STATE OF IDAHO

OFFICE OF THE STATE CONTROLLER

RFP-2019-03 for ERP Software Implementation

Attachment 1:

Model Statement of Work

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The State of Idaho (State) requires that the Offeror provide a complete and comprehensive set of services that are required to ensure project success within the planned timeline and budget as detailed in the contractual agreement between the State and the Offeror. Following is a high-level list of the implementation services that are required; however, additional services may be required to ensure implementation success in accordance with the Offeror's methodology.

The remainder of this document provides a detailed description of the services to be included in any proposal. These services shall be addressed in the Statement of Work included in the contractual agreement between the State and the Offeror.

Each section includes a listing of minimum expected deliverables applicable to that section, along with a responsibility matrix indicating the State's expectation as to whether the Offeror or the State has a lead or assist role for a specified project activity. For the purposes of this RFP, the terms "Lead" and "Assist" as applied to these responsibility matrices are defined as follows:

> **Lead** – in reference to roles and responsibilities, means that the assigned team has primary responsibility for managing, guiding, and performing the activity, and completing any deliverable items; and
>
> **Assist** – in reference to roles and responsibilities, means the assigned team will actively participate and support the Lead team in successfully completing the activity.

1.0 Plan Phase

1.1 Project Management

Methodology

The Offeror shall provide, and use for the entire project, a project management methodology as part of its implementation approach. The project management methodology shall have a foundation in established methodologies and standards, such as Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) or IT Infrastructure Library (ITIL).

Project Manager

The Offeror is expected to provide a full-time, experienced Project Manager who is accountable for all services and deliverables provided under the Contract resulting from this RFP, and who will work to ensure the on-time delivery and successful deployment of the ERP software solution. This individual is expected to be dedicated to the State project and should function as the State's primary point of contact with the Offeror. The Offeror's Project Manager is expected to promote project team collaboration, respond to day-to-day problems, manage issues, and

manage personnel resources. It is preferred that the Project Manager be certified by the Project Management Institute as a Project Management Professional (PMP).

Implementation Project Charter

The Offeror shall provide an Implementation Project Charter (that will be an addendum to the Luma Project Charter) that includes, at a minimum, the following elements:

- Project Scope - The project description, its deliverables and what business needs, problems or opportunities the project addresses;
- Project Governance – The State will provide documentation of current governance policies and applicable bodies for the project, inclusive of Leadership Council, Governance Board, and other committees or councils. The Offeror will provide comments regarding the existing project governance structure and recommendations for improvement. A project governance organization chart would also be in this section.
- Roles and Responsibilities – The identification of and contact information for the Offeror's Project Manager, State Project Manager and Key Personnel. This section should identify which roles have the authority to interface, delegate and communicate as required for successful and timely completion of the project. It should also identify which roles have the responsibility for meeting the project plan objectives, monitoring the schedule, cost, and scope of the project; and
- Project Summary - A high-level series of key deliverables and/or milestones to be used as the performance measures and gates in accordance with the proposed implementation methodology.

Work plan

A comprehensive work plan shall be submitted within forty-five (45) days of project start. The project schedule shall be accessible via a fully capable project management tool. The work plan should be developed by the Offeror with input and participation of the State and include tasks to be performed by the State and Offeror personnel. The following standards apply to the work plan:

- Project management activities should be documented;
- The work plan should outline a plan for the entire project;
- The work plan should include tasks, dependencies, critical paths, and responsible parties (both Offeror and State staff) assigned to each task;
- The work plan should include all deliverables that support the proposed methodology and approach;
- Estimated work effort, duration, start and end dates should be shown for each task;
- No individual task should be longer than four weeks in duration;

- Appropriate milestones should be identified in the work plan to gauge the project's progress toward meeting desired target completion dates; and
- Any assumptions made in developing the work plan should be included in this section.

The Offeror should also produce a Staffing Plan that addresses each of the Offeror's project staff as well as the necessary project staff to be provided by the State. The Plan should indicate an estimate of the time on-site by the Offeror's staff and work that could be done remotely. The Staffing Plan should show the plan of usage (days per month) on a monthly basis for each resource over the period of the project, and whether the resource will be on-site or off-site. It is expected that the Staffing Plan will include named resources for all key personnel and as many project roles as possible for a rolling, six-month period. The State has a preference for on-site work, however, reasonable approaches for off-site work to support cost reductions or to appropriately achieve on-time completion of project tasks with mutual agreement between the State and Offeror. With that said, State data shall not be transferred outside of the United States under any circumstance.

Throughout the project, the Offeror's Project Manager shall monitor project activities, update the project plan, develop further detail as appropriate, and work closely with the State Project Manager. At the end of each month, the Offeror's Project Manager shall submit an updated project plan that is resource balanced and loaded for the remaining months' activities.

Project Time Reporting

By the 15th of each month, the Offeror shall report in MS Excel or other State approved format, actual hours worked during the previous month for each team member. Hours worked shall be exclusive of travel time. The State does not pay for travel time. The Offeror must maintain records to support any hours reported for work performed during travel time.

Status Reporting

The Offeror shall provide timely and factual project status reporting. The Offeror shall provide weekly status reports to the State Project Management Office (PMO) to reflect the major activities for the reporting period. The weekly status report shall serve as the agenda for weekly status meetings. The Offeror may also be required to prepare periodic status reports for sponsor groups and executive leadership. Topics to be covered shall include, but not be limited to, the following:

- A listing of significant departures from the Project Work Plan with explanations of causes and effects on other areas, and remedies to achieve realignment;
- Changes to project objectives, scope, schedule, or budget;
- A listing of tasks completed since the last report;
- Tasks that were delayed and reasons for delay, with revised completion dates and remediation steps;
- Updates for previously delayed tasks;

- Planned activities for the next scheduled period;
- Summary of major concerns, risks, and issues encountered, proposed resolutions and actual resolutions;
- Identification and discussion of any security issues (if applicable); and
- Any other topics that require attention from the State PMO and/or sponsors.

Issue Resolution

The Offeror shall provide and use a methodology and software tool for issue identification, tracking, and resolution that shall be accessible to State Project Team members. The issues tracking process shall integrate into configuration management, testing processes, and the overall project management methodology. Topics that shall be included are:

- Issue identification;
- Issue tracking, reporting, and trending;
- Issue review, prioritization, and assignment;
- Issue analysis;
- Issue resolution;
- Issue escalation;
- Issue follow-up (for resolutions with lead time); and
- Impact to the overall project schedule and budget.

The State and the Offeror will agree on a protocol for collaboratively resolving implementation issues. This protocol is expected to address the topics above, responsible parties, and specific steps to be taken on issues or disputes arising during the implementation process.

Risk Management Plan, Discussions and Mitigations

The Offeror shall conduct risk identification and mitigation development discussions early in the Plan Phase of the project and at scheduled points in time over the life of the project. These procedures should be documented in a risk management plan, and the results of these periodic sessions should be documented as prescribed by Project Controls, Standards, and Procedures.

Communication and Cooperation

The Offeror shall communicate and cooperate with all parties involved in the project. The Offeror's staff shall have excellent communication skills and conduct themselves professionally and courteously in all instances.

The Offeror shall maintain active communication to ensure project success. Communications between parties shall be performed through, but are not limited to:

- Regularly scheduled and ad hoc on-site meetings;
- Voice and web conferencing system;

- Instant messaging platform;
- Email;
- Weekly written status reports provided to the State by the Offeror;
- Required Project Plans; and
- Other reports as required.

Project Controls, Standards, and Procedures

The Offeror shall provide project controls, standards, and procedures for all project tasks. These items are required to be submitted for review and approval by the State's project leadership at project initiation. These requirements include, but are not limited to:

- Managing Project Documentation – Includes templates used (e.g., configuration setting and procedures, functional and technical design specifications, test case scenarios, change request procedures, etc.), organization of project directories, naming conventions, and version control procedures;
- Meeting Procedures – Includes techniques and technology solutions to ensure that meetings are efficient and productive, and discussions, decisions, and action items are adequately documented;
- Scope Management – Includes scope control processes to ensure that work is not performed on out-of-scope features, functions, or tasks unless the State grants advanced written authorization. This includes processes to provide a competent assessment of the impact of potential scope changes to assist with the State's decision-making processes;
- Communications Management – Includes a project communication plan and the types, frequency, sensitivity classification, and target audience for each communication;
- Deliverable Outlines – Includes Deliverable Outline Template that identify the content, the acceptance criteria for the deliverable as required by the State, the review complexity, and the State approvers for each deliverable. The format of the Deliverable Outline Template is defined by RFP Attachment 9; and
- Deliverable Reviews - Includes the process and time periods whereby the State determines the readiness of a deliverable for formal submission, provides feedback on deficiencies, and conducts subsequent reviews.

Information Security Risk Management Plan

The project involves the replacing and interfacing of systems that maintain confidential, sensitive, and public data. Employees and representatives from the Offeror's firm will likely have access to these systems and data to support various activities throughout the life cycle of the project. To ensure that necessary and appropriate risk mitigation steps are taken from the beginning of the project through its completion, the Offeror shall develop, maintain, and assess compliance with an Information Security Risk Management Plan (ISRMP) that shall establish

how the project will protect the data assets of the State in the course of delivering services of the contract. The elements of the plan shall include, but are not limited to, the following:

- Classification of systems in scope (for either replacement or interface) in terms of the degree of sensitivity of the data resident in those systems;
- Incorporation of State incident management procedures;
- Incorporation of State data security procedures;
- Definition of the responsibilities of the project team members and State stakeholders to ensure the data are managed properly in accordance with the plan, policies, and procedures;
- Definition of approach to monitor, audit, control, and report on compliance with the plan; and
- Communication and escalation procedures used to notify appropriate State personnel of a security-related breach.

Onboarding Process and Documentation

The Offeror shall develop and maintain an onboarding process and related documentation to ensure that project team members (Offeror and State) develop a common understanding of the project scope, team members, roles and responsibilities, work breakdown structure, project policies and procedures, etc.

Tenant Management Plan

The Offeror shall develop and maintain a plan that describes activities, roles, responsibilities and scheduling related to the request, preparation, and deployment of tenants used during the implementation. (A tenant is an instance of the software and related data intended for a specific purpose such as production, testing, training, or demonstration.) The plan shall include descriptions of processes and steps to address copy/move of configuration settings and other design features from one tenant to another such that the tenants are prepared to meet the needs of the implementation project at the times required by the project work plan.

Release Management Plan

The Offeror shall develop and maintain a plan that describes activities, roles, responsibilities and scheduling related to the review, coordination, scheduling, and testing (including regression testing) of updates and patches that the software provider deploys across the various tenants in the State's ERP solution.

Project Management Deliverables:

- Implementation Project Charter
- Project Work Plan
- Time Reporting Plan
- Status Reporting Plan

- Status Reports
- Issues Management Plan
- Risk Management Plan
- Project Control, Standards, and Procedures
- Information Security Risk Management Plan
- On-Boarding Process and Documentation
- Tenant Management Plan
- Release Management Plan

Table 1: Project Management Responsibility Matrix

Activities	Offeror	State
Develop Implementation Project Charter	Lead	Assist
Approve Implementation Project Charter	Assist	Lead
Report to Project Governance	Assist	Lead
Develop Weekly Status Report	Lead	Assist
Develop Project Work Plan	Lead	Assist
Manage Project Work Plan and Associated Reporting	Lead	Assist
Conduct Project Team Meetings	Lead	Assist
Develop Issues Management Plan	Lead	Assist
Manage Issues	Lead	Assist
Develop Risk Management Plan	Lead	Assist
Manage Risks	Lead	Assist
Develop Project Time Reporting Plan	Lead	Assist
Manage Project Time Reporting	Lead	Assist
Develop Information Security Risk Management Plan	Lead	Assist
Manage Compliance with Information Security Risk Management Plan	Lead	Assist
Consultant Team Resource Management	Lead	Assist
State Team Resource Management	Assist	Lead
Develop Project Control, Standards, and Procedures	Lead	Assist

Activities	Offeror	State
Manage Project Control, Standards, and Procedures	Lead	Assist
Tenant Management Plan	Lead	Assist
Release Management Plan	Lead	Assist

1.2 Project Team Training

The Offeror shall develop and provide training to the entire project team on the project procedures, project tools, and a walk through of the project work plan. Additional work plan walk throughs shall be conducted at appropriate points in the project schedule to allow continued understanding of the scope of work, roles, and responsibilities. Infor shall provide software training to the State project team members.

1.3 Organizational Change Management and Communications

Methodology

The Offeror shall provide a structured method and approach, guidance, and mentoring to support a successful transition to the new ERP-enabled business processes and related business processes impacted by the software. The Offeror shall partner with State personnel to orchestrate change activities. Offeror and State team members shall support the change process where required, lending both subject matter expertise and assistance by creating content and supporting materials.

Organizational Change Manager

The Offeror is expected to provide a full-time, experienced Organizational Change Manager who is expected to define the overall OCM strategy, to promote project team collaboration, respond to day-to-day problems, manage issues, and manage personnel resources.

Organizational Change Management (OCM) Strategy and Plan

The Offeror shall deliver a detailed OCM Strategy and associated plans (such as Communication Plan and Training Plan) that outlines a change management methodology, approach, activities, dependencies, and assumptions for key stakeholders to support a successful transition from the current environment to the future state. Together, these plans shall describe an approach that maximizes engagement from each State agency, department, and division.

The OCM Strategy shall be based on a comprehensive assessment of the State's capacity for and tolerance to change, a stakeholder analysis, and assessment of the overall change risk. The OCM Strategy and its accompanying plan shall encompass the entire project lifecycle.

The Organizational Change Management Strategy and Plan shall include, but is not limited to, the following elements:

- OCM Resources Plan;
- Sponsorship Plan;
- Stakeholder Engagement Plan;
- Communications Plan;
- Impact Assessment and Readiness Plan;
- Training and Workforce Development Plan; and
- Sustainability Plan.

OCM Resources Strategy and Plan

The Offeror shall develop an OCM Resources Strategy and Plan that defines personnel, skills, equipment, and physical resources needed to support the change and achieve the expected benefits of the ERP solution. The OCM Resources Strategy and Plan shall include, but are not limited to the following elements:

- Staffing plan that assigns roles and individuals to specific change management tasks; and
- Physical change management resources needed to support the implementation.

Sponsorship Strategy and Plan

The Offeror shall develop a Sponsorship Strategy and Plan that outlines the approach for preparing and using the Luma project sponsors to promote, and drive adoption of the new software at all levels across the State. The Sponsorship Strategy and Plan shall include, but are not limited to the following elements:

- Approach for gaining sponsorship commitment;
- Leadership alignment; and
- Identify and address sponsorship gaps.

Stakeholder Engagement Strategy and Plan

The Offeror shall develop a Stakeholder Engagement Strategy and Plan that outlines the activities and methodology that will ensure State employees and functional groups can make the process changes required for successful ERP implementation. The Stakeholder Engagement Plan will address stakeholders effected by new business processes and technology. The Stakeholder Engagement Strategy and Plan shall include, but are not limited to the following elements:

- Stakeholder analysis;
- Organizational readiness and risk assessment;

- Cultural assessment;
- Change network program; and
- Channels, key messages, and critical path needs for impacted Stakeholder groups.

Communication Strategy and Plan

The Offeror shall develop a Communication Strategy and Plan that defines all communication touch points between the project and all change champions, change agents, and change targets. The Communication Strategy and Plan shall include, but are not limited to the following elements:

- Core Message Outlines;
- Communication Plan with the following elements: target audiences, outcomes, sender, key messages, communication channels, frequency, timing, cost and resources, reviewers and approvers, monitoring and feedback. type of communication event, event objectives, key messages, target audience, delivery date(s), communications channel, presenter, content developer, reviewer/approver, and status; and
- Communication Calendar showing key messages of each communication channel over each month of the implementation.

As part of this effort, the Offeror shall:

- Direct the development of materials appropriate for each communication event. Materials will vary based on the communication channel, but may include videos, presentations, and documents developed in Microsoft PowerPoint presentations, Microsoft Word, Microsoft Publisher and similar tools; and
- Work with assigned State staff to incorporate policy, procedure, and specific personnel roles into the materials.

All communication materials must be reviewed and approved by the State prior to distribution. The Offeror shall ensure that all electronic source documents are consistent with branding and graphics used in the development and presentation of communication materials across all delivery channels.

The Offeror shall implement methods to assess the effectiveness of communication events and identify specific recommendations for adjustments. The Offeror shall, throughout the project, improve the approach, methods, procedures, and communication material based on lessons learned throughout execution of the Communication Plan to ensure the end-users are receiving communications that will enable them to execute tasks within the software upon go-live.

Impact Assessment and Readiness Plan

The Offeror shall develop an Impact Assessment and Readiness Plan that analyzes the impacts on employees, processes, tools, and job roles the ERP will have across the State. This plan will outline the activities that need to be accomplished in advance of planned phase go-live. The Impact Assessment and Readiness Plan shall include, but are not limited to the following elements:

- Change impact assessment;
- Organizational change capacity assessment;
- Process mapping and process adoption plan; and
- Organizational design.

End-User Training and Workforce Development Strategy and Plan

The Offeror shall develop an End-User Training and Workforce Development Strategy and Plan based on a comprehensive end-user training needs assessment conducted by the Offeror in conjunction with overall change management and stakeholder analysis activities. The End-User Training and Workforce Development Strategy and Plan shall include, but are not limited to the following elements:

- End-User Training Stakeholder Analysis;
- Map of End-User Training Needs to Awareness, Skills and Sustainment learning phases;
- Map of End-User Training Needs to modules with associated learning objectives and assessment methods;
- Map of End-User Training Modules to Training Events and Delivery Channels; and
- Job Aid Strategy.

As part of this effort, the Offeror shall:

- Provide a senior Training Lead who can plan, direct and execute end-user training for the State;
- Develop materials appropriate for each training delivery channel to support training that has been customized to address specific software configuration and designs made as part of the implementation project. Materials will vary by delivery channel, but may include instructor guides, learner guides, quick reference guides, job aids, videos, and user exercise and engagement materials;
- Work with assigned State staff to incorporate policy, procedure, and specific personnel roles into the materials;
- Provide a stable, tested environment that is pre-loaded with representative converted reference and historical State data that can become a starting point for

creating training materials (including screen prints showing user actions and processing outcomes, if included as part of the training approach); and

- Provide back-up, restore, and troubleshooting assistance in the training environment as materials are prepared and customized and as end-user training proceeds.

All end-user training materials must be reviewed and approved by the State prior to the start of training delivery. The Offeror shall provide all electronic source documents and graphics used in the development and presentation of training across all delivery channels.

The Offeror shall implement methods to assess the effectiveness of the training delivery process and identify specific recommendations for adjustments. The Offeror shall, throughout the project, improve the approach, curriculum, methods, procedures, and end-user training material based on lessons learned throughout the training delivery to ensure the end-users are receiving training that will enable them to execute tasks within the new ERP system upon go-live.

End-User Training Delivery

The Offeror must provide a senior Training Lead who will work with the Project Manager to develop, direct and execute a State-wide end-user Training Strategy and Plan. The Offeror shall lead and provide resources for all development of end-user training based on the Training Strategy and Plan and will be responsible for train-the-trainer sessions with State training resources. The State intends that the train-the trainer sessions will produce a large enough group of State training resources who will be able to meet the instructor led training needs of the agencies. With that said, the State also expects the strategy and plan to produce self-paced course delivered on-line.

Sustainability Strategy and Plan

The Offeror shall develop a Sustainability Strategy and Plan that describes how the new ERP system will become a part of the State's normal operations. The Sustainability Strategy and Plan shall include, but are not limited to the following elements:

- Roles, resources requirements, governance structure for sustainment;
- Ongoing communications;
- Metrics tracking;
- Rewards and recognition;
- Sustained ownership and knowledge transfer; and
- Process improvements.

Organizational Change Management and Communications Delivery

The State expects the Offeror to deliver the plans in the Plan Phase of the project as indicated in this section. The execution of those plans should be aligned to the project phase in which they are appropriate. The Offeror shall provide a senior Change Management Lead for planning and leadership in this area, plus a senior Communications Lead for planning and leadership. These senior consultants will help the State project personnel develop the Change Management and Communications Management plans for the duration of the project. For execution of the agreed Change Management and Communications Management plans, the State will provide at least the staff resources noted in the RFP.

OCM Deliverables:

- Change Management Strategy and Plans
- Communications Management Strategy and Plan
- Impact Assessment and Readiness Plan
- End-User Training Strategy and Plan
- Training Sustainment Plan
- End-User Training Materials
- Train-the-Trainer Sessions and Support for End-User Training

Table 2: Organizational Change Management Responsibility Matrix

Activity	Offeror	State
Develop Change Management Strategy and Supporting Plans	Lead	Assist
Determine Organizational Readiness	Lead	Assist
Develop Communications Management Strategy and Plan	Lead	Assist
Develop Communications	Lead	Assist
Deliver Communications	Assist	Lead
Impact Assessment and Readiness Plan	Lead	Assist
Develop End-User Training Strategy and Plan	Lead	Assist
Develop Training Materials	Lead	Assist
Develop Readiness and Sustainment Materials	Lead	Assist
Deliver Train-the Trainer Support to State Trainers	Lead	Assist
Conduct Classroom Training Sessions (following the Train-the-Trainer period led by Offeror)	Assist	Lead
Manage evaluations of End-User Training Events	Assist	Lead

Activity	Offeror	State
Conduct Periodic Change Management Program Achievement Reviews	Lead	Assist

1.4 Additional Project Preparation and Planning

The Offeror shall provide structured methodologies and guidance for the early development of strategies and plans to support the successful execution of the implementation project and the efficient on-going operations of the ERP solution. The Offeror's approach shall address the following:

- **Integration and Interface Strategy and Plan**: The Offeror shall lead the State in early preparation of the Interface Strategy and Plan that includes assessment and validation of interface candidate scope, identification and definition of roles and responsibilities between State resources, identification of project schedule milestones at an appropriate level to allow the State to prepare and coordinate agency activities, and development of a graphical representation of the interface environment (including systems, direction, and type of interface).
- **Conversion Strategy and Plan:** The Offeror shall assist the State in developing a Data Strategy and Plan that includes, at a minimum: identification of all data to be loaded or entered into the new system, data sources, expected volumes, determination of conversion method and load process, identification and definition of roles and responsibilities between State resources, Extract Transfer and Load (ETL) methods to be used, and identification of project schedule milestones at an appropriate level to allow the State to prepare and coordinate agency activities. This strategy and plan will also address the approach and process for the State's IBIS-Cognos solution to serve as the repository for state data that are not converted into the ERP solution.
- **Enterprise Security Strategy**: The Offeror shall lead the development of an enterprise security strategy that will include education of the State's central and key agency application security resources on the security features of the applications, development of potential models and implications of security administration responsibilities divided between the State Controller's Office and agencies; and facilitation of agency discussions to gather input for a recommended model of security administration.
- **Enterprise Workflow Management Strategy***:* The Offeror shall lead the development of an enterprise workflow management strategy that will include education of the State's central and key agency IT resources on the workflow features of the applications, development of potential models and implications of workflow administration responsibilities divided between the State Controller's Office and agencies; and facilitation of agency discussions to gather input for a recommended model of workflow administration.

- **Enterprise Reporting and Analytics Strategy**: The Offeror shall lead the development of an enterprise reporting and analytics strategy that will include education of the State's central and key agency reporting resources on the query, reporting, and analysis features of the applications, development of a statewide model of audience and purpose of the query, reporting, and analysis tools of the system; and facilitation of agency discussions to gather input for a recommended statewide model.
- **Chart of Accounts Plan and Redesign***:* The Offeror shall lead a State workgroup charged with developing a new chart of accounts that will support the financial management and reporting processes of the State. The State expects the Offeror to develop a plan to guide the redesign effort, educate the workgroup on the functionality of the system pertaining to chart of accounts and reporting, provide guidance on other State models, include a means by which broader input can be incorporated, and to demonstrate iterations of the design in the system to achieve approval by the State.
- **Cash Edit Solution Design:** The Offeror shall lead early gap analysis and resolution identification sessions for the State's operating requirement that payments issued by the State be validated against available cash as well as budget. The State expects the Offeror to develop an understanding of the existing State practice, demonstrate system features and processes that could support addressing the practice in whole or part, and facilitate design decisions that will contribute to subsequent business process change, organizational change management, and solution design activities of the project.
- **Cost Allocation Strategy and Design:** The Offeror shall identify the various cost allocation approaches employed by State agencies and develop a strategy and operational design to meet the needs of the agencies. The State expects the Offeror to understand the data elements, allocation bases, source of metrics, and other requirements necessary to allocate costs in accordance with agency cost reimbursement procedures and/or the Statewide Cost Allocation Plan. The design must also ensure that necessary data elements can be captured in a manner that does not place undue workload upon agency personnel.

Additional Project Preparation and Planning Deliverables:

- Interface and Integration Strategy and Plan
- Conversion Strategy and Plan
- Enterprise Security Strategy
- Enterprise Workflow Management Strategy
- Enterprise Reporting and Analytics Strategy
- Chart of Accounts Plan and Redesign
- Cash Edit Solution Design
- Cost Allocation Strategy and Design

Table 3: Additional Project Preparation and Planning Responsibility Matrix

Activities	Offeror	State
Develop Integration and Interface Strategy and Plan	Lead	Assist
Conversion Strategy and Plan	Assist	Lead
Enterprise Security Strategy	Lead	Assist
Enterprise Workflow Management Strategy	Lead	Assist
Chart of Accounts Plan and Redesign	Lead	Assist
Cash Edit Solution Design	Lead	Assist
Cost Allocation Strategy and Design	Lead	Assist
Enterprise Reporting and Analytics Strategy	Lead	Assist

2.0 Design Phase

2.1 Business Process Design

The Offeror shall lead work group sessions and provide tools and other services as required to complete the Business Process Design. The State expects the Design phase will involve input from most agencies in the State. At a minimum, the Offeror's approach to standardized business process design should address the following:

- Multiple workshops by business process area;
- Use of the Infor CloudSuite Public Sector and other appropriate software in the facilitation of the workshops;
- Inclusion of State subject matter experts (SMEs) representative of the identified state agencies;
- Identification of change impacts in terms of process, policy, and skill sets;
- Documentation of resolution of published System Requirements, identifying those that are available as delivered or through configuration, and those that are gaps;
- Alignment on a unified financial structure and reporting format for the State;
- Discovery, analysis and design for integrations and conversions;
- Design of business processes and roles (effective, efficient and standardized);
- Identification of reports to support business processes, including any needed complex reports/queries; and

- Identification of software gaps that may lead to development of business process changes, additional interface(s), or modifications to existing third party systems.

Business Process Design Deliverables:

- Business process and roles design
- Documented System Requirements resolution;
- Integration requirements for configured and custom interfaces
- Reports inventory
- Software gaps inventory

Table 3: Business Process Design Responsibility Matrix

Activities	Offeror	State
Provide subject matter expertise on business process requirements	N/A	Lead
Coordinate State participation in workshops	N/A	Lead
Conduct business process design workshops	Lead	Assist
Develop Business Process and Roles Design documents	Lead	Assist
Document resolution of System Requirements	Lead	Assist
Develop Change Impact Assessment document	Lead	Assist
Develop Integration & Requirements and Design Document	Lead	Assist
Develop Software Gaps Inventory	Lead	Assist

3.0 Configure and Prototype Phase

3.1 Software Configuration

The Offeror shall lead the configuration of all application software in accordance with business process design. The Offeror shall use the highest applicable industry standards for sound and secure software configuration practices. The "highest applicable industry standards" shall be defined as the degree of care, skill, efficiency, and diligence that a prudent person possessing technical expertise in the subject area, and acting in a like capacity, would exercise in similar circumstances.

The State believes that early and frequent access to the system during the design and configuration phases will allow the State to progressively refine its understanding of the ERP software and how it can be implemented in the State. The State expects the Offeror's approach to provide iterative prototyping of the software configuration throughout the Configure and

Prototype Phase to validate the design of business processes, provide knowledge transfer, and identify organizational change impacts.

Software Configuration Deliverables:

- Configuration Management Plan
- Completed Project Team Training on Configuration Tools and Process
- Configured Application Software
- Updated Documentation to Support Configuration

Table 4: Software Configuration Responsibility Matrix

Activities	Offeror	State
Develop Configuration Management Plan	Lead	Assist
Conduct Project Team Training on Configuration Tools and Process	Lead	Assist
Conduct Prototyping Sessions	Lead	Assist
Coordinate State Participation in Prototyping Sessions	N/A	Lead
Configure Applications	Lead	Assist
Review and Approve Configuration	Assist	Lead
Verify Expected State Functionality	Assist	Lead
Update software application documentation with configuration	Lead	Assist

3.2 Integration and Interfaces

For the purposes of this Statement of Work, interfacing is defined in broad terms as two systems sharing data, regardless of the batch or real-time nature of the data exchange. Integration means sharing of data and a business process or workflow and, where possible, allowing for more near real-time processing of data or the elimination of duplicate data residing on two systems.

The State will provide technical resources and expects to complete most of the technical integration work with State staff. The Offeror shall provide two senior technical resources. The Offeror resources will provide technical expertise on software and support development, will assist the State Technical Team Lead on architecture/strategy for conversions, integrations, and BI extracts, and will support the State Technical Team Lead in planning and coordinating technical work. For reference, the State has provided its initial scope for integrations and interfaces as RFP Attachment 2, Interfacing Scope.

The Offeror shall support the State in preparing an Integration Strategy and Interface Plan document that shall include but is not limited to:

- Validation and assessment to confirm the inclusion of interface candidates identified in Attachment 2, Interfacing Scope;
- Identification of secure data transfer needs for third parties;
- Identification of responsibilities and State personnel assigned as contact for the interface; and
- Graphical representation of the interface environment.

The Offeror shall support and assist the State with the following services for interfaces and integration:

- Supporting and assisting with all activities related to interfacing data with Infor CloudSuite Public Sector and other software applications within scope, including the coordination of interface development efforts;
- Developing a detailed data interface plan document (including providing a sample interface plan document);
- Developing programming specifications;
- Coding of interface programs that transform and load data to Infor CloudSuite Public Sector and other software applications within scope in accordance with program specifications;
- Coding of interface programs that extract and transform data from Infor CloudSuite Public Sector and other software applications within scope in accordance with program specifications;
- Performing unit testing of the interface programs;
- Developing reports and other means for State personnel to audit the results of interfacing;
- Facilitating interface user acceptance testing; and
- Developing mechanisms for monitoring and notification for use in the production environment that immediately alert specified State personnel when real-time interface issues occur between Infor CloudSuite Public Sector and other State software applications within scope.

The State shall be responsible for subject matter knowledge of existing interfaces and associated data. State subject matter experts are expected to be available to consult with the Offeror during the development of the interface plan and specifications, and to assist with the determination and adoption of acceptable alternatives to interfaces wherever feasible. The State shall be responsible for coding the legacy application side of the interface.

Interface and Integration Deliverables:

- Integration Strategy and Interface Plan (see Additional Project Preparation and Planning)
- Completion of development of Automated Interfaces, which include alerts for processing issues
- Integration Platform (if applicable) and Interface System Training of State Personnel on Use and Support

Table 5: Interface and Integrations Responsibility Matrix

Activities	Offeror	State
Integration Strategy and Interface Plan Document	Lead	Assist
Training of State project team resources on integration platform (if applicable)	Lead	N/A
Analysis and assessment of real-time and batch interface requirements	Assist	Lead
Approval of real-time and batch interfaces for design	N/A	Lead
Real-time and batch interface design	N/A	Lead
Real-time and batch interface development and unit test: required transformation and load processes to Infor CloudSuite Public Sector and other software applications within scope	Assist	Lead
Real-time and batch interface development and unit test: Extracts from legacy and external systems and load processes to legacy and external systems	Assist	Lead
Coordinate Integration/System testing of integrations/interfaces to ensure proper operation	Assist	Lead
Interface User Acceptance Testing	Assist	Lead
Management reporting and deployment tracking of production interfaces	Assist	Lead
Interface Knowledge Transfer Document Development	Lead	Assist
Training of State support personnel for major interfaced systems	Assist	Lead

3.3 Data Conversion

As stated in Section 3.2, the State will provide technical resources and expects to complete most of the technical conversion work with State staff. The Offeror shall provide the two senior technical resources noted in Section 3.2.

The Offeror shall assist and support the State in managing all activities related to converting legacy data to Infor CloudSuite Public Sector and other software applications within scope. The State is dedicated to minimizing data conversion to only data required (as determined by the State) for proper system operation.

The Offeror shall assist and support the State in developing a detailed Data Conversion Plan document that includes, at a minimum, the following:

- All data to be loaded or entered in the new system;
- Data sources;
- Expected data volumes;
- Determination of conversion method and load process (i.e., manual, automated, or semi-automated method);
- Roles and responsibilities and timing requirements for the conversion effort; and
- ETL methods to be used.

The Offeror shall assist and support the State in providing the following data conversion services:

- Coordinating pre-conversion activities such as verification of data to be converted, archiving, purging, and cleansing of legacy data by State resources;
- Developing programming specifications in accordance with the detailed data conversion plan that includes coding and unit and integration testing for the conversion programs;
- Coding of conversion programs that transform and load data to Infor CloudSuite Public Sector and other software applications within scope in accordance with program specifications;
- Building any crosswalk file structures required to assist the State in developing test scenarios and conducting acceptance testing;
- Performing unit and integration testing of any conversion programs developed by the Offeror;
- Developing reports and other means for State personnel to validate converted data;
- Running conversion programs and working with the State to validate the accuracy of results in the production environment following all conversion activities; and

- Maintaining a conversion log to track the progress and accuracy of all conversion efforts.

The State will be responsible for subject matter knowledge of existing applications and associated data. The State expects to perform all data cleansing and manual conversion processes, with the expertise and guidance of the Offeror. Manual conversions are defined as "manual" when the Offeror and the State agree that the volume is too low to justify the cost of developing an automated conversion program.

The State will code and unit test conversion programs that extract data from the legacy applications and output the data using the formats and protocols specified in the programming specifications for use in the transformation and load processes.

The State will also be responsible for verifying the accuracy of the converted/loaded data through participation in all levels of testing.

The Offeror shall assist and support the State in planning and executing at least two (2) complete and successful test runs of the end-to-end conversion process. Test exercises shall consist of the following:

- Extracting data from legacy systems;
- Loading data extract files provided by the State, and
- Providing reports/query results so that State staff may validate the accuracy and completeness of the conversion programs and related activities.

The State will be responsible for developing test scenarios and conducting the acceptance testing of conversion programs with the assistance of the Offeror. The State PMO will define the timing, requirements, and acceptance criteria for the test conversions. In support of conversion 'test runs', State staff responsible for manual entry and correction, data reconciliation and acceptance, technical support, issue resolution and executive level go/no-go decision-making should be available to role play their tasks in real-time.

Data Conversion Deliverables:

- Data Conversion Plan
- Completed Conversion Programs and Crosswalks
- Successful Completion of End-to-End Conversion Test Runs
- Successful Conversion of Data into Production Environment

Table 6: Data Conversion Responsibility Matrix

Activities	Offeror	State
Manage Conversion Activities	Assist	Lead
Create a Data Conversion Plan for migrating data between legacy systems and Infor CloudSuite Public Sector and other software applications within scope	Assist	Lead
Design and document Data Mappings	Assist	Lead
Extract data from legacy systems	Assist	Lead
Provide Subject Matter Expertise for legacy system data	Assist	Lead
Develop conversion programs to transform and import extracted data into Infor CloudSuite Public Sector and other software applications within scope (and in accordance with load protocols defined by Infor); create crosswalk structures	Lead	Assist
Perform Data Cleansing	Assist	Lead
Provide guidance to the State on performing required data clean-up efforts identified through the mock data conversion process	Lead	Assist
Execute test run conversions and production conversion automated processes	Assist	Lead
Present test conversion results to Project Governance	Assist	Lead
Validate quality and accuracy of converted data for mock conversions and production conversion	Assist	Lead
Perform manual conversion of data (including non-electronic data) and crosswalks	Assist	Lead

3.4 Reports, Queries, and Forms

The Offeror shall provide services and tools to accomplish two (2) broad objectives upon go-live:

- Develop and deploy all the necessary reports, queries, and forms in conjunction with the appropriate preparation of end-users to know how to access, execute, and apply the data to their respective functions. (This applies to delivered reports, queries, and forms within the Infor CloudSuite Public Sector applications and more complex reporting needs considered non-standard.); and
- Define and train select State personnel on the software tools and methodologies to address current and future reporting needs of the State.

The Offeror shall provide the following services, at a minimum, to develop the Reports, Queries, and Forms Strategy and Plan:

- Identify reports, queries, and forms required for normal business operations in the respective functional areas; and
- Create a disposition for identified reports when Infor CloudSuite Public Sector and other software applications within scope is deployed:
  - Using standard Infor CloudSuite Public Sector and other software applications within scope reports, on-line inquiry pages, or other on-line data access methods; or
  - Developing complex queries/reports using tools resident to Infor CloudSuite Public Sector and other software applications within scope.
  - Recommend appropriate placement of reports, queries or in-line analytics based on business process and navigation set up of the software.

The State is committed to leveraging the delivered reports, queries and views in Infor CloudSuite Public Sector; however, it is anticipated that there may be a need for more complex reporting that may not be delivered within the application or may take beyond expected hours for an Infor BIRST query/report development. In support of the complex reports, queries, and forms deployment, the Contractor shall provide the following services:

- Report, query, and form design, development, and testing; and
- Report, query, and form access and execution training for System end-users.

To meet the complex reporting needs, the State has created a pool of 7,500 hours that may be accessed with the written permission of the State Project Manager.

In support of the establishment of appropriately trained State personnel on the software tools and methodologies to address future reporting needs of the State, the Offeror shall provide the following services:

- Reporting Tools Training Strategy development;
- Curriculum development and training content development;
- Training execution; and
- Knowledge transfer assessment.

Reporting Deliverables:

- Reports, Queries, and Forms Strategy and Plan
- Completed Reports, Queries, and Forms
- Report Training Development, Execution, and Successful Preparation
- Trained end-users

Table 8: Reports, Queries, and Forms Responsibility Matrix

Activities	Offeror	State
Managing Reports, Queries and Forms Activities	Lead	Assist
Defining Priority and Disposition for the Reports, Queries and Forms Inventory	Assist	Lead
Providing Subject Matter Expertise on Delivered Forms, Reports, and Queries	Lead	Assist
Designing Reports, Queries and Forms	Lead	Assist
Reviewing and Approving Reports, Queries and Forms	Assist	Lead
Conducting Unit Tests of Reports, Queries and Forms Development	Lead	Assist
Conducting Systems Testing of Reports, Queries and Forms	Lead	Assist
Coordinating User Acceptance Testing of Reports, Queries and Forms	Lead	Assist
Executing User Acceptance Testing of Reports, Queries and Forms	Assist	Lead
Executing End-user Training on Reports, Queries and Forms	Assist	Lead
Executing Training of State Development Resources of Reports, Queries and Forms	Lead	Assist

3.5 Security Configuration

Infor CloudSuite Public Sector and other software applications within scope provide application controls to prevent unauthorized use of the system, maintain system process controls, and log all transactions. In addition, Infor CloudSuite Public Sector and other software applications within scope provide security to limit availability to application functionality, software screens, data records, data elements, and date element values, where appropriate.

The Offeror shall develop a Security Plan that includes the following:

- Compliance with required State security standards;
- Design that is sustainable by the State and aligns with the organizational structure and responsibilities for all roles;

- Security configuration recommendations based on best practices regarding segregation of duties;
- Approach to analyzing, establishing, and documenting security functions into the State's security network;
- Risk management approach to application development and deployment in terms of threat and vulnerability identification, analysis and prioritization, and mitigation techniques; and
- Security configuration that is sufficiently simple to provide efficient and sustainable administration after go-live.

The Offeror shall provide training to the State security subject matter experts and implementation team on the security capabilities, controls implemented, and required configuration steps to meet the State's security requirements for Infor CloudSuite Public Sector and other software applications within scope.

The Offeror shall work with the State security subject matter experts to design, configure, and test the application security, including establishment of end-user roles and organizational security.

The Offeror shall develop a Security Administration Guide based on the Security Plan and the design of the security configuration. This guide will provide the foundation for security administration and the configuration of application security. The Offeror will assist in the implementation of the Security Administration Guide by working with and training the State Security team.

Security Configuration Deliverables:

- Security Plan
- Security Administration Guide
- Security Training
- Completed Security Configuration and implementation across all Infor CloudSuite Public Sector and other software applications within scope

Table 9: Security Configuration Responsibility Matrix

Activities	Offeror	State
Conduct Security Training	Lead	Assist
Provide current State Security Policies to include details regarding what data the State considers confidential and sensitive	Assist	Lead
Develop Security Plan, with configuration for resource groups, security roles, user profiles, data level security, infrastructure and sensitive data	Lead	Assist

Activities	Offeror	State
Review and Approve Security Plan and Security Configuration	Assist	Lead
Create and Test Application Security Configuration	Lead	Assist
Verify Application Security Configuration	Assist	Lead
Create Application Security Templates	Lead	Assist
Update Templates with Users and Security Roles	Lead	Assist
Review Templates Submitted by Departments	Lead	Assist
Upload Security Templates	Lead	Assist
Provide post go-live User Security Maintenance	Assist	Lead
Monitor Security Compliance	Assist	Lead

3.6 Provisional Consultant Assistance

While the State is committed to adapting to the process designs and functionality inherent in Infor CloudSuite Public Sector and other software applications within scope, the State expects that there will be some areas for which the system as delivered may not meet current business needs. Thus, additional work may be required outside of the scope of the project as established at project start. To address these needs, the State expects to establish within the contract a 20,000 hours pool against which additional consulting services may be accessed (in addition to the complex reports/queries expected by the Offeror). Consumptions of these hours by the Offeror requires the written, prior approval of the State. The State and the Offeror shall define a process by which the request, approval, and use of these hours may take place. The cost of these hours shall not be included in the fixed fee schedule.

4.0 Test Phase

The Offeror shall provide testing plans, scripts, processes, tools, and test execution services that are necessary and prudent for a system of this magnitude, including, but not limited to:

- Unit Testing – Validates that modular configuration values operate according to approved design specifications;
- Business Process Testing – Validates that business processes as designed and configured by the State can be fully executed and produce the pre-defined and expected results for each test script. The testing will include configurations, security, work around development units, data conversion programs, interfaces, reports, and ensure forms work together;

- Payroll Parallel Test – Validates the configured payroll environment by comparing individual and summary results of an actual payroll run in the legacy system against a payroll run in the new system using the same data inputs;
- Performance (load/stress) Testing – Validates the readiness of the application to support the State's transaction and user volumes and will include both interface/batch transactions and on-line/ end-user response times;
- User Acceptance Testing – Validates the system is functioning as designed, verifies the conversion process, and confirms that the system is ready to be moved into the production environment; and
- Regression Testing – Validates the operation of the system after the application of patches and updates and identifies system and functionality problems resulting from the application of patches and updates.

The Offeror shall provide tools to facilitate the testing process, including those tools used for performance testing. The Offeror shall provide training on the proposed testing tools to all State staff that are expected to use the proposed testing tools.

The Offeror shall deliver a series of Test Plans that cover specific procedures and practices to be followed throughout the project. These plans shall cover all types of testing:

- Unit Test Plan – Included as part of each development item. Acceptance criteria are defined by the functional and technical detailed design documents. Depending upon the Offeror's testing approach, this plan may also include unit testing of software module configuration values;
- Business Process Test Plan – Includes testing of the business process being implemented, including configured system components, reports, forms, on-line and batch job streams, security roles and interfaces that apply across functional modules. Includes entrance and exit criteria for the Business Process Test and documents the basis for State acceptance of the Business Process Test;
- Payroll Parallel Test Plan – Includes testing of payroll components being implemented, including as applicable configured system components, reports, forms, on-line and batch job streams, security roles and interfaces. Includes entrance and exit criteria for the parallel test and documents the basis for State acceptance of the Payroll Parallel Test;
- Performance Test Plan – Documents the approach, test protocols and test cases for conducting a performance test to verify the ability of the system to perform for the anticipated transaction volume and number of users. The Performance Test Plan will include entrance and exit criteria for the performance test and document the basis for State acceptance of the Performance Test;
- User Acceptance Test Plan – Documents the approach, test protocols, test cases, testing environment set-up and refresh scheduling, identified users, and any required training necessary to complete acceptance testing. The User Acceptance

Test Plan will include entrance and exit criteria for the user acceptance test and document the basis for State acceptance of the Application System Test;

- Security Test Plan – Documents the approach for testing or otherwise establishing that security configuration requirements and all the State's IT Security Policies have been met. Security testing shall be integrated into each phase of testing, as appropriate for that phase of the overall testing effort; and
- Regression Testing Plan – Documents that approach for defining and running a set of test scripts intended to validate the operation of the system after the application of patches and updates to the State's tenants.

All Test Plans shall include the following:

- Procedures for tracking, reporting, and correcting incidents identified during testing;
- Roles and responsibilities of participants and facilitators;
- Examples of forms, templates, and/or tools used for testing; and
- Approaches to address testing for negative results and provide for regression testing, when necessary, to ensure that incidents are appropriately resolved without creating other unexpected consequences.

The Offeror shall conduct tests in accordance with the approved test plans. All test results must be documented, all exceptions analyzed, and any software defects corrected.

The Offeror shall provide a comprehensive list of testing scenarios for each module early in the project to assist the State Project Team members with development of additional scenarios to be used in testing. In addition, the Offeror shall lead selected State Project Team members through the test process to facilitate knowledge transfer, so they may review the test process and outcomes and learn about system operations and functionality.

The Offeror shall conduct performance testing for the fully configured and tested software prior to commencing live operations and at a preliminary point in the project sufficiently in advance of go-live but no later than three (3) months prior. Mechanisms utilized to monitor and verify technical performance with respect to user response time metrics must be described and documented in detail. These tasks must be coordinated and performed with the appropriate State technical staff.

The Offeror shall conduct regression testing using tools provided by the primary services provider (if included in response) of the State tenants after the application of patches and updates by the primary software provider.

The Payroll Parallel test must be scheduled and executed sufficiently in advance of go-live to allow for two additional executions of the parallel test before go-live in case errors are found, resolved and in need of re-verification.

The Offeror shall conduct security testing to ensure security requirements and State policies and standards are met. Security testing shall be performed in accordance with the Security Test Plan.

The State shall have the responsibility for conducting acceptance testing of the entire application. The Offeror shall provide assistance during such testing. This assistance shall include:

- Creating the acceptance testing environments, as appropriate;
- Loading configuration values, converting data, and establishing user security in accordance with the "go-live" deployment plan;
- Submitting off-line jobs;
- Performing backups;
- Restoring databases/environments as required;
- Tracking, resolving & reporting issue status for issues identified during testing;
- Analyzing and explaining outcomes; and
- Answering questions from testers as they arise.

Successful completion of this test will be required before the software can be approved for production use.

Testing Deliverables:

- Test Plans for Unit Testing, Business Process Testing, Payroll Parallel, Performance, User Acceptance, Regression, and Recovery
- Testing Scenarios
- Successfully Completed Tests
- Completed Acceptance Testing Assistance
- Documented procedures for monitoring & capturing user-response time metrics
- Completed Tuning Resulting from Performance Tests

Table 10: Testing Responsibility Matrix

Testing Type	Activities	Offeror	State
Unit Testing	Develop Unit Test Plan	Lead	Assist
	Unit Testing for custom development units (i.e. conversion, reports, work-around development, integrations)	Lead	Assist
	Unit Testing for interfaces and conversion components developed by the State (e.g., extract processes from legacy and external systems and load processes to legacy and external systems)	Assist	Lead

Testing Type	Activities	Offeror	State
	Manage and Track status of activities	Lead	Assist
Business Process Testing	Develop Business Process Test Plan	Lead	Assist
	Provide sample test scripts and lists of scenario topics developed from other projects	Lead	N/A
	Develop system test scripts for forms, reports, interfaces, conversion components, enhancements and workflows	Lead	Assist
	Develop system test scripts for interfaces and conversion components developed by the State	Assist	Lead
	Test forms, reports, interfaces, conversion components, work around development, and work flows	Lead	Assist
	Test interfaces and conversion components developed by the State	Assist	Lead
	Perform issue resolution for forms, reports, interfaces, conversion components enhancements, and work flows	Lead	Assist
	Perform issue resolution for interfaces and conversion components developed by the State	Assist	Lead
	Manage and track status of activities	Lead	Assist
Payroll Parallel Testing	Develop Payroll Parallel Test Plan	Lead	Assist
	Develop parallel test scripts	Lead	Assist
	Execute Payroll Parallel test	Lead	Assist
	Perform issue resolution for forms, reports, interfaces conversion components, enhancements, and work flows	Lead	Assist
	Perform issue resolution for interfaces and conversion components developed by the State	Assist	Lead
	Manage and track status of activities	Lead	Assist
	Develop Performance Test Plan	Lead	Assist

Testing Type	Activities	Offeror	State
Performance Testing	Document procedures to capture and monitor user-response time metrics	Lead	Assist
	Conduct Performance Testing	Lead	Assist
	Perform issue resolution as required to meet performance requirements	Lead	Assist
	Manage and track status of activities	Lead	Assist
User Acceptance Testing (UAT)	Develop User Acceptance Test Plan	Lead	Assist
	Provide examples of test scripts and lists of scenario topics developed from other projects	Lead	Assist
	Provide UAT Tester Training	Lead	Assist
	Develop UAT scripts	Assist	Lead
	Execute UAT	Assist	Lead
	Support UAT Testers	Assist	Lead
	Set-up the UAT environment, submit batch jobs, perform backups, restore databases, and execute data conversion loads as reasonably required to support acceptance testing	Lead	Assist
	Maintain user profiles and security configuration for UAT testers.	Lead	Assist
	Provide issue resolution for forms, reports, interfaces, conversion components, enhancements, and work flows	Lead	Assist
	Provide issue resolution for interfaces and conversion components developed by the State	Assist	Lead
	Manage and track status of activities	Assist	Lead
Security Testing	Develop Security Test Plan	Lead	Assist
	Conduct security tests	Lead	Assist
	Identify and remediate issues	Lead	Assist
	Develop Regression Test Plan	Lead	Assist

Testing Type	Activities	Offeror	State
Regression Testing	Provide, prepare, and deploy automated regression testing tool	Lead	Assist
	Execute regression tests	Lead	Assist
	Identify and remediate issues	Lead	Assist

5.0 Deploy Phase

5.1 Technical Team Training and Knowledge Transfer

The Offeror shall deliver a Technical Training Strategy and Plan that addresses all technical training, including but not limited to the following:

- Technical and operations personnel training to support development, implementation, and production; and
- Knowledge transfer training to a core group of functional, administrative, programming, security, service desk, and other technical and operations personnel to support independent operations capability before conclusion of the Offeror's post-implementation support responsibilities.

The Technical Training Strategy and Plan shall be based on a comprehensive technical training needs assessment conducted by the Offeror in conjunction with overall Organizational Change Management and stakeholder analysis activities. The Technical Training Strategy and Plan shall include, but is not limited to the following:

- Technical Training Stakeholder Analysis;
- Map of learning needs to awareness and skill building phases of learning;
- Training Approach for each technical training need (i.e., project team training, technical and operations training, and knowledge transfer);
- Recommended Training Delivery Channel(s) for each Training Approach;
- Alignment of training needs to learning phases and training courses and events;
- Job Aid Strategy; and
- Sustainment Strategy.

The Technical Training Plan shall also include the preparation and training of State training resources to establish an ongoing training organization (not for delivery of training for the implementation but to allow the State to support sustainment training needs).

All training materials must be reviewed and approved by the State prior to the start of training delivery. The Offeror shall provide all electronic source documents and graphics used in the development and presentation of training across all training delivery channels.

All training is expected to be delivered at training facilities provided by the State.

Technical and Operations Personnel Training

Based on the recommended approach, the Offeror shall provide training to ensure that State personnel have developed the necessary skills required to successfully operate and maintain Infor CloudSuite Public Sector and other software applications within scope. It is assumed that State personnel will perform all operations and system administrative functions with assistance as needed by the Offeror when live operations commence. Training topics shall include, but are not limited to:

- Systems operations;
- Technical support;
- Job scheduling, monitoring and performance tuning;
- Troubleshooting;
- Procedures for handling software updates and all other tasks necessary to provide support for the ERP system;
- Training on all components of the operating environment that are new to the State; and
- Training on the use of the Offeror's development tools, system management, and application administration tools.

Knowledge Transfer Training

The Offeror shall provide training to core functional, technical, operations, and service desk personnel to facilitate knowledge transfer before conclusion of the Offeror's post-implementation support responsibilities. Training content should address, but is not limited to:

- Software configuration;
- System operation procedures for use during the Project;
- System administration responsibilities, log on/log off procedures, and security;
- Other topics necessary to educate State personnel on 'system housekeeping' during the ERP Project; and
- Most likely service desk scenarios.

The Knowledge Transfer Training should be consistent with the knowledge and skills transfer process described in Section 6.3 below.

Technical Training Deliverables:

- Comprehensive Technical Training Plan and Training Curriculum
- Technical Training Needs Assessment
- Completed Technical and Operations Personnel Training
- Completed Software and Operations Knowledge Transfer
- Training Materials

Table 11: Technical Training Responsibility Matrix

Activity	Offeror	State
Technical Training Needs Assessment	Lead	Assist
Develop Technical Training Strategy	Lead	Assist
Develop Technical Training Plan	Lead	Assist
Provide enterprise policies applicable to training materials	Assist	Lead
Populate training environment with State-specific data and initial transaction data to support training delivery and user scenarios, if needed based on training strategy	Lead	Assist
Develop Technical Team training materials (includes system procedures and business process steps)	Lead	Assist
Manage training registration and course scheduling	N/A	Lead
Provide locations and equipment for training sessions	N/A	Lead
Deliver Technical Training Events	Lead	Assist
Manage evaluations of Technical Training Events	Assist	Lead
Provide Knowledge Transfer of all training materials, regardless of training delivery channel, and environment maintenance	Lead	Assist

5.2 End-user Training

The Offeror shall provide end-user training services as describe in Section 1.3 (see End-user Training and Workforce Development Strategy and Plan, End-user Training Delivery, and Table 2: Organizational Change Management Responsibility Matrix).

5.3 Documentation

The Offeror shall develop, maintain, and provide technical and end-user documentation, systems and operational documentation, system configuration documentation, and procedural documentation, including manuals, quick reference guides, tutorials, on-line help, and other techniques as appropriate. The Offeror shall keep documentation current throughout the project.

5.4 Knowledge and Skill Transfer Process

The Offeror shall deliver services to ensure that State employees are prepared to operate and maintain all applications at go-live. The Offeror shall provide a knowledge transfer and skill transfer process that will ensure the State has a "critical mass" of knowledgeable users (experts), system administrators, and other support personnel sufficient to operate and maintain the system in coordination with Infor.

The Offeror shall deliver a Knowledge and Skills Transfer Plan that will identify opportunities for State staff to gain knowledge on the usage and operations of Infor CloudSuite Public Sector and other software applications within scope. The State requires a formal sign-off from key Offeror and State staff members that appropriate knowledge transfer as a condition of release of the contract retainage.

Knowledge Transfer Deliverables:

- Knowledge Transfer Plan; and
- Formal Knowledge Transfer Sign-Offs by Offeror and State Module Leads

Table 12: Knowledge Transfer Responsibility Matrix

Activity	Offeror	State
Develop Knowledge Transfer Plans	Lead	Assist
Review and Approve Knowledge Transfer Plan	Assist	Lead
Deliver Knowledge Transfer to key State staff	Lead	Assist
Monitor Accomplishment of Knowledge Transfer Milestones	Assist	Lead
Complete Knowledge Transfer Sign Off	Assist	Lead

5.5 Implementation / Deployment (Roll-out) Support

It is the intent of the State to deploy Infor CloudSuite Public Sector and other software applications within scope to virtually all State agencies. The State requires a carefully structured approach to the implementation and deployment of the ERP solution. This includes the organization and execution of cut-over activities necessary to transition operations to the

new system. The Offeror must provide on-site support throughout the entire deployment period. The State requires the services described below at a minimum.

Readiness Checklist

The Offeror shall maintain a Readiness Checklist that tracks major milestones required to ascertain that the ERP system is ready for deployment. This checklist must be reviewed with the PMO starting no later than six (6) months before go-live with increasing frequency as the Go-Live date approaches to confirm:

- All testing has been successfully completed;
- All staff have completed end-user and management training;
- All data has been cleansed, converted, and accepted by the users;
- All interfaces are functioning as required;
- All site preparation requirements have been met; and
- End-user support has been established.

Cut-over Plan

The Offeror shall deliver a detailed Cut-over Plan to reflect all project activities that impact deployment of Infor CloudSuite Public Sector and other software applications within scope into the production environment. This deliverable shall document all steps required to make a successful cut-over to the production environment, including specific cut-over tasks, planned and actual dates for tasks completed, task responsibilities, task dependencies, estimated work effort required to complete each task, task status, results of task completion, and sign-off for each task completed. Additionally, the plan shall include:

- Final data conversion activities;
- Technical preparation and system change-over activities;
- Resolution of all identified security issues;
- Development of a cut-over activities checklist;
- Staffing requirements, by role and responsibilities, for both Offeror and State staff for all deployment/cut-over activities; and
- Deployment schedule.

The State expects that the Offeror will orient the project team to this plan to ensure common understanding of assignments, activity interdependencies, and deadlines. Additionally, this plan must serve as the guiding document for project team's work efforts in the weeks before go-live.

Establish Procedures for End-User Support

The Offeror shall provide services to prepare procedures, establish processes, train personnel, track incidents, and participate in the delivery of end-user support. The services shall include, but are not limited to, the following:

- Development of a Service Desk and End-User Support Strategy that includes plans for using the State Service Desk infrastructure and defines roles and responsibilities for the Service Desk and the Infor support personnel;
- Development of procedures for providing support that includes all activities, procedures, and steps necessary to allow State, Infor, and Offeror team members to provide required functional support for State Departments;
- Incorporation of procedures into the State's existing Service Desk infrastructure to capture initial incident information for subsequent transfer to members of the project team;
- Provision of support for end-users; and
- Tracking of incidents.

End-user support personnel are expected to respond to questions regarding the use of the application. Efficient and effective procedures for providing end-user support shall be established before the beginning of production cut-over and shall be supported by the Offeror through the end of the production support period.

Deployment Support Deliverables:

- Service Desk and Support Strategy
- Deployment Cut-over (Go Live) Plan
- Production Cut-over (Go Live) Checklist
- End-user Support Procedures

Table 13: Deployment Support Responsibility Matrix

Activity	Offeror	State
Develop Cut Over Plan	Lead	Assist
Develop Cut Over Checklist	Lead	Assist
Develop Service Desk Procedures	Assist	Lead
Execute Cutover Plan for Infor CloudSuite for Public Sector and other software applications within scope components	Lead	Assist
Execute Cutover Plan for components owned by the State	Assist	Lead

5.6 Post-implementation Support

The Offeror must provide post-implementation support (as recommended by Offeror and agreed upon during negotiations) after Go-Live for all implemented functionality, and to support year-end closing activities for the first fiscal year-end for Financials and Procurement and the first calendar year-end for Payroll. This post-implementation maintenance and support will consist of technical, functional, and operational support, and must be provided by skilled personnel who have become familiar with the project over the course of the implementation effort. An on-site presence at appropriate times is essential to maintaining a stable production environment, and in providing for a smooth transition of business processes.

As stated in RFP Section 3.6, Offerors should provide a minimum of 6 months of post-implementation support following each of the two project phases, in accordance with the agreed-upon staffing levels.

The Offeror must define with the State a System Acceptance Checklist to serve as the basis upon which the final acceptance of the system can be evaluated. This checklist must be developed prior the go-live and be an element on the Production Cut Over (Go-Live) Checklist.

Post-implementation Support Deliverables:

- Bi-weekly Status Report of Team Support Activities
- Post Implementation Support Month 1
- Post Implementation Support Month 2
- Post Implementation Support Month 3
- Post Implementation Support Month 4
- Post Implementation Support Month 5
- Post Implementation Support Month 6
- Final System Acceptance (based on System Acceptance Checklist)

Table 14: Production Maintenance and Support Responsibility Matrix

Activity	Offeror	State
Provide service desk infrastructure and tools for service management activities	N/A	Lead
Manage Service Desk	Assist	Lead
Address critical system issues as requested by the State	Lead	Assist

5.7 Release Management Services

The Offeror is required to provide all consulting services necessary to keep the State current on the latest release of Infor CloudSuite Public Sector and other software applications within scope for the duration of the implementation. Infor will be responsible for the technical installation of any new software releases, while the Offeror will be responsible for all other consulting services required to ensure a successful transition to the new software release (e.g., testing and training on new functionality).

Release Management Deliverables:

- To be determined based on scope of each specific new release

Table 15: Release Management Services Responsibility Matrix

Activity	Offeror	State
Provide new release analysis, testing, training, and other services required for a successful upgrade	Lead	Assist