

# **Template J**

## **Implementation Requirements**

### **Including Response Template**

#### **Instructions for RFP Response**

**RFP #: 03410-128-14**

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## 1. Project Management Approach

The selected vendor shall agree to follow project management methodologies that are consistent with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) Guide. All staff and subcontractors proposed to be used by the Vendor shall be required to follow a consistent methodology for all Contract activities.

The Contractor will provide a project manager ("PM") whose effort will incorporate all the tasks necessary to successfully implement the project. These tasks will include, among others consistent with the PMBOK methodology, updating Project Plans, assigning staff, scheduling meetings, reviewing status reports, addressing project issues and change orders, and preparing presentations for State stakeholders. The successful Vendor's Project Manager shall have overall responsibility for the project deliverables, schedule, and successful implementation of the project as planned and all activities of Contractor's resources.

The State's Project Manager shall supervise the Contractor's performance to the extent necessary to ensure that the Contractor meets performance expectations and standards. A selected vendor's Project Manager shall work closely with the State's Project Manager on a day to day basis. A selected vendor's Project Manager shall be on-site in Vermont as the State may require during the entire project based upon an agreed project schedule. A selected vendor's Project Manager shall be required to schedule and facilitate weekly project team status meetings either onsite in Vermont or via teleconference.

The selected vendor's Project Manager shall provide weekly written Status Reports to the State Project Manager. Status Reports shall include, at a minimum: all tasks accomplished, incomplete, or behind schedule in the previous week (with reasons given for those behind schedule); all tasks planned for the coming two weeks, an updated status of tasks (entered into the Project Plan and attached to the Status Report – e.g., % completed, completed, resources assigned to tasks, etc), and the status of any corrective actions undertaken. The report will also contain items such as the current status of the project's technical progress and contractual obligations, achievements to date, risk management activities, unresolved issues, requirements to resolve unresolved issues, action items, problems, installation and maintenance results, and significant changes to Contractor's organization or method of operation, to the project management team, or to the deliverable schedule where applicable. The State PM and the Contractor PM will come to agreement on the exact format of the report document at or before the project kickoff meeting.

The State shall require, at a minimum, the following Project Management Deliverables:

- Contractor PM to work with State project team to finalize a detailed project workplan (in Microsoft Project). The selected vendor shall maintain and update the project plan on a regular basis (at least weekly, if not daily).
- Project kickoff meeting.
- A detailed Project Management Plan (PMP).
- Weekly project status reports as defined above.
- Up-to-date project issues log.
- Up-to-date risk log.
- Weekly project team meetings which shall include meeting agendas and meeting discussion log, action items and update issues and risk logs accordingly.

The Vendor must provide a narrative overview of how the proposed solution will meet the Vermont AHS requirements. The following information pertaining to Project Management Methodology must be provided.

### 1.1 Program and Project Management

**Instructions:** Describe the Vendor's methodology, tools, and techniques used to support projects from requirements through finished deliverables including deployment of the new System, project management, checkpoints and periodic status reporting. Describe policies and procedures employed to ensure the timely completion of tasks in a quality fashion.

<Response>

### 1.2 Project Work Plan

**Instructions:** Provide a narrative describing the Vendor's proposed processes and methodologies for providing all components as described in Section 2.6 Scope of Work. Include any assumptions and the Vendor's approach to meeting the proposed Project Schedule using Microsoft Project®. Provide a proposed Work Plan and Work Breakdown Structure (WBS) as part of the Vendor's proposal. This Work Plan and WBS should show all task details with responsibilities, timelines, durations, milestone dates, deliverables, and Vendor personnel hours by deliverables for each phase, State personnel hours by phase deliverable, and all critical dependencies for the project's milestones and deliverables. The Workplan must be an attachment to the Vendor's Technical Proposal and tabbed as such in the submission as well as an electronic version of the Microsoft Project® version in the Vendor's electronic submission of the Technical Proposal.

<Response>

### 1.3 Change Management Plan

**Instructions:** Describe the Vendor's methodology, tools, and techniques for communicating and accomplishing organizational change management. Discuss how the Vendor can assist the State in implementing the organizational change and communicating the change to the impacted business units and associates. Describe specific techniques the Vendor uses to educate executives, build executive alignment, and cascade the change throughout the organization.

Please address the following areas (at a minimum):

- Your Change Management Methodology
- Determination of the impact of this change
- Methods of responding to the change, process harmonization and potential resistance
- Communication and planning
- Method for ensuring a successful change management program
- Lessons Learned regarding change management challenges as they will impact this project

<Response>

## 1.4 Change and Release Management

**Instructions:** Describe the Vendor’s approach for change and release management including services required to appropriately manage and document (e.g., impact analysis, version control, library management, turnover management, build management, parallel development) changes to the application and any of the constituent components being developed. Change and Release Management also includes services required to appropriately manage and document changes to the underlying application development environment components. These include the following:

- **Library Management**—The classification, control, and storage of the physical components of the application
- **Version Control**—The maintenance, tracking, and auditing of modifications to an application’s components over time, facilitating the restoration of an application to prior development stages
- **Turnover Management**—The automated promotion of software changes across different phases of the lifecycle (e.g., development, unit test, systems test, and production), including management of the approval process, production turnover, and software migration control

The Vendor shall propose a centralized solution to automate and control the software change and release management process.

<Response>

## 1.5 Software Configuration Management

**Instructions:** Describe the Vendor’s Software Configuration Management approach including the identification and maintenance of system software components and the relationships and dependencies among them. These activities include:

- Automatic capture and storage of IT Service to Application, Application-to-Component and Component-to-Component relationships
- Maintenance of the history of those relationships and any transformation required to appropriately manage and document (e.g., source control, version control, profiles, security plans) configuration changes affecting the application and its processing environment

The Vendor is required to propose specific tools and infrastructure for software configuration management.

<Response>

## 1.6 Relationship Management

**Instructions:** Describe how the Vendor organization will represent itself to the State from an overall viewpoint. Discuss treatment of account management, status reporting ((hard copy and electronic), performance review meetings), contract management, audits, quality assurance, planning, setting priorities and handling service requests.

<Response>

## 1.7 Issue Management

**Instructions:** Describe the Vendor’s process for problem management including: problem logging, problem resolution, tracking of unresolved problems, problem escalation procedures, and problem closeout and reporting practices. The Vendor should describe the integration of problem management across sub-contractors, if applicable, such as the use of an automated system.

<Response>

## 1.8 Quality Management

**Instructions:** Describe the Vendor’s quality assurance practices as well as how the Vendor incorporates each customer's unique requirements. The response shall describe the Vendor’s internal quality management program referencing the use of any specific methodologies.

<Response>

## 1.9 Risk Management

**Instructions:** Describe the Vendor’s risk management practices. Describe the expected risk areas and mitigation plans. The response shall describe the Vendor’s internal risk management plan. This should include reference to the use of any specific methodologies, as well as any specific tools being used.

<Response>

## 1.10 Security and Regulatory Management

**Instructions:** Describe how the Vendor maintains physical and logical security relative to the services it provides. This should include an overview of the policies and practices to prevent, detect, and resolve security breaches. In addition, the Vendor shall demonstrate experience and ability to meet all regulatory requirements (e.g., FISMA, HIPAA , Vermont Statutes).

<Response>

## 1.11 Relationships with Third Parties

**Instructions:** Indicate whether or not the Vendor has any current financial or contractual relationship with any third party hardware, software, or other vendors that may be used to provide services or products in connection with any phase of the Care Management project. If so, for each relationship, name the third party, describe the nature of the relationship with the third party, and indicate whether such third party will be used by Vendor as a Subcontractor or contracted directly by Vermont AHS. Vendor shall also disclose any known or perceived conflicts of interest Vendor or its leadership may have that would impact any phase of the project.

<Response>

## 2. Environment Installation and Configuration

**Instructions:** Describe the Vendor’s overall approach regarding the following areas of system development life cycle (SDLC) and support. Please include in the response what the Vendor believes will be an effective process for each component and flow between each of the following areas:

## 2.1 Environment Installation

**Instructions:** Describe what the Vendor believes to be an effective Environment Installation strategy and approach and the specifications for all necessary hardware, software and tools for the Six (6) enterprise environments listed below. The Vendor can propose to combine certain environments, where appropriate. The six (6) environments include:

1. Production
2. QA/Staging
3. Development
4. Test
5. Training
6. Disaster Recovery

<Response>

## 2.2 Environment Configuration

**Instructions:** Describe what the Vendor believes to be an effective Environment Configuration strategy and approach by providing details on Configuration of all hardware, software and tools proposed.

<Response>

## 3. Knowledge Transfer and Training

**Instructions:** Describe the Vendor's overall approach regarding the following areas of system development life cycle (SDLC) and support. Please include in the response what the Vendor believes will be an effective process for each component and flow between each of the following areas:

### 3.1 Change Management

**Instructions:** Describe what the Vendor believes to be an effective Change Management strategy and approach including providing details for a change readiness assessment, gap analysis, and recommendations for organizational and process changes.

<Response>

### 3.2 Knowledge Transfer

**Instructions:** Describe what the Vendor believes to be an effective Knowledge Transfer strategy and approach including describing the approach for bringing managers, end users, and technical personnel to an appropriate level of understanding of the State's solution.

<Response>

### 3.3 Training Strategy and Approach

**Instructions:** Describe what the Vendor believes to be an effective Training strategy and approach and what user and technical training the Vendor would recommend to the State for this System. Include the training of State personnel who will work on the project, as well as users and executives. Describe how State Users will be trained in partnership with Vermont AHS. Describe how AHS IT staff will be provided technical training to ensure required support and technical capabilities to support the maintenance and operations needs of the new System. Include the method of training for each of these classifications of individuals, an approximation of the number to be trained, estimated duration of each component of the training program, and the method to be used to ensure that the training was successful.

<Response>

## 4. Design, Development and Customization

**Instructions:** Describe the Vendor's overall approach regarding the following areas of system development life cycle (SDLC) and support. Please include in the response what the Vendor believes will be an effective process for each component and flow between each of the following areas:

### 4.1 System Design Methodology

**Instructions:** Describe the Vendor's System Design methodology. Include in the response a description of what the Vendor believes will be an effective System Architecture and Design methodology and also the detailed Design Specifications.

<Response>

### 4.2 System Development Methodology

**Instructions:** Describe the Vendor's System Development methodology. Include in the response a description of what the Vendor believes will be an effective system development methodology (e.g., Waterfall model, Rapid Application Development etc.) for both the Vendor and for the State during the implementation of the proposed solution. Also, describe the Vendor's process which ensures that the State's IT staff will be able to develop the required skills to support, maintain and enhance the System after deployment into production.

<Response>

### 4.3 System Customization Methodology

**Instructions:** Describe what the Vendor believes will be an effective System Configuration and/or Customization methodology for both the Vendor and for the State during the implementation of the proposed solution. Also, describe the Vendor's process which ensures that the State's IT staff will be

able to develop the required skills to support, maintain and enhance the system after deployment into production.

<Response>

#### 4.4 Data Conversion Strategy, Approach and Timeline

**Instructions:** Describe what the Vendor believes to be an effective Data conversion strategy and approach for supporting migration of data from the current System to the proposed solution. Describe how the Vendor will ensure data integrity and consistency through all phases of the project.

<Response>

#### 4.5 Data Transition Strategy, Approach and Timeline

**Instructions:** Describe what the Vendor believes to be an effective Data transition strategy and approach during the roll-over of data from the current WIN System to the proposed solution.

<Response>

#### 4.6 Testing Strategy and Approach

**Instructions:** Describe what the Vendor believes to be an effective Testing strategy and approach to ensure that the System is functioning and processing the data correctly. This plan should at a minimum address the end-to-end application testing, stress tests, performance tests, and UAT tests to assure that the solution will meet performance requirements under expected user loads, backup and recovery testing and installation testing.

<Response>

## 5. Deployment

**Instructions:** Describe the Vendor’s overall approach regarding the following areas of system development life cycle (SDLC) and support. Please include in the response what the Vendor believes will be an effective process for each component and flow between each of the following areas:

### 5.1 Implementation/Rollout Planning

**Instructions:** Describe the Vendor’s methodology, tools, and techniques for implementation/rollout planning. What specific staging, readiness and deployment techniques will the Vendor use to determine the proper sequencing of deployment processes and functions required for successful implementation?

<Response>

### 5.2 Implementation Strategy, Approach and Timeline

**Instructions:** Describe what the Vendor believes to be an effective implementation and deployment strategy. In addition, include what the Vendor believes would be a realistic implementation approach and timeframe for the implementation of a System that would meet the State’s requirements. If some of the System’s Functional or Technical requirements and capabilities are not part of the standard Solution (available now or via Configuration), please describe a proposed phasing methodology to deliver to Vermont AHS’ full requirements. Provide reference to the Vendor’s proposed Work Plan and WBS in the required Microsoft Project® Work Plan submission.

<Response>

### 5.3 Data and Document Retention

**Instructions:** The Vendor shall implement and comply with industry standard backup procedures and Vermont AHS’ backup requirements, as well as Vermont AHS’ record and document management policies. As part of its response to the RFP, describe the Vendor's backup processes and procedures.

<Response>

### 5.4 Issues, Challenges and Potential Risks

**Instructions:** The State is interested in any information that may help to identify issues, clarify the requirements, reduce risk of the procurement, and identify issues and challenges of designing and implementing the proposed System. Please highlight any concerns or recommendations in this section.

<Response>

### 5.5 Lessons Learned

**Instructions:** It will be helpful to understand what the Vendor sees as the successes and primary challenges in the implementation of similar systems. In order to gain this insight, the State would like to draw upon the Vendor’s experiences with similar projects. Please describe any “lessons learned” from the Vendor’s relevant experience and how those lessons learned will impact the Vendor’s approach to this project.

<Response>

## 6. Quality Management

**Instructions:** Describe the Vendor’s approach to ensure the quality of the solution and including details on: management of requirements through the traceability matrices, configuration management activities, change readiness, metrics to analyze quality goals and management of defect and issue tracking. The description should at a minimum include the following elements:

- The State’s management of the requirements. This includes the identification of inconsistencies between the requirements, and the project's plans and work products.
- The State’s requirements traceability matrices that will be used for requirements management, and will map where in the software a given requirement is implemented.
- The State’s configuration management activities that include: baseline control and monitoring the software library. Approved changes to baseline software and/or documentation should be made properly and consistently in all products, and no unauthorized changes are to be made.
- The practices and procedures that will be followed for reporting, tracking, and resolving problems or issues identified in software development, solution transition, and solution maintenance.
- The business process changes resulting from the State.
- A change readiness assessment of the State’s organization. This may include a gap analysis and recommendations for organization change required to support the State environment.
- The quality of work products developed and delivered by Vendor’s subcontractors/partners, if applicable.
- A metrics process that describes how measurements will be identified, collected, and analyzed to ensure that quality goals, including management and the State solution goals, are being met. It should also describe the types of project metrics used.
- The Vendor’s organizational structure, and the roles and responsibilities of Vendor staff as they relate to quality management.
- Description of the processes and management of the Defect and Issue Tracking Solution for resolution of items and, if applicable, how corrective action plans will be developed to address more significant issues.

<Response>

## 7. Statement of Work

Vendors must provide a Statement of Work which details the work to be performed consistent with the requirements detailed in the RFP for the Care Management project. The Statement of Work must detail the work activities and tasks required to execute the project as identified by the Project Management Strategy, Implementation Strategy, and Project Work Plan.

## 7.1 List of Deliverables

Table 1 below lists the Recurring Deliverable identified by the State in RFP Section 2.5.13.1.

**Table 1 Recurrent Deliverables**

Project Monitoring and Status Reporting	
0	Project Status Reporting (Recurring throughout the length of the project)

Table 2 below lists all the Task Related Deliverables identified by the State in RFP Section 2.5.13.2.

**Table 2 Task Related Deliverables**

Project Initiation and Planning	
1	Project Kick-off Presentation
2	Project Management Plan
3	Project Work Plan and Schedule
4	Requirements Analysis, System Design and Development Strategy
5	System Implementation Strategy
6	Master Testing Strategy
7	Requirements Traceability Plan
System Design	
8	Functional Specification and Design Document
9	Data Integration and Interface Design Document
10	System Architecture
11	Technical Design Document
System Configuration and Development	
12	System Implementation Plan
13	Data Integration and Synchronization Plan
14	System Maintenance Support Plan
Testing	
15	Test Plan
16	Test Scenarios, Test Cases and Test Scripts
17	Documented System Test Results
Training	
18	Training Plan
19	Training Manuals, End-User Guides and Materials
20	Documented Evidence of Successful End-User Training
Deployment	
21	Deployment Plan
22	CMS Certification
23	System Incident and Defect Resolution Report

24	Completed Detailed Functional and Technical Specifications Traceability Matrix
25	System Source Code and Documentation
26	Performance SLAs
<b>Phase Closeout</b>	
27	Phase Closeout
<b>System Maintenance and Operations</b>	
28	System Incident Reports – M&O
29	Adaptive Maintenance Reports
30	System Enhancement Reports
31	Tier 2 Service Desk Plan
<b>Additional Deliverables Proposed by the Vendor</b>	
32	[Vendor Specified Milestone]
33	[Vendor Specified Milestone]

## 7.2 Deliverable Response Template

The narrative for the Statement of Work must include a detailed description of each project Deliverable as described in Section 2.5.13 of the RFP. The Statement of Work must also clearly define the scope of the project and provide assumptions on which the Work Plan and Statement of Work were developed. Be sure to NOT include any direct pricing assumptions in this section.

For each Deliverable, the Vendor must provide the following information:

- **Deliverable Description** – Provide an overview of the Deliverable
- **Vendor Responsibilities** – Provide clear and concise narrative of Vendor responsibilities to perform the work for this Deliverable.
- **State Responsibilities** – Provide clear and concise narrative of what the Vendor expects from the State to perform the work for this Deliverable.
- **Deliverable Timeline** – Please include Start and End Dates
- **Deliverable Duration** – Total Duration of the Deliverable in Working Days.
- **WBS ID Number** – Provide the reference to the Microsoft Project® WBS ID number related to this Deliverable.
- **Reference** – Please indicate the Section, Page, Paragraph where referenced

The response template in Table 3 below must be used for providing the Statement of Work for each of the Deliverables identified in Table 1 and Table 2 (including any additional Deliverables the Vendor proposes).

**Respondents are not to change any of the pre-filled cells in the following Table 3. Any changes to the pre-filled cells in the following table could lead to the disqualification of a respondent.**

**Table 3 Deliverable Response Template**

<b>ID - 0</b>	<b>Project Status Reporting</b>	
<b>Deliverable Description</b>		
<b>Vendor Responsibilities</b>		
<b>Expectations for the State Responsibilities</b>		
	<b>Start</b>	<b>End</b>
<b>Time Line</b>		
<b>Duration</b>		
<b>WBS ID#(s)</b>		
<b>REFERENCE (Section, Page, Paragraph)</b>		

<Please add a separate Table for each of the Deliverable as shown above>

### 7.3 Deliverables Expectations Document (DED)

As detailed in the RFP requirements (Section 2.5.13.3 Deliverable Expectations Document), the Vendor will be required to prepare all deliverables based on an agreed upon Deliverable Expectation Document (DED). The DED will be prepared by the Vendor, reviewed by the QA Provider and the State. Once approved by the State, the DED will be the tool used to monitor the Vendor’s work on the deliverable and for the deliverable acceptance criteria. No work will be performed on any deliverable associated with a payment milestone until the DED has been approved in writing by the State. As each Project Deliverable is submitted, the Vendor must include a copy of the DED as the cover sheet.

**As part of their Proposal, Vendors must provide DED for the following deliverables defined within the RFP, using the DED template in Table 5. Submission of DEDs for these deliverables will be evaluated as part of the Vendor Solution but will not necessarily be the final DED for commencing work on these deliverables.**

**Respondents are not to change any of the pre-filled cells in the following Table 4. Any changes to the pre-filled cells in the following table could lead to the disqualification of a respondent.**

**Table 4 Deliverables for which the Vendor has to complete a DED within the Proposal**

Deliverable #	Name of Deliverable
3	Project Work Plan and Schedule
8	Functional Specification and System Design Document
9	Data Integration and Interface Design Document
10	System Architecture
11	Technical Design Document
15	Test Plan
18	Training Plan
19	Training Manuals, End-User Guides and Materials

20	Documented Evidence of Successful End-User Training
22	CMS Certification
23	System Incident and Defect Resolution Report
24	Completed Detailed Functional and Technical Specifications Traceability Matrix
25	System Source Code and Documentation
27	Phase Closeout
28	System Incident Reports – M&O
29	Adaptive Maintenance Reports
30	System Enhancement Reports
31	Tier 2 Service Desk Plan

Table 5 below provides a template to be used for Deliverable Expectations Document.

Table 5 DED Template

<b>Project Deliverable Expectations Document (DED)</b>	
<b>Project Deliverable Number:</b>	<b>Title of Deliverable:</b>
Leave Blank	<Insert>
<b>Proposal Reference:</b>	<b>Contract Reference:</b>
<Insert>	Leave Blank
<b>Frequency:</b>	<b>Draft Submission Due:</b>
<Insert>	Leave Blank
<b>State’s Draft Review and Comment Period:</b>	<b>Final Submission Due:</b>
Leave Blank	Leave Blank
<b>Approval Required:</b>	<b>Distribution:</b>
Leave Blank	Leave Blank
<b>Vendor:</b>	
<b>Prepared by:</b>	<b>Date Submitted:</b>
Leave Blank	Leave Blank
<b>Date Submitted 2:</b>	<b>Date Submitted 3:</b>
Leave Bank	Leave Blank
<b>Phone Number:</b>	<b>FAX:</b>
Leave Blank	Leave Blank
<b>E-mail:</b>	
Leave Blank	

<b>Deliverable Acceptance Criteria – To be reviewed by QA Provider and the State and Approved by the State’s Project Director</b>	
<Insert Proposed Format and Content Description for Each Required DED>	
<b>Agency of Human Services Approval/Comments</b>	
<b>Approved by:</b>	<b>Date:</b>
Leave Blank	Leave Blank
<b>Signature:</b>	
<b>Comments:</b>	
Leave Blank	

## 8. Implementation Requirements Assumptions

Document the assumptions related to the implementation requirements in the following Table 6.

**Table 6** Implementation Requirements Assumptions

ITEM #	REFERENCE (Section, Page, Paragraph)	DESCRIPTION	RATIONALE
1.			
2.			
3.			

<Vendor may add rows as appropriate>

## 9. Value-added Benefits

**Instructions:** Describe any services or deliverables that are not required by the RFP that the Vendor proposes to provide within the Vendor’s fixed price Proposal and thus at no additional cost to the State. Vendors are not required to propose value-added benefits, but inclusion of such services may impact the Vendor’s overall evaluation.

<Response>