scope guidance and prioritization. ▶ System code and configuration from the Data Integration workstream; packages for Production deployment. ▶ Weekly Status Reports.

3.2. Format of deliverables

- Deliverables shall be formatted as Microsoft Word, Excel or PowerPoint documents.
- System code and configuration will be delivered in packages that can be deployed using automated or semi-automated methods.

3.3. Acceptance Criteria

Each deliverable will go through a monthly review before submission. The vendor shall address any feedback received during the review, and will schedule a final review, if required. The acceptance criteria would be deemed met if the deliverable fulfills the scope in this SOW, and if the feedback received from the County has been addressed.

3.4. Project Completion Criteria

The project shall be considered complete when the deliverables specified in this SOW has been submitted by vendor to the County, and has met the acceptance criteria stated within section 3.3. Acceptance Criteria.

4. Schedule

All three (3) workstreams shall commence at a date determined by the County, and shall continue through the period of performance. The period of performance is anticipated to be twelve (12) months. Vendor shall provide a preliminary Project Schedule with Pricing and SOW proposal submission.

The County can reduce the duration of this scope of work with a notification to vendor. Per the master service agreement, the vendor has 30 days upon receipt of the notice to discontinue any service provided.

5. Key Personnel

The following vendor personnel are designated as key personnel on this engagement.

Name	Vendor Position	Project Role
Subhankar Sarkar	Managing Director	Delivery executive
Essex Guzman	Senior Manager	Project Manager
Amrutha Krishnaraj	Senior Analyst	Workstream Lead – Program Management & IT/Data Governance
Mark Aloï	Manager	Workstream Lead – Data Integration
Samarth Gupta	Senior Analyst	Senior analyst

6. Invoices

Refer to vendor's executed Agreement (Job No. 210317 or Job No. 150242).

7. Fees

7.1. Schedule

#	Workstream	Deliverables	Pricing Type	Price
MD1 (End of Month 1)	Program Management	<ul style="list-style-type: none">▶ Program Management Documentation (Intermediate)▶ Weekly Status Reports	Fixed Price	\$62,227.00
	IT/Data Governance	<ul style="list-style-type: none">▶ IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none">▶ Data Integration framework Documentation (Intermediate)▶ Source System Integration (Intermediate)	Time and Material (T&M)	\$140,387.083
MD2 (End of Month 2)	Program Management	<ul style="list-style-type: none">▶ Program Management Documentation (Intermediate)▶ Weekly Status Reports	Fixed Price	\$62,227.00
	IT/Data Governance	<ul style="list-style-type: none">▶ IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none">▶ Data Integration framework Documentation (Intermediate)▶ Source System Integration (Intermediate)	Time and Material (T&M)	\$140,387.083
MD3 (End of Month 3)	Program Management	<ul style="list-style-type: none">▶ Program Management Documentation (Intermediate)▶ Weekly Status Reports	Fixed Price	\$62,227.00
	IT/Data Governance	<ul style="list-style-type: none">▶ IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none">▶ Data Integration framework Documentation (Intermediate)▶ Source System Integration (Intermediate)	Time and Material (T&M)	\$140,387.083
MD4 (End of Month 4)	Program Management	<ul style="list-style-type: none">▶ Program Management Documentation (Intermediate)▶ Weekly Status Reports	Fixed Price	\$62,227.00
	IT/Data Governance	<ul style="list-style-type: none">▶ IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none">▶ Data Integration framework Documentation (Intermediate)▶ Source System Integration (Intermediate)	Time and Material (T&M)	\$140,387.083
MD5 (End of Month 5)	Program Management	<ul style="list-style-type: none">▶ Program Management Documentation (Intermediate)▶ Weekly Status Reports	Fixed Price	\$62,227.00
	IT/Data Governance	<ul style="list-style-type: none">▶ IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none">▶ Data Integration framework Documentation (Intermediate)▶ Source System Integration (Intermediate)	Time and Material (T&M)	\$140,387.083
MD6 (End of Month 6)	Program Management	<ul style="list-style-type: none">▶ Program Management Documentation (Intermediate)▶ Weekly Status Reports	Fixed Price	\$62,227.00
	IT/Data Governance	<ul style="list-style-type: none">▶ IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00

	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
MD7 (End of Month 7)	Program Management	<ul style="list-style-type: none"> ▶ Program Management Documentation (Intermediate) ▶ Weekly Status Reports 	Fixed Price	\$62,227.00
	IT/Data Governance	IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
MD8 (End of Month 8)	Program Management	<ul style="list-style-type: none"> ▶ Program Management Documentation (Intermediate) ▶ Weekly Status Reports 	Fixed Price	\$62,227.00
	IT/Data Governance	IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
MD9 (End of Month 9)	Program Management	<ul style="list-style-type: none"> ▶ Program Management Documentation (Intermediate) ▶ Weekly Status Reports 	Fixed Price	\$62,227.00
	IT/Data Governance	IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
MD10 (End of Month 10)	Program Management	<ul style="list-style-type: none"> ▶ Program Management Documentation (Intermediate) ▶ Weekly Status Reports 	Fixed Price	\$62,227.00
	IT/Data Governance	IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
MD11 (End of Month 11)	Program Management	<ul style="list-style-type: none"> ▶ Program Management Documentation (Intermediate) ▶ Weekly Status Reports 	Fixed Price	\$62,227.00
	IT/Data Governance	IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
MD12 (End of Month 12)	Program Management	<ul style="list-style-type: none"> ▶ Program Management Documentation (Intermediate) ▶ Weekly Status Reports 	Fixed Price	\$62,227.00
	IT/Data Governance	IT Governance Model Documentation (Intermediate)	Fixed Price	\$90,640.00
	Data Integration Framework	<ul style="list-style-type: none"> ▶ Data Integration framework Documentation (Intermediate) ▶ Source System Integration (Intermediate) 	Time and Material (T&M)	\$140,387.083
		Total Fees		\$3,519,049.00

7.2. Rate Card

The rate card and estimated hours for the Data Integration workstream are presented in the table below.

Project Role	Labor Category	Resource Name	Hourly Rate	Hours	Total Price
Delivery Executive	Strategy Principal III	Subhankar Sarkar	\$360.00	200	\$72,000.00
Program Manager	Strategy Principal II	Essex De Guzman	\$340.00	500	\$170,000.00
Cybersecurity Analyst	Strategy Principal II	Cyrus Tang	\$340.00	1050	\$357,000.00
Workstream Lead – Data Integration	Research and Analysis PM	Mark Aloï	\$229.00	538	\$123,202.00
Senior Integration Developer (Healthcare)	Research and Analysis PM	Taylor Gillespie	\$229.00	538	\$123,202.00
Senior Integration Developer (Azure)	Research and Analysis Associate III	Faizan Akhter	\$189.00	2106	\$398,034.00
Mid-level Integration Developer (Azure)	Research and Analysis Associate II	Samarth Gupta	\$163.00	2106	\$343,278.00
Integration Developer (Azure)	Research and Analysis Associate I	Divya Damahe	\$93.00	526.5	\$48964.5
Break-fix Developer (Azure)	Research and Analysis Associate I	Divya Damahe	\$93.00	526.5	\$48964.5
Data Integration framework – Totals					\$1,684,645.00
Data Integration framework – Monthly Price					\$140,387.083

Please note, assigned resources are subject to change at the discretion of the vendor. The vendor will provide two-weeks notice to the county to communicate changes.