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- a) The deliverable meets the Agency's requirements for timeliness meaning the deliverable is completed and submitted by the required due date;
 - b) The deliverable meets the Agency's requirement for completeness meaning the deliverable-required components are present in the deliverable; and
 - c) The deliverable meets the Agency's requirement for accuracy, meaning the deliverable conforms to the Agency-approved DED, as applicable, the deliverable functions as expected, and is fit for use. Any deliverable schedule delays, extensions or deliverable rework will be done **at no additional cost to the Agency.**
- 5) The Vendor shall allow time in the deliverable and work product production to conduct thorough internal quality reviews to confirm the deliverable follows Statewide Medicaid Managed Care (SMMC) Style Guide, located in the [EDW Procurement Library](#), and meets the criteria for item 4) above.
 - 6) The Vendor shall use and maintain the Agency-hosted repository for document management for deliverables and work products/artifacts. The Agency currently uses SharePoint as their documentation repository.

b. List of Payment Deliverables

Figure 6: Payment Deliverables below, provides the outline for development and management guideline for the project Payment Deliverables.

Artifact and Deliverable Reviews are completed or conducted per the Project Process Agreement. For artifacts and deliverables that evolve through the project life cycle, the exhibit shows the expected version of artifacts and deliverables produced in each phase of the project life cycle:

- Baseline (B) – the locked down version of project management deliverables that is the basis for measuring progress.
- Final (F) – the final version prior to operations and maintenance.
- Interim (I) – incorporates updates to reflect changes that occurred in this and preceding phases of the project life cycle.
- Preliminary (P) – first published version of the deliverable.
- Update (U) – incorporates updates to reflect changes since the last publication of deliverable.
- Update Yearly (Y) – incorporates annual updates to reflect changes.

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Figure 6: Payment Deliverables

#	Description	Initiation	Planning	Requirements Analysis	Design	Development	Testing	Implementation	O & M	Disposition
PD-1	Project Management Plan (Includes Vendor Resource Management Plan)		B	U	U	U	U	F	U	
PD-2	Project Schedule	P	B	I	I	I	I	F		
PD-3	High-Level Technical Design			P/F					U	
PD-4	System Security Plan				P	I	F		U	Y
PD-5	Requirements Document			P/F						
PD-6	Bill of Materials		P	I	F				U	Y
PD-7	Technical Infrastructure Plan				P/F					
PD-8	Requirement Traceability Matrix			P	I	I	I	F	U	
PD-9	System Design Document (Architecture Specifications)				P/F					
PD-10	Data Conversion and Migration Plan				P	F				
PD-11	Implementation Plan/Software Release Plan					P	F			
PD-12	Configuration Management and Release Management Plan		P	I	F					
PD-13	Contingency Plan (for Disaster Recovery and Business Continuity)				P	F			U	Y
PD-14	Interface Control Document (ICD)				P/F					
PD-15	Test Plan			P	I	F			U	
PD-16	Environmental Readiness Review (Includes Construction Completion Approval and Report)					P	F			
PD-17	Implementation Readiness Review (Includes System, Security, and Performance Test Completion and Report)						P/F			
PD-18	Organizational Change Management Plan (includes Training Plan)					P	F		U	Y
PD-19	Operations and Maintenance Manual					P	I	F	U	
PD-20	Production Readiness Review						P/F			
PD-21	Post Implementation Report								P/F	
PD-22	Operational Readiness Review (ORR)							P/F		
PD-23	Warranty Completion Report								F	
PD-24	Annual Operational Analysis (AOA)								P/F	Y
PD-25	Vendor Turnover Plan								P/F	

Legend: **P**reliminary; **B**aseline; **I**nterim; **F**inal; **U**date; **Y**early Update.

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c. **Payment Deliverable Requirements – Contract Wide**

Deliverables **PD-1 and PD-2** in **Figure 6: Payment Deliverables** are due no later than sixty (60) calendar days following execution of this Contract.

Deliverables **PD-3 and PD-4** in **Figure 6: Payment Deliverables** are due no later than ninety (90) calendar days following execution of this Contract.

Deliverables **PD-5 thru PD-25** in **Figure 6: Payment Deliverables** shall be developed and delivered according to the Agency approved **PD-2: Project Schedule**.

- 1) PD-1: Project Management Plan (Includes Vendor Resource Management Plan)
 - a) The Vendor shall complete and submit a Project Management Plan (**PD-1**) which contains a comprehensive and practical description of the Vendor's plan for project management and control mechanisms, including staff organizational structure, progress reporting, major decision making, signoff procedures, and internal control procedures. The Project Management Plan shall be in compliance with, and include all the sub-plans as defined in, the **FX Project Management Standards**.
 - b) The Vendor shall develop a Vendor Resource Management Plan as part of (**PD-1**) in accordance with **FX Project Management Standards**. In addition, the Vendor Resource Management Plan shall include the following:
 - (1) Staff organizational chart which identifies staff by name, position title, and staff position;
 - (2) Roles, responsibilities, and authority for staff;
 - (3) Staff acquisition and release dates;
 - (4) Resource calendars;
 - (5) Staff physical location, working hours, and percentage of work time allocated to this Contract;
 - (6) Staff acquisition plan;
 - (7) Plan for identification, tracking and resolution of staffing level deficiencies, and reporting staffing level deficiencies to the Agency;
 - (8) Description of the automated tool used by the Vendor for tracking and reporting staff allocation and hours across task orders;
 - (9) Training requirements; and
 - (10) Regulations, standards, and policy compliance requirements.
 - c) The Vendor shall submit a revised Vendor Resource Management Plan for Agency review and approval within ten (10) business days of revised policies and procedures

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contained within the plan. If additional staff is required, they shall be provided by the Vendor at no additional cost.

- 2) PD-2: Project Schedule
- a) The Vendor shall develop and submit to the Agency an initial Project Schedule during the startup/planning phase and provide weekly updates to the Agency. The initial Project Schedule shall be submitted within ten (10) business days after Contract execution. This schedule shall summarize the steps the Vendor shall take to deploy the project team and include estimates for the preparation and completion of initiation and planning artifacts up to the point the Project Schedule (PD-2) is baselined during the Planning Phase.
- b) The Vendor shall develop and submit to the Agency a Project Schedule (PD-2) which meets the following requirements:
- Indicates a thorough understanding of the scope of work described in the Contract;
 - Complies with the requirements in the FX Project Management Standards located in the [EDW Procurement Library](#);
 - Meets compatibility requirements for current interoperation with Microsoft Project Online Professional or other future project scheduling tool that may be in place by the Agency;
 - Is resource and cost loaded as dollars/hour;
 - Enables calculation of SPI/CPI;
 - Identifies realistic person hours of effort estimated for each task; and
 - Is effort-driven with a critical path.

The Vendor shall coordinate with interdependent projects as specified in the FX Project Management Standards. The Vendor shall maintain and update the Project Schedule on at least a weekly basis or more frequently to reduce risk of missed deadlines and adverse impacts to interdependent projects.

A document listing the assumptions and constraints that were factored into the development of the Project Schedule shall be included when the Project Schedule is submitted to the Agency for approval to baseline. The Schedule Assumptions and Constraints document shall be kept up to date.

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- 3) PD-3: High-Level Technical Design
 - a) The Vendor shall develop and submit a High-Level Technical Design (**PD-3**), which includes an approach to integration related to the scope of work. The Plan shall include the Vendor's design of framework which shall serve as a single point of reference for integration management of modules, systems, and data.
- 4) PD-4: System Security Plan (SSP)
 - a) The Vendor shall develop and submit a System Security Plan (**PD-4**), which shall document the current level of security controls within the project which protects the Confidentiality, Integrity, and Availability (CIA) of the system and its information. This SSP is based upon the Centers for Medicare and Medicaid Services (CMS) Acceptable Risk Safeguards (ARS) to assess CIA and NIST Special Publication (SP) 800-53 Rev 4. The SSP shall be a living document which shall be updated no less than annually, and when new vulnerabilities are identified and mitigated, and when additional functionality, components or COTS products are implemented.
 - b) This deliverable includes, at a minimum:
 - (1) Risk Assessment Report;
 - (2) Security Audit Report;
 - (3) Penetration Test Report;
 - (4) Federated Identity Management Solution Report;
 - (5) Security Clearance/Staffing Controls Policies and Procedures;
 - (6) HIPAA Disclosure Report;
 - (7) Security Controls Test Plan;
 - (8) Security Control Assessments;
 - (9) Security Test Plan; and
 - (10) Security Authorization Package.
- 5) PD-5: Requirements Document
 - a) The Vendor shall develop and submit to the Agency a Requirements Document (**PD-5**) which further elaborates the requirements from this solicitation and the detailed requirements solicited during Joint Application Development (JAD) sessions with the FX stakeholders.
 - b) This deliverable includes, at a minimum:
 - (1) JAD Session Documentation

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- 6) PD-6: Bill of Materials (BOM)
 - a) The Vendor shall document and submit the activities performed to Purchase, Install, and Initialize Hardware and Software Configuration BOM (**PD-6**) for the EDW Project.
 - b) The Vendor shall develop the Bill of Materials (BOM) which lists the hardware and software components needed to be purchased for the EDW Project as described in **Table: 7 - Hosting and Environments Requirements**. The BOM shall contain information including the name of the product, the type of the product, quantity, purchase amount, licensing and support, and product Vendor name and contact.
 - c) This deliverable includes, at a minimum:
 - (1) Hardware and Equipment Acquisition and Installation Plan; and
 - (2) Software Acquisition and Installation Plan.
- 7) PD-7: Technical Infrastructure Plan
 - a) The Vendor shall develop and submit a Technical Infrastructure Plan (**PD-7**), which shall document the planned technical infrastructure (hardware, software, networks, data centers, facilities) to support all the components of the EDW Solution. It also includes the plan for tools and utilities that support the hardware and systems software. The plan shall include any local and remote environments including cloud services.
- 8) PD-8: Requirements Traceability Matrix (RTM)
 - a) The Vendor shall document and submit a Requirements Traceability Matrix (**PD-8**) which shall be developed and used in the EDW Project to confirm that the project's scope, requirements, and deliverables remain as originally procured when compared to the baseline.
 - b) This deliverable includes, at a minimum:
 - (1) Requirements Traceability Matrix; and
 - (2) Business Rules Traceability Matrix.
- 9) PD-9: System Design Document (Includes Architecture Specifications)
 - a) The Vendor shall develop and submit a System Design (**PD-9**) in accordance with the **Design and Implementation Management Standards** document, located in the [EDW Procurement Library](#). At a minimum the deliverable shall include a written description of the solution including detailed architectural diagrams, data flows, component specifications and COTS products that provide guidance to the system developers.

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- 10) PD-10: Data Conversion and Migration Plan
 - a) The Vendor shall develop and submit a Data Conversion and Migration Plan (**PD-10**) in accordance with **Table: 13 - Data Conversion** requirements. The plan shall include at a minimum: proposed methodology; roles and responsibilities; tools; data structures; quality controls; security and privacy considerations, testing tools; and schedule for converting data from the source system(s) to the target system(s).

- 11) PD-11: Implementation Plan/Software Release Plan
 - a) The Vendor shall develop and submit an Implementation Plan/Software Release Plan (**PD-11**) to include managing dependencies across releases along with handling technology stacks, databases, and infrastructure to match the roll out needs. The plan shall include stakeholder walkthroughs, method and schedule to deploy the solution, and process for submitting request for Agency's acceptance.

- 12) PD-12: Configuration Management and Release Management Plan
 - a) The Vendor shall develop and submit a Configuration Management and Release Management Plan (**PD-12**) which details the tracking, planning, managing, scheduling, and controlling the implementation of the solution through different stages and environments.
 - b) This deliverable includes, at a minimum:
 - (1) Release Management Plan; and
 - (2) Configuration Management Plan.

- 13) PD-13: Contingency Plan (for Disaster Recovery and Business Continuity)
 - a) The Vendor shall develop and submit a Contingency Plan (**PD-13**) to document the Vendor's approach to cover situations which could interrupt the ability of the Agency to access and/or use the solution for business purposes as described in **Table: 8 - Disaster Recovery and Business Continuity Requirements**. The Agency will review and, provide comments and edits to the Vendor's Contingency Plan during the Initiation Phase.

The Plan shall comply and integrate with the Agency's Enterprise Disaster Recovery and Business Continuity Plan and shall address recovery of business functions, units, processes, human resources, and technology infrastructure; backup strategy and recovery process; communication protocols and process for restoring operations in a timely manner.

The Contingency Plan will be updated and tested at least annually, and the test results and corrective actions will be

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reported to the Agency. The Agency, at its discretion, reserves the right to direct the Vendor to amend or update its Contingency Plan during the term of this Contract in accordance with the best interests of the Agency and **at no additional cost to the Agency.**

- b) This deliverable includes, at a minimum:
 - (1) Disaster Recovery and Business Continuity Test Report;
 - (2) Business Impact Assessment; and
 - (3) Annual Test Results and Corrections.

- 14) PD-14: Interface Control Document (ICD)
 - a) The Vendor shall develop and submit an Interface Control Document (**PD-14**) which describes how the Vendor shall incorporate the design, development, and maintenance of enterprise interfaces. Each Application Program Interface (API) and component which shall interface with the EDW Solution platform shall be documented using the Agency's ICD template. This effort shall be performed in collaboration with other stakeholders in the FX Projects.

 - b) This deliverable includes, at a minimum:
 - (1) Data Layout Documentation;
 - (2) Data Dictionary; and
 - (3) Data Mapping Crosswalk.

- 15) PD-15: Test Plan
 - a) The Vendor shall develop and submit a Test Plan (**PD-15**) as documented in **Table: 24 - Testing Phase Requirements**, which describes how the Vendor shall perform testing of the solution and detail the work products which shall be submitted to the Agency as part of the testing phase. The plan shall detail the support the Vendor shall provide to the Agency and Module Vendors in integrating with the enterprise solution. This includes operating a test bed against which teams can test and resolve integration issues. The plan shall include roles and responsibilities throughout the Testing Phase and a process for submitting, monitoring, and resolving defects found during testing and enhancements, assigning severities/priorities in accordance to Agency standards, process for applying fixes, regression testing of any fixes, and assurance of parity between technical environments. The plan shall include use of the tools for identifying, prioritizing, tracking, fixing, and re-testing System Defects or Enhancements, structured promotion of functionality to subsequent testing levels, summary of testing tools used throughout the Testing Phase including the approach to defining test cases which are representative of actual

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cases, and testing of recovery processes and/or component outages/failures.

- b) This deliverable includes, at a minimum:
 - (1) UAT Test Data information;
 - (2) Extract Data Process;
 - (3) Test Progress Report;
 - (4) Test Defects Weekly Report;
 - (5) Test Results;
 - (6) Detailed test cases for each sub-phase of testing: Integration Testing, System Testing, Regression Testing, Performance Testing, User Acceptance Testing; and
 - (7) Test Region refreshment schedule to keep all stakeholder test regions in sync to allow for ongoing and accurate testing.

- 16) PD-16: Environmental Readiness Review
 - a) The Vendor shall develop and submit an Environmental Readiness Review (**PD-16**) which includes construction completion approval and report, details the scope of work, planned tasks, and completed tasks as part of the configure/build process for the solution including implementation of detailed requirements, detailed design, configuration, development, unit testing, and documentation.

- 17) PD-17: Implementation Readiness Review
 - a) The Vendor shall develop and submit an Implementation Readiness Review (**PD-17**) which includes a Test Completion Report for each of the testing phases including System, Integration, and Performance Testing. The Test results shall be traced to the use case/user story and design documentation being tested as well as tracked and reported according to the RTM.
 - b) This deliverable includes, at a minimum:
 - 1) Integration Test Results
 - 2) System Test Results
 - 3) Regression Test Results
 - 4) Performance Test Results
 - 5) User Acceptance Test Results

- 18) PD-18: Organizational Change Management Plan (includes Training Plan)

Organizational Change Management (OCM) is a framework for planning and managing the effects of change on people in an organization as it plans and implements an initiative. An initiative may include changes such as new technology, business

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processes, or organizational structure within the enterprise. Effective OCM activities can help to improve the overall success of a project by helping to support overall stakeholder adoption of the change. Simply put, OCM addresses the people side of a change by keeping them informed, involved, educated/trained, and supported prior to and throughout the change.

- a) The Vendor shall develop and submit an Organizational Change Management Plan (**PD-18**) in accordance with **Organizational Change Management (OCM) Tools and Definitions** document, located in the [EDW Procurement Library](#). The Vendor shall coordinate with the Agency's Organizational Change Management team to use appropriate tools, templates, and standards for all Organizational Change Management work products and artifacts. At the request of the Agency, the Vendor shall provide Organizational Change Management (OCM) activities to be completed across the life cycle, including the following project-specific artifacts:
 - (1) Communications Approach – the strategy that identifies key communication messages and principles, communication channels for use, key stakeholder groups, and risks
 - (2) Communications Plan – tactical plan for formally defining who receives specific messages, when they should be delivered, and the communication channel to be used

 - b) The Vendor shall develop and submit a **Training Plan** which details the Vendor's approach to provide training to the stakeholder for the solution. The Vendor shall provide training materials during the training phase that prepares the stakeholders to understand and quickly become productive within the new environment. This includes understanding how to monitor the system and use any relevant dashboards and the ability to understand how to leverage technical and functional documentation and/or reports. After completion of training, the Vendor shall submit a User Training Completion document to the Agency. The **Training Plan** deliverable includes, at a minimum:
 - (1) Training Materials;
 - (2) Training Schedule;
 - (3) User Training Completion;
 - (4) User Manual; and
 - (5) Desk Level Procedures.
- 19) PD-19: Operations and Maintenance (O&M) Manual
- a) The Vendor shall develop and submit an Operation and Maintenance Manual (**PD-19**) which details how the Vendor shall plan, operate and maintain the solution in

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compliance with negotiated Performance Standards. The manual shall include the plan and details for Architecture/hosting operations, monitoring daily operations performance, performing routine maintenance, maintaining user and system documentation, approach to system changes, enhancements, data corrections and other new requirements, reporting status against relevant Performance Standards and schedule of major and minor releases. Frequency of O&M reports will be approved by the Agency.

- b) This deliverable includes, at a minimum:
 - (1) Operational Procedures;
 - (2) Operational Policies;
 - (3) O&M System Maintenance Reports;
 - (4) O&M Configuration Inventory;
 - (5) O&M Reference Materials;
 - (6) System Operational Policy and Procedures Manual;
 - (7) EDW Support Services Operational Procedures Manual;
 - (8) Operational Policy and Procedure Manual(s); and
 - (9) Production Reports.

- 20) PD-20: Production Readiness Review
 - a) The Vendor shall develop and submit a Production Readiness Review (**PD-20**) and Stage Gate Review checklist which shall examine the actual solution characteristics and the procedures of the product's operation to confirm all hardware, software, resources, procedures, and user documentation accurately reflect the deployed state of the system as per **Table: 25 - Implementation Phase Requirements**.
 - b) This deliverable includes, at a minimum:
 - (1) Production Readiness Test Results; and
 - (2) Production Readiness Walkthrough.

- 21) PD-21: Post Implementation Report
 - a) The Vendor shall develop and submit a Post Implementation Report (**PD-21**) which details planning and roadmaps for managing all System releases. For every EDW Project implementation, the Vendor shall submit a Post Implementation Report which details assessment of the Implementation, lessons learned, deliverable closeout (if applicable) and monitoring information on the performance of the system/application during normal operations against original user requirements and any newly implemented requirements or changes.