

RFP No. DCR 24-COR-28 – Offender Management System

Attachment VIII – Project Narrative Proposal

I. Key Proposed Project Personnel and Project Team

Organization

A. Organizational Chart

Please submit as an attachment to your proposal an organizational chart, with subcontractors clearly identified, and the reporting structure of the entire Project Team, including names and roles of each team member. Please note any roles to which a specific individual is not assigned.

B. Project Team Resumes (Offeror)

Please submit as an attachment to your proposal resumes for the Offeror's Project Team, subcontractors (clearly identified as such), as well as for any additional personnel involved in live operation and ongoing support and maintenance. Resumes should be specific to the actual personnel to be assigned to the Project for all primary business and technical roles (e.g., project manager, business analyst, implementation engineer, solution architect, and trainer). All resumes must clearly state the duration for which the individuals have worked in their current role and the Offeror's organization (if applicable).

The Offeror's proposed management team should include a project manager certified by the Project Management Institute® (PMI®) as a Project Management Professional® (PMP®), ideally with six (6) years of experience on large OMS projects involving configuration, integration, implementation, and training. Please include the escalation point of contact during implementation and during maintenance and operations.

Resumes should include a listing of past software implementation projects and pertinent credentials/certifications held for each Project Team member.

The DCR expects that any resource assigned to the Project will remain assigned to the Project unless the DCR deems the resource to not meet expectations, at which point the Offeror and the DCR will work together to remedy the situation, including removal and replacement of the resource. If resources are added/replaced during the Project, the implementing agency reserves the right to review the qualifications and responsibilities of the resources and approve the assignment of the resource before they are officially added to the Project and before they perform any work on the Project. Please describe how you will meet this requirement and include the person or role on your team who will be the point of contact for escalation of any staffing issues.

Please describe your approach to maintaining team stability throughout the Project and include your plan to mitigate resource risk.

Criminal background checks will be conducted for all Offeror resources assigned to DCR sites, and the background check results must be reviewed and approved by the DCR. Please describe your approach to conducting background checks in coordination with a client.

If a system integrator is the subcontractor, requirements in this section will also apply to the system integrator.

C. Summary of Project Team

Please complete Table 1.1 by listing a summary of the Offeror Project Team members and insert the table into your proposal. If a role does not have a specific individual assigned, enter “TBD” and note when a specific individual would be assigned. DCR reserves the right to review and approve the assignment of these resources.

Table 1.1: Offeror Project Team Members

Offeror Project Team Members							
Name	Title	Role on Proposed Project Team (e.g., Project Manager)	Years of Relevant Experience	Years With Firm	List Name and Time Frame of Similar System Implementations Completed Within Past Five Years	Identify Scope of Services/Tasks This Individual Will Be Working on for Proposed System Project	Relevant Certifications (e.g., PMP®)

D. Project Team Resumes (Subcontractor)

Please submit as an attachment to your proposal resumes for any of the named subcontractor(s) who are part of the Project Team, as well as for any additional subcontractors involved in live operation and ongoing support and maintenance. Resumes shall be specific to the actual subcontractor to be assigned to this Project for all primary business and technical roles (e.g., Project Manager, Business Analyst, Implementation Engineer, Solution Architect, Trainer).

Resumes should include a listing of past software implementation projects and certifications held for each Project Team subcontractor.

E. Summary of Project Team (Subcontractor)

Please complete Table 1.2 by listing a summary of the Subcontractor Project Team members and insert into your proposal. If a role does not have a specific subcontractor assigned, enter “TBD” and note when a specific subcontractor would be identified. DCR reserves the right to review and approve the assignment of these resources.

Table 1.2: Subcontractor Project Team Members

Subcontractor Project Team Members								
Name	Title	Role on Proposed Project Team (e.g., Project Manager)	Years of Relevant Experience	Years in Business	List Name and Timeframe of System Implementations Completed Within Past Five Years	List Number of Years and Projects Worked with Offeror	Identify Scope of Services/Tasks This Individual Will Be Working on for Proposed System Project	Relevant Certifications (e.g., PMP®)

F. Resource Hours

Please include the estimated resource levels for the Offeror Project Team (including subcontractors) and the DCR Project Team during business process redesign, implementation, and a two- to three-week period of time post go-live by completing Table 1.3 below and inserting the table into your proposal. Include any assumptions as narrative before or after table.

Table 1.3: Offeror Project Team and DCR Project Team Resource Hours

Instructions: Please provide the number of resources and hours the Offeror expects to commit to the Project, and the number of resources and hours estimated for DCR resources. Ranges of hours are acceptable. These amounts should be based on the functionality DCR desires, included in RFP Attachment 2 (Functional and Technical Requirements).										
Assumptions: Include any assumptions related to the number of the Offeror Project Team and the DCR Project Team staff, roles of staff, and duration of involvement used in the development of the resource hour estimates. Adjust the column titles for the Project phases in the table to match your proposed project plan and include definitions for each phase if necessary. Add or delete columns as needed.										
Team	Business Process Redesign	Project Initiation	Installation and Environmental Setup	Configuration and Customization	Interfaces and Data Migration	Testing	Training	Go-Live Prep and Execution	Post Go-Live	Total
Offeror Project Team Resources										
Offeror Project Team Hours										
DCR Project Team										
DCR Project Team Hours										
Total Hours by Project Phase:										

Please include the anticipated resource hours levels for the DCR Project Team based on typical Project role by completing Table 1.4 below and inserting the table into your proposal. Any comments related to the anticipated hours or phase-specific involvement, or any assumptions, should be noted in the Additional Offeror Comments column. These hours should match the total hours for the DCR Project Team in Table 1.3 above.

Table 1.4: Anticipated Hours by Project Role

Project Role (e.g., Project Sponsor, Project Manager, Conversion Lead)	Estimated Hours Per Month (ranges are acceptable)	Estimated Number of Individuals Required for Role	Additional Offeror Comments

II. Software Solution, Solution Architecture and Functionality, Software Hosting and Maintenance

A. Software Solution

1. Summary Description

Provide a summary description of the capabilities of the proposed solution in narrative format. This summary should offer DCR a high-level understanding of the proposed solution. The narrative should be written for an audience of the end-user community. Bidders should review RFP Sections 1.1 and 2.1-2.3 to inform the narrative.

2. Software Information

Provide the following detailed information regarding the software:

- Product name and most current release/version
- Time on market
- Software release date of most current version
- Next major release date
- Next minor release date
- Description of licensing options, such as subscription, enterprise, concurrent users, site, power user, etc.
- The number of licenses included in the proposal

Describe the number of hosting environments that will be configured (prod, test, development). Describe how often software updates are released. Describe the path for promoting user or offeror updates through the different environments.

Describe how the DCR's data will be segmented from other customers' data.

Describe where the solution will be hosted, the security level and certification of the hosting environment and the application.

3. Third-Party Products or Partnerships

Describe any third-party software or partnership required for this system. Include the following:

- Name of software firm and product or partnership firm
- Name of existing clients using the system and third-party software/partnership, and the number of years the client has been using these products together
- Description of the approach and responsibilities for managing the implementation and acceptance testing for each of the proposed third-party software or partnerships
- Description of the approach and responsibilities for the service-level agreement (SLA) or maintenance agreement related to the third-party software or partnership

- Where is the third-party software hosted? Will it expose the data outside the United States?
- Please provide a statement if no third-party software or partnership is required.

B. Solution Architecture and Functionality

Please describe the overall platform and architecture of the solution. Please provide an architecture diagram and a data flow diagram as an attachment and provide the number of non-production environments included in the software license.

Describe how, if applicable, functionality developed for another client will be included in the core functionality in use by DCR.

Describe how the security and other architectural details of the OMS will remain compliant with the Office of Enterprise Technology Services policies, standards, and guidelines located at the following link: <https://ets.hawaii.gov/policies/>.

Describe how the OMS will maintain security and functional compatibility with third party software (i.e., browser clients, Oracle, Java, Adobe, etc.).

Please describe what features of the solution can be configured by DCR without engaging professional services from the Offeror and include an approximate percentage of features that are configurable by DCR. DCR is particularly interested in the ability to configure the solution independently after implementation and the base percentage of configuration vs. customization.

If the proposed OMS includes an integrated document management system, please provide a detailed description of it, and how it is utilized in the solution.

Please describe the ability of the solution to provide DCR with a full copy of the database, upon request.

Please provide a summary of the software documentation that describes how systems administrators and users will interact with the features and functions of the proposed solution. Identify what makes the documentation user friendly and useful to the end user and the technical user of the software.

Please provide a summary of the key aspects of the proposed solution ensuring good data quality. Explain how data quality is maintained throughout data intake and validation, data integration, data processing, and business intelligence.

C. Software Security, Hosting, and Performance

Please describe the proposed system deployment model.

For applicable IT security policies, please review the Information Privacy and Security Council (IPSC) guidelines and best practices located here: <https://ipsc.hawaii.gov/guidelines-best-practices/>.

Provide answers to the questions in Table 2.1 and include them in your proposal.

Table 2.1 Software Hosting and Maintenance Questions

Question/Topic	Response
1. Where are the data center and storage facilities physically located?	
2. What data security and system redundancy capabilities are available at your primary data center and storage facilities?	
3. What disaster recovery services are provided under your standard vendor-managed agreement? If not standard, is there a separate agreement/cost associated with disaster recovery?	
4. What is the total number of active clients currently served by vendor-managed solutions provided by your company?	
5. How many years has your company provided vendor-managed solutions?	
6. How are vendor-managed software applications deployed for use by numerous customers?	
7. What availability and response time do you guarantee?	
8. How many instances of unplanned outages have any of your customers experienced within the past five years?	
9. What has been the duration and scope of such unplanned outages?	
10. Please provide the standard financial credit schedules for unplanned system downtime/outages. If these	

Question/Topic	Response
schedules are part of your SLA, please refer evaluators to your response in Section III.B.	
11. Please describe the instances in which your company has provided clients with financial credit for unplanned outages.	
12. Please describe your schedule and process for notification of standard maintenance and downtime. Please also include your irregular, planned maintenance and downtime scheduling and notifications procedures.	
13. Please provide relevant documentation related to any recent certifications and audits pertaining to the Offeror's hosting technical and operation capabilities, or that of its subcontracted provider for these services.	
14. Please provide a copy of the warranty for the software and implementation services as a separate attachment.	

III. Project Approach

A. Approach

The DCR will be responsible for managing the overall project. However, the Offeror will be responsible for project management activities related to the management of Offeror resources and tasks and assist the DCR in project planning and managing activities.

The Offeror will assist with all aspects of Project Management such as Scope Management, Schedule Management, Cost Management, Quality Management, Human Resource Management, Communications Management, Risks & Issue Management, Integration Management, Stakeholder Management, Change Management, Requirements Management (including Definition and managing Requirements Traceability Matrix), managing deliverables and acceptance, Document Repository Management, managing testing and training, and transition to operations.

The Offeror is required to maintain at least one (1) dedicated on-site project manager at a DCR site to be determined, for several days each week, for the duration of the implementation period. The DCR will provide space for a team of key Offeror resources to use during the project.

The Offeror will facilitate a project kickoff meeting for stakeholders and members of the DCR. The project kickoff should serve as an introduction to the project, and include general information, such as project plan and project schedule, and introduce key members of the Offeror's team to the DCR.

When constructing the approach, the Offeror should keep in mind the criticality of converting OffenderTrak (the current OMS) functions. For more information, consult section 2.5.1 of the RFP under Scope of Work.

Provide a description of how you will approach this Project given the requirements listed above in this Section III. Please include a description of the proposed implementation methodology (e.g., Agile, waterfall, hybrid) for the Project. The description should include how the Offeror has developed this methodology over time through lessons learned from experiences.

In addition, please provide responses for the information requested below.

- Based on information provided in this RFP and experience in working with other states, what is the Offeror's perspective on the most significant risks to this Project, and how does the Offeror plan to mitigate these risks?
- Include your plan for working remotely with the DCR Project Team if some on-site work is not required by DCR. What have you done to ensure Project success when working remotely with your clients?
- Describe whether the Offeror typically implements the solution in a single- or multiple-phase project. Include your rationale for this approach, your ability to implement the solution by functional areas, and impacts this might have on project quality, resourcing, and duration.
- Describe any additional assumptions made in the proposal not already identified in detail. These should include any assumptions related to the current DCR technical

environment, staffing, project management approach, and DCR resources available during implementation and support phases.

B. Go-Live and Ongoing Support

Describe what level of pre- and post-go-live support is available under the proposed fee structure. If varying levels of support are available, this section of the proposal should clarify these potential support services and highlight the level of support proposed. The Offeror should use Attachment III Cost Proposal to clearly identify the varying fees based on the varying levels of support available.

Please describe your approach for pre-go-live support and readiness assessment. Include a detailed description of your remote go-live command center, and responsibilities of DCR and Offeror staff.

What is your approach to supporting the go-live/cutover period?

Please describe your proposed plan and duration of support during a short period after go-live.

What are the standard hours of operational support offered after the post-go-live period, and through what means is support offered (e.g., telephone, web ticket submission)?

Are after-hours and weekend support offered and, if so, is this part of the standard support offering or part of a different tier/offering?

Is ongoing operational product support offered directly by the Offeror staff, or is this support sub-contracted to a third-party support contractor?

Please describe your process for prioritizing enhancement requests from entities using your solution. Will DCR be able to routinely submit enhancement requests? What is the timeline for making those enhancements? Please include in your response how updates related to federal or state law are prioritized.

Please describe from your experience what role the customer (i.e., DCR) plays in ongoing support and maintenance of the proposed system. Please provide staffing estimates for the customer side of the support model.

Please provide the SLA for ongoing maintenance and support. Include example instances (if any) when you did not meet an SLA and the steps taken to monitor, detect, alert, and remediate the issue. Bidders should include any credit schedules for missed SLAs and expect to negotiate the SLA with DCR during the contracting phase, including any credit amounts.

Please describe the minimum technical knowledge, experience, and training the Offeror's technical support personnel will have when DCR will request support as part of the solution's customer support package.

Maintenance

Please provide a RACI chart that describes M&O (Maintenance and Operations) roles & responsibilities of all relevant stakeholders.

Project Management

Offeror's proposed management approach should include a project management methodology that follows the PMI®'s Project Management Body of Knowledge (PMBOK®), 7th Edition. Please describe your project management approach for each of the following project management processes. Please include other processes (such as the processes listed in Section III A) that are part of your approach and explain if your approach addresses any of the process requirements in a different way.

C. Scope Management Approach

Please describe the approach to managing project scope, including a proposed change control process for ensuring that changes to agreed-upon scope follow an approved governance model. The DCR's Project Team must review and approve any changes to project scope.

D. Quality Management Approach

Please describe the approach/policies to ensure that all deliverables (e.g., project documentation, test scripts, source code, and the finalized solution) have received appropriate reviews for quality before being submitted to DCR. Include a description of the tools and processes that will be used to review, track, and remediate defects.

E. Resource Management Plan Approach

Please describe the resource management approach, and how Offeror and DCR resources will be managed throughout the Project. Provide context based on the estimated number of hours indicated in Tables 1.3 and 1.4.

F. Risk and Issue Management Approach

Please describe your internal approach for documenting Project risks and issues, and for providing recommendations for mitigating risks and issues. Please explain how these recommendations will be communicated to DCR Project Manager. The Offeror will communicate its risks and issues to the DCR Project Manager, who will manage the risk and issue register. What is your internal process for monitoring, escalating, and resolving risks that will arise during the Project?

G. Other Processes

Please describe your approach for other project management processes that you typically use in your implementation projects. Please also include any organizational change management services you provide (see Section VIII-B Organizational Change Management Plan below).

H. Project Meetings and Communications

The Offeror project team will have a project status meeting monthly, or more frequently as needed, with the DCR project manager and Primary Stakeholders (and/or delegates). The Offeror will provide:

- Overview of project status with regard to relevant deadlines
- Items pending approval.
- Current or anticipated issues

- Minutes of the meeting, which will include decisions, action items and list of participants. Minutes will be e-mailed to the DCR within 5 working days after the meeting. Status meetings will be the ongoing forum for potential solution discussions.
- Contract Status as applicable
- Action Items to be completed or commenced by the next meeting.

Additional correspondence via telephone calls, email correspondence (preferred), or brief Teams teleconferences will occur during the course of this project on a more frequent basis between formal meetings.

Replies to email correspondence from the DCR to the contracted project manager must occur within 48 hours of email delivery and must not include out-of-office replies, excluding emails initiated on weekends and holidays (i.e., Saturdays, Sundays, Hawaii State and Federal holidays). Contractor responses to telephone calls must be returned within 24 hours by the contracted manager or delegate, again, excluding weekends and holidays.

Please describe your planned approach for project meetings and communication, and how you will meet these expectations.

IV. Project Schedule, Milestones, and Deliverables

A. Project Schedule

Please submit a proposed Project Schedule with the major milestones, activities, and timing of deliverables. The Project Schedule should include activities owned by the Offeror and DCR. In addition, the response should reflect Project predecessors, successors, and dependencies.

DCR requests that the sample Project Schedule be in a Gantt chart format developed in Microsoft Project.

DCR anticipates going live with all featured requirements within 24 months of executing the contract with an option for extension at the sole discretion of the DCR.

Please submit the Project Schedule as an attachment.

Please provide a brief narrative description of the Project Schedule.

B. Project Milestones, Deliverables, and Payment Schedule

Please include in your proposal a list of Project milestones and deliverables to meet the needs of DCR.

Please submit the proposed payment schedule, tied to the listed deliverables and milestones for review by DCR. This schedule should be consistent with the terms provided in the Cost Proposal of the RFP (Attachment III) and should not include the dollar amounts for payments, but rather the events that would trigger payments.

Please submit the above as an attachment to your proposal.

V. Implementation Project Planning and Execution

A. General

Please provide your overall objectives and approach to DCR's implementation.

Please submit a Sample Implementation Plan as an attachment.

Please provide high-level plans for how the Offeror would plan to implement the software solution, given the specific requirements listed below in this subsection, including the deliverables listed in Table 6.1 at the end of this Section VI. The deliverables listed in Table 6.1 are not intended to be comprehensive, but rather are DCR requirements for specific deliverables. Offerors should include a full set of expected deliverables in their response to Section V.

The DCR expects to participate in and monitor implementation progress and will make all decisions regarding implementation issues.

An implementation plan shall be delivered within the first twenty-one (21) calendar days after the effective date of the contract resulting from this RFP. The implementation plan must reflect the scope of work, deliverables, and requirements outlined in the contract. Implementation plans must show tasks, subtasks, deliverables, and the resources required and allocated to each.

Other requirements are:

- Graphs that highlight critical events, dependencies, and decision points during the course of the contract. Any tool(s) used by the Offeror for such purposes must produce information of a type and in a manner and format that will allow the DCR to easily review the status of the project.
- The Offeror will provide readiness requirements to ensure that proper operating system, required browsers/versions, and browser settings will be available before implementation. This will allow DCR network administration time to configure desktops in advance and insure a smooth transition.

The DCR anticipates that the Implementation Planning phase will result in a detailed set of approved deliverables that will enable the DCR to clearly understand the scope of work, duration, effort, and roles and responsibilities required to complete all implementation tasks for the OMS. For roles and responsibilities, please provide a RACI chart that includes all relevant stakeholders (Offeror, DCR, ETS, IV&V Vendor). The end of this phase represents a critical milestone upon which the DCR will make decisions about how to advance to the implementation phase for the OMS.

The planning deliverables produced during this phase will be used by the Offeror during the OMS implementation phase. Deviations from the plans approved during this phase will be managed under the change control process before being approved.

B. Installation and Environmental Setup

The Offeror, in accordance with their proposed implementation approach, will be responsible for the licensing, installation and hosting of OMS software. The DCR expects that multiple environments will be provisioned to support the implementation phase of the OMS, as well as its

operational phase.

Please describe your approach to installation and setup of all the environments listed in your response to Section II.B.

Provide details regarding roles and responsibilities of the Offeror and DCR staff.

Describe the proposed process for applying software upgrades and patches in these environments during the implementation phase and during post-go-live maintenance. Explain the role of automation in applying upgrades and patches.

C. Software Configuration

One of the critical first phases of the OMS implementation project is to determine the gap between the Offeror's proposed OMS and DCR requirements, and how the Offeror will close the gap in a way that will satisfy the DCR. The DCR and Offeror will collaborate in the execution of the gap analysis process.

The Offeror will develop a requirements traceability matrix (RTM). An RTM provides a clear illustration of how an Offeror's solution addresses the required functionality described in the RFP. The Offeror will work with the DCR to establish an agreed-upon format for the RTM. The Offeror will then develop an RTM to cross-reference the required functionality of the system and how the proposed OMS will specifically provide that functionality. The RTM should include a level of detail that describes how a screen, module, or function in the proposed system will accomplish required functionality for the DCR.

The DCR also expects that the Offeror will work collaboratively with the DCR to design the configuration changes and will execute those changes on behalf of the DCR during the implementation phase of the OMS. The DCR expects that configuration will be used to execute changes in areas including, but not limited to:

- Screens
- Fields
- Workflow
- Dashboards
- Business rules

The DCR further expects that all post-implementation configurations may be accomplished by DCR staff. To that end, the Offeror should describe a knowledge transfer process to support this.

Please describe your approach to gap analysis, RTM development, and configuration of the system. Please include how you will work with DCR to determine which requirements can be accommodated by configuration and which require customization, how the configurations will be applied (by DCR staff, your staff, or a combination), and the resulting configuration plan's impact on the project schedule.

Please describe your plan to document configuration management history and how you will provide this documentation to DCR.

Please also include an estimate of the percentage of configuration changes vs. customizations required in past projects. The awarded solution is expected to undergo a significant degree of compliance with present input screens, queries, and standard reports prior to product delivery to ensure a smooth transition with the needs of the DCR.

D. Software Customization

It is the DCR's intent to minimize customization whenever possible. If customization is required to accommodate DCR-specific business processes or statutes, the Offeror should incorporate the customization (e.g., modules) as a core element of the OMS that is managed through the standard system maintenance and support structure. Custom modules that are developed for other customers should be provided to the DCR at no additional cost.

Please describe your approach to designing, developing, testing, and implementing customizations to the system. The plan should include a description of your methodology to track customizations for documentation purposes and how you provide the documentation to clients. Please include the impact of customizations on cost and project schedule.

E. Data Exchanges

The DCR's existing environment currently exchanges information with other internal and external systems. These data exchanges are listed in Attachment VII Functional and Technical Requirements – Data Exchange Worksheet #25. It is the DCR's intention to maintain the functionality of these exchanges, using industry standard methods (e.g., web services or other real-time data exchange methods). While it is the DCR's intention not to lose any of its functionality with current data exchanges, it is open to methods for meeting that functionality by means other than those in place today.

The Offeror will be responsible for the design, development, and implementation of all data exchanges that are in the scope of this RFP. The DCR expects to assume a supporting role in this effort. The Offeror will work collaboratively with the external stakeholder owners of these systems during the design and development of the required data exchanges. The Offeror must transfer knowledge to DCR staff regarding the development of data exchanges that will enable the DCR to be self-sufficient for the development of data exchanges in the future. The DCR desires the ability to do custom development of additional data exchanges after the initial set of data exchanges have been developed and deployed.

The design, development, and implementation of these data exchanges, that are determined to be in scope, should be conducted by the Offeror within the firm fixed price. The DCR anticipates that future requirements may dictate the design and development of additional data exchanges with internal or external systems yet to be determined. It is the DCR's expectation that any common data exchanges with nationally recognized systems (e.g., SAVIN) will be supported by the Offeror through the maintenance and support agreement, and that data exchanges developed specifically for the DCR will not be adversely impacted by the installation of system revisions and patches.

A representative Data Exchange Design and Development approach should be included in the Offeror's proposal, and should address the following:

- An approach to developing data exchanges (current and future)

- Description of tools, either internal or third party, to facilitate the data exchange development and deployment process
- Description of strategies to conduct the final cutover process from the current data exchanges to the data exchanges with the OMS
- Number of DCR resources required to execute the proposed data exchange strategies
- Based on experience with similar projects, a description of the critical success factors associated with successful data exchange development and deployment
 - Description of typical risks/issues/bottlenecks and barriers in the data exchange process that may reduce the likelihood of success or significantly increase cost
- Description of the Offeror's experience developing data exchanges similar to those described in Attachment VII Functional and Technical Requirements – Data Exchange Worksheet #25.

F. Data Conversion

Please describe your approach to conducting data conversion from the legacy systems and sources listed in Attachment VII Functional and Technical Requirements, Worksheet #26.

Please also respond to the requirements listed in RFP Section 2.4.26.

Please describe how you will work with DCR to determine which data needs to be migrated to comply with all requirements and best practices, and how the data migration activities will be applied (by DCR staff, Offeror staff, or a combination). All information transferred from existing DCR applications should be indistinguishable from new data gathered into the OMS.

The Data Conversion Plan shall include:

- Description of DCR application to undergo conversion
- Targeted start date
- Validation test criteria

G. Development of Reports and Forms

A representative sample of reports and forms, desired by the DCR, are described in the RFP in Attachment X; others may be identified through gap analysis for development by the Offeror.

The DCR strongly desires knowledge transfer of report, query and dashboard development and configuration functions, enabling self-sufficiency early in the project.

Please describe the Offeror's ability to transfer knowledge to DCR regarding report configuration.

Please provide a list of the sample reports in Attachment X that are available "out of the box", requiring little or no configuration to execute; including the degree to which "out of the box" reports may be modified (and saved) for later use. Please provide a list of the sample reports that will require customization or significant effort by the Offeror to configure.

H. Post Implementation Evaluation and Services

1. Formal Post-Implementation Completion Report

The awarded contractor will conduct a comprehensive evaluation of the completed Offender Management System and its operations, producing this report within 75 days of go-live. This report will provide details regarding the post-implementation needs of the DCR, and these include, but are not limited to:

- Report on the technical, functional, and informational aspects of the OMS in regard to stability, productivity, and efficiency
- Recommended process improvement steps post-implementation. Some processes may be retained due to various constraints during the initial implementation, but those processes may be improved post-implementation.
- Support plan for the DCR that may include adjustments for findings learned during go-live
- Post Implementation Evaluation Report that includes at a minimum the information listed above, but also:

(1.) Lessons learned

(2.) Completed and fully detailed evaluation metrics including:

- Actual and planned budget comparisons
- Actual and planned schedule comparisons
- Actual and planned scope comparisons
- User satisfaction
- Benefits gained over the previous system
- The current status of the new system
- Ongoing contingencies or issues including ownership and resolution of each issue.

2. System Documentation

The Offeror will provide system documentation within 90 days of go-live. Acceptance of the submitted documentation is at the sole discretion of the DCR.

System documentation will contain the following components, preferably in separate files:

- Data Element Dictionary
- Entity Relationship Diagrams
- Physical Data Models
- Logical Data Models

Table 6.1 – Implementation Planning and Execution Minimum Deliverable Requirements

Deliverables
<p>Software Installation Plan, to include but not limited to:</p> <ul style="list-style-type: none"> • Scope of effort • Installation schedule • Signoff page for DCR consideration
<p>Data Exchange Design and Development Plan, to include, but not limited to:</p> <ul style="list-style-type: none"> • Data Exchange Specifications for current and future (in scope) systems • Recommendations for improvements in current data exchanges • Identification of data exchange barriers, with options for addressing them • Testing considerations for data exchanges • Signoff page for DCR consideration
<p>Detailed Data Conversion Plan, including but not limited to:</p> <ul style="list-style-type: none"> • Identification of legacy data items to be migrated; legacy data items that should not be migrated • Data cleansing alternatives and recommendations • Crosswalk of legacy data items to OMS data items • Scope of ETL script development effort • Signoff page for DCR consideration
<p>Detailed Testing Plan, to include, but not limited to:</p> <ul style="list-style-type: none"> • Unit testing procedures, inputs, and expected results • Integration testing procedures, inputs, and expected results • Performance testing procedures, inputs, and expected results • Regression testing procedures, inputs, and expected results • Usability testing procedures, inputs, and expected results • User acceptance testing (UAT) scripts to be developed; UAT support to be provided to the DCR
<p>Detailed Training Plan, to include, but not limited to:</p> <ul style="list-style-type: none"> • Detailed curriculum descriptions, including objectives, pre-requisites, and intended audience • Detailed plan for development of training materials • Preliminary training schedule aligned with the rollout strategy
<p>Detailed Gap Analysis Report, including but not limited to:</p> <ul style="list-style-type: none"> • A detailed description of how the proposed solution will be configured to accommodate the DCR's requirements

Deliverables
<ul style="list-style-type: none"> • A detailed description of any customization required to accommodate the DCR's requirements
<p>Detailed Requirements Traceability Matrix (RTM) to cross-reference between required functionality of the system and how the proposed OMS will specifically provide the functionality; including, but not limited to, the screen, module, or function in the proposed system that will accomplish a function. The RTM shall be developed in a format agreed upon by the DCR and the Offeror.</p>
<p>Software Installation Status Report, including but not limited to:</p> <ul style="list-style-type: none"> • Detailed description of installation software • Detailed description of environments (e.g., Training, Testing, Production) • Signoff page for DCR consideration
<p>Data Exchange Design and Development Status Report, including but not limited to:</p> <ul style="list-style-type: none"> • Summary listing of systems with which the OMS system interfaces • Diagram(s) of systems that integrate with the OMS • Detailed description of interface protocols for each system that interfaces with the OMS • Training documentation to be used in knowledge transfer with the DCR • Signoff page for DCR consideration
<p>System Configuration Report, including but not limited to:</p> <ul style="list-style-type: none"> • Configuration requirements • Scope of configuration effort • Detailed configuration specifications and design • Configuration schedule • Signoff page for DCR consideration
<p>System Customization Report, including but not limited to:</p> <ul style="list-style-type: none"> • Customization requirements • Scope of customization effort • Cost (if any) of customization for DCR consideration • Detailed customization specifications and design • Customization development schedule • Signoff page for DCR consideration
<p>Reports and Forms Listing, including but not limited to:</p> <ul style="list-style-type: none"> • Final listing of all reports and forms developed, both as a result of the gap analysis and implementation

Deliverables
<ul style="list-style-type: none"> • Signoff page for DCR consideration
<p>Data Conversion Report, including but not limited to:</p> <ul style="list-style-type: none"> • Data Conversion and Migration requirements • Scope of data conversion effort • Detailed data conversion specifications and design • Data conversion schedule • Signoff page for DCR consideration

VI. Testing and Quality Assurance

A. Approach

Please describe your approach to testing and quality assurance, including the requirements listed below. The deliverables listed in Table 7.1 are not intended to be comprehensive, but rather are DCR requirements for specific deliverables.

The Offeror will be responsible for providing all types of testing that would be conducted for this Project, such as unit testing, system testing, interface testing, regression testing, parallel testing, and support for user acceptance testing (UAT). The testing activity and results must be tracked through the RTM.

Explain the role of automation in all levels of testing.

It is DCR's expectation that the Offeror will also provide assistance during each testing phase involving DCR users including a defect tracking tool and process.

To ensure staffing availability at the DCR, the awarded contractor will provide a minimum of two (2) weeks written (or emailed) notice prior to announcement of readiness of items for User Acceptance Training.

A significant amount of coordination at DCR is required in User Acceptance Testing. Field experts must be tasked to ensure that their existing workflows are met and that new features operate as described.

All approval and raised issues during Acceptance Training will be conducted via email to ensure an audit trail.

The Offeror will develop the initial UAT plan, provide templates and guidance for developing test scripts, and, if required by DCR, provide on-site support during UAT. The Offeror will also provide a plan for performance testing the system, which will occur during or after UAT.

B. Levels of Support

What levels of support will be provided during the DCR Project Team testing phases (e.g., parallel and UAT)?

Which if any of the testing phases will the offeror be on-site.

Are varying service levels offered for testing support?

Describe your approach to fully remote testing support in the event DCR elects this level of service.

Table 7.1 – Testing Minimum Deliverable Requirements

Deliverables
UAT Test Scripts Examples , including but not limited to: <ul style="list-style-type: none">• Summary listing of preliminary UAT Scripts for use by the DCR• Detailed preliminary UAT Test Scripts

Deliverables
<ul style="list-style-type: none"> • Crosswalk of test scripts with the RTM • Signoff page for DCR consideration
<p>Testing Report, including but not limited to:</p> <ul style="list-style-type: none"> • Summary listing of Unit and System Test Scripts • Detailed Unit and System Test Scripts • Crosswalk of test scripts with the RTM • Table of test scripts execution results with dates • Summary listing of Integration Test Scripts • Detailed Integration Test Scripts • Crosswalk of test scripts with the RTM • Table of test scripts execution results with dates • Summary listing of Performance Test Scripts • Detailed Performance Test Scripts • Table of test scripts execution results with dates • Summary listing of Regression Testing Activities • Summary of test scripts used during execution of regression tests • Table of test scripts execution results with dates • Summary listing of Usability Test Scripts • Detailed Usability Test Scripts • Crosswalk of test scripts with the RTM • Table of test scripts execution results with dates • Signoff page for DCR consideration

VII. Organizational Change Management

A. Training

The scope of the Training requirements includes the following items to be conducted as part of the contract (e.g., post-award):

- The Offeror's proposed training service should involve the development and use of a quick reference guide, course PowerPoint slide deck, and knowledge transfer to DCR staff through various media, including classroom and web-based training.
- The Offeror will be responsible for providing the DCR with all training documents to include, but not limited to, quick reference cards, user guides, and Frequently Asked Questions (FAQs).
- The Offeror's proposed training materials should be customized to include the unique business processes of the DCR.
- The Offeror's proposed training service should include training for all user roles for the proposed OMS.
- The Offeror's proposed training service should involve close coordination with the DCR project manager regarding materials, training, and implementation timelines.
- The Offeror's proposed training service should involve the ability for users to print and search content within all training manuals.
- The Offeror's proposed training service should include an ongoing evaluation process to evaluate quality and effectiveness of training.
- The Offeror's proposed training service should include the provisioning of a training environment, separate from the transactional production environment, where users will be able to gain hands-on experience as they learn new processes.
- The Offeror's proposed training service should include access to an online help feature that is customizable by the DCR and accessible by all users of the system.
- The Offeror's proposed training service should include a comprehensive training program during both implementation and ongoing support.
- The Offeror's proposed training service should include a repository for the storage of training manuals and documents for easy accessibility by application users and trainers.
- The Offeror's proposed training materials should include screen shot examples of all application screens.

Please describe how your training approach will accommodate these requirements. Include how you will provide technical training to DCR technical users so that they are able to independently configure the solution after go-live.

Please include a sample training plan. The sample training plan should include, but not necessarily be limited to, the following:

- Design, development, and delivery of customized training and reference materials
- Design, development, and delivery of customized training classes
- Design, development, and delivery of other educational materials (as required)
- Mapping of participant roles to appropriate training classes and artifacts
- Scheduling all training activities
- Assessment of the effectiveness of all training activities; develop and execute a remediation plan as necessary

The deliverables listed in Table 8.1 are not intended to be comprehensive, but rather are DCR requirements for specific deliverables.

Table 8.1 – Training Minimum Deliverable Requirements

Deliverables
Detailed Training Schedule , including but not limited to: <ul style="list-style-type: none"> • Dates, times, and locations of training events • Calendar view of training events • Signoff page for DCR consideration
Detailed Curriculum Listing , including but not limited to: <ul style="list-style-type: none"> • Summary listing of all classes and training events • Detailed description of all classes and training events • Description of intended audience for all classes and training events • Description of prerequisites for all classes and training events • Signoff page for DCR consideration
Stakeholder Analysis and Curriculum Cross Reference Report , including but not limited to: <ul style="list-style-type: none"> • Table that lists all OMS stakeholders, all curriculum listed in the Detailed Curriculum Listing, and indicators (e.g. "X") in cells to indicate which curricula is intended for which stakeholders • Signoff page for DCR consideration
Inventory of Training Documentation , including but not limited to: <ul style="list-style-type: none"> • User Manuals • Training Manuals • Online Training Modules • Quick Reference Guides • Signoff page for DCR consideration

Deliverables
<p>Final Training Evaluation and Assessment Report, including but not limited to:</p> <ul style="list-style-type: none"> • Summary listing of all classes and training events held • Summary of training evaluation results by class or event type • Summary of training evaluation results by trainer • Summary of training evaluation results for each training class or event • Recommendation for improvements in the training program • Signoff page for DCR consideration

B. Organizational Change Management Plan

Provide your proposed Organizational Change Management Plan, including but not limited to:

1. Plan for applying appropriate business process and organizational change management templates and guidance while ensuring processes are in place for communication.
2. Describe how you would lead business process and organizational change management activities.
3. Describe how you would assess effectiveness of business process and organizational change management activities.
4. Provide a Communication Plan detailing the approach to communicating to the entire organization the progress for the Project.

Plan for implementing business process and organizational change management recommendations.