

File 3: Proposed Solutions and/or Services

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PART II SCOPE OF SERVICES TO BE PROVIDED

Statement of Needs: This RFP includes a variety of narrative and matrix requirements pertaining to functionality, integration, configuration, reporting, and services. These requirements are organized below in separate sections for Functional, Technical, Security, Implementation, and Managed Services Requirements. For some sections, there are additional detailed requirements identified in [Exhibit 1](#) (RFP 202102021 - Requirements Traceability Matrix (RTM) document).

Bidders are to reference the “Response requirement” stated for each requirement in this section for instructions on how to respond to that requirement in their proposal submission. Additional instructions are also provided in PART IV, Section III of this RFP.

A. GUIDING PRINCIPALS AND REQUIREMENTS

Bidders are required to follow these guiding principles and requirements in responding to the work contained in this RFP and any resultant contract.

1. Key Solution Functionality Elements

The electronic procurement solution must not only address the functionalities and processes described in subsequent sections but also bring specific capabilities that provide the following high-level functions to Participating Entities:

- Single point of entry – a single initiation point for all procurement activity.
- Smart routing – a rules engine that electronically guides users down the appropriate procurement pathway.
- Compliance – a technology solution that has business rules and controls “baked in” (See APSPM).
- Portal – a solution that integrates access, collaboration, community, personalization, resources and information for both buying and supplier users.
- Open marketplace environment – an electronic environment of goods and services that provides a “catalog of catalogs” like shopping experience with access to content in Participating Entity issued contracts, external Cooperative Contracts and external internet retail marketplaces.
- Integration – batch and realtime with existing financial management and other core systems.
- Workflow – a configurable, rule/role-based approval automation.
- Document management – automated solution to create, transact and store documents.
- Reporting, dashboards and data visualization – a solution to provide detailed reports and interactive visual analytics.
- Configurable – to address the specific and varying needs/uses of organizations within a Participating Entity both as an enterprise and individually.
- Transparency – provide public and internal visibility into purchasing activity and outcomes.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses each of the high-level functions listed above.



Civic Initiatives Response

N/A – Non-services

2. User Experience

The Solution must provide a user experience that is simple, direct and effective. Characteristics of this experience at a minimum must include, but not be limited to:

- Capability that allows user personalization of their initial screen based on their needs or use of the Solution.
- Intuitive navigation that guides users to the appropriate Solution component with as few clicks as possible.
- Wizard-driven capabilities that can direct the user to the appropriate process or functionality of the Solution.
- Portal that informs users and supports user work management.
- Functionality optimized for mobile access and use.
- Workload management functionality that will allow the re-assignment of work to another user. This includes, at a minimum, purchase requests, solicitations and contracts.
- Role-based functionality for drafting, review and approval, evaluator and other processes.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses the user experience characteristics listed above.

Civic Initiatives Response

N/A – Non-services

3. Bidder Best Practices and Roadmap

Participating Entities are seeking a best value opportunity and Bidders should consider best practices and alternatives including the cost benefits of alternative solutions. Proposed solutions must demonstrate creativity, innovation, benefits and the outcomes brought to Participating Entity. For any project initiated by a Participating Entity the Contractor will:

- Incorporate new Solution version releases or new features/tools when they are available.
- Ensure that the Solution is utilizing the latest technologies.
- Ensure that updates happen in a timely manner.
- Present alternative processing approaches, services, methodologies, business processes or any other best practices to the Participating Entity for consideration of adoption that demonstrates a commitment to continuous improvement.
- In addition, the Contractor must constantly assess and recommend opportunities to reduce costs associated with any aspect of the contract, including project



implementation and other services. The Participating Entity is not obligated to accept and implement any recommendations.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses each of the bullet items above. Additionally, Bidders must include the current 3-year product roadmap and describe in detail how it demonstrates continuous improvement for the Participating Entity.

Civic Initiatives Response

N/A – Non-services

4. Innovations and Value-Added Features/Services

In addition to the stated requirements, the State seeks creative innovations, value-added features and value-added services not contemplated in the RFP.

Response requirement: OPTIONAL

- RTM: N/A
- Inline Narrative: If responding to this section, Bidders must provide a detailed description of any additional proposed innovations and value-added features/services as well as the benefits and outcomes Participating Entities and Suppliers would realize. Bidders must be prepared to demonstrate these benefits and outcomes. Bidders must indicate if any of the innovations or value-added services are at an additional cost and identify those in the cost workbook (reference "Innov, Value-Adds, Addl Svc" Tab).

Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

5. Customizations/Extensions

Proposed electronic procurement solutions are expected to be out of the box, configurable solutions. However, it is understood that for any project initiated by a Participating Entity some of the expected innovations and functional requirements may necessitate customizations/extensions to an existing solution. Any such customizations/extensions provided must become part of the Bidder's base electronic procurement product(s), upgraded in all future versions, available to all other Participating Entities and adhere to the following:



- Bidders must advise the Participating Entity of any out of the box or configured functionality that could be used in lieu of customizations/extensions to meet requirements and identify any necessary changes to requirements, processes, policies and, if applicable, revised Participating Entity legal code.
- Customizations/extensions must not introduce a performance issue, bottleneck or processing delay in the implemented electronic procurement solution.
- Customizations/extensions must not invalidate, negate or minimize any warranty or maintenance requirement as agreed to between a Participating Entity and their current third-party providers that support the current Participating Entity systems.
- Customizations/extensions must not be constructed in such a manner as to confound, add complexity to, or introduce technical burdens that would impact the maintenance, upgrade or new releases of the electronic procurement Solution.
- Bidders must advise the Participating Entity of any organizational change management (OCM) impacts that will result from proposed customizations/extensions.
- While the State expects customizations/extensions to be completed during the project implementation period, release of any customizations/extensions that extend beyond the implementation period must be identified on the Bidder's product roadmap submitted with the proposal.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses the bullets above in regard to customizations/extensions that may be created in the execution of a project for a Participating Entity.

Civic Initiatives Response

N/A – Non-services

6. Alternative Funding Models

Although proposals will be evaluated based on offered price discounts, Bidders are encouraged to recommend alternative funding models that could be available to Participating Entities when they execute an agreement from a Contract resulting from this RFP. Recommended funding models must be documented in detail and be independent of all pricing proposed in the cost workbook. These funding models should reflect any ongoing funding and investment requirements necessary for all project implementation and other services costs. The recommended alternative funding models must:

- Be described in detail to fully;
- Explain how each model would work;
- Identify the benefits that Participating Entities and their suppliers would realize; and
- Identify any successes experienced by other clients implementing the model. Bidders must be prepared to demonstrate these benefits and successes.



Response requirement: *OPTIONAL*

- RTM: N/A
- Inline Narrative: If responding to this section, Bidders must provide a detailed description as outline above for each recommended funding model.

Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

7. Contract Transition and Flexibility

Participating Entities are seeking flexibility in the contracting process and the ability to transition their current contracts to this newly established portfolio.

Response requirement:

- Inline Narrative: Please describe your ability to transition from a state's current contract to a new contract or amendment under the terms of a newly awarded Master Agreement and Participating Addendum. For the purpose of this response, assume that the state already has a separately solicited and awarded agreement in place with your firm – and now seeks to move that agreement to fall under the terms of the newly awarded Master Agreement (and Participating Addendum).

Civic Initiatives Response

N/A – Non-services

B. FUNCTIONAL REQUIREMENTS

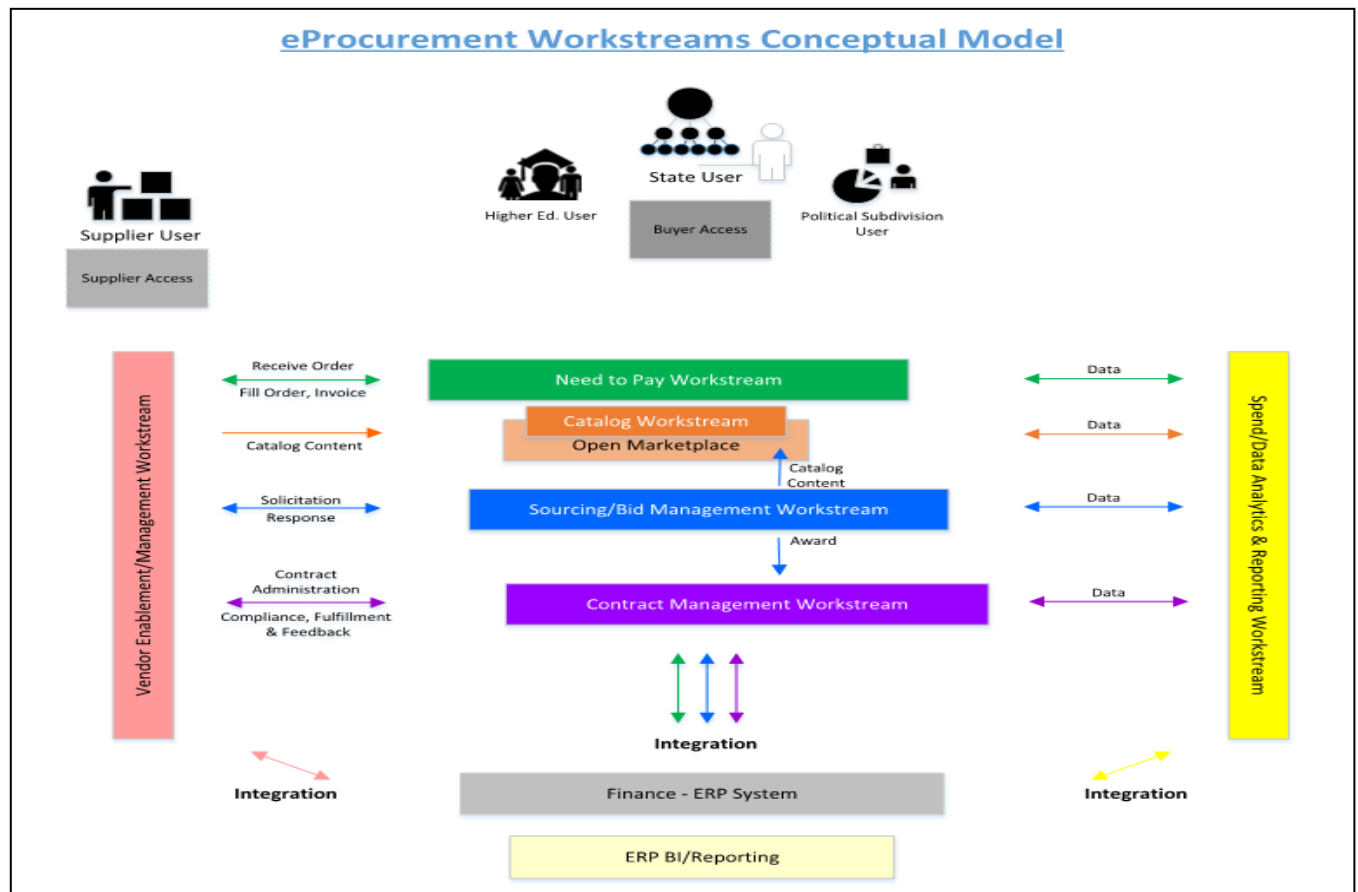
The following functional requirements must be addressed by Bidders and are organized by the electronic procurement workstreams identified below. Each workstream has corresponding detailed requirements identified in the Requirements Traceability Matrix (RTM) document.

Bidders may submit proposals that address one or more workstream however Bidders must respond as directed in each workstream section and provide detailed responses to each individual requirement in the corresponding section of the RTM.

Proposed solutions may rely on third party software components or other partnerships to provide a complete solution. Bidders are encouraged to look for partnerships that will bring an innovative, integrated, and comprehensive Solution to Participating Entities.



The following figure is a conceptual model of the procurement workstreams.



1. General Functionality

The General Functionality section includes requirements that apply to either the entire electronic procurement solution or multiple components of the solution. The electronic procurement solution must be cloud-based with a Software as a Service (SaaS) delivery model.

Response requirement:

- RTM: Tab 2, GEN-1 through GEN-40
- Inline Narrative: Bidders must provide a detailed narrative response that describes the cloud-based solution/component that will solve the key challenges and meet the objectives and requirements of the general functionality requirements.

Civic Initiatives Response

N/A – Non-services



2. Supplier Portal

The Supplier Portal functionality must provide a single point of entry ‘front door’ that includes all supplier facing functions for the electronic procurement solution with the ability to also incorporate access to other applications or services such as certifications, invoicing and online interactions with the Participating Entity. The Supplier Portal functionality must deliver valuable content upon logging in and be personalized to the supplier and the supplier user logged into the system.

Response requirement:

- RTM: Tab 3, SPR-1 through SPR-23
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of the Supplier Portal.

Civic Initiatives Response

N/A – Non-services

3. Supplier Enablement/Management

The Supplier Enablement/Management component, in conjunction with the Supplier Portal, must support all procurement activities and provide suppliers the ability to establish and maintain an account defining who they are and what they sell along with other key data elements required by the Participating Entity to procure from and pay the supplier. Suppliers will use this account to access all relevant electronic procurement and financial functionalities such as solicitations, solicitation response, order receipts, contract awards, load sales reports, and submit invoices.

This functionality should also provide capabilities to establish and maintain pre-qualified suppliers lists for bidding on specific categories of goods/services.

Integration may be required with the Participating Entity’s finance system to establish and maintain Supplier payee records needed for accounts payable (A/P) processing.

Response requirement:

- RTM: Tab 3, VDR-1 through VDR-43
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of Supplier Enablement/Management.

Civic Initiatives Response

N/A – Non-services



4. Buyer Portal

The Buyer Portal component of the system must provide functionality that acts as a personalized single point of entry ('front door') to initiate the full life cycle of procurement activities for Participating Entity users. The Buyer Portal must deliver valuable content unique to the user once logged in.

Response requirement:

- RTM: Tab 3, BPRT-1 through BPRT-15
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of the Buyer Portal.

Civic Initiatives Response

N/A – Non-services

5. Need Identification

The Need Identification component of the system provides functionality for a user to initiate any type of procurement action with configurable business rules to support Participating Entities custom business needs. The user interface must be user-friendly, intuitive, flexible and adaptable to support users.

Response requirement:

- RTM: Tab 3, NEED-1 through NEED-7
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of Need Identification.

Civic Initiatives Response

N/A – Non-services

6. Request through Pay

The purchase Request through Pay components of the system provides functionality to automate the ordering process from the end-user purchase request through authorizing payment for the resulting order. Key components include:

- Purchase request;
- Catalog shopping to drive spend to existing contracts;
- Access to external retail marketplaces products;



- Intelligent workflow engine to apply entity and enterprise-wide business rules;
- On-line approvals;
- Electronic order dispatch;
- Receiving;
- Electronic and paper invoicing;
- Invoice matching for payment authorization;
- 3-way match for payment authorization; and
- Integration with Finance System.

The Solution must also provide the capability to support the procurement of services from pre-established services contracts (e.g. Professional Services, Contingent Labor, Healthcare Services) that may include characteristics such as deliverable-based fee services. This specialized type of purchasing would need functionality to address scope/need definition (e.g. SOW), contract supplier submission of quotes with attachments (e.g. resumes, specifications), quote evaluation/selection, order generation and receiving concepts such as recording of timesheets, deliverables acceptance, milestone completions and expenses.

Response requirement:

- RTM: Tab 3, PRD-1 through PRD-62; WRK-1 through WRK-28; PO-1 through PO-29; PC-1 through PC-21; RC-1 through RC-21; INV-1 through INV-11
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of purchase Request through Pay.

Civic Initiatives Response

N/A – Non-services

7. Catalog Capability

The Catalog components of the system provide the functionality to maintain contract/non-contract catalogs in the shopping component of the system as described in Section C., 6. Above (Request through Pay). Catalog content can be hosted within the system or made available by 'punching out' to the supplier's shopping website. Contract catalogs must be capable of being automatically generated as part of the award process through integration with the Sourcing and the Contract Management component of the system. Maintenance of contract catalog content throughout the life of the contract/agreement must be available through integration with the Contract Management component of the system.

Other key components include utilities for suppliers to setup, manage and maintain their catalogs. User access to these utilities should be controlled through definition and assignment of roles. Workflow functionality should also be available to automate authorized Participating Entity user review and approval of catalog content before it is made available.

The Solution must provide an open marketplace environment that provides access to the aforementioned catalog components and to other non-contract, external internet retail or commercial markets of goods/services, as authorized by the Participating Entity. This



environment provides the buyer with a supported “catalog of catalogs” shopping experience with a single view of all sources as described in Section C., 6. Above (Request through Pay). The objective of this experience is to give the user options to make the best possible purchasing decision that optimizes price, quality, terms/conditions, and policies. A key aspect of the open marketplace environment is that it will allow the Participating Entity to effectively manage spend.

Support and maintenance of the open marketplace that supports the Participating Entity in the overall management of the open marketplace environment inclusive of: integrations with online suppliers; regular (or real time) synchronization of products, prices for items in the catalog; available products and services; establishment of contracted Suppliers within the marketplace as well as the overall management, maintenance and operations of the technical elements that comprise this “catalog of catalogs” environment as to comply with Participating Entity operating, service level and performance requirements.

Bidders must provide continuous support of both Suppliers with contracts and non-contract Suppliers offering goods and services in the open marketplace environment. Bidders should also provide on-going support functions to continuously and proactively expand the open marketplace environment ecosystem with additional non-contract and retail/commercial market products and services.

Response requirement:

- RTM: Tab 3, CAT-1 through CAT-40
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Catalog Capability.

Civic Initiatives Response

N/A – Non-services

8. Sourcing/Bid Management

The Sourcing components of the system provide functionality to automate the entire solicitation process for both the buyer and the supplier. All types of solicitations can be created leveraging standard templates and libraries. Formal or informal, sealed or un-sealed, complex or simple. Other key functionalities include initiating solicitations from a requisition, public posting, supplier notification, evaluation of bids/proposals, making the award and the Integration with other solution components to automate the creation of catalogs and contracts.

Response requirement:

- RTM: Tab 3, SRC-1 through SRC-151
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Sourcing/Bid Management.



Civic Initiatives Response

N/A – Non-services

9. Contract Management

The Contract Management components of the Solution encompass all aspects of contract development, tracking, electronic signature, and administration. Contract document authoring is automated through templates and libraries to provide consistency across the Participating Entity. Workflow functionality provides oversight by automating the review and approval processes.

Key contract administration functions address management of subcontractors, identification of authorized resellers (dealers, distributors, etc.), tracking and managing Supplier sales reports, Contractor performance and compliance as well as amendments and renewals.

Response requirement:

- RTM: Tab 3, CNT-1 through CNT-88
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Contract Management Capability.

Civic Initiatives Response

N/A – Non-services

10. Vendor Performance

Vendor Performance management is a business practice that is used to measure, analyze, and manage the performance of a Supplier in an effort to cut costs, alleviate risks, and drive continuous improvement. The ultimate intent is to identify potential issues/risks and their root causes so that they can be resolved/managed to all parties benefit as early as possible. The electronic procurement Vendor Performance functionality must capture Vendor performance information and data including, but not limited to, delivery dates, receipt dates, pricing accuracy, cure letters, contract milestone completion, and customer surveys. The data must be collected in a manner that allows for reporting and analysis. The solution will provide the Participating Entity with a means to assess, track, manage and report Supplier performance across all procurement activities and include capabilities to capture and address performance complaints/issues.

Response requirement:

- RTM: Tab 3, VPE-1 through VPE-25



- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Vendor Performance Capability.

Civic Initiatives Response

N/A – Non-services

11. Purchasing/Data Analytics

Purchasing/Data Analytic components of the system provide robust data analytics and reporting to allow the Participating Entity to strategically assess procurement transactions and records for more effective sourcing and contracting, to include spend. These functionalities also provide the means to assess across operation dimensions such as supplier classification, organizational elements and buying trends. Reporting is presented in the form of interactive charts and dashboards with the ability to 'drill down' to the transactional data for comprehensive analysis. Transparency is also a key feature to this component as reports, charts and dashboards can be designed for public access.

Response requirement:

- RTM: Tab 3, PDA-1 through PDA-37
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Purchasing/Data Analytics Capability.

Civic Initiatives Response

N/A – Non-services

C. TECHNICAL REQUIREMENTS

Bidders proposing a Solution in response to the Functional requirements must respond to all Technical Requirements sections in this RFP.

1. Availability

The solution should be architected to ensure 100% availability between peak use hours of any of the associated Participating Entity that has an agreement resulting from this RFP (i.e., 7am – 6pm local time, Monday –Friday). Availability is defined as the ability to process transactions according to service level agreement (SLA) performance levels specified in the Participating Entity agreement.

Sufficient redundancy must be maintained so that the system appears to be available 24-hours-a-day 7-days-a week. Redundant servers, mirrored servers or fail-over devices should be architected so failure of a single component does not affect overall system availability. Multiple points of presence to multiple internet service provider's (ISP's) should also be in place.



Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Availability objectives and requirements.

Civic Initiatives Response

N/A – Non-services

2. Accessibility Requirements

The Solution should provide capabilities to support users with disabilities that are in compliance with Section 508 of the Federal Rehabilitation Act and W3C Web Accessibility Initiative standards/guidelines. Proposals must describe existing accessibility capabilities, compliance with these standards/guidelines and identify any existing associated certifications. This discussion must address both publicly available and login-secured components of the Solution.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Accessibility Requirements objectives and requirement.

Civic Initiatives Response

N/A – Non-services

3. Audit Trail and History

The Solution must track user and Supplier activity throughout the Solution. The Solution must also track transaction activity to provide a history that includes, but is not limited to, creation, changes, approvals or rejections of the transaction. The data captured should include at a minimum date, time, user, action taken, status changes, content changes and approval or rejection history. The tracked information should be accessible to users by reports, a history page or other option that is accessible without support from an Administrator. All tracked data must be retained in a manner that is consistent with other data retention practices within the Solution.

Response requirement:

- RTM: Tab 4, TECH-1 through TECH-5



- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Audit Trail and History objectives and requirements.

Civic Initiatives Response

N/A – Non-services

4. Browsers Supported

The Solution must only require internet browser software for user access to the Solution. No site or application component will utilize features available only when using a specific brand of Web browser. At a minimum but not limited to, the solution should support current versions of the Microsoft browser, Chrome, Firefox, and Safari and should ensure continuous support of future industry leading browsers, new versions, and older versions. Additionally:

- Any browser that is ranked as more than 10% of the Web traffic must be supported.
- Popularity of browsers used to access the Solution must be tracked to identify browser and platform trends.
- The Solution must be tested for multiple browsers, operating systems, and versions (including backward compatibility) based on intended audience. This includes upgrades, new releases, enhancements and fixes.
- If a page will be rendered inoperable on an older browser the page must contain a notice to that effect that is viewable in non-compliant browsers.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Browsers Supported objectives and requirements.

Civic Initiatives Response

N/A – Non-services

5. User Accounts and Administration

The Solution should provide a variety of user account types from full access for system administrators to a tiered structure of limited access depending on the user's role. Bidders must provide a list of standard user roles and describe all capabilities for the definition of additional roles.

User accounts must be associated to a specific organization (e.g. Agency, Department, Non-State Entities) and have the capability to be authorized to buy on-behalf of multiple other organizations.



Administration of the Solution, including user setup/maintenance, should allow delegation assignment to authorized users to allow the option to distribute some administration responsibilities. This delegation capability must allow definition of the specific functions and organization(s) (e.g. Agencies, Departments, Non-State Entities) that the delegated Administrator will have access to manage.

Response requirement:

- RTM: Tab 4, TECH-6 through TECH-20
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the User Accounts and Administration objectives and requirements.

Civic Initiatives Response

N/A – Non-services

6. User Authentication

The Solution must provide secure user authentication capabilities that are consistent with current security industry standards. The Solution should have the capability that can address individual Participating Entity standards including:

- User Provisioning;
- 2-Factor Authentication (2FA);
- Single Sign-on;
- Federation;
- Identity Proofing;
- Logging and Monitoring; and
- Password policies.

Response requirement:

- RTM: Tab 4, TECH-21 through TECH-25
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the User Authentication objectives and requirements.

Civic Initiatives Response

N/A – Non-services

7. Federated Identity Management

The Solution should provide user login capabilities that can be integrated with the Participating Entity's existing Federated Identity Management system and allow that system centralized



administration and synchronization of user identities to enable user provisioning and de-provisioning of identity and access across the Participating Entity's systems. Additionally, the solution must not require multiple user-ids and passwords between Solution components.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Federated Identity Management objectives and requirements.

Civic Initiatives Response

N/A – Non-services

8. Data Conversion

Implementation of the Solution may replace existing systems and may require data conversion of existing transactions/data. Proposals must provide complete details on Solution data conversion capabilities including describing data preparation requirements and responsibilities. Proposals must also describe available services that could be leveraged to support data conversion activities.

Response requirement:

- RTM: Tab 4, TECH-26 through TECH-34
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Conversion objectives and requirements.

Civic Initiatives Response

N/A – Non-services

9. Interface and Integration

Proposed Solutions must provide both interface and real-time integration capabilities. Proposals must provide complete technical details on these capabilities including, at a minimum, standards supported, restrictions, and identify all Finance systems/ERPs where the Solution has existing interface/integration capabilities available.

Response requirement:

- RTM: Tab 4, TECH-35 through TECH-59
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Interface and Integration objectives and requirements.



Civic Initiatives Response

N/A – Non-services

10. Office Automation Integration

Proposals must describe Solution compatibility and any integration with Office Automation products. At a minimum, Bidders must address Microsoft Office suite products (Word, Excel, PowerPoint, etc.) and Adobe. The response must describe these capabilities to support, at a minimum, documents as attachments, automated generation of documents (e.g. purchase orders, solicitations, contracts), import/export of transaction data (e.g. requisition line items, solicitation line items, bid tabulations, evaluation scores, contract line items), and cut/paste of text into Solution text fields.

Response requirement:

- RTM: Tab 4, TECH-60
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Office Automation Integration objectives and requirements.

Civic Initiatives Response

N/A – Non-services

11. Mobile Device Support

The Solution functionality should be accessible from mobile devices including cell phones and tablets.

Response requirement:

- RTM: Tab 4, TECH-61
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Mobile Device Support objectives and requirements.

Civic Initiatives Response

N/A – Non-services

12. Mobile Applications



The Solution should include Mobile Application capabilities that leverage mobile device specific functionalities. These Solution Apps must meet all of the relevant technical, audit and security controls as required of the full Solution.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Mobile Applications objectives and requirements.

Civic Initiatives Response

N/A – Non-services

13. Data Ownership and Access

Participating Entity data in the Solution is owned by the Participating Entity. Participating Entity must be able to access and obtain/extract a copy of their data upon demand, including the associated data dictionary, and at no cost/charge.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Ownership and Access objectives and requirements.

Civic Initiatives Response

N/A – Non-services

14. Data Retention, Archive, and Purge Considerations

The Solution must provide Archive and Purge capabilities which can conform to relevant Participating Entity document retention schedules.

Response requirement:

- RTM: Tab 4, TECH-62
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Retention, Archive and Purge objectives and requirements.



Civic Initiatives Response

N/A – Non-services

15. Disaster Recovery Plan

Bidders must have a Disaster Recovery Plan for the Solution. The Plan will document the sequence of events and sequence of communications to follow in the circumstance that an internal or external interruption of service or infrastructure failure or natural disaster (act of nature).

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Disaster Recovery Plan objectives and requirements.

Civic Initiatives Response

N/A – Non-services

16. Solution Environments

The Solution must include the following system environments at a minimum:

- Development Environment – this environment should have the capability to be integrated with the Participating Entity's finance system development environment to facilitate development and unit/system testing of integration functionality.
- User Acceptance Test Environment – this environment will be used by the Participating Entity to validate functionality and system performance prior to release to Production. This environment should have the capability to be integrated with the Participating Entity's finance system test environment to facilitate testing of all procurement processes.
- Training Environment – this environment will have the same components, software, functionality as the Production environment and new releases/upgrades/changes made to Production will also be applied to the Training Environment at the same time as Production or at a schedule mutually agreed with the Participating Entity. This environment should have the capability to be integrated with the Participating Entity's finance system training environment to facilitate training on all procurement processes.
- Production Environment – this environment will provide user access to all components, software and functionality as required by the Contract.

Response requirement:

- RTM: Tab 4, TECH-63 through TECH-67



- Inline Narrative: Bidders must provide a detailed narrative response that describes overall solution components that will meet the Solution Environments objectives and requirements.

Civic Initiatives Response

N/A – Non-services

17. Solution Technical Architecture

Bidders are to provide technical architecture diagrams that provide a pictorial view of application modules/functions and the platform on which they reside, data architecture including common data exchange points with entity legacy applications, vendor's catalogs, and vendor order processing and data integration among Solution modules. Describe the development tools and languages used in developing application modules. Describe the techniques used in developing application modules. Describe the techniques used to exchange data. Identify network architecture components that are shared among customers and components dedicated to the proposed solution.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Solution Technical Architecture objectives and requirements.

Civic Initiatives Response

N/A – Non-services

18. Solution Network Architecture

Diagram the network architecture including network configuration, network access point(s) to the Internet, note Internet access bandwidth, internal data center network components, monitoring tools, backup hardware and software, and security hardware and software. Describe the web-hosting center including geographic locations, power, HVAC, floor space, user accessibility, physical security, and level of redundancy. Note that many States will not allow data to be stored outside of the United States. Describe platforms supported (hardware, operating systems, database management) and range of services available (including application management, system integration, benchmarking, high-availability configurations and disaster recovery).

Response requirement:

- RTM: N/A



- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Solution Network Architecture objectives and requirements.

Civic Initiatives Response

N/A – Non-services

19. System Development Methodology

Bidders must describe the system development including:

- How the development methodology ensures quality, long-term flexibility and reuse.
- Solution testing processes, tools and methods and how they:
 - o Verify that the Solution meets the business requirements.
 - o Ensure operational reliability.
 - o Ensure quality.
- Application, network, and web-host server stress testing to ensure response time and reliability guarantees are met.
- Quality assurance program.
- Configuration/change management methodologies.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the System Development Methodology objectives and requirements.

Civic Initiatives Response

N/A – Non-services

20. Service Level Agreement

Bidders must review and indicate compliance to the attached Service Level Agreement standard. Bidders must also provide a copy of their current standard Service Level Agreement and describe flexibility to adjust to any specific requirements that a Participating Entity may have.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the objectives and requirements of Data Access.

Civic Initiatives Response

N/A – Non-services

D. SECURITY REQUIREMENTS

Bidders proposing a Solution in response to the Functional requirements must respond to all Security Requirements sections in this RFP.

1. Cloud Security Alliance (CSA) Compliance

Bidders must, at a minimum, complete, provide, and maintain a completed CSA STAR Registry Self-Assessment. Bidders must either submit:

- A completed The Consensus Assessments Initiative Questionnaire (CAIQ)
<https://cloudsecurityalliance.org/artifacts/consensus-assessments-initiative-questionnaire-v3-1/>

OR

- Submit a report documenting compliance with Cloud Controls Matrix (CCM)
<https://cloudsecurityalliance.org/artifacts/cloud-controls-matrix-v3-0-1/>

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Cloud Security Alliance Compliance objectives and requirements.

Civic Initiatives Response

N/A – Non-services

2. Security and Privacy Controls

Bidders must indicate their level of compliance with NIST (SP) 800-53 and identify the actual or equivalent baseline level (low, moderate or high) as defined in Attachment D of the NIST 800-53 publication.

Response requirement:

- RTM: N/A



- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security and Privacy Controls objectives and requirements.

Civic Initiatives Response

N/A – Non-services

3. Security Certifications

Bidders must list all government, standards organization or third-party security attestations, certifications and credentials it currently holds that apply specifically to the Bidder's proposal, as well as those in process at time of response. Specifically include HIPAA, FERPA, CJIS Security Policy, PCI Data Security Standards (DSS), IRS Publication 1075, FISMA, NIST 800-53, NIST SP 800-171, and FIPS 200 if they apply.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security Certifications objectives and requirements.

Civic Initiatives Response

N/A – Non-services

4. Annual Security Plan

Upon award Contractors must develop, implement and thereafter maintain annually a Security Plan that is in alignment with the National Institute of Standards and Technology ("NIST") Special Publication (SP) 800-53 (current, published version). Proposals must describe the Security Plan that will be provided and must include/address the following items related to the system and services:

- Security policies;
- Logical security controls (privacy, user access and authentication, user permissions, etc.);
- Technical security controls and security architecture (communications, hardware, data, physical access, software, operating system, encryption, etc.);
- Security processes (security assessments, risk assessments, incident response, etc.);
- Detail the technical specifics to satisfy the following;
- Network segmentation;
- Perimeter security;
- Application security and data sensitivity classification;
- PHI and PII data elements;
- Intrusion management;
- Monitoring and reporting;
- Host hardening;



- Remote access;
- Encryption;
- Participating Entity-wide active directory services for authentication;
- Interface security;
- Security test procedures;
- Managing network security devices;
- Security patch management;
- Detailed diagrams depicting all security-related devices and subsystems and their relationships with other systems for which they provide controls; and
- Secure communications over the Internet.

The Security Plan must detail how security will be controlled during the implementation of the Solution and Services and describe the following:

- High-level description of the program and projects;
- Security risks and concerns;
- Security roles and responsibilities;
- Program and project security policies and guidelines;
- Security-specific project deliverables and processes;
- Security team review and approval process;
- Security-Identity management and Access Control for Bidder and Participating Entity joiners, movers, and leavers;
- Data Protection Plan for personal/sensitive data within the projects;
- Business continuity and disaster recovery plan for the projects;
- Infrastructure architecture and security processes;
- Application security and industry best practices for the projects; and
- Vulnerability and threat management plan (cyber security)

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Annual Security Plan objectives and requirements.

Civic Initiatives Response

N/A – Non-services

5. Secure Application and Network Environment

Bidders must provide a robust boundary security capacity that incorporates generally recognized system hardening techniques. This includes determining which ports and services are required to support access to systems that hold Participating Entity Data, limiting access to only these points, and disable all others.

Proposals must provide, at a minimum, the following details:



- Use of assets and techniques such as properly configured firewalls, a demilitarized zone for handling public traffic, host-to-host management, Internet protocol specification for source and destination, strong authentication, encryption, packet filtering, activity logging, and implementation of system security fixes and patches as they become available.
- Use of two-factor authentication to limit access to systems that contain particularly sensitive Participating Entity Data, such as personally identifiable information.
- Assume all Participating Entity Data is both confidential and critical for Participating Entity operations. Confirm that Bidders security policies, plans, and procedure for the handling, storage, backup, access, and, if appropriate, destruction of Participating Entity Data will be commensurate to this level of sensitivity unless the Participating Entity instructs the Bidders otherwise in writing.
- Appropriate intrusion and attack prevention and detection capabilities. These capabilities must track unauthorized access and attempts to access Participating Entity Data, as well as attacks on the Bidder's infrastructure associated with the Participating Entity Data. Further, Bidders must monitor and appropriately address information from its system tools used to prevent and detect unauthorized access to and attacks on the infrastructure associated with the Participating Entity Data.
- Use of appropriate measures to ensure that Participating Entity Data is secure before transferring control of any systems or media on which Participating Entity Data is stored. The method of securing the Participating Entity Data must be appropriate to the situation and may include secure overwriting, destruction, or encryption of the Participating Entity Data before transfer of control. The transfer of any such system or media must be reasonably necessary for the performance of the Bidder's obligations under this Contract.
- Security controls, both physical and virtual Zones of Control Architectures (ZOCA), used to isolate hosted servers.
- A business continuity plan in place that the Bidder tests and updates at least annually. The plan must address procedures for response to emergencies and other business interruptions. Part of the plan must address backing up and storing data at a location sufficiently remote from the facilities at which the Bidder maintains Participating Entity Data in case of loss of Participating Entity Data at the primary site. Bidders backup solution must include plans to recover from an intentional deletion attempt by a remote attacker with compromised administrator credentials (e.g., keeping periodic copies offline, or in write-only format).

The plan also must address the rapid restoration, relocation, or replacement of resources associated with the Participating Entity Data in the case of a disaster or other business interruption. Bidders business continuity plan must address short- and long-term restoration, relocation, or replacement of resources that will ensure the smooth continuation of operations related to the Participating Entity's Data. Such resources may include, among others, communications, supplies, transportation, space, power and environmental controls, documentation, people, data, software, and hardware. Bidders also must provide for reviewing, testing, and adjusting the plan on an annual basis.

- Prohibit Participating Entity Data to be loaded onto portable computing devices or portable storage components or media unless necessary to perform its obligations under an associated Participating Entity agreement. If necessary, for such performance, the Bidder may permit Participating Entity Data to be loaded onto portable computing devices or portable storage components or media only if adequate security measures are in place to ensure the integrity and security of the Participating Entity Data. Those



measures must include a policy on physical security for such devices to minimize the risks of theft and unauthorized access that includes a prohibition against viewing sensitive or confidential data in public or common areas. In addition, all Participating Entity data on portable media shall be encrypted.

- Ensure that portable computing devices utilized by the Contractor have anti-virus software, personal firewalls, and system password protection. In addition, describe the encryption of Participating Entity Data when stored on any portable computing or storage device or media or when transmitted from them across any data network.
- Maintain an accurate inventory of all portable computing devices and the individuals to whom they are assigned.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Secure Application and Network Environment compliance objectives and requirements.

Civic Initiatives Response

N/A – Non-services

6. Secure Application and Network Access

Access to the Solution, Solution infrastructure and Participating Entity systems/networks must employ secure data transmission protocols, including the secure sockets layer (SSL) protocol and public key authentication, signing and encryption. Bidders must identify the encryption and non-repudiation services that will be in place for any remote solution access, such as Secure Multipurpose Internet Mail Extensions (S/MIME) and digital certificates with the provided PKI.

Bidders must identify the secure (e.g., non-clear text and authenticated) standardized network protocols used for the import and export of data and to manage the service, and proposals shall also document the relevant interoperability and portability standards that are involved.

Bidders must identify custom changes made to any hypervisor in use and all solution-specific virtualization hooks available for customer review.

Bidders must describe the security practices in place to secure applications, including threats from outside the service center as well as other customers co-located within the same service center.

Bidders must describe security audit logging in place on information systems, including computers and network devices. Details must include, but are not limited to:

- Logging process including the types of services and devices (e.g. computers, network devices) logged;



- The event types logged; and
- The information fields logged.

Bidders must describe security procedures (background checks, foot printing logging, etc.) which are in place regarding Bidder's employees who have access to sensitive data.

Response requirement:

- RTM: Tab 5, SEC-1 through SEC-6
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security Application and Network Access objectives and requirements.

Civic Initiatives Response

N/A – Non-services

7. Data Security

Bidders must demonstrate due diligence to ensure computer and telecommunications systems and services involved in storing, using, or transmitting Participating Entity Data are secure and protect Participating Entity data from unauthorized disclosure, modification, use or destruction.

Bidders must provide details that address the following:

- Describe security practices in place to secure/protect data and applications, including threats from outside the service center as well as other customers co-located within the same service center.
- Describe risk management techniques that balance the need for security measures against the sensitivity of Participating Entity data.
- Describe how it intends to comply with all applicable laws and related to data privacy and security.
- Describe how user accounts or data will not be accessed, except in the course of data center operations, response to service or technical issues, as required by the express terms of the Master Agreement, the applicable Participating Addendum, and/or the applicable Service Level Agreement.
- Describe data confidentiality standards and practices that are in place to ensure data confidentiality. This must include not only prevention of exposure to unauthorized personnel, but also managing and reviewing access that administrators have to stored data. Include information on your hardware policies (laptops, mobile etc).
- Describe the security measures and standards (e.g. NIST) which the Bidder has in place to secure the confidentiality of data at rest and in transit.
- Describe how it will only use data for purposes defined in the Master Agreement, participating addendum, or related service level agreement. Contractors shall not use the government data or government related data for any other purpose including but not limited to data mining. Bidders, or their subcontractors, shall not resell nor otherwise



redistribute information gained from its access to the data received as a result of this RFP.

- Describe the method by which you dispose of data following completion of any contract services.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Security objectives and requirements.

Civic Initiatives Response

N/A – Non-services

8. Personally Identifiable Information Protection

The Solution must protect Personally Identifiable Information (PII). Proposals must provide details on how PII is protected and compliance with Federal PII, HIPAA and European General Data Protection Regulation (GDPR) requirements including, but not limited to:

- United States Code 42 USC 1320d through 1320d-8 (HIPAA);
- Code of Federal Regulations, 42 CFR 431.300, 431.302, 431.305, 431.306, 435.945, 45 CFR 164.502 (e) and 164.504 (e); and
- IRS Publication 1075, Tax Information Security Guidelines for Federal, Participating Entity and Local Agencies.

Bidders must

- Maintain in confidence any personally identifiable information (“PII”) it may obtain, maintain, process, or otherwise receive from or through the Participating Entity;
- Not sell, rent, lease or disclose, or permit its employees, officers, agents, and independent Bidders to sell, rent, lease, or disclose, any such PII to any third party, except as permitted under this Contract or required by applicable law, regulation, or court order;
- Take all commercially reasonable steps to (a) protect the confidentiality of PII received from the Participating Entity and (b) establish and maintain physical, technical and administrative safeguards to prevent unauthorized access by third parties to PII received by Bidders from the Participating Entity;
- Give access to and use of PII only to those individual employees, officers, agents, and independent Bidders who reasonably require access to such information in connection with the performance of Bidder’s obligations under an associated Participating Entity agreement;
- Upon request by the Participating Entity, promptly destroy or return to the Participating Entity in a format designated by the Participating Entity all PII received from the Participating Entity;



- Cooperate with any attempt by the Participating Entity to monitor Bidder's compliance with the foregoing obligations as reasonably requested by the Participating Entity from time to time;
- Establish and maintain data security policies and procedures designed to ensure the following:
 - o Security and confidentiality of PII;
 - o Protection against anticipated threats or hazards to the security or integrity of PII; and
 - o Protection against the unauthorized access to, disclosure of or use of PII.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the PII Protection objectives and requirements.

Civic Initiatives Response

N/A – Non-services

9. Security/Privacy Issue Occurrence

In the occurrence of any security or privacy issue with the provided Solution and/or Services, whether detected by the Participating Entity, a Participating Entity auditor or the Contractor, the Contractor must:

- Notify the Participating Entity of the issue or acknowledge receipt of the issue within two (2) hours;
- Within forty-eight (48) hours from the initial detection or communication of the issue from the Participating Entity, present a potential exposure or issue assessment document to the Participating Entity Account Representative and the Participating Entity Chief Information Security Officer with a high-level assessment as to resolution actions and a plan;
- within four (4) calendar days, and upon direction from the Participating Entity, implement to the extent commercially reasonable measures to minimize the Participating Entity's exposure to security or privacy until such time as the issue is resolved; and
- upon approval from the Participating Entity implement a permanent repair to the identified issue at the Bidder's cost.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security/Privacy Issue Occurrence objectives and requirements.



Civic Initiatives Response

N/A – Non-services

10. PII Data Actual/Attempted Access or Disclosure

If the security or privacy issue is determined to be an actual, attempted or suspected theft of, accidental disclosure of, loss of, or inability to account for any PII by Contractor or any of its sub-contractors (collectively “Disclosure”) and/or any unauthorized intrusions into Contractor’s or any of its sub-contractor’s facilities or secure systems (collectively “Intrusion”), Contractor must additionally:

- Notify the Participating Entity within two (2) hours of the Bidder becoming aware that the issue was of the unauthorized Disclosure or Intrusion;
- Investigate and determine if an Intrusion and/or Disclosure has occurred;
- Fully cooperate with the Participating Entity in estimating the effect of the Disclosure and/or Intrusion’s effect on the Participating Entity and fully cooperate to mitigate the consequences of the Disclosure or Intrusion;
- Make a report to the Participating Entity including details of the Disclosure and/or Intrusion and specify the corrective action to be taken;
- Take corrective action to prevent further Disclosure and/or Intrusion; and
- In the case of a Disclosure, cooperate fully with the Participating Entity to notify the effected persons as to the fact of and the circumstances of the Disclosure of the PII. Additionally, Bidder must cooperate fully with all government regulatory agencies and/or law enforcement agencies having jurisdiction to investigate a Disclosure and/or any known or suspected criminal activity.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the PII Data Actual/Attempted Access or Disclosure objectives and requirements.

Civic Initiatives Response

N/A – Non-services

11. Security Breach Reporting

If the security issue is determined to be an actual security breach that may have compromised Participating Entity Data that is not PII, the Contractor must additionally:

- Notify the Participating Entity within two (2) hours of the Contractor becoming aware of the breach. In the case of a suspected breach, the Contractor must notify the Participating Entity in writing of the suspected breach within twenty-four (24) hours of the Bidder becoming aware of the suspected breach.



- Fully cooperate with the Participating Entity to mitigate the consequences of such a breach/suspected breach. This includes any use or disclosure of the Participating Entity Data that is inconsistent with the terms of this Contract and of which the Contractor becomes aware, including but not limited to, any discovery of a use or disclosure that is not consistent with this Contract by an employee, agent, or sub-contractor of the Contractor.
- Give the Participating Entity full access to the details of the breach/suspected breach and assist the Participating Entity in making any notifications to potentially affected people and organizations that the Participating Entity deems are necessary or appropriate. Bidders must document all such incidents/suspected incidents, including its response to them, and make that documentation available to the Participating Entity on request.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security Breach Reporting objectives and requirements.

Civic Initiatives Response

N/A – Non-services

E. IMPLEMENTATION REQUIREMENTS

1. Project Management

Bidders must describe their project management methodology and approach including, but not limited to, key tasks, status reporting, implementation plan development, deliverable management, status reporting, risk assessment/mitigation, issue management, and staff management. Proposals must also address:

- Providing a dedicated Project Manager and identify the skills, qualifications, certifications and responsibilities of an individual that would be assigned to a Solution implementation project.
- Include an example Implementation Plan that includes project phases, tasks, major milestones and timeline.
- Typical Project Deliverables
- Bidder's staffing plan including key positions, roles and responsibilities
- Participating Entity required staff, roles, skills required and responsibilities.
- Project Governance model/approach depicting both Bidder's and Participating Entity roles.

Response requirement:

- RTM: N/A



- **Inline Narrative:** Bidders must provide a detailed narrative response that describes meeting the Project Management objectives and requirements.

Civic Initiatives Response

Civic Initiatives will work with the Participating Entity (Client), Solution Provider, and Implementation Services Teams to establish and implement project management practices to effectively meet the goals of an eProcurement Solution implementation project.

Scope of Services

At the start of a project engagement, Civic Initiatives develops and submits to the Client an initial Project Work Plan (Plan) that describes the activities, personnel, schedule, standards, and methodology for performing the work. Once agreed to and accepted, the Plan directs and governs our project activities and guides our development of the Project Schedule (refer to Tools, below) that details the tasks related to the principal activities, personnel, milestones, and deliverables associated with all project activities.

Project Management Methodology

Civic Initiatives practice leads are guided by the principles and practices described in the Project Management Institute's Project Management Body of Knowledge (PMBOK) and we apply the PMBOK to conduct project management throughout our professional engagements. The five phases of a project, as defined in the PMBOK are shown below.

Civic Initiatives' practice leads adapt and apply frameworks from these disciplines, including the Capability Maturity Model® Integration for Acquisition (CMMI-ACQ), Lean, Six Sigma, and Theory of Constraints, to complex procurement environments to solve real world problems.

Civic Initiatives' practice aligns with the PMBOK and incorporates best practices from prior implementation experience. Our approach combines agility to respond to changing circumstances and client needs, with a focus on delivering successful project outcomes. Our decades of experience as public procurement professionals and our depth of knowledge in the



procurement automation space make us uniquely qualified to provide project management services tailored to our clients' needs.

Civic Initiatives conducts the following activities when managing a project for our clients:

Phase 1 – Conception & Initiation

Civic Initiatives employs structured planning techniques to establish an integrated project management practice at the outset. The purpose of this phase is to establish a partnership with the Client, which will serve to represent the Client's needs throughout the life of the project.

Civic Initiatives Engagement Director and Project Manager, in coordination with the eProcurement Solution Provider (Solution Provider), and Implementation Service Team Leads will conduct a kick-off meeting with the Client Executive and Project Sponsor and key stakeholders. The kick-off meeting will establish an engagement framework and outline details of project management structure and processes, including project communications and day-to-day administration.

During this phase, the Project Manager will work with the Client to ensure Client core project team and key stakeholder representation on the project is established. Civic Initiatives will provide examples of staffing models employed in other entities for similar efforts and assist the Client in refining role or position descriptions based on need or resource availability to adapt to the Client environment. Once established, the Project Manager, in coordination with the Solution Provider, and applicable Implementation Service Team Leads, will work with the Client Project Sponsor and these representatives to validate the Client's business goals and objectives to ensure the desired outcomes are understood and can be fulfilled and to facilitate scope management.

During this phase, Civic Initiatives will establish a Project Management Office (PMO), comprising a dedicated Civic Initiatives Project Manager and project management team, responsible for project delivery. On the contractors' side, key project staff, representing the Solution Provider, Civic Initiatives Implementation Services Team Leads, and additional Implementation Services Team resources, as applicable, will be designated roles within the PMO and will coordinate with the Project Management team for their areas of responsibility.

On the Client side, the core project team will also coordinate with the Civic Initiatives Project Management team for their areas of responsibility. The PMO will establish a unified structure for project management across the implementation life cycle, and together, these teams will support an integrated approach to delivering a successful eProcurement Solution implementation.





Through discovery processes, the project management team will review project history, and gain an understanding of strategic goals and objectives, key issues and needs, and expectations of the project sponsor and key stakeholders. We will use this process to work with the Client core project team to clarify other aspects of the project, identify and assess initial project risks, and develop or refine a Project Charter, consistent with the contract scope of work, describing roles and expectations among all internal and external stakeholders. Civic Initiatives will assist the Client in establishing a successful governance structure that addresses the defined roles and responsibilities of the Client stakeholders described in the Project Charter.



Civic Initiatives will work with the Client to define the general outline, content, approval expectations of deliverables, identify the deliverable review team, and review criteria for each deliverable. This process will conform to the established governance structure and will describe methods for receiving, reviewing, and accepting or rejecting a deliverable, through a deliverable expectation document (DED).

The DED will ensure a clear and mutual understanding of each deliverable, its entrance criteria, and the criteria that will be used to evaluate and accept or reject the deliverable. This includes, but is not limited to, the deliverable description, applicable standards, and schedule for submission. The following requirements will be documented in the DED:

1. Format of the deliverable
2. Deliverable requirements
3. Submission process and requirements
4. Draft delivery schedule, pending schedule completion
5. Review and comment requirements (who, when, and how)
6. Approval requirements

Additionally, the Project Charter will describe how change will be managed. A change control approach is the overriding methodology to ensure that all change requests are defined, reviewed, and agreed upon so they can be properly implemented and communicated to all stakeholders. The governance structure will provide consistent processes and templates for change requests, including descriptions and justifications, proposed solutions, impact assessments, risk management, and resolution. A control framework will be established to manage change effectively and efficiently over the project life cycle.

Phase 2 – Definition & Planning

The purpose of this phase is to define the project scope and plan an eProcurement implementation strategy by workstream and develop and formalize a project work plan and schedule that will guide the eProcurement implementation activities throughout the life of the project. Key implementation planning process that must occur during this phase include a thorough assessment of current state processes and a gap analysis of the eProcurement Solution. This effort will inform project scope and requirements management, implementation planning and management and process improvement opportunities.

The project management team will use a suite of online tools to leverage full collaboration and information sharing (refer to the *Project Management Tools* section, below). Using the information gathered in the Conception & Initiation Phase, and considering the fit-gap assessment that will be validated or conducted during this phase, the project management team will work with the Client core project team and Solution Provider, and in close coordination, as applicable, with the Interface/Integration Development Services and Help Desk Services teams to:

- Formalize project management structure and standards. We will engage the PMO to establish the project's standards, including:
 - Organization and reporting structure
 - Communications (internal and external to the project)
 - Roles and responsibilities
 - Resource allocation and management process



- Issue management and resolution process
- Risk management process
- Status reporting process
- Work and meeting protocols and logistics
- Standards for project administrative activities (project management tools, file structure, artifact repository, etc.)
- Document the project scope. Civic Initiatives' project management team will work with the Client core project team, and in coordination with the Client Project Sponsor and applicable Implementation Services teams, to develop the project scope that will address and deliver the business goals and objectives envisioned in the Project Charter and the contract scope of work.
- Develop a Project Work Plan. The Project Work Plan will map back to the Project Charter and will reflect the Client's prioritized and approved scope of work, reflecting workstream plans for the specific eProcurement Solution modules and interfaces. The Project Work Plan will be used to produce the work breakdown structure and project schedule in a format specified by the Client.
- Develop a Work Breakdown Structure (WBS). The Project Manager will work with the Implementation Services Teams to organize the work into manageable sections. The WBS will describe the tasks, sub-tasks, and work packages, consistent with the Solution Provider implementation methodology and in a manner that delivers clearly defined deliverables and measurable business value to the Client at the conclusion of each phase of work.
- Develop and manage a Project Schedule. The Project Manager will develop a Project Schedule aligned with the WBS and Project Work Plan. The Project Manager will coordinate with the Solution Provider, Implementation Services teams, and Client core project team to ensure that each service area is staffed with the necessary resources and skillsets to support the scope of work and schedule. The Project Schedule will:
 - Reflect an organization around tasks, sub-tasks, and activities, as appropriate, by phase of work.
 - Show start and end dates for each task, as well as dates for each milestone and deliverable.
 - Identify staff (Client core project team, Solution Provider, and Implementation Services teams) assigned to each task, as well as dependent relationships among tasks, and assumptions around timing and availability.
 - Be updated at the start of each phase of work to expand the level of detail within a project work package.
- Develop a Project Communications Plan. To define project control standards and procedures, the Project Manager will identify and document the project's communications and reporting structure, content requirements, frequency, and review requirements that will ensure consistency across all teams and support integrated implementation activities. The plan will document a list of key types of communications, timeline and frequency, purpose, delivery methods, owner, intended audience, and expected action or response to the communication.
- Establish a master requirements repository (MRR). The project management team will develop and manage in-scope functional and technical requirements using the MRR. The



MRR compiles all agreed to final requirements for the eProcurement Solution into a single repository that can be used to support testing and acceptance of delivered functionality from the Solution Provider and Implementation Services teams.

- Develop a Risk Response Strategy. The project management team will develop a risk management process to identify, document and evaluate project risk factors. For each risk identified, the team will assess the level of impact, probability. Based on the severity and impact of the risk, the Project Manager will develop a response strategy, which may include mitigate, avoid, accept, transfer, or escalate.

Phase 3 – Launch or Execution

Civic Initiatives' project management team will formally launch implementation of the eProcurement Solution using the established project management tools and processes. The Project Manager will establish project reporting processes, schedule and lead status meetings, update the Project Work Plan on an ongoing basis to track progress, manage project resources, and perform day-to-day project management tasks.

The project management team will implement issue and risk reporting processes, and will track and manage project issues and risks, consistent with their severity and risk response strategy across the implementation life cycle.

- Establish tracking and reporting systems. The Project Manager will establish methods for collecting, reviewing, tracking, and sharing project status information on tasks, sub-tasks, and activities from Client core project team, Solution Provider, and Implementation Services team resources. This information will be compiled, reviewed, and managed within the PMO, and reported to the Client at specified intervals, for example, weekly status meetings, and on an as-needed basis.
- Establish performance standards. The Project Manager will work in coordination with the Client Project Sponsor, Client core project team, and Implementation Services Teams to identify the key performance indicators (KPIs) of the project, including customer satisfaction. Once established, the project management team will track and measure project performance against these indicators. If the indicators show any problems, the Project Manager will promptly discuss the issue with the Client Project Sponsor, and collectively, they will identify potential solutions to bring the project back in line with the plan. Based on severity, the Project Manager and Client Project Sponsor will discuss the issue and resolution approach with the Executive Sponsors.
- Establish quality systems. The Project Manager will coordinate with the Implementation Services Team Leads to ensure their systems and approach for managing quality of the deliverables under their scope of the project are communicated to the PMO. Any problems with quality will be discussed with the Client core project team lead and Solution Provider or Implementation Services Team Lead responsible for delivering the affected work. The Project Manager will coordinate this effort with the Client Project Sponsor.
- Develop forecasts. The Project Manager will periodically update forecasts to reflect changes to the project's scope, schedule or resources or reflect variances based on actual completion. The project management team will determine impact to task dependencies within current and subsequent phases of work and will coordinate actions with the Implementation Services Team, Client core project team, and Client Sponsor, as applicable.



Phase 4 – Performance & Control

The objective of Performance and Control is to assess if the project is meeting Client objectives within the established schedule and budget parameters. The Project Manager will proactively manage implementation to ensure project milestones are completed according to established schedules and that resources are sufficiently and appropriately allocated to the work effort to ensure the timely submission of quality deliverables. The project management team will use the PMO's suite of project management tools and methods to gauge performance based on the project's established KPIs, and product quality, based on the project's established standards.

- Manage quality deliverables. The project management team will ensure that deliverables are submitted according to the quality systems established for the project. The project management team will coordinate with the applicable Implementation Services Teams and PMO to gauge readiness for submission and coordinate with the Client core project team to manage review and acceptance or rejection of a deliverable.
- Manage effort & cost tracking. The project management team will coordinate with the Implementation Services Team Leads to ensure that work effort and resource allocations are in line with work phase estimates. The Project Manager will confer with the Client Project Sponsor, as applicable, to address any adjustments to forecasts that are determined to be out of tolerance.
- Manage performance. The project management team will use KPI reporting to assess project performance. The PMO dashboard facilitates visibility and access to granular reporting data to determine status of risks and issues, analysis of variance between work planned and completed for reporting period, work planned for next reporting period and forecasted project completion.

Phase 5 – Project Close

The project management team, in coordination with the Client Project Sponsor, core project team, and Implementation Services Teams will systematically manage close-out tasks; transitioning project artifacts and performing close-out activities to ensure all contractual obligations are fulfilled.

- Support and coordinate contract closeout activities. The Project Manager will support the Client core project team to ensure that all invoices, except for the final, have been submitted and paid, all testing reports have been received and analyzed, and all other contractual obligations have been met. The Project Manager will ensure all applicable project artifacts, tools, and templates are transitioned to the Client.
- Record lessons learned. At the end of the project, the Project Manager will conduct a series of review processes by stakeholder community to evaluate the success of the project and document the contributions and barriers that impacted project outcomes. This information will be collected, shared and disseminated to provide a valuable resource for continuous improvement.

Project Management Tools

Civic Initiatives is prepared to provide services onsite or virtually and anticipates no delays as the result of providing services virtually. We have invested in and regularly use a suite of online



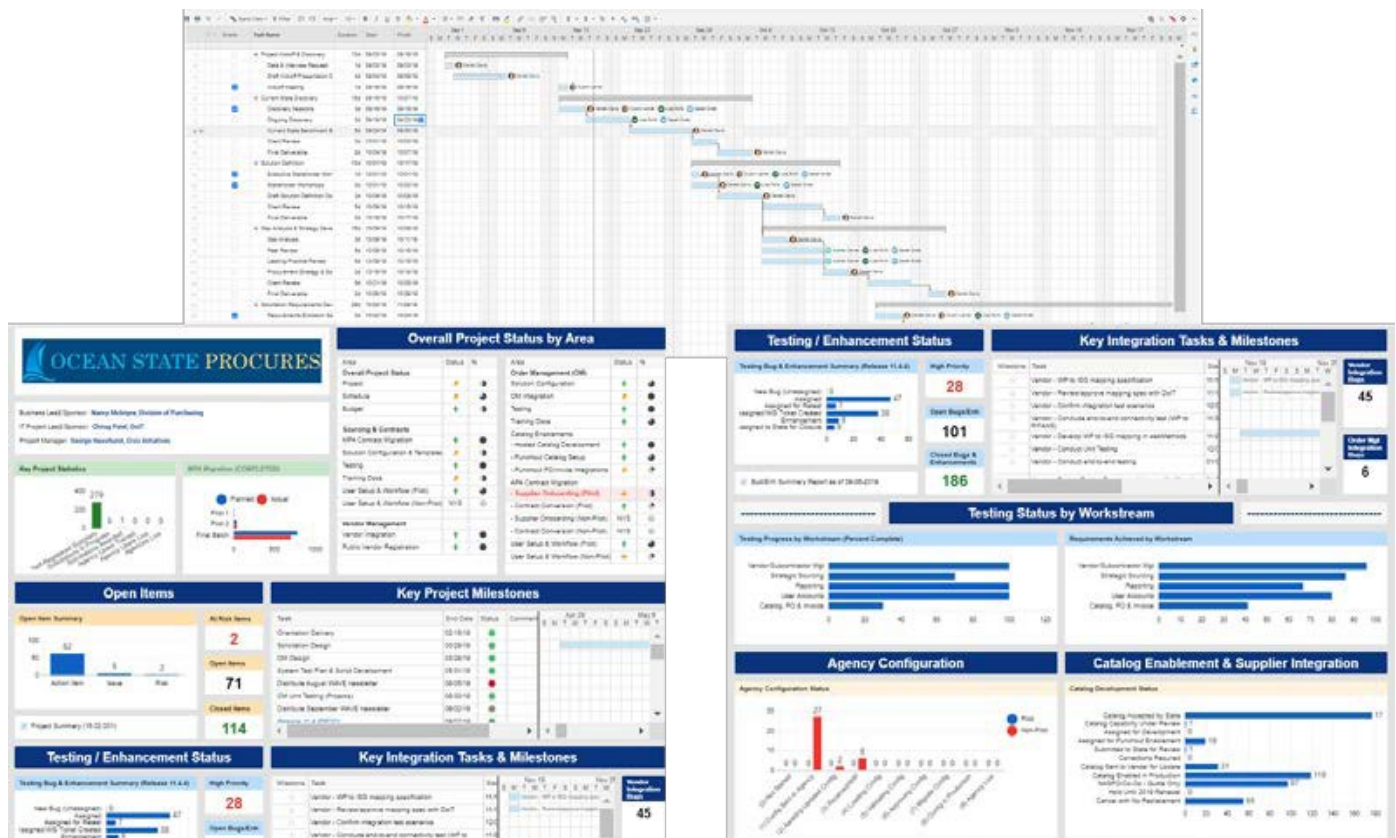
services to ensure our clients will enjoy a reliable, high quality, interactive work relationship that is effective whether in-person or remote.

Civic Initiatives uses four (4) technologies to engage Client interaction whether onsite or remote: Smartsheet, Zoom, GroupMap, and LucidCharts.

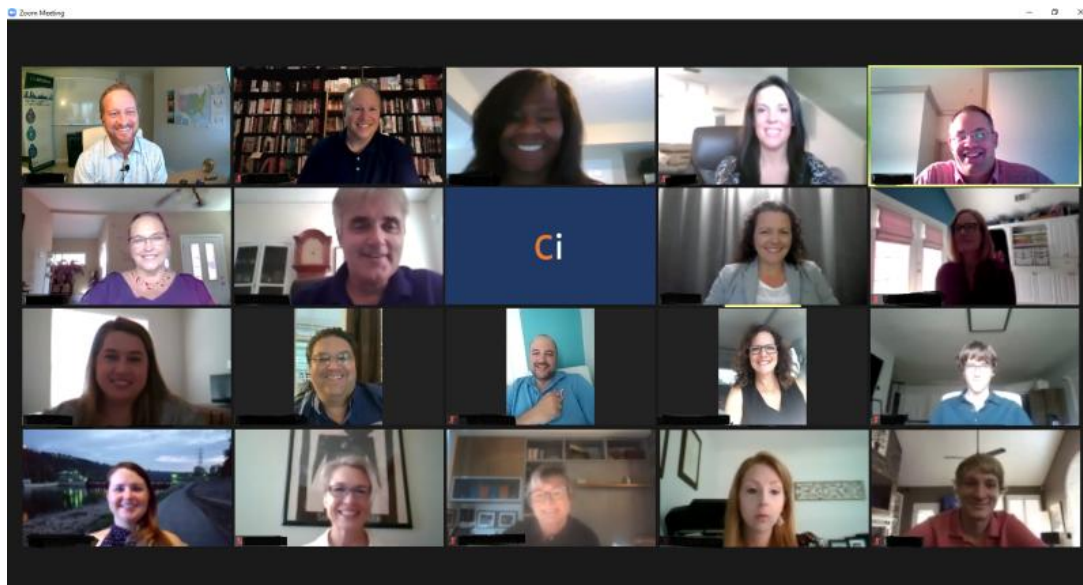
Smartsheet is a collaborative tool that provides a Client project workspace to identified project and contract managers. This flexible tool provides common access to project plans, project planning and logistics tools, project management dashboards, common file repositories for shared files and deliverables and much more. The Smartsheet learning curve is very short, having similar functionality to Excel, making it easy for Clients without prior experience using the tool to collaborate with us almost immediately.

For remote and onsite engagements, Smartsheet is used so the Client can:

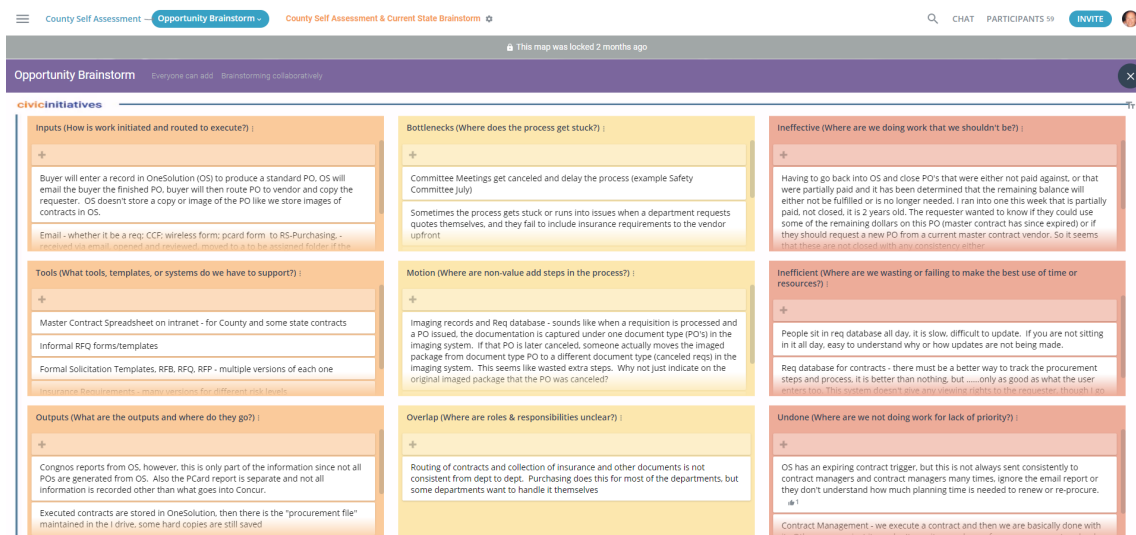
- Access real time project plans and updates
- Track and monitor real time project status
- Access tools to support management of action items, project issues/risks and project logistics
- Review and organize project documents and deliverables associated with project phases



Zoom is a video conferencing platform that allows for both video and phone only calls to be blended together for effective project communication. In addition to its widely understood video application, Zoom also allows large groups to be subdivided into breakout rooms, which is effective for sessions requiring large groups to have planned problem solving in small groups as an element of the session. Civic Initiatives uses this capacity in concert with other tools described to keep meetings focused on decision-making.



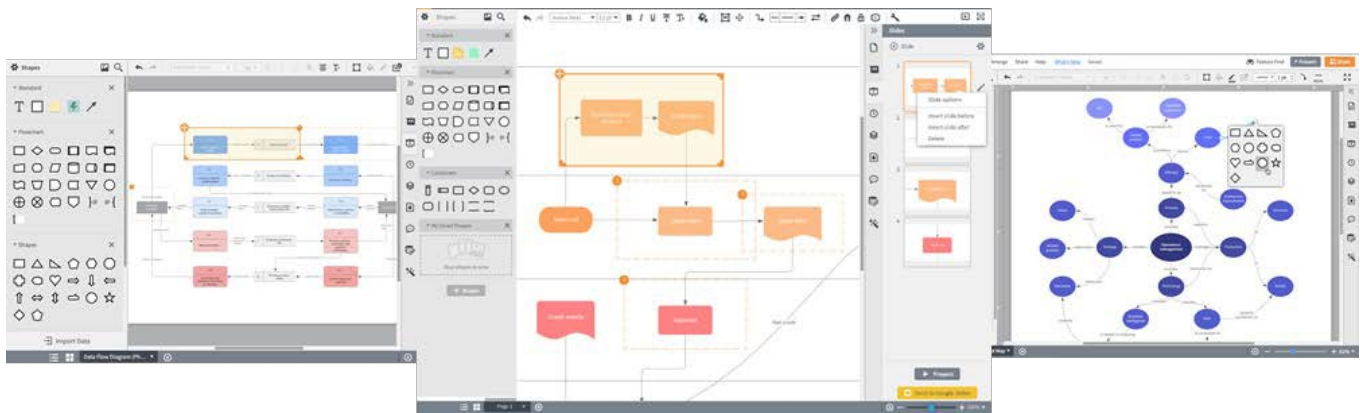
GroupMap is a group decision-making platform that is extremely effective for facilitating sessions that involve review of options and building consensus on group priorities. It elegantly replaces the sticky note and flip chart in-person work sessions with a platform that instantly captures voting results and outcomes. Civic Initiatives uses GroupMap to manage facilitated stakeholder reviews whether running a session in person or running a session online (typically in conjunction with Zoom above).



For remote and onsite engagements, GroupMap is used so the Client can:

- Have an innovative platform for managing large interactive sessions that would otherwise require in-person interaction
- Ensure stakeholders are involved and invested in the process

LucidCharts is a powerful online diagramming tool that enables a Project Manager to create and share visuals, from a project management tool, such as a WBS, to project work products, including process maps, technical architectures and data flows, and organizational design. Multiple people can work on a diagram together in real time, accelerating group understanding and acceptance that processes are accurate. We use LucidCharts to capture and validate processes, whether in person or running a session online.



For remote and onsite engagements, LucidCharts is used so the Client can:

- Have a collaborative platform for process identification
- Have a tool to collaboratively identify and capture systems and associated data flows
- Ensure accelerated documentation of critical processes and consensus

These tools, and our direct experience executing procurement assessments utilizing these tools over the past year, provide the Client with a unique offering to achieve its goals and receive quality project deliverables and outcomes despite ongoing precautions due to COVID.

Civic Initiatives has a reputation as an “above and beyond” vendor partner in the marketplace, and we are committed to the success of each Client we are privileged to serve.

Project Management Experience

Civic Initiatives has a proven track record of success in helping procurement organizations assess their options and implement procurement automation in a way that emphasizes the business value and the opportunity for transformation through eProcurement solutions. All the work we do requires project management, and we assign highly skilled, dedicated Project Managers to each of our assignments. Our team has:



- Supported fourteen (14) state and local government entities with acquisition support including solution definition, requirements elicitation, solicitation development, evaluation support, and contract development
- Provided implementation support to three (3) states including project management, configuration management, change management, and eMarketplace development to ensure successful implementations of procurement automation and contract attainment
- Provided end to end support to the State of Missouri to plan, acquire and implement procurement automation

Our Project Managers and practice leads are certified public procurement professionals, some of whom are additionally certified as project management professionals (Project Management Institute), with the knowledge, skills, tools, and techniques to manage eProcurement implementation project activities, including:

- Develop Project Charter
- Develop project plan and schedule, defining project milestones and deliverables
- Coordinate project activities across customer and functional areas
- Consult on operational and infrastructure requirements, standards, and configurations
- Facilitate project status meetings
- Establish and ensure timely project status reporting
- Address project issues with functional, technical areas and management
- Establish and ensure appropriate escalation of issues to customers and executive management
- Manage project scope and deliverable requirements
- Document and manage changes to project scope and schedule
- Facilitate and document project closeout

Project Team Staffing Plan

Civic Initiatives has named long time company practice leads and consultants who have worked together on many projects matching the requirements of the RFP. Together this team, outlined in the table below, provides a uniquely qualified and integrated project team in support of a Client's implementation project.

Resource	Title	Project Role
Key Personnel		
Dustin Lanier, CPPO	Principal Consultant	Project QA/QC Procurement SME Procurement Automation SME
Derrek Davis, CPPB, PMP	Engagement Director and Procurement Process Practice Lead	Procurement SME Engagement Director

Resource	Title	Project Role
Lisa Rolik	Senior Procurement Process Consultant and Client Success Practice Lead	Contract Management Practice Lead Procurement SME
Project Team		
Charlene Danel, CPPO	Procurement Automation Practice Lead	Project Manager Procurement Automation SME
Sarah Grieb	Senior Procurement Automation Consultant	Procurement SME Procurement Automation SME
Velissa Davis	Senior Procurement Automation Consultant	Support Procurement Automation SME
Woody Fluharty	Senior Procurement Data Consultant and Practice Lead	Sourcing Practices Lead Data Analysis Lead Procurement SME
Dawn Rose	Senior Procurement Automation Consultant	Change Management Lead
Theresa Webb	Senior Procurement Process Consultant	Procurement Automation Training Lead

Project Implementation Artifacts

Example Implementation Plan

OCEAN STATE PROCURES														Search...	
Grid View Filter Arial 10 B I U S A														Show Menu Bar	
	Rpt Flag	Intfc Task	RIDOT	MS	Task Name	Comments	Status	% Complete	Durati...	Original End Date	Start Date	End Date	Predec		
1				☆	Prior Plan - Key Project Dates	Completed									
2	■			★	OSP Website and MPA Contract Board Live	Completed	●	100%	222d		11/19/18	09/30/19			
3	■			★	System Test Plan & Script Development	Completed	●	100%	109d		01/01/19	05/31/19			
4															
5				☆	- WebProcure Release / Testing Schedule			73%	889d		07/09/19	12/03/22			
6				☆	Release 11.4	Completed		100%	44d		07/09/19	09/07/19			
7				☆	Release 11.4.1 (Stage)		●	100%	1d		07/09/19	07/09/19			
8				☆	Release 11.4.2 (Stage)		●	100%	1d		07/25/19	07/25/19			
9				☆	Release 11.4.3 (Stage)		●	100%	1d		08/08/19	08/08/19			
10				☆	Release 11.4.4 (Stage)	New step release added	●	100%	1d		08/22/19	08/22/19			
11	■			★	Release 11.4 (PROD)		●	100%	1d	08/24/19	09/07/19	09/07/19			
12				☆	Release 11.5	Completed		100%	32d		10/03/19	11/16/19			
13				☆	Release 11.5.1 (Stage)	Pushed to 2 weeks to include additional items	●	100%	1d	09/19/19	10/03/19	10/03/19			
14				☆	Release 11.5.2 (Stage)		●	100%	1d		10/17/19	10/17/19			
15				☆	Release 11.5.3 (Stage)	Added	●	100%	1d		10/31/19	10/31/19			
16				☆	Release 11.5.4 (Stage)	Added	●	100%	1d	11/06/19	11/11/19	11/11/19			
17	■			★	Release 11.5 (PROD)	10/19 pushed to 11/2, 11/9 and now 11/16	●	100%	1d	10/19/19	11/16/19	11/16/19			
18				☆	Release 11.6	Completed		100%	22d		11/14/19	12/14/19			
21				☆	Release 12.1	Completed		100%	17d		01/23/20	02/15/20			
24				☆	Release 12.2	Completed		100%	27d		03/19/20	04/25/20			
29				☆	Release 12.3	Completed		100%	17d		05/14/20	06/06/20			
32	●			☆	Release 12.4	Completed		100%	72d		04/23/20	08/01/20			
36	●			☆	Release 12.5	Completed		100%	72d		06/18/20	09/26/20			
40	●			☆	Release 12.6	Completed		100%	72d		08/13/20	11/21/20			
44				☆	Release 21.1	Completed		100%	45d		11/30/20	01/30/21			
45				☆	Release 21.1 Freeze	Prioritization completed 11/25	●	100%	1d		11/30/20	11/30/20			



Typical Project Management Deliverables

PMO Project Management Tools

The PMO Project Dashboard incorporates information derived from the following tools:



Tool	Description	Name
Risk Log	A risk log facilitates risk management through identification, assessment, and prioritization of risks to ensure that uncertainty does not deflect from the ability to meet business goals. The risk log - identifies resources to minimize, monitor, and control the probability and impact of unfortunate events - evaluates potential opportunities arising from the mitigation of risk, and where possible seeks to leverage those opportunities	XXX-Project-01-Risk-Log-V1.0
Action Item Log	An action item log identifies and tracks issues, the action planning required to accommodate the issue, and assignments of appropriate resource(s) to resolve the issue.	XXX-Project-02-Action-Item-Log-V1.0
Decision Log	A decision log documents technical, project, or process decisions and information to clarify the alternatives considered, reasons the decision was made, and impacts of the decision.	XXX-Project-03-Decision-Log-V1.0
Communication Log	A communication log identifies the various types of information that are communicated during the project along with who initiates it, who receives it, why it is communicated, how often it is distributed, and by what mechanism.	XXX-Project-04-Communication-Log-V1.0
Change Log	The change log tracks how changes are proposed, accepted, monitored, and controlled and provides an: - inventory of change requests - identification of the impact of change request - approval or rejection of change request	XXX-Project-05-Change-Log-V1.0
Assumption Log	The assumption log tracks project assumptions that may constrain or facilitate progress, and therefore, must be validated to determine appropriate action.	XXX-Project-0X-Assumption-Log
Catalog Enablement Tracker	The catalog enablement tracker identifies and monitors progress on prioritized contract for catalog enablement and e-marketplace functionality.	XXX-Project-0X-Catalog-Enablement-Tracker
MRR Tracker	The master requirements repository (MRR) tracker is used to ensure that project implementation activities are managed back to contractual requirements - provides clear and easily referenced access to requirements, deliverables, and milestones for both state and contractor teams - provides contractual management structure to hold the vendor to its contractual obligations	XXX-Project-0X-MRR-Tracker
Timeline	The timeline is used to manage project work, schedule, and resource assignments by task.	XXX-Project-Gantt-Timeline
Project Summary Report	The project summary report is an aggregate and summary presentation of key project information from relevant logs and trackers.	XXX-Project-Summary-Report

2. Project Implementation Methodology

Bidders must describe their implementation methodology and approach including, but not limited to:

- Standard implementation including, but not limited to, approach, strategy, methodology, and change control;
- Design/Configure/Build work required to set up the Solution
- System development methodology;
- Testing methodology including, but not limited to, Test Plans, Development Testing, Unit Testing, Performance Testing, Integration Testing, User Acceptance Testing, and Test Scenario/Script development;
- Configuration/change control methodology;
- Risk Management practices and identify common project risks; and
- Issue Tracking/Management.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Project Implementation objectives and requirements.

Civic Initiatives Response

Civic Initiatives will deliver Project Implementation Services that provide project, contract and change management support which will culminate in the successful configuration, testing, and initial go-live of procurement-related solution functionality and achievement of steady state operations.

Scope of Services

The Project Implementation Services Team will:

- Provide support to the Client core project team to drive execution of the Project Work Plan, consistent with contract documents, identify deviations and recommend adjustments to adapt to changing circumstances or issues that occur during implementation.
- Coordinate with the Solution Provider and the Client to manage all configuration items (software, hardware, documentation, and physical and logical relationships) by identifying, recording, assessing, tracking, and reporting on configuration status.
- Assist the Client and Solution Provider in constructing a Configuration Management Plan for the purpose of identifying and defining the overall policies and Methods used in configuration management activities during the system life cycle.
- Facilitate Change Management processes and governance for the procurement function.

- Assist the Client and Solution Provider in gathering Business and Technical Design documentation that will define the design for the application component of the eProcurement project.
- Support development and implementation of a methodology for rolling-out system end users and suppliers.
- Support assessment as to whether all parties are meeting their contractual obligations.
- Support review of Solution Provider proposals for system changes, enhancements, or customizations – whether initiated in response to a request by the Client or initiated by the Solution Provider – for soundness, alignment to the Contract and the resulting impact to Client project objectives.
- Provide support to the Client to assess Solution Provider performance on the contract against project baselines and Contract scope.
- Assist the Client in developing system performance measures that will track and demonstrate that the eProcurement Solution is providing the required functionality and value to end users and suppliers.
- Attend meetings in support of procurement function solution configuration and implementation.

Initiation and Planning Phases

Civic Initiatives will develop a Project Implementation Services strategy tailored to the Scope of Work. Within an integrated project management framework, project team resources we deliver include overall project management, project implementation services management, including quality assurance, testing, and IV&V, organizational change management, including training delivery, and on-site system stabilization support.

In coordination with the Client, we work to ensure a staffing plan for the project and ongoing support of the eProcurement Solution is planned, developed, and deployed at the appropriate interval. Client staffing resources, either as members or contributors to the Client core project team, for an implementation project include subject matter experts (SMEs) in business, process, and policy within administrative and program areas, information technology, change management, and testing.

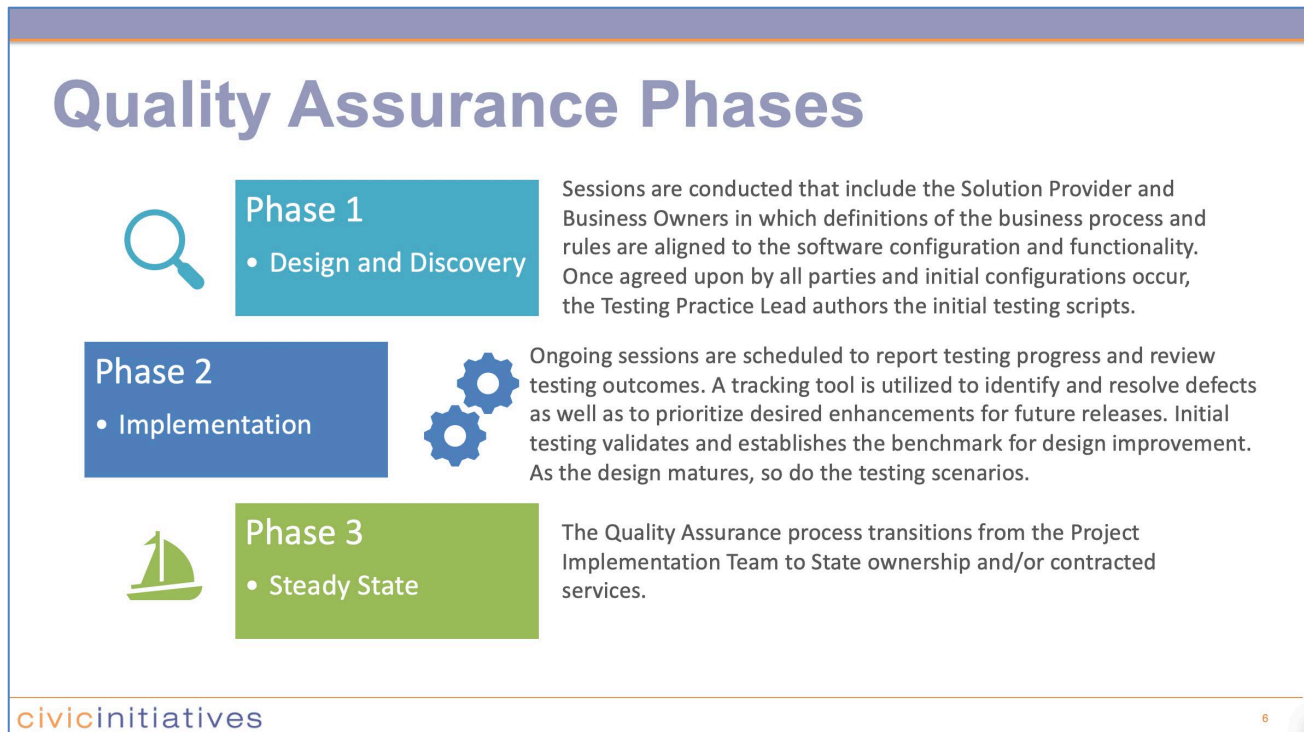
As part of project kick-off and phase planning meetings with the Client, Civic Initiatives will establish and lead discovery of business rules and design requirements throughout each phase. The Project Implementation Services Team will collaborate on the phase and schedule planning, change management, design, configuration, prioritization of building and improving, testing, support, reporting, training, and security to perform or manage the work that is required within the phase plan to meet the schedule.

The Project Implementation Services Team will establish and communicate project QA practices, including a testing program, aligned with traceability of requirements established in the MRR. The QA Practice Lead will report to the Project Manager and will Manage implementation support services and the project's testing program. QA practices encompass:

- Planning and implement a testing cycle for each project phase.



- Delivering the initial set of test scripts two weeks after the finalization of the discovery and design sessions.
- Commencing initial testing cycle following the initial configuration of the application and user set up for the first phase of the project.
- Testing and project health status reporting to the Client Project Sponsor and Stakeholders to ensure they are informed and engaged.



In addition to Client-integrated resources, the project implementation services approach integrates Project Management (refer to E. Implementation Requirements, 1. Project Management), Change Management (refer to E. Implementation Requirements, 6. Organizational Change Management (OCM) Services) and Quality Assurance practices to prove and deliver the design and functionality of the system, and the application or integration layer as set out in the Scope of Work. The project implementation services work effort during project initiation includes:

- Participating with the Project Manager to deliver the Project Work Plan (refer to E., 1, for further description of services, responsibilities). The Project Work Plan will consider and reflect:
 - Workstream plans for the selected eProcurement Solution modules and interfaces, where applicable, to be implemented.
 - A testing plan and strategy that delivers functionality testing at the baseline to establish a benchmark, performs testing during each new release of a module.
 - A strategy for testing patches or bug fixes, defects, and enhancements.



- Assisting the Client and the Solution Provider to gather requirements, applicable and as defined in the SOW, that support development of the business and technical design documents and will define the design for the application component of the eProcurement Solution. To support this effort the Project Implementation Services Team will conduct or validate the project's business and requirements analysis and will work with the Client Project Sponsor, core project team, and internal and external stakeholders, to either validate or conduct an analysis of current and future state processes:
 - Conduct business process analysis. The project teams will conduct a thorough assessment of current state processes to identify critical gaps in functionality based on the assessment.
 - Gather and validate baseline eProcurement requirements
 - Optimize baseline requirements to align with established eProcurement Solution functional requirements and the Client's specific needs
 - Review, assess, and document key decision points related to system functionality and system of record
 - Document current technologies and associated data flows. The project teams will conduct a thorough assessment of current state technologies to identify and assess eProcurement Solution implementation impacts and considerations, including:
 - Identify and document the current state process/data flows of existing systems with impacts on the procure-to-pay process
 - Document the purpose, use and the role of each system for the stakeholder organization
 - Document specific transaction types processed in each system including key data elements and databases
 - Document any existing interfaces to external applications, inbound or outbound, for each system and key characteristics including purpose, frequency, volumes, and key data elements
 - Document manual data entry or manipulation touchpoints for each system including purpose, level of effort, frequency, volumes, and key data elements
 - Document existing critical reports generated by each system including purpose, audience, frequency, and basic data elements
 - Document existing issues impacting technical and transactional performance of each system
 - Document potential future state, including process/data flows, interface and data conversions; historic and archived data/transaction management considerations; transaction and process gaps

The project management team will provide analysis results and a recommended implementation strategy for the Client to consider options to address and prioritize gaps, including through configurable functionality of the eProcurement Solution, process re-engineering, or establishing a roadmap for targeted improvement opportunities. When complete, this effort, considered with the project scope, will enable the Project Manager to allocate in-scope functional and technical requirements and document these requirements in the master requirements repository (MRR).



- Leading discovery meetings, with project team and Client team resource participation, before the beginning of each phase, to expand the level of detail for the new phase adding task dependencies and breaking down the work areas into manageable pieces.
- Assisting the Solution Provider to create and document the Configuration Management Plan when the team is tasked with configuration assistance and enabling Client access to the plan and configuration change log. The Configuration Management Plan focuses on directing the following actions:
 - Identification of changes mandated by code development or business requirements that could alter the applications operations
 - Mandate approval procedures for movement of components between environments
 - Test and document problems associated with the operational components of the application forced by additional or changed requirements (defects, enhancement, etc.)
- Coordinating with the Interface/Integration Development Services Team to ensure the detailed technical design for each new interface defines the requirements to be supported and describes the interface components and relations between them.

Execution and Control Phases

Civic Initiatives will deliver project implementation services, consistent with the SOW, across the implementation cycle. The Project Implementation Services Team will:

- Conduct iterative planning, discovery, and requirements elaboration prior to each new phase of work, to expand the level of detail for work effort estimates, adding task dependencies and breaking down the work areas into manageable pieces.
- Use the project governance structure to drive deliverable definition, escalation path and approval criteria. The project governance structure will identify the appropriate escalation path for obtaining resources and clearing potential risk to the project schedule.
- Provide continual and iterative monitoring and reporting, consistent with all Implementation Services Teams, to the Project Manager throughout the implementation cycle.
- Ensure that project issues and defects are identified, logged in the interactive tracker, and prioritized for remediation strategy, immediately, or scheduled for future releases contingent upon severity.
 - These items are tracked for prioritization and scheduled delivery while notifying all applicable recipients of actions needing to take place to drive the delivery or communicate the status of the ticket.
 - Once resolved they are retested, validated by the Client, confirmed as accepted by the Client and set to a closed status in the tracker. This information is retained for historical purposes.
- Conduct readiness assessments, listing the Client's review items to assess readiness prior to each rollout of new technology/processes and go-live. This will include the readiness scope, assumptions, review and analysis, as well as the group identification.



- Obtain sign-off at the completion of each project deliverable as defined by the formal acceptance criteria in the DED.
- Maintain change request documentation, consistent with the governance processes established for change control.
- Coordinate with the Project Manager to maintain the risk log and document all risks (opened or closed) that could impact the project. Risks are assessed by their impact and their potential to occur. Each risk is assigned to an owner.
- Develop a knowledge transfer plan will be developed in conjunction with the Organizational Change Management Lead (refer to E.,6) and will include project objectives, knowledge transfer metrics, roles and responsibilities, assessment approach (including tools and dates), skills required and participants.
- Assist the Client in establishing a Quality Assurance practice by transitioning support, tracking and the testing practice post implementation.

The Project Implementation Services Team will conduct testing, report testing outcomes, and report testing process status and action items required to drive implementation support resolution, agreed enhancements and proof of functionality to stakeholders, script authoring and assignment of testing protocols during each testing cycle. The Project Implementation Services Team will deliver the testing plan and schedule for each release cycle.

- This plan will detail the overall testing approach, testing activity in the project life cycle, the roles and responsibilities, procedures, schedule, cycle expectations, scope, participants for each test cycle and a tool for tracking the test results, defects, and issues.

Testing Methodology & Strategy

Work Structure

Our testing practice utilizes multiple testing teams to support multi-angle testing strategies:

1. An External Independent Team for an unbiased vantage point.
2. The State for validation, process approval, and enhancement identification.
3. The Solution Provider for development, resolution, and delivery.



- The testing teams will use a series of tests to capture all angles of the quality, performance, and functionality dimensions of the application, that approach each Application Testing Category as a different Testing Entity to thoroughly understand the user experience.
- Testing types used are Development Testing, Unit Testing, Performance Testing, Integration Testing, and User Acceptance Testing (Go-live) where applicable and subject to the testing phase maturity.
- The QA Practice Lead will conduct pre-testing readiness check points for system, team, connectivity, ledger opening and any other pertinent preparations to mitigate any risk to the testing schedule.
- The QA Practice Lead will deliver subsequent phase test scripts to be updated with new release improvement testing scenarios for each new release cycle within two weeks of the release testing cycle close and this is contingent upon receiving timely release notes from the Solution Provider.
 - Functional testing scenarios are categorized by unit, user type, workflow and integration.
 - Non-functional testing scenarios are categorized based upon the outlying target for testing and vary greatly depending upon system architecture. These generally cover performance, security, compatibility, and usability. The specifics would be called out in the scope of work.
- The QA Practice Lead will establish an interactive support/decision control log (Smartsheet) to be used to document issue discoveries derived from testing results and/or enhancement requirements.
- The Smartsheet bug tracking log will be used as the control and change management document for the purpose of testing results, support, bug or defect resolution, enhancement tracking and prioritization of resolution delivery and development.
- The log will be used during Implementation Services Team sessions to communicate and update status then set expectations for enhancement delivery and issue resolution in the Project Team prioritization review meetings.
- The tracker will be used to calculate testing cycle status reporting, risk assessment and mitigation strategy which will roll up to the Project Work Plan and phase plans. These reports will be delivered weekly during the testing cycle.

Project Close Phase

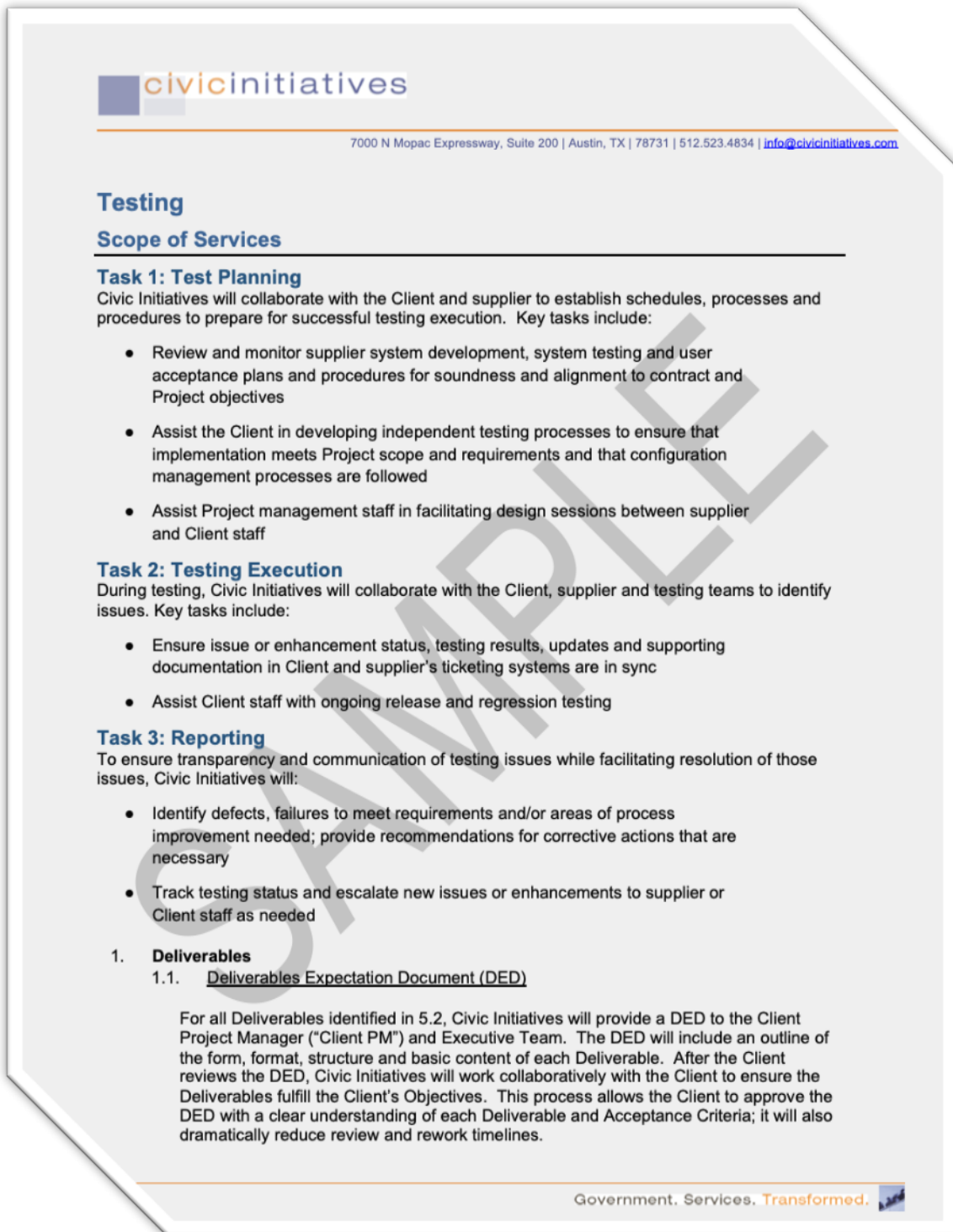
The Project Implementation Services Team will provide a:

- Compilation of the lessons learned having 20/20 hindsight. Lessons learned shall be delivered in an Excel template and collected from each of the Client and Solution Provider project team members to get a full 360-degree view of the project in retrospect.

- Close out report to include all the lessons learned, project metrics, and a summary of the project's implementation and outcome in operation.

Project Implementation Artifacts

Example Implementation Plan for Testing



The image shows a document template for an "Example Implementation Plan for Testing". It features the Civic Initiatives logo at the top left, followed by the company name and contact information. The document is titled "Testing" and "Scope of Services". It outlines three main tasks: "Task 1: Test Planning", "Task 2: Testing Execution", and "Task 3: Reporting". Each task includes a description of the collaboration with the Client and supplier, and a list of key tasks. A "Deliverables" section follows, listing a "Deliverables Expectation Document (DED)" and providing a detailed description of its purpose and content. The document is watermarked with "EXAMPLE" and "CIVIC INITIATIVES".

civicinitiatives
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Testing

Scope of Services

Task 1: Test Planning

Civic Initiatives will collaborate with the Client and supplier to establish schedules, processes and procedures to prepare for successful testing execution. Key tasks include:

- Review and monitor supplier system development, system testing and user acceptance plans and procedures for soundness and alignment to contract and Project objectives
- Assist the Client in developing independent testing processes to ensure that implementation meets Project scope and requirements and that configuration management processes are followed
- Assist Project management staff in facilitating design sessions between supplier and Client staff

Task 2: Testing Execution

During testing, Civic Initiatives will collaborate with the Client, supplier and testing teams to identify issues. Key tasks include:

- Ensure issue or enhancement status, testing results, updates and supporting documentation in Client and supplier's ticketing systems are in sync
- Assist Client staff with ongoing release and regression testing

Task 3: Reporting

To ensure transparency and communication of testing issues while facilitating resolution of those issues, Civic Initiatives will:

- Identify defects, failures to meet requirements and/or areas of process improvement needed; provide recommendations for corrective actions that are necessary
- Track testing status and escalate new issues or enhancements to supplier or Client staff as needed

1. Deliverables

1.1. Deliverables Expectation Document (DED)

For all Deliverables identified in 5.2, Civic Initiatives will provide a DED to the Client Project Manager ("Client PM") and Executive Team. The DED will include an outline of the form, format, structure and basic content of each Deliverable. After the Client reviews the DED, Civic Initiatives will work collaboratively with the Client to ensure the Deliverables fulfill the Client's Objectives. This process allows the Client to approve the DED with a clear understanding of each Deliverable and Acceptance Criteria; it will also dramatically reduce review and rework timelines.

Government. Services. Transformed. 

Typical Deliverables



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Civic Initiatives will provide the following Deliverables

#	Deliverable	Description	Draft Due Date
Task 1 Deliverables			
1	Testing Plan	A Testing plan documenting the initial delivery of test scripts and scenarios, timeline for 1st round testing and iterative testing thereafter based upon release schedule. Plan will include testing team roles and responsibilities and training of testing teams on testing process, communication and methodology.	
2	Test Scripts and Scenarios	Initial set of test scripts containing scenarios specific to the user experience that vet the application is fit for use. Additional scripts and scenarios are added with each new release contingent upon application phase maturity, new development, or issue fixes that are all required to be tested for fitness.	
Task 2 Deliverables			
3	Release Initiation Testing Execution	Support and/or execute full regression testing per application release. Assist in documentation, communication and support of issues and enhancements.	
Task 3 Deliverables			
4	Issue Report Resolution	Ensure that issue and enhancement documentation resides in the tracking and support application while assisting with ongoing, tracking, communication and transparency. Assist and update prioritization of issues and enhancements while keeping action owners engaged.	
5	Weekly Testing Report	Report that conveys status of the project health from a testing point of view. Includes issues by severity, measurement of support performance, to keep stakeholders informed and drive action owners to stay on path.	

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3. Catalog Support Services

Bidders must provide services to support the creation, loading, management, and maintenance of hosted catalogs and punchout sites. Proposals must describe in detail the available services, including but not limited to, the following:

- Provide assessment to identify and prioritize contracts as potential for hosted catalog or punchout;
- Creation of hosted catalogs;
- Setup/configuration of punchout sites;
- Identify and setup commercial retail online marketplaces;
- On/off-boarding of Suppliers to prepare them to manage catalog content; and
- Train Participating Entity staff to assume catalog/punchout management roles.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Catalog Support Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will deliver comprehensive catalog support services to support the creation, loading, management, and maintenance of hosted catalogs and punch-out sites. Our Catalog Support Services for a Participating Entity (Client) includes five stages.

Scope of Services

Stage 1: Project Orientation

Civic Initiatives will conduct preliminary meetings with identified Client resources to introduce the project to key stakeholders, refine project goals and begin critical discovery inquiries. The goal of this work segment is to achieve a better understanding of the current landscape and define successful project outcomes based upon the Client's own goals. Specifically, the Catalog Support Services Team will perform the following tasks in this project stage:

- Conduct an introductory meeting with key Client resources describing the project's goals, methodology and proposed outcomes.
- Perform a data discovery exercise that assesses the Client's currently available contract and spend data.
- Interview Client resources to determine contract portfolio details and data limitations that may affect the ability to successfully complete the project as envisioned.
- Develop selection criteria for identifying contracts to be hosted in a Marketplace solution. Civic Initiatives will present a baseline selection methodology. The Catalog Support Services Team will also work with the Client to refine the selection methodology based upon the Client's own goals and vision.



- Gather all necessary contract documents and spend reports required to perform the work in Stage 2 of the project.

Stage 2: Contract Portfolio Review and Contract Selection

Civic Initiatives will perform a contract portfolio review of all the Client's awarded enterprise-wide contracts to identify catalogs that would be a good fit in the Marketplace solution. A portfolio review assesses key contract details (i.e. pricing model, number of items, configurability, price adjustment frequency) to determine whether the current contract model makes it a good candidate for a Marketplace shopping environment. Civic Initiatives will use that assessment to identify a list of potential catalog targets. Specifically, the Catalog Support Services Team will perform the following tasks in this work stage:

- Collect and analyze required reports and data elements for enterprise-wide contract portfolio.
- Perform a portfolio rationalization to organize existing enterprise-wide contracts into prioritized spend categories.
- Assess enterprise-wide contracts for key characteristics impacting Marketplace alignment and success.
- Work with contract administrators to identify key contract characteristics.
- Identify specific contracts to develop as catalogs in the Marketplace solution. This list will be reviewed and validated with key Client resources. The selection of potential catalogs can include, but is not limited to:
 - High levels of spend and transactions
 - Large number of catalog items
 - Highly commoditized items
 - Fixed prices
 - Supplier capability
 - Allows for PCard purchases
 - Expands the breadth of products in the Marketplace
 - Ensures equity of opportunity for awarded suppliers
 - Promotes local and/or MBE/WBE business
- Develop an eMarketplace Action Plan that will be used to: (1) prioritize contract actions; (2) determine responsible parties; (3) measure level of effort; and (4) assign specific tasks.

Stage 3: Marketplace Implementation

Executing against the Action Plan, the Catalog Support Services Team will perform the following tasks in this work stage:

- Develop a list of supplier catalog requirements, such as Client logos, special item identifiers, points of contact and PCard acceptance.
- Development of Catalogs – on a universal catalog template consisting of all commonly required data fields. Hosted catalogs will be enriched with useful content and optimized for searchability in any eventual electronic Marketplace.
- Staging Punchout Catalogs – will work with potential punchout catalog providers to determine their capabilities and gather commonly required credentials to prepare them for Marketplace configuration.
- Project Management Support – will both serve as a subject matter expert to Client personnel and update the Action Plan on a periodic basis to track progress of the effort. The project management support will be conducted to ensure the project doesn't lose focus and momentum. Civic Initiatives will be available to answer questions and provide guidance through phone calls and/or emails.
- Proposed Contract Changes – designed to increase the Marketplace fit of some of the most critical enterprise-wide contracts. Any structural changes will be developed by Civic Initiatives and presented to Client personnel to discuss the feasibility. The contract adjustments will be centered on contracts that were identified as Moderate or Low fits in the initial assessment but are usually found in successful Marketplaces.

Stage 4: Supplier Onboarding

Civic Initiatives will work with Client resources in communicating with select suppliers in establishing electronic catalogs in the Marketplace solution. Civic Initiatives will perform as the key point of contact and subject matter expert to answer any questions or concerns from participating suppliers. Specifically, the Catalog Support Services Team will perform the following tasks in this work stage:

- Develop communication letters detailing the Marketplace vision, technical requirements, and the Client's request for supplier participation.
- Participate in conference calls with each identified supplier to help determine the supplier's capability and willingness to participate in the Marketplace solution. Civic Initiatives will also serve as a subject matter expert to communicate any potential technical requirements.
- Finalize catalog selections for Marketplace implementation based upon supplier interaction.

Stage 5: Marketplace Training

Civic Initiatives will train Client staff on how to maintain, optimize, and expand the electronic Marketplace after implementation. Civic Initiatives will deliver training guidance to ensure the continued success of the Marketplace. Specifically, the Catalog Support Services Team will:

- Develop a training guide on Marketplace catalogs that will teach buyers to: (1) identify new contracts that would make good catalogs; (2) understand key contract attributes that best fit the Marketplace; and (3) incorporate catalog requirements in the procurement process.
- Assist in the development of contract language in solicitation templates focused on catalog requirements.



Project Implementation Artifacts

Example Implementation Plan



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Hosted and Vendor Managed Catalogs

Once a contract moves to the "Prepare" status Civic Initiatives will begin catalog enablement. To be considered a complete catalog template for invoicing Civic Initiatives must complete the following activities:



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Cost estimates were made by making assumptions on the proper catalog pricing tier as outlined in the SOW and on this proposal document. Actual cost will be determined by the agreed upon rate tiers listed in this proposal document after a catalog has been sufficiently developed. This estimate is provided only to give the client a sense of the broad range of costs across different funding levels. Civic Initiatives will make the best faith effort to develop a catalog that meets the prioritization of Waves 1 and 2. Unforeseen circumstances may cause the actual cost to differ from the proposed cost. The final cost will be mutually agreed upon by the State and Civic Initiatives.



Priority	Contract Count
Wave 1	205
Wave 2	111
Wave 3	

Phase 1: Catalog Development

Before catalog development, Civic Initiatives will develop an appropriate purchasing Action Plan. Some of the activities include contract renewals or de-



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Catalog Creation Support

Scope of Services

Civic Initiatives completed an initial assessment of all statewide contracts to determine both their current "fit" in an electronic marketplace and their "readiness" to be developed into catalogs. In addition, the assessment prioritized those statewide contracts most critical to the success of Marketplace. The effort provided the State with a roadmap to begin preparing its contract portfolio to better support an eProcurement solicitation and eventual implementation.

In support of this undertaking, Civic Initiatives is prepared to assist the State in Marketplace preparation in the following ways:

- Development of an eMarketplace Action Plan** - which will serve as a project management tool to track progress of specific contract preparedness tasks. The Action Plan will be utilized to: (1) prioritize contract actions; (2) determine responsible parties; (3) measure level of effort; and, (4) assign specific tasks.
- Development of Catalogs** - on a universal catalog template consisting of all commonly required data fields. Hosted catalogs will be enriched with useful content and optimized for searchability in any eventual electronic Marketplace.
- Staging Punchout Catalogs** - which will be critical to a rapid implementation of an eventual Marketplace. Civic Initiatives will work with potential punchout catalog providers to determine their capabilities and gather commonly required credentials to prepare them for Marketplace configuration.
- Project Management Support** - will both serve as a subject matter expert to State personnel and update the Action Plan on a periodic basis to track progress of the effort. The project management support will be conducted to ensure the project doesn't lose focus and momentum. Civic Initiatives will be available to answer questions and provide guidance through phone calls and/or emails. Civic Initiatives will also participate in a update meeting on a monthly basis as determined by the State.
- Proposed Contract Changes** - designed to increase the Marketplace fit of some of the most critical statewide contracts. Any structural changes will be developed by Civic Initiatives and presented to State personnel to discuss the feasibility. The contract adjustments will be centered on contracts that were identified as Moderate or Low fits in the initial assessment but are usually found in successful Marketplaces.

Wave Projections

Contracts have been prioritized based upon strategic importance to eMarketplace success and grouped into 3 waves of work to provide an understanding of the impact at different funding levels:

Wave 1 - XX strategic catalogs representing roughly XXM in yearly contract spend.

Wave 2 - XX strategic catalogs representing roughly XX M in yearly contract spend.

Wave 3 - XX strategic catalogs representing roughly XX M in yearly contract spend.

Completion of Wave 1, Wave 2 and Wave 3 catalogs is estimated at \$XXX.

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Typical Deliverables



#	Deliverable
4	Verified Stage 2 item im files
5	Approved Stage 3 contra catalogs
6	Staff Training – Catalog Development
7	Staff Training – Contract Identification & Optimizat (Optional)

Need to also include in SOW re

- Weekly project status m
- Monthly project progres



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State: will be responsible for verifying all catalog information is correct for each line item and providing instruction to Civic Initiatives of any necessary edits. The State will be given thirty (30) days to complete this verification process after initial notification. If no validation has been completed after thirty (30) days Civic Initiatives will continue with the catalog loading process.

Phase X: Train Staff – Catalog Development (Optional)

Civic Initiatives will work with Client management and staff to develop and deliver training content to Client identified staff on process/tasks to prepare contract catalogs for eMarketplace loading.

Civic Initiatives has developed and will provide at the inception of this task detailed course content for this training that will be used as a starting point for identification and validation of Client training needs. This training content will dramatically compress the time required to develop and deliver training to Client staff.

Phase X: Train Staff – Contract Identification & Optimization (Optional)

Civic Initiatives will work with Client management and staff to develop and deliver training content to Client identified staff on process/tasks to prepare contract catalogs for eMarketplace loading.

Civic Initiatives has developed and will provide at the inception of this task detailed course content for this training that will be used as a starting point for identification and validation of Client training needs. This training content will dramatically compress the time required to develop and deliver training to Client staff.

Deliverables

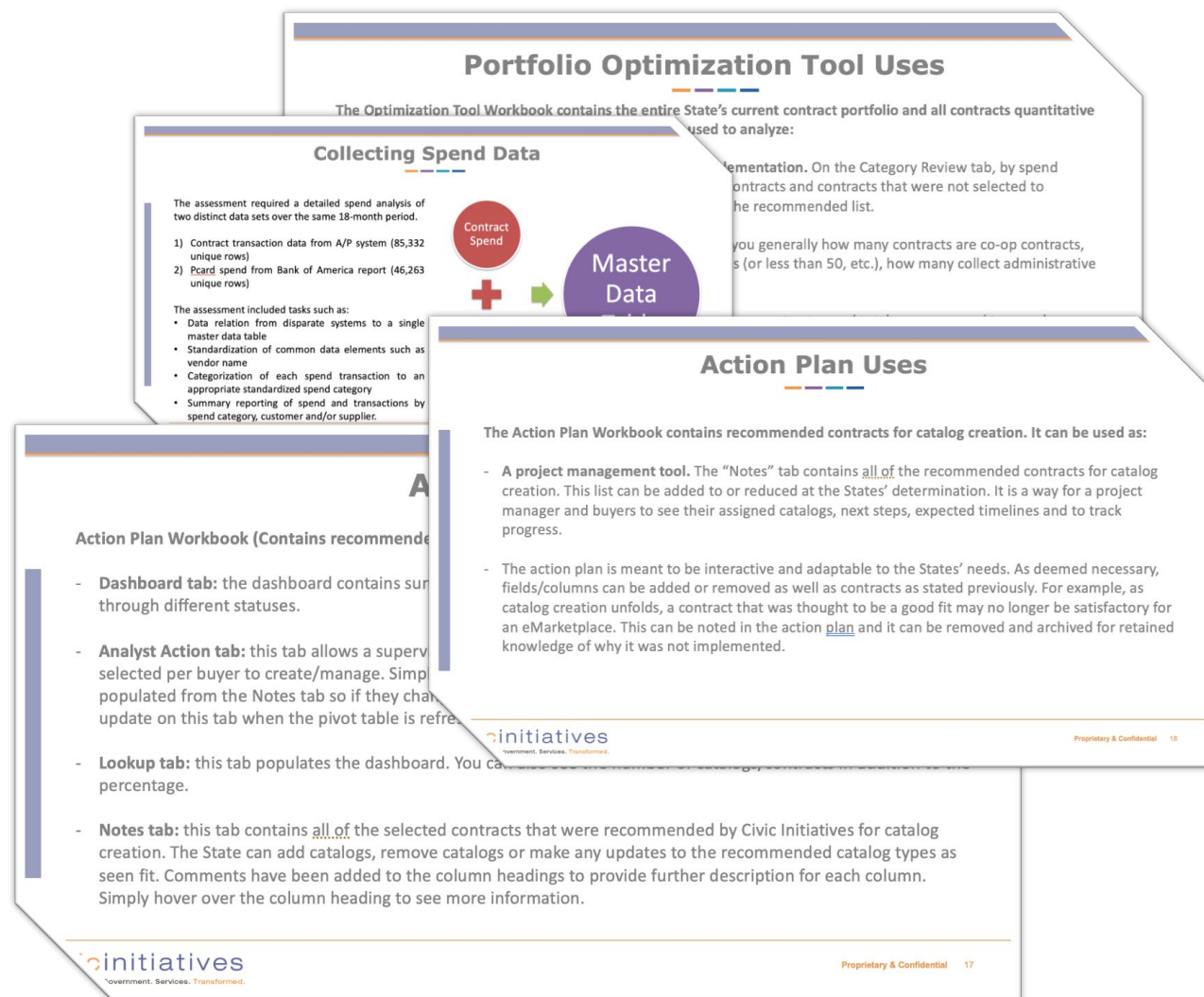
1.1. Deliverables:
CI will provide the following Deliverables:

#	Deliverable	Description	Draft Due Date
Phase 1 Deliverables			
1	Action Plan "Prepare" status validation	Shared workspace for managing catalog enablement project tasks.	
Phase 2 Deliverables			
2	Approved Stage 1 contract catalogs	loaded onto State designated storage folder.	
Phase 3 Deliverables			
3	Approved Stage 2 enriched contract catalogs	loaded onto State designated storage folder	

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Typical Deliverables



4. Data Conversion Services (separate from the Data Services response in the Functional Requirements section)

Bidders must provide data conversion services to transition from existing, legacy systems to the new eProcurement Solution. Proposals must describe in detail the available services including, but not limited to, the following:

- Conversion needs assessment;
- Conversion approach/methodology for Supplier data, Users, and active transactions including, but not limited to, open Purchase Orders, active Solicitations, and active Contracts;
- Data cleansing; and
- Tools/accelerators available to support data conversion.



Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Conversion Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will provide Data Conversion Services. The Data Conversion Services Team will work with the Client's project team and Solution Provider to develop a strategy and plan for data conversion from the legacy system(s) to the new eProcurement Solution, including data objects, rationale, and sequence.

Scope of Services

Civic Initiatives will work with the Client's project team and Solution Provider to develop a data conversion strategy and document the requirements to be included in the Data Conversion Plan. The data conversion strategy describes the approach for data planning, analysis, profiling, and exposing data quality and data business rule issues early in the project. The data conversion plan describes the technical and business preparation procedures before initiating a data migration process.

The Data Conversion Plan will describe the roles and responsibilities to perform the tasks to successfully convert legacy data to the eProcurement Solution, including:

- **Interface Strategy** – Civic Initiatives will work with the Client and the Solution Provider to define the interface strategy.
- **Design Interface Programs** – The Solution Provider will define the data model (field names, data type, field length, validation rules, translation rules) required for their application. Civic Initiatives will support the Solution Provider by coordinating this effort with the Client, who will map the fields in the data model.
- **Develop Data Interface Programs** – The Client will be responsible for extracting the data from their legacy systems and the Solution Provider will be responsible for loading the data into their application. They will have or develop and test programs to do this. Civic initiatives will assist and facilitate this process.
- **Data Reconciliation** – The Client will reconcile the data migrated to the new system with the corresponding data in the legacy application. Civic Initiatives and the Solution Provider will support the Client in conducting this work.
- **Test Data for Testing Data Interface Programs During Test Cycles** – The Client will extract test data from the legacy systems for testing the interface programs. Civic Initiatives will provide support to the Client and the Solution Provider to conduct testing.



Conversion Approach

Civic Initiatives will work closely with the Client's project sponsors and key stakeholders and Solution Provider to develop requirements to be included in the Data Conversion Plan. The Data Conversion Services Team will:

- Assess the quality and structure of Client data sources to develop a complete and accurate picture of Client data.
- Work collaboratively with the Client's project team, state agencies and any external entities that will provide data or functionality to the eProcurement implementation.
- Work collaboratively with the Client's project team, other participating entities and any external entities that will require data or functionality from the eProcurement implementation.
- Coordinate with Interface/Integration Development Services team to ensure agencies' data and functional integration needs are documented.
- Coordinate requirements, method for data migrations, conversions, and testing.
- Provide design and requirements input to the conversion design documentation.

Through data planning, analysis, and profiling, Civic Initiatives will expose data quality issues and business rule issues early in the project. Civic Initiatives will establish an issue tracking and scorecard system to deliver quality assurance across conversion activities, to ensure that cleansed operational data is successfully transitioned into the new eProcurement Solution. The activities below define the framework for an effective data conversion process.

1. Identify data fields that will need to be migrated from legacy systems.
2. Expose data quality and data business rule issues.
3. Prioritize and coordinate data cleansing efforts.
4. Leverage an appropriate mix of Client and Civic Initiatives staff to perform conversion and bridging activities.
5. Deliver converted data to the development team prior to testing.
6. Ensure that converted data process accurately in the eProcurement Solution.
7. Maintain integrity of the converted data using rigorous audit and reconciliation controls.

The following provides a profile of conversion activity related to data cleansing of a specific data set.

Vendor Data

Civic Initiatives will perform a thorough data scrubbing exercise on the Master Supplier Record (MSR), excluding employees, which will entail data cleansing, standardization, and enrichment. The Data Conversion Services Team will use data cleansing techniques based upon data challenges presented by Client data.



The team will also perform a final data integrity check on the cleansed MSR to ensure the fitness of the data file to serve its needed purpose in the eProcurement implementation. In addition to measuring the quality of the data set, the exercise will identify any remaining data gaps that will need to be filled and will log any potential data integrity issues that may cause similar issues in the future if not addressed by the Client.

Work in this task includes the following representative activities:

- Scrubbing MSR of duplicate supplier entries. Duplicates are chiefly a result of multiple data sources. The work will include developing a key identifier for each supplier record to ensure each record is unique.
- Scrubbing irrelevant data that may have been captured on supplier records in the past, but no longer serve any useful purpose.
- Normalizing all data elements to ensure that they conform to established business rules, nomenclature and structure.
- Standardizing all data elements for conformity. For example, ensure all instances of a Woman Owned Business are labeled as “WBE” instead of “Woman”, “Woman Owned”, “WB”, etc.
- Standardizing data fields such as supplier name. This is critical to ensure reporting will be consistent in future uses. For example, AT&T may be spelled ATT, A.T.T., AT and T, etc.
- Performing constraint checks on data fields to ensure they are utilizing the proper data type such as numeric, Boolean or data. For example, do supplier ID numbers contain letters when there should only be numbers?
- Ensuring all data elements fall within established field requirements and/or constraints. For example, do all phone numbers contain ten digits in the proper formatting?
- Eliminating typos and syntax errors such as extra spaces at the end of a text chain. This may also include grammatical preferences such as starting all supplier names with a capital letter.
- Identifying and highlighting missing data from required data fields. For example, does supplier on-boarding template require email addresses that are not currently available?
- Imputing missing data if the proper values may be garnered from other sources. For example, a missing address may be found in some other database that can be related back to the MSR.
- Identifying baseline characteristics that the Client wants to use to create a prioritized list of supplier records to be enriched in the next phase of the project. For example, characteristics could include total spend by supplier, number of transactions by supplier, whether the supplier currently has a Client contract, whether the supplier has had a transaction with the Client in a certain time frame, and/or any other Client-based recommendation.
- Working with the Client to obtain necessary data reports and information to incorporate and relate the decided upon characteristics to the MSR. These could include accounts payable (AP) financial reports, current contract listings and more.

- Prioritizing the MSR based upon the decided upon factors. For example, select all supplier records with either a certain level of spend, transactions or is currently on a Client contract – if those were the chosen criteria.
- Performing comprehensive data integrity check which assesses the accuracy, completeness, validity, consistency, and uniformity of all supplier records within the MSR.
- Providing qualitative assessment on each of the criteria that measures the quality of the data and our level of confidence in the accuracy.
- Identifying and flag all missing data gaps that would preclude a supplier record being integrated into the new eProcurement system.
- Making recommendations on best approaches for filling remaining data gaps.

Tools and Testing

Civic Initiatives will work with the Solution Provider to manage processes, including testing, that support the Solution Provider's tools for converting and loading state legacy data. Civic Initiatives' quality assurance process for data conversion involves creating detailed data mapping, writing data conversion specifications, developing conversion programs or database scripts, unit and system testing, and verifying converted data results.

5. Interface/Integration Development Services *(separate from the Interface and Integration response in the Functional Requirements section)*

Bidders must provide services to develop and implement interfaces and/or integrations with Participating Entity legacy systems. Proposals must describe in detail the available services, including but not limited to, the following:

- Provide technical assessment to identify all required interface and integrations to systems outside of the eProcurement Solution.
- Design, development, testing and implementation of all identified interfaces and integrations.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Interface/Integration Development Services objectives and requirements.

Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal



6. Organizational Change Management (OCM) Services

Bidders must provide OCM services that include, at a minimum:

- OCM Strategy development;
- Stakeholder Analysis/Assessment;
- Readiness Assessments, Organizational and Staff;
- Impact Assessment;
- Communications Plan development;
- Coaching Plan development;
- Resistance Assessment and Management Plan development; and
- Proposals must include a description of Bidders OCM Methodology and detailed descriptions of each of the above items.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the OCM Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will develop and deploy an effective Organizational Change Management (OCM) framework for managing the effect, adoption, and impact of new business processes, changes in organizational structure, new technical applications, and cultural changes within an enterprise or organization.

Scope of Services

Civic Initiatives' OCM practice is focused on providing practical and thorough OCM options and solutions. Our practice directly supports the delivery of our Client's strategic programs, initiatives, and goals, and enables transformation with minimal disruption. Our OCM Services Team assesses, designs, develops, and delivers solutions that are tailored to the unique operations and cultures of each Client.

Phase 1: Assess Organizational Change Readiness

Civic Initiatives will provide subject matter expertise and support in planning sessions and gathering information on major readiness elements that must be considered to achieve technical and process transformation success, as well as benefit realization activities. This phase will focus on two assessments to assess details on the Change itself and the Organization, with representative, not exhaustive details profiled below:

- **Change**
 - Scope of the change impact across the enterprise areas (i.e., workgroups, departments, divisions, etc.)
 - Number of potential employees impacted



- Type of change (i.e. process, technology, organizational, job roles, etc.)
- Amount of change from where the organization is today
- **Organization**
 - Understand culture and value system
 - Capacity for undertaking change (and how much change is already taking place in the Client organization)
 - Leadership styles and power distribution
 - Residual effects / impact of past change initiatives
 - Senior Middle level leaders predisposition toward change
 - Employee readiness for change

Additional assess phase data collection point examples may include, but are not limited to discussion of needs for project support infrastructure, testing, funding alternatives, practical performance measures, cultural impact on staff, changes in procurement practices, procurement card methods, etc.

To support the collection of the *Phase 1 Assess* information, the OCM Services team will also conduct an accelerated review of these readiness elements through interviews with select key stakeholders in order to give the Client organization guidance on readiness for implementation success.

The Assess phase data collection will yield relative information to support effective change planning in crystalizing a change management strategy inclusive of some of the representative outputs below:

- Identifying and selecting a change management team model and team size
- Selecting a sponsorship model and support system
- Profiling the risks and identifying potential obstacles
- Determining if any special tactics are necessary to support the change
- Support development and customization of communication plans, training plans, coaching plans and sponsorship activities as required and necessary

Phase 2: Develop Organizational Change Management Plan

Civic Initiatives will work with the Client organization's identified stakeholders, project resources, and the selected Solution Provider to develop an Organizational Change Management Plan (Change Plan) that captures the overall strategy and approaches for business process improvement, business readiness, communication, and training activities. The Change Plan will identify the following at minimum:

- Change Plan key deliverables, outputs, and content
- Frame a timeline for execution of Change Plan activities / tasks and completion of Change Plan deliverables / outputs



- Identify required reporting to the Client organization on Change Plan activities and tasks as profiled and linked back to the overall project plan

Phase 3: Deploy Organizational Change Management Plan

Civic Initiatives will work with the Client organization's identified stakeholders, project resources, and the selected eProcurement contractor to deploy and execute against the Change Management Plan activities in accordance with the final agreed upon Change Management Plan.

Typical Deliverables

1. **Assess Organizational Change Readiness Assessment Review** providing the Client organization with a briefing on key factors regarding eProcurement implementation success and documenting the organization's preparation towards achieving those goals and factors.

The deliverable will be provided in a Word formatted document. Civic Initiatives will prepare and present the details of the draft document in one (1) meeting to provide an overview of the contents of the document to gain consensus and secure understanding and agreement of its content.

2. **Develop Organizational Change Management Plan** providing at a minimum the following (representative, not exhaustive):

- a. Profile / demonstration reason for the change
- b. Determine the scope of the change
- c. Identify key stakeholder and change management team resources
- d. Clarify the expected / anticipated benefits
- e. Outline key change milestones
- f. Formalize a change management communication plan

The deliverable will be provided in a PowerPoint document. Civic Initiatives will prepare and present the details of the draft document in one (1) meeting to provide an overview of the contents of the document.

3. **Deploy Organizational Change Management plan** will include providing directional execution guidance focused on Planning and Acting, Tracking Performance, and Adapting Actions, for the following (representative, not exhaustive):

- a. Communications plan
- b. Sponsor / Stakeholder ongoing engagement and coaching plan
- c. Training plan
- d. Resistance Management plan

The deliverable will be provided in a PowerPoint document. Civic Initiatives will prepare and present the details of the draft document in one (1) meeting to provide an overview of the contents of the document.



7. Training Services

Bidders must provide user training on the use the eProcurement Solution. Proposals must include:

- A comprehensive training needs assessment.
- Development and implementation of a Training Plan which must be:
 - Approved by the Participating Entity;
 - Identify the method of training recommended for End Users, Train-the-Trainers, Suppliers, System Administrators and Participating Entity Help Desk staff;
 - Identify Bidder's staffing and skills levels that demonstrates the proposed training approach;
 - Staffing that would conduct the training and describe skills/experience;
 - Required Participating Entity staff and resources; and
 - Post-implementation transition plan to move training responsibilities to Participating Entity staff.
- Include an example Training Plan
- The following delivery methods:
 - On-site Instructor Lead, computer-based classroom training;
 - Web-based Instructor Lead training (e.g. Webinar session); and
 - Web-based self-service/on-demand training (e.g. web posted video).
- Training materials that
 - Include step-by-step procedures and directions.
 - Become property of the Participating Entity for use in future training and the state may download/copy/distribute these materials without restriction.
 - Include the right for the Participating Entity to publish/post the contractor's training materials on publicly accessible websites.
 - Include links to examples of training materials.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Training Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will coordinate with the Participating Entity (Client) Training Director to develop and implement an eProcurement training program to support sustained methods of training delivery for end users and suppliers.

Scope of Services

As a key component of Organizational Change Management (refer to E.,6), Civic Initiatives works closely with a Client to plan and deploy an effective training approach that is consistent with its organizations' policies and procedures. We consider the Client's worksite culture and learning styles. The Organizational Change Management Plan (Change Plan) captures the overall strategy and approaches for supporting organizational change, inclusive of training and development details.



The Training Services Team's strategy focuses on identifying competency gaps between a Client's current state versus future state by developing a framework to deliver a multi-modal user experience for training delivery.

Needs Assessment

To support the creation of the training framework, the Training Services Team will perform a comprehensive training needs assessment, comprising the following actions:

- *Determining the desired result* – What is the goal of the training? How does this align with business objectives?
- *Comparing the present outcome with employee behavior* – Determine the current situation and how employees are performing. After analyzing this, you can identify the necessary steps and processes to achieve the goal established above.
- *Trainable competencies* – What abilities must a person have to do the job?
- *Evaluate the performance gap* – Identify the gaps that need to be corrected by conducting tests, surveys, self-assessments, feedback from stakeholders, interviews, and more.
- *Priority-based training and requirements* – Identify the people who need training and the importance of their tasks to prioritize the training schedule.
- *How to conduct the training* – There are many different methods to conducting training and the best type needs to be selected in each case. They can include on-the-job training, coaching or mentoring, classroom lecture, online training using e-learning, conferences, and manuals or books.
- *Cost analysis* – Determine the most efficient and effective approach to deliver training to ensure the time and money invested derives the greatest value. Factors include time of training, content development time, evaluation of the training provider, travel and logistics expense, and delivery methods.
- *Planning, evaluation, and execution* – Plan a program that is useful and interesting for the participants. It is important to note the performance of the training and always look to improve.

The Training Services Team will perform a comprehensive training needs assessment by:

- Identifying current training content and channels available by the Client organization and Solution Provider
- Working with the Client organization to identify training needs
- Collaborating on developing a training model which will identify:
 - Training courses, reflecting role-based curricula
 - Training approach and delivery
 - Training schedule
 - Desk guides, manuals, and job aides



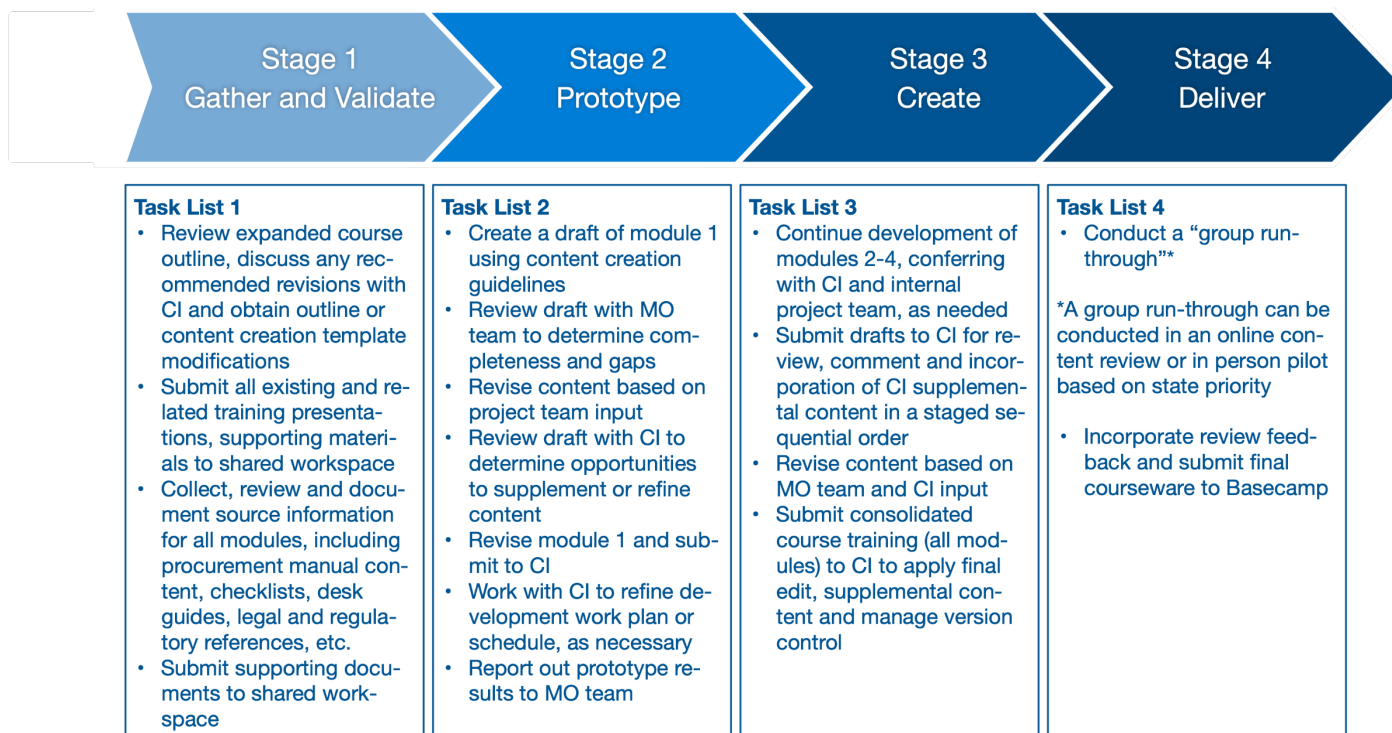
Training Plan Development and Implementation

Based on the results of the training needs assessment, Civic Initiatives' Training Team will develop and submit a Training Plan for approval by the Client organization prior to deployment.

- The Training Plan and Schedule will describe the tasks and identify dates for:
 - Civic Initiatives to submit draft training and all training materials to the Client organization
 - Client organization to provide feedback on the training/materials
 - Civic Initiatives to revise training/materials based on the Client organization's feedback for final approval prior to training deployment

Representative samples of Training Plan work products and outputs are provided below.

Sample Development Methodology



Sample Development Schedule

Development Schedule Template

- Template reflects standard activities that support development of each training course
- Responsibilities include Sequence Team, Civic Initiatives, and MO Team (all waves)

Stage	No.	Task	Responsibility	Week
Gather and Validate	1	Verify production sequence for Wave N	CI/Seq Team	Week 1
	2	Review expanded course outline	Seq Team	Week 1
	3	Work with CI to refine		
	4	Document and upload		
	5	Upload existing training		
	6	Validate resource mat		
Prototype	7	Create draft prototype		
	8	Review Module 1 draft		
	9	Revise and upload final		
	10	Conduct joint review of strategy or schedule		

Development Schedule Template

Stage	No.	Task	Responsibility	Week
Create	11	Develop and upload draft versions of Modules 2-4 course content	Seq Team	Week 6-8
	12	Review and revise draft versions of Modules 2-4 course content	CI/Seq Team	Week 7-9
	13	Compile modules, including knowledge checks (ungraded) and a final course test (graded) to prepare for delivery	CI	Week 10
Deliver	14	Conduct a "group run-through"	CI/MO Team	Week 12
	15	Incorporate review feedback and submit final courseware to shared workspace	CI	Week 12

Sample Development Tracking and Reporting

Sequence 1 Reporting Template

Status Legend	Complete
	In Progress
	In Progress

OA Purchasing Onboarding | Wave 1, Sequence 1

- Sequence 1 course development stage: Gather and Validate (not started)

Next Steps

- Validate course outline and objectives by 1/10
 - Review and provide input on course outline and objectives
 - Review and provide input on course content creation tools and templates
- Begin uploading existing training materials and documenting other data sources for training content

Stage	Task	Responsibility	Week Ending
Gather and Validate	Validate course outline and objectives	CI/Seq 1 Team	1/10
	Upload existing and related training materials in Basecamp	Seq 1 Team	1/17
	Inventory secondary data sources for course content	Seq 1 Team	1/17
	Evaluate course materials, determine CI supplemental content and revalidate course outline and objectives	CI/Seq 1 Team	1/24
Prototype	Create and upload draft of Module 1	Seq 1 Team	1/31
	Review and validate first draft	CI/Seq 1 Team	2/7
	Complete Module 1 prototype	Seq 1 Team	2/14
	Revalidate schedule for overall completion	CI/Seq 1 Team	2/14
Create	Create and upload draft for Module 2	Seq 1 Team	2/21
	Create and upload draft for Module 3	Seq 1 Team	2/28
	Create and upload draft for Module 4	Seq 1 Team	3/6
	Compile modules to prepare for delivery	CI	3/13
Deliver	Conduct a group run-through	CI/Seq 1 Team	3/20
	Incorporate review feedback and submit final courseware to Basecamp	CI	3/20

Sequence 1 Team: Julie/Jacque (OA Purchasing Onboarding)



The Training Plan will clearly identify the method of training recommended for the following Client groups: End Users, Train-the-Trainers, Suppliers, System Administrators and Client organization Help Desk staff, based on the supportive details profiled below.

- For End Users, Train-the-Trainers, Suppliers, System Administrators and Client organization Help Desk staff, Civic Initiatives will develop training tailored to each of the roles to ensure that the Client organization's staff are assigned appropriate and useful training.
- Civic Initiatives will work with the Client organization to effectively:
 - Identify the appropriate training for each of the roles
 - Design the curriculum based on the roles
 - Create all training materials needed (PowerPoint decks, videos, reference guides, and job aides) to support the training
 - Work with the Client organization to build training within their training environment whether that would be a Learning Management System (LMS), website access, etc.

Civic Initiatives' training method activities and deliverables are identified in the following representative table:

Training Method Activities	Deliverables
Identify roles and appropriate training	Roles Mapping with associated coursework
Design the curriculum	Curriculum model
Create course materials	Course Material (training decks, videos, reference guides, job aides)
Work with the Client organization to build training within their training environment (LMS, website access, etc.)	Inventory of Training Materials

Sample Role Decomposition and Analysis

CU Marketplace Roles

Role	Authority/Responsibility	Additional Considerations
Shopper	- Creates shopping cart by selecting items for purchase (for purchase order) or entering - Cannot complete a purchase – assigns cart to Requester to process - All CU faculty, staff, and students can be Shoppers??	Is invoice payment or check request capability available??
Requester (or Requisitioner) (Includes Frequent [Power User] /Infrequent User)	- Accepts cart assigned by Shopper (or creates new cart) and generates purchase requisition (PR) - Requester can - Retrieve assigned carts - Return assigned carts - Process assigned carts - Delete assigned carts - Requesters have spending limits set by their department (or PSC), which determine if a PR requires financial approvals - Requester has the ability to perform receiving within CU Marketplace (see also: Receiver) and is responsible for reporting when goods are received??	A shopping cart can contain items from multiple catalog suppliers. However, approval requirements are determined by the shopping cart total. - Financial approval, and Sponsored Project approval for Fund 30/31, is required for all shopping carts over \$10,000 - PSC approval is required for shopping carts over \$10,000 that contain a form - PSC approval is also required for shopping carts over \$25,000 that contain only catalog items
Approver (Includes Primary User /Assigned User [Backup])	- Designated to approve PRs - Responsible for ensuring that requisitions requiring approval, typically exceeding \$10,000, are accurate, appropriate, and reasonable - A department may have multiple Approvers - An Approver can also be a Shopper or a Requester; however, Approvers cannot approve their own requisitions??	Those with a SpeedType fiscal role other than Officer or Fiscal Staff-Report Recipient can - Approve, reject or return requisitions over \$10,000 and Payment Vouchers in any dollar amount - Search all documents in the CU Marketplace.
Receiver	A Receiver is authorized to receive on vouchers for POs over \$10,000 that are not SPOs and can: Receive on Purchase Orders (POs) over \$10,000 to release vouchers for payment	Receiving can be performed by two roles in the CU Marketplace to acknowledge receipt of goods and services on a PO. Receivers are only able to perform receiving



Sample Roles Mapping

Work Completed:

- Identify and document direct and indirect procurement roles within the state
- Define competencies required for each role
- Conduct mapping exercise to ensure competencies align to prioritized courses
- Create expanded course outlines as needed for mapping
- Create strawman course outlines for each course for decision-making and feedback

Building the Program Foundation

Delegation Related Roles and Competencies According to Position/Office
(Source: <https://ba.no.gov/persimc/classification-specifications>)

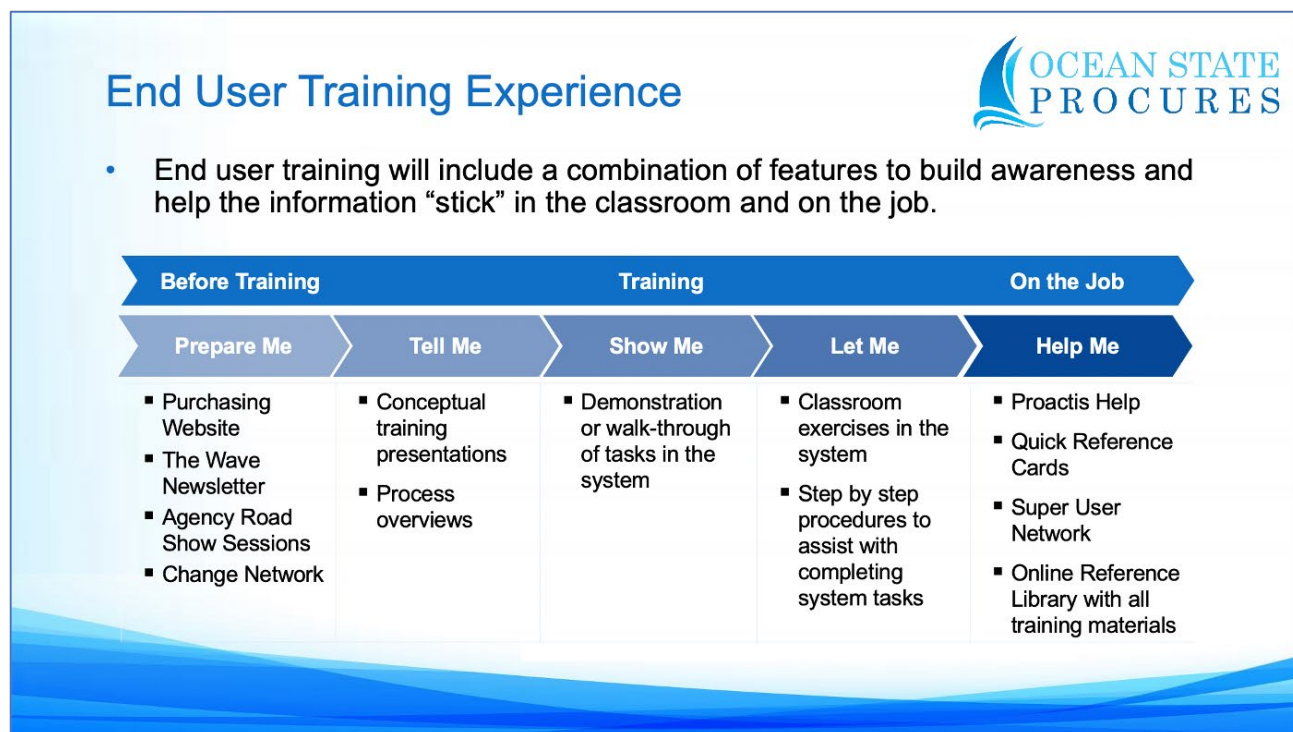
Position or Office	Role	Role Description	Competency
OA Purchasing Buyer (Buyer I)	Entry level practitioner, buyer	- Focuses on transactional procurements, preparing invitations for bids, requests for proposals, and purchase orders; solicits bids or proposals from responsible bidders - Participates as a team member to provide support on OA projects with low complexity	- Introductory knowledge of procurement laws, administrative rules, regulations and procedures - Introductory knowledge of roles and responsibilities across the procurement life cycle and resources available to guide or assist in procurement-related processes - Ability to perform all processes that support an informal (low value or risk) procurement - Ability to support select and defined procurement or contract management activities
OA Purchasing Buyer (Buyer II)	Intermediate practitioner, buyer	- Prepares invitations for bids, requests for proposals, and purchase orders; solicits bids or proposals from responsible bidders - Conducts research and provides support	- Intermediate knowledge of procurement laws, administrative rules, regulations and procedures - Intermediate knowledge of roles and responsibilities across the procurement life cycle and resources

Training Requirements Model Recommendations

Role	Position or Office	OB1	MOP1	IP1	FP1	EN1	SPT1	MB1	CM1	DB1	QT1
Entry level practitioner, buyer	OA Purchasing Buyer (Buyer I)	X		X				X		X	
Intermediate practitioner, buyer	OA Purchasing Buyer (Buyer II)	X	X	X	X		X	X		X	
Advanced practitioner, buyer	OA Purchasing Buyer (Buyer III)	X	X	X	X	X	X	X	X	X	
Advanced practitioner, strategic planner, systems analyst, supervisor or manager	OA Purchasing Buyer (Buyer IV)	X	X	X	X	X	X	X	X	X	
Intermediate practitioner, procurement officer	Department Procurement Officer (Procurement Officer I)		X	X	X		X	X		X	
Advanced practitioner, procurement officer	Department Procurement Officer (Procurement Officer II)		X	X	X	X	X	X	X	X	
Chief procurement officer	Director, Division of Purchasing	X	X	X	X	X	X	X	X	X	



Sample End User Training Experience



Resource Requirements

Organization Qualifications and Experience that demonstrates the proposed training approach and the required Client organization staff and resources, including, but is not limited to:

- Subject Matter Experts (SME's) on current Client organization's processes
- Learning Management System or website (to post all training and training resources) and identified staff with whom Civic Initiatives will work

The Training Plan will include a post-implementation transition plan to move training responsibilities to the Client organization's staff.



Sample Training Plan



Ocean State Procures™

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1.0 Introduction

1.1 Document Purpose and Scope

This document describes the key tasks, deliverables and resources needed to develop and deliver a robust Change Management program for the State of Rhode Island's Ocean State Procures™ (OSP) eProcurement project. This is a "living" document that is updated frequently to reflect new or changing requirements.

1.2 Project Background

The State of Rhode Island has embarked on a major automation solution, Ocean State Procures™ (OSP) eProcurement lifecycle process. OSP will be used to solicit goods and services with an aim to streamline the procurement process. The project will ensure transparency through open and fair competition from new and existing vendors alike, including small business enterprises. At the state level, OSP will be a record for use by all state agencies.

2.0 Training Strategy

Key to the success of any technology end user adoption is the development of end users through training. Civic Initiatives will develop training programs for system users.

The training approach for the OSP project will focus on providing the knowledge and skills required for individuals to use the system efficiently and effectively. Relevant training materials will be developed for employees and the vendor community who will perform new processes associated with the system. Training and support materials provided to them will ensure they accept the new solution.

The Training Strategy provides the framework for the training program. It will be identified, developed, and delivered by the project team.

A diagram of the training strategy and approach is shown below.

Ocean State Procures™

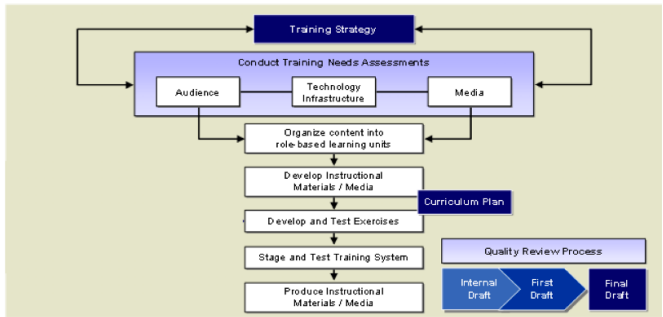


Figure 2.0

Key activities:

- Conduct Training Needs Assessment (TNA) (e.g., audience, technology infrastructure, media or blended learning approach)
- Develop Role-Based Curriculums
- Prepare / Develop data for training environments (where applicable)
- Develop training materials
- Identify training logistics requirements (e.g., A/V, locations, etc.)
- Develop training schedule
- Develop employee training tracking mechanism
- Establish training metrics
- Deliver training

2.1 Needs and Skills Analysis

To effectively develop the end user training program for the OSP project, a Training Needs Assessment was conducted. This assessment included the various end user groups or audiences, training technical infrastructure (systems, technology, facilities, and equipment), and communication methods and media.

The TNA also documented key gaps in skills and competency in relation to how the OSP system will be used, and specifies the training required to bridge those gaps.



Training Delivery Materials

The Training Plan will address development of training materials that:

- Include step-by-step procedures and directions.
 - Training materials will include the following:
 - Step-by-step procedures and directions with snippets (pictures) of activities to help guide the training participant through the processes
 - Videos that capture the training activities for processes identified by the Client organization as needed
 - Reference guides and job aides that support the processes for the eProcurement Solution

Training Delivery Methods

The Training Plan will address and leverage a range of delivery methods, based on role and training scope including:

- On-site Instructor Lead, computer-based classroom training
- Web-based Instructor Lead training (e.g., Webinar session)
- Web-based self-service/on-demand training (e.g., web posted video)

Some representative training delivery channel examples may include:

- Web-based Instructor Led Training via Zoom (Civic Initiatives) or MS Teams if the Client organization prefers and has their own license
- Web-based On-Demand Training which includes PowerPoint presentations and videos
- Instructor Led Classroom Training at the discretion of the Client organization

Sample Training Delivery Methods

Training Delivery Methods

Delivery Method	Description	Intended For...
Instructor-led Training (ILT)	- Conducted by an instructor providing participants the opportunity to learn face-to-face with an instructor and colleagues. - Enables task-oriented learning through hands-on processed-based activities within OSP with relevant business data.	- High to Medium impact changes - Example: Buyers
Virtual Instructor-led Training	- Similar to ILT - Enable audience	
Web-based Training (WBT)	- Self-paced training - Used to inform specific	
Expert Led (On-the-Job Training)	- Effective - accurate - Deliver setting	



Training Components

- To ensure successful training adoption, each end user training delivery method will include a combination of the following materials:

Instructor-led Training (ILT)
 Virtual Instructor-led Training
 Web-based Training (WBT)
 Expert Led Training (ELT)

➔



Training Components	Description
End-user training manual	Primary training and reference documents used during ILT (printed slides and exercise guides)
Instructor manual	Modified version of the end-user training manual that includes notes and cues to assist the instructor
Exercise guide	Supplemental training documents that contain step-by-step instructions for actions performed within a given ILT or OJT course. Mock data may be used to complete system exercises.
Course concept slides	Presentation used for ILT sessions (slides may or may not be distributed to participants)
Process Overviews	Collection of detailed, illustrated process flows covered during a training course
Quick reference guides	On-the-job procedure reference guides designed to allow the user to quickly locate needed information.
System Process Procedures *	Step-by-step procedures to perform system tasks (Proactis Online Help). *Will not be developed as a training deliverable, but may be leveraged during training delivery.
Assessment	Final assessment to test end users' knowledge of the concepts presented during training
Review Questions / Polls	Questions and/or polls conducted to ensure that attendees are actively participating in virtual ILT sessions.

Other Training Plan Elements

The Training Plan will:

- Specify that all training materials will become the property of the Client organization for use in future training and Client organization may download/copy/distribute all materials without restriction
- Specify that the Client organization has the right to publish/post Civic Initiative's training materials on publicly accessible websites
- Include links to examples of training materials (for example, State of Connecticut, <https://portal.ct.gov/DAS/CTSource/CTsource-Resources/CTsource-Videos>)

8. Help Desk Services

Bidders must provide services to support users and Suppliers in the use of the eProcurement solution. Proposals must describe in detail the available services, including but not limited to, the following:

- Approach/methodology;
- Experience supporting eProcurement solutions;



- Support/Management Plan that addresses:
 - Help Desk location and staffing
 - Participating Entity responsibilities and staffing recommendations
 - Operating procedures
- Systems and tools utilized to provide services including phone, chat and ticketing systems;
- Performance metrics tracking and reporting;
- Issue analysis, tracking, and reporting;
- Customer satisfaction tracking and reporting; and
- Option/approach to transition to a Participating Entity Help Desk operation including training of Participating Entities Help Desk resources.

Response requirement:

- RTM: Tab 6, IMPL-1 through IMPL-5
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Help Desk Services objectives and requirements.

Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

9. On-Site System Stabilization Support

Bidders must provide personnel to support a stabilization period of 3 months after the 'go live' of the full Solution Implementation. Participating Entities may require this support to be on-site. These personnel will address, at a minimum, system setup/configuration changes, issue assessment/resolution, system performance and stability monitoring/adjustment, system use assessment, mentoring of State operations staff, coordination of Contractor off-site tasks and support resources, coordinate documentation.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the On-Site System Stabilization Support objectives and requirements.

Civic Initiatives Response

Civic Initiatives will deliver system stabilization support, providing on-site and remote capacity, as needed, and as specified by the Client.



Scope of Services

Civic Initiatives will work with the Client's project team and Solution Provider to deliver post-implementation support throughout the 3-month stabilization period of the full solution implementation.

Throughout the system stabilization support period, Civic Initiatives will deliver services consistent with those described under E.1, Project Management, E.2, Project Implementation Methodology, E.3, Catalog Support Services, E.6, Organization Change Management Services, and E.7, Training Services.

Extending our integrated project management approach, Civic Initiatives will continue to manage on-site system stabilization across the applicable Implementation Services Teams. Civic Initiatives will assist the Client and other Post-Implementation Support Services Teams in resolving problems and providing support to the customer departments and vendor community (where applicable).

Civic Initiatives will also assist in facilitating and sustaining the knowledge transfer of the services delivered through the contract, including QA Practices, Testing, Organizational Change Management, Training, Catalog Support, and other services that may be sustained by the Client or a Managed Services Provider in an operations mode. As undertaken during the project's Initiation and Planning phases, Civic Initiatives will work with the Client to ensure the resource and staffing plan is aligned with the eProcurement Solution operational support requirements and will make specific recommendations regarding support levels.

Civic Initiatives will monitor system and user-reported issues and will employ the same QA methods used throughout the project to provide post implementation support, including our multi-angle testing approach, which uses a series of tests to capture all angles of the quality, performance, and functionality dimensions of the application, that approach each Application Testing Category as a different Testing Entity to thoroughly understand the user experience.

Our Post-Implementation Support Services Team will continue to provide health status reporting to the Client Project Sponsor and Stakeholders to ensure they are informed. The OCM Services Team will issue customer surveys and conduct interview with key stakeholders and end user to gauge satisfaction.

F. MANAGED SERVICES REQUIREMENTS

Bidders may propose to provide any of the following services separate from services proposed in the Implementation section of this RFP.

1. Solution Support

Bidders must provide post-implementation operational support services including, at a minimum, the following:

- Maintain the performance, availability and stability of the Solution. The Contractor must schedule its implementation of changes so as not to unreasonably interrupt State business operations.
- Make no changes that would materially alter the functionality of the systems used to provide the Services or materially degrade the performance or SLAs as established of the Services, without first obtaining State approval. In the case of an emergency, and in



keeping with State security policies in effect, the Contractor may make temporary changes at any time and without State approval, to the extent such changes are necessary, in the Contractor's judgment, (i) to maintain the continuity of the Services, (ii) to correct an event or occurrence that would substantially prevent, hinder or delay the operation of State critical business functions; and (iii) to prevent damage to the Contractor's network. The Contractor will promptly notify the State of all such temporary changes. At the conclusion of the emergency the Contractor will restore any changes to the pre-emergency state, and if the change is deemed necessary for normal operation of the system, a corresponding change request must be initiated for State review and approval. The Contractor must review and perform a root-cause analysis of any deviation from any scheduled or failed changes.

- Prior to using any software or equipment to provide the Services perform all necessary testing to verify that the item has been properly installed, is operating substantially in conformance to its specifications, and is performing its intended functions in a reliable manner in keeping with the defined Service Levels in effect at the time of the change.
- Reasonably accommodate the Participating Entity testing, review and approval processes prior to promoting these Solution components in the production environment.
- For all Production and Non-Production environments (including environments that support systems development, testing, training, demo, QA and otherwise) monitor those environments, apply patches, and administer the system logs.
- Upon the creation of any environment for Participating Entity use, (unless excused in writing by the State) include these environments in regularly scheduled backup, maintenance, update/upgrade, patching, monitoring/reporting functions prior to productive use by the Participating Entity and until the use of this environment is no longer required by the Participating Entity.
- Identify to the Participating Entity any issues that may adversely impact the Participating Entity in-scope environment and operational requirements and that require analysis of the technical components of the system, including the applications, databases, ancillary and systems software and hardware.
- Conduct reviews with the Participating Entity for corrections to performance, functional, integration or technical issues with in-scope environments or operations and incorporate resulting changes into ongoing continuous improvement initiatives.
- Provide reviews of Participating Entity use of the Solution to make recommendations/suggestions on how the Entity could make more effective use of the Solution.
- Perform technical activities including but not limited to: system code/object migrations, patch implementations, testing, performance tuning, log administration, data copies and exports, integrations and scheduled reporting/ETLs, and responsibility for issue resolution such that migrations into production will be executed at agreed periodic intervals and other production changes will be scheduled during the maintenance window. The Contractor must follow a mutually agreed, formalized and published methodology for migrations into production.
- Application and system software/hardware upgrades for in-scope services must not impair the Contractor's ability to meet the Service Levels.
- Maintain an e-mail listing for each business and service owner of the eProcurement solution including third party Solution components. When there is an unscheduled outage or reduction in required performance of the eProcurement solution, the Contractor must promptly notify the appropriate business and service owner contacts of an outage and restoration of service in accordance with the Run Book or other supporting documents.



- Monitor system use/capacity, forecast capacity and review the Participating Entity growth plans during quarterly service review meetings, and if requested due to an unforeseen requirement, participate in the required number of ad-hoc reviews coinciding with these new requirements and infrastructure needs to correctly plan for capacity – periodic capacity increases as well as burst requirements.
- Monitor all third-party software vendors and vendor services for proactive notification of all applicable patches and updates. When new eProcurement impacting items are released, they must be tested by the Contractor in its protected test environments, and jointly scheduled with the Participating Entity for installation during the next scheduled maintenance window. A priority update window may be required in advance of schedule if a patch or fix is deemed to be critical or security related.
- Manage the security functions related to the solution including administrative access and passwords and the related security controls to maintain the integrity of the solution, based on the Contractor's standard security processes.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Solution Support objectives and requirements.

Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

2. Organizational Change Management (OCM) Services

Proposals must identify the specific eProcurement solutions that are supported for the OCM services. Proposals must meet the same requirements identified in the Implementation OCM Services in Section E., 6. above.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the OCM Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will develop and deploy an effective Organizational Change Management (OCM) framework for managing the effect, adoption, and impact of new business processes, changes in organizational structure, new technical applications, and cultural changes within an enterprise or organization.



Our managed services proposal applies to all eProcurement solution(s) awarded a contract resulting from this RFP. As presented in Section II, Part 1, Overview of the Organization, Civic Initiatives sustains active partnerships, and has delivery experience, with leading market technology providers. While we maintain these partnerships, our services are solution-agnostic.

Scope of Services

Civic Initiatives' OCM practice is focused on providing practical and thorough OCM options and solutions. Our practice directly supports the delivery of our Client's strategic programs, initiatives, and goals, and enables transformation with minimal disruption. Our OCM Services Team assesses, designs, develops, and delivers solutions that are tailored to the unique operations and cultures of each Client.

Phase 1: Assess Organizational Change Readiness

Civic Initiatives will provide subject matter expertise and support in planning sessions and gathering information on major readiness elements that must be considered to achieve technical and process transformation success, as well as benefit realization activities. This phase will focus on two assessments to assess details on the Change itself and the Organization, with representative, not exhaustive details profiled below:

- **Change**
 - Scope of the change impact across the enterprise areas (i.e., workgroups, departments, divisions, etc.)
 - Number of potential employees impacted
 - Type of change (i.e. process, technology, organizational, job roles, etc.)
 - Amount of change from where the organization is today
- **Organization**
 - Understand culture and value system
 - Capacity for undertaking change (and how much change is already taking place in the Client organization)
 - Leadership styles and power distribution
 - Residual effects / impact of past change initiatives
 - Senior Middle level leaders predisposition toward change
 - Employee readiness for change

Additional assess phase data collection point examples may include, but are not limited to discussion of needs for project support infrastructure, testing, funding alternatives, practical performance measures, cultural impact on staff, changes in procurement practices, procurement card methods, etc.

To support the collection of the *Phase 1 Assess* information, the OCM Services team will also conduct an accelerated review of these readiness elements through interviews with select key stakeholders in order to give the Client organization guidance on readiness for implementation success.



The Assess phase data collection will yield relative information to support effective change planning in crystalizing a change management strategy inclusive of some of the representative outputs below:

- Identifying and selecting a change management team model and team size
- Selecting a sponsorship model and support system
- Profiling the risks and identifying potential obstacles
- Determining if any special tactics are necessary to support the change
- Support development and customization of communication plans, training plans, coaching plans and sponsorship activities as required and necessary

Phase 2: Develop Organizational Change Management Plan

Civic Initiatives will work with the Client organization's identified stakeholders, project resources, and the selected Solution Provider to develop an Organizational Change Management Plan (Change Plan) that captures the overall strategy and approaches for business process improvement, business readiness, communication, and training activities. The Change Plan will identify the following at minimum:

- Change Plan key deliverables, outputs, and content
- Frame a timeline for execution of Change Plan activities / tasks and completion of Change Plan deliverables / outputs
- Identify required reporting to the Client organization on Change Plan activities and tasks as profiled and linked back to the overall project plan

Phase 3: Deploy Organizational Change Management Plan

Civic Initiatives will work with the Client organization's identified stakeholders, project resources, and the selected eProcurement contractor to deploy and execute against the Change Management Plan activities in accordance with the final agreed upon Change Management Plan.

Typical Deliverables

4. **Assess Organizational Change Readiness Assessment Review** providing the Client organization with a briefing on key factors regarding eProcurement implementation success and documenting the organization's preparation towards achieving those goals and factors.

The deliverable will be provided in a Word formatted document. Civic Initiatives will prepare and present the details of the draft document in one (1) meeting to provide an overview of the contents of the document to gain consensus and secure understanding and agreement of its content.

5. **Develop Organizational Change Management Plan** providing at a minimum the following (representative, not exhaustive):
 - g. Profile / demonstration reason for the change
 - h. Determine the scope of the change



- i. Identify key stakeholder and change management team resources
- j. Clarify the expected / anticipated benefits
- k. Outline key change milestones
- l. Formalize a change management communication plan

The deliverable will be provided in a PowerPoint document. Civic Initiatives will prepare and present the details of the draft document in one (1) meeting to provide an overview of the contents of the document.

6. **Deploy Organizational Change Management plan** will include providing directional execution guidance focused on Planning and Acting, Tracking Performance, and Adapting Actions, for the following (representative, not exhaustive):

- e. Communications plan
- f. Sponsor / Stakeholder ongoing engagement and coaching plan
- g. Training plan
- h. Resistance Management plan

The deliverable will be provided in a PowerPoint document. Civic Initiatives will prepare and present the details of the draft document in one (1) meeting to provide an overview of the contents of the document.

3. Training Services

Proposals must identify the specific eProcurement solutions that are supported for the training services. Proposals must meet the same requirements identified in the Implementation Training Services in Section E., 7. above.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Training Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will coordinate with the Participating Entity (Client) Training Director to develop and implement an eProcurement training program to support sustained methods of training delivery for end users and suppliers.

Our managed services proposal applies to all eProcurement solution(s) awarded a contract resulting from this RFP. As presented in Section II, Part 1, Overview of the Organization, Civic Initiatives sustains active partnerships, and has delivery experience, with leading market technology providers. While we maintain these partnerships, our services are solution-agnostic.



Scope of Services

As a key component of Organizational Change Management (refer to E.,6), Civic Initiatives works closely with a Client to plan and deploy an effective training approach that is consistent with its organizations' policies and procedures. We consider the Client's worksite culture and learning styles. The Organizational Change Management Plan (Change Plan) captures the overall strategy and approaches for supporting organizational change, inclusive of training and development details.

The Training Services Team's strategy focuses on identifying competency gaps between a Client's current state versus future state by developing a framework to deliver a multi-modal user experience for training delivery.

Needs Assessment

To support the creation of the training framework, the Training Services Team will perform a comprehensive training needs assessment, comprising the following actions:

- *Determining the desired result* – What is the goal of the training? How does this align with business objectives?
- *Comparing the present outcome with employee behavior* – Determine the current situation and how employees are performing. After analyzing this, you can identify the necessary steps and processes to achieve the goal established above.
- *Trainable competencies* – What abilities must a person have to do the job?
- *Evaluate the performance gap* – Identify the gaps that need to be corrected by conducting tests, surveys, self-assessments, feedback from stakeholders, interviews, and more.
- *Priority-based training and requirements* – Identify the people who need training and the importance of their tasks to prioritize the training schedule.
- *How to conduct the training* – There are many different methods to conducting training and the best type needs to be selected in each case. They can include on-the-job training, coaching or mentoring, classroom lecture, online training using e-learning, conferences, and manuals or books.
- *Cost analysis* – Determine the most efficient and effective approach to deliver training to ensure the time and money invested derives the greatest value. Factors include time of training, content development time, evaluation of the training provider, travel and logistics expense, and delivery methods.
- *Planning, evaluation, and execution* – Plan a program that is useful and interesting for the participants. It is important to note the performance of the training and always look to improve.

The Training Services Team will perform a comprehensive training needs assessment by:

- Identifying current training content and channels available by the Client organization and Solution Provider
- Working with the Client organization to identify training needs
- Collaborating on developing a training model which will identify:
 - Training courses, reflecting role-based curricula



- Training approach and delivery
- Training schedule
- Desk guides, manuals, and job aides

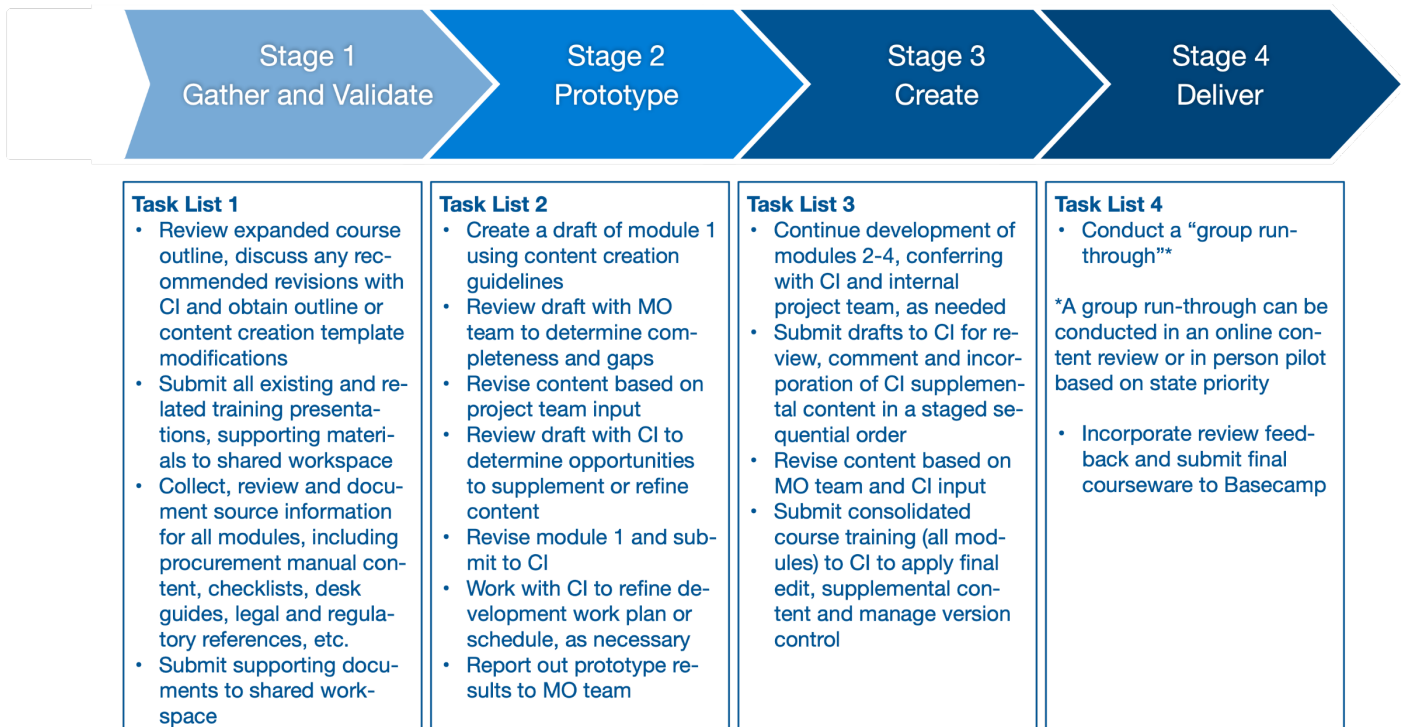
Training Plan Development and Implementation

Based on the results of the training needs assessment, Civic Initiatives' Training Team will develop and submit a Training Plan for approval by the Client organization prior to deployment.

- The Training Plan and Schedule will describe the tasks and identify dates for:
 - Civic Initiatives to submit draft training and all training materials to the Client organization
 - Client organization to provide feedback on the training/materials
 - Civic Initiatives to revise training/materials based on the Client organization's feedback for final approval prior to training deployment

Representative samples of Training Plan work products and outputs are provided below.

Sample Development Methodology



Sample Development Schedule

Development Schedule Template

- Template reflects standard activities that support development of each training course
- Responsibilities include Sequence Team, Civic Initiatives, and MO Team (all waves)

Stage	No.	Task	Responsibility	Week
Gather and Validate	1	Verify production sequence for Wave N	CI/Seq Team	Week 1
	2	Review expanded course outline	Seq Team	Week 1
	3	Work with CI to refine		
	4	Document and upload		
	5	Upload existing training		
	6	Validate resource mat		
Prototype	7	Create draft prototype		
	8	Review Module 1 draft		
	9	Revise and upload final		
	10	Conduct joint review of strategy or schedule		

Development Schedule Template

Stage	No.	Task	Responsibility	Week
Create	11	Develop and upload draft versions of Modules 2-4 course content	Seq Team	Week 6-8
	12	Review and revise draft versions of Modules 2-4 course content	CI/Seq Team	Week 7-9
	13	Compile modules, including knowledge checks (ungraded) and a final course test (graded) to prepare for delivery	CI	Week 10
Deliver	14	Conduct a "group run-through"	CI/MO Team	Week 12
	15	Incorporate review feedback and submit final courseware to shared workspace	CI	Week 12

Sample Development Tracking and Reporting

Sequence 1 Reporting Template

Status Legend	Complete
	In Progress
	In Progress

OA Purchasing Onboarding | Wave 1, Sequence 1

- Sequence 1 course development stage: Gather and Validate (not started)

Next Steps

- Validate course outline and objectives by 1/10
 - Review and provide input on course outline and objectives
 - Review and provide input on course content creation tools and templates
- Begin uploading existing training materials and documenting other data sources for training content

Stage	Task	Responsibility	Week Ending
Gather and Validate	Validate course outline and objectives	CI/Seq 1 Team	1/10
	Upload existing and related training materials in Basecamp	Seq 1 Team	1/17
	Inventory secondary data sources for course content	Seq 1 Team	1/17
	Evaluate course materials, determine CI supplemental content and revalidate course outline and objectives	CI/Seq 1 Team	1/24
Prototype	Create and upload draft of Module 1	Seq 1 Team	1/31
	Review and validate first draft	CI/Seq 1 Team	2/7
	Complete Module 1 prototype	Seq 1 Team	2/14
	Revalidate schedule for overall completion	CI/Seq 1 Team	2/14
Create	Create and upload draft for Module 2	Seq 1 Team	2/21
	Create and upload draft for Module 3	Seq 1 Team	2/28
	Create and upload draft for Module 4	Seq 1 Team	3/6
	Compile modules to prepare for delivery	CI	3/13
Deliver	Conduct a group run-through	CI/Seq 1 Team	3/20
	Incorporate review feedback and submit final courseware to Basecamp	CI	3/20

Sequence 1 Team: Julie/Jacque (OA Purchasing Onboarding)



The Training Plan will clearly identify the method of training recommended for the following Client groups: End Users, Train-the-Trainers, Suppliers, System Administrators and Client organization Help Desk staff, based on the supportive details profiled below.

- For End Users, Train-the-Trainers, Suppliers, System Administrators and Client organization Help Desk staff, Civic Initiatives will develop training tailored to each of the roles to ensure that the Client organization's staff are assigned appropriate and useful training.
- Civic Initiatives will work with the Client organization to effectively:
 - Identify the appropriate training for each of the roles
 - Design the curriculum based on the roles
 - Create all training materials needed (PowerPoint decks, videos, reference guides, and job aides) to support the training
 - Work with the Client organization to build training within their training environment whether that would be a Learning Management System (LMS), website access, etc.

Civic Initiatives' training method activities and deliverables are identified in the following representative table:

Training Method Activities	Deliverables
Identify roles and appropriate training	Roles Mapping with associated coursework
Design the curriculum	Curriculum model
Create course materials	Course Material (training decks, videos, reference guides, job aides)
Work with the Client organization to build training within their training environment (LMS, website access, etc.)	Inventory of Training Materials

Sample Role Decomposition and Analysis

CU Marketplace Roles

Role	Authority/Responsibility	Additional Considerations
Shopper	- Creates shopping cart by selecting items for purchase (for purchase order) or entering - Cannot complete a purchase – assigns cart to Requester to process - All CU faculty, staff, and students can be Shoppers??	Is invoice payment or check request capability available??
Requester (or Requisitioner) (Includes Frequent [Power User] /Infrequent User)	- Accepts cart assigned by Shopper (or creates new cart) and generates purchase requisition (PR) - Requester can - Retrieve assigned carts - Return assigned carts - Process assigned carts - Delete assigned carts - Requesters have spending limits set by their department (or PSC), which determine if a PR requires financial approvals - Requester has the ability to perform receiving within CU Marketplace (see also: Receiver) and is responsible for reporting when goods are received??	A shopping cart can contain items from multiple catalog suppliers. However, approval requirements are determined by the shopping cart total. - Financial approval, and Sponsored Project approval for Fund 30/31, is required for all shopping carts over \$10,000 - PSC approval is required for shopping carts over \$10,000 that contain a form - PSC approval is also required for shopping carts over \$25,000 that contain only catalog items
Approver (Includes Primary User /Assigned User [Backup])	- Designated to approve PRs - Responsible for ensuring that requisitions requiring approval, typically exceeding \$10,000, are accurate, appropriate, and reasonable - A department may have multiple Approvers - An Approver can also be a Shopper or a Requester; however, Approvers cannot approve their own requisitions??	Those with a SpeedType fiscal role other than Officer or Fiscal Staff-Report Recipient can - Approve, reject or return requisitions over \$10,000 and Payment Vouchers in any dollar amount - Search all documents in the CU Marketplace.
Receiver	A Receiver is authorized to receive on vouchers for POs over \$10,000 that are not SPOs and can: Receive on Purchase Orders (POs) over \$10,000 to release vouchers for payment	Receiving can be performed by two roles in the CU Marketplace to acknowledge receipt of goods and services on a PO. Receivers are only able to perform receiving



Sample Roles Mapping

Work Completed:

- Identify and document direct and indirect procurement roles within the state
- Define competencies required for each role
- Conduct mapping exercise to ensure competencies align to prioritized courses
- Create expanded course outlines as needed for mapping
- Create strawman course outlines for each course for decision-making and feedback

Building the Program Foundation

Delegation Related Roles and Competencies According to Position/Office
(Source: <https://ba.no.gov/persimc/classification-specifications>)

Position or Office	Role	Role Description	Competency
OA Purchasing Buyer (Buyer I)	Entry level practitioner, buyer	- Focuses on transactional procurements, preparing invitations for bids, requests for proposals, and purchase orders; solicits bids or proposals from responsible bidders - Participates as a team member to provide support on OA projects with low complexity	- Introductory knowledge of procurement laws, administrative rules, regulations and procedures - Introductory knowledge of roles and responsibilities across the procurement life cycle and resources available to guide or assist in procurement-related processes - Ability to perform all processes that support an informal (low value or risk) procurement - Ability to support select and defined procurement or contract management activities
OA Purchasing Buyer (Buyer II)	Intermediate practitioner, buyer	- Prepares invitations for bids, requests for proposals, and purchase orders; solicits bids or proposals from responsible bidders - Conducts research and provides support	- Intermediate knowledge of procurement laws, administrative rules, regulations and procedures - Intermediate knowledge of roles and responsibilities across the procurement life cycle and resources

Training Requirements Model Recommendations

Role	Position or Office	OB1	MOP1	IP1	FP1	EN1	SPT1	MB1	CM1	DB1	QT1
Entry level practitioner, buyer	OA Purchasing Buyer (Buyer I)	X		X				X		X	
Intermediate practitioner, buyer	OA Purchasing Buyer (Buyer II)	X	X	X	X		X	X		X	
Advanced practitioner, buyer	OA Purchasing Buyer (Buyer III)	X	X	X	X	X	X	X	X	X	
Advanced practitioner, strategic planner, systems analyst, supervisor or manager	OA Purchasing Buyer (Buyer IV)	X	X	X	X	X	X	X	X	X	
Intermediate practitioner, procurement officer	Department Procurement Officer (Procurement Officer I)		X	X	X		X	X		X	
Advanced practitioner, procurement officer	Department Procurement Officer (Procurement Officer II)		X	X	X	X	X	X	X	X	
Chief procurement officer	Director, Division of Purchasing	X	X	X	X	X	X	X	X	X	



Sample End User Training Experience



Resource Requirements

Organization Qualifications and Experience that demonstrates the proposed training approach and the required Client organization staff and resources, including, but is not limited to:

- Subject Matter Experts (SME's) on current Client organization's processes
- Learning Management System or website (to post all training and training resources) and identified staff with whom Civic Initiatives will work

The Training Plan will include a post-implementation transition plan to move training responsibilities to the Client organization's staff.



Sample Training Plan



Ocean State Procures™

Ocean State Procures™

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- 1.1 DOCUMENT PURPOSE AND SCOPE..... 4
- 1.2 PROJECT BACKGROUND 4
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- 2.2 TRAINING METHODOLOGY AND DEVELOPMENT APPROACH 6
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1.0 Introduction

1.1 Document Purpose and Scope

This document describes the key tasks, deliverables and resources needed to develop and deliver a robust Change Management program for the State of Rhode Island's Ocean State Procures™ (OSP) eProcurement project. This is a "living" document that is updated frequently to reflect new or changing requirements.

1.2 Project Background

The State of Rhode Island has embarked on a major automation solution, Ocean State Procures™ (OSP) eProcurement project. OSP will be used to solicit goods and services with an aim to streamline the procurement process. The project will increase transparency through open competition with new and existing vendors alike, including business enterprises. At the state level, OSP will be a record for use by all state agencies.

2.0 Training Strategy

Key to the success of any technology endeavor is the training of end users through training. Civic Initiatives is responsible for the development of training programs for system users.

The training approach for the OSP project is to provide the knowledge and skills required for individuals to use the system efficiently and effectively. Relevant training materials will be developed for employees and the vendor community who will perform new processes associated with the system. Training and support materials provided to them will help them accept the new solution.

The Training Strategy provides the framework for the training program. It will be identified, developed, and delivered by the project team.

A diagram of the training strategy and approach is shown below:

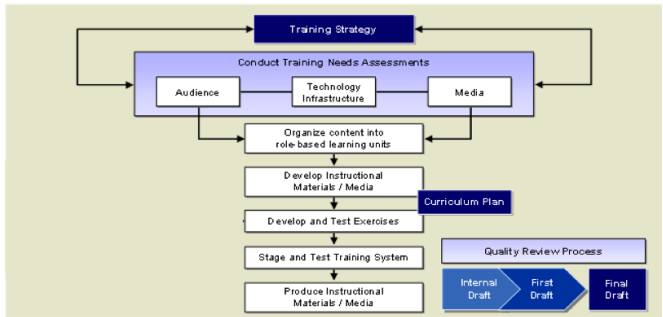


Figure 2.0

Key activities:

- Conduct Training Needs Assessment (TNA) (e.g., audience, technology infrastructure, media or blended learning approach)
- Develop Role-Based Curriculums
- Prepare / Develop data for training environments (where applicable)
- Develop training materials
- Identify training logistics requirements (e.g., A/V, locations, etc.)
- Develop training schedule
- Develop employee training tracking mechanism
- Establish training metrics
- Deliver training

2.1 Needs and Skills Analysis

To effectively develop the end user training program for the OSP project, a Training Needs Assessment was conducted. This assessment included the various end user groups or audiences, training technical infrastructure (systems, technology, facilities, and equipment), and communication methods and media.

The TNA also documented key gaps in skills and competency in relation to how the OSP system will be used, and specifies the training required to bridge those gaps.



Training Delivery Materials

The Training Plan will address development of training materials that:

- Include step-by-step procedures and directions.
 - Training materials will include the following:
 - Step-by-step procedures and directions with snippets (pictures) of activities to help guide the training participant through the processes
 - Videos that capture the training activities for processes identified by the Client organization as needed
 - Reference guides and job aides that support the processes for the eProcurement Solution

Training Delivery Methods

The Training Plan will address and leverage a range of delivery methods, based on role and training scope including:

- On-site Instructor Lead, computer-based classroom training
- Web-based Instructor Lead training (e.g., Webinar session)
- Web-based self-service/on-demand training (e.g., web posted video)

Some representative training delivery channel examples may include:

- Web-based Instructor Led Training via Zoom (Civic Initiatives) or MS Teams if the Client organization prefers and has their own license
- Web-based On-Demand Training which includes PowerPoint presentations and videos
- Instructor Led Classroom Training at the discretion of the Client organization

Sample Training Delivery Methods

Training Delivery Methods

Delivery Method	Description	Intended For...
Instructor-led Training (ILT)	- Conducted by an instructor providing participants the opportunity to learn face-to-face with an instructor and colleagues. - Enables task-oriented learning through hands-on processed-based activities within OSP with relevant business data.	- High to Medium impact changes - Example: Buyers
Virtual Instructor-led Training	- Similar to ILT - Enable audience	
Web-based Training (WBT)	- Self-paced training - Used to inform specific	
Expert Led (On-the-Job Training)	- Effective - accurate - Deliver setting	



Training Components

- To ensure successful training adoption, each end user training delivery method will include a combination of the following materials:

Instructor-led Training (ILT)
 Virtual Instructor-led Training
 Web-based Training (WBT)
 Expert Led Training (ELT)

➔



Training Components	Description
End-user training manual	Primary training and reference documents used during ILT (printed slides and exercise guides)
Instructor manual	Modified version of the end-user training manual that includes notes and cues to assist the instructor
Exercise guide	Supplemental training documents that contain step-by-step instructions for actions performed within a given ILT or OJT course. Mock data may be used to complete system exercises.
Course concept slides	Presentation used for ILT sessions (slides may or may not be distributed to participants)
Process Overviews	Collection of detailed, illustrated process flows covered during a training course
Quick reference guides	On-the-job procedure reference guides designed to allow the user to quickly locate needed information.
System Process Procedures *	Step-by-step procedures to perform system tasks (Proactis Online Help). *Will not be developed as a training deliverable, but may be leveraged during training delivery.
Assessment	Final assessment to test end users' knowledge of the concepts presented during training
Review Questions / Polls	Questions and/or polls conducted to ensure that attendees are actively participating in virtual ILT sessions.

Other Training Plan Elements

The Training Plan will:

- Specify that all training materials will become the property of the Client organization for use in future training and Client organization may download/copy/distribute all materials without restriction
- Specify that the Client organization has the right to publish/post Civic Initiative's training materials on publicly accessible websites
- Include links to examples of training materials (for example, State of Connecticut, <https://portal.ct.gov/DAS/CTSource/CTsource-Resources/CTsource-Videos>)

4. Catalog Support Services

Proposals must identify the specific eProcurement solutions that are supported for the Catalog Support services. Proposals must meet the same requirements identified in the Implementation Catalog Support Services in Section E., 3. above.

Response requirement:



- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Catalog Support Services objectives and requirements.

Civic Initiatives Response

Civic Initiatives will deliver comprehensive catalog support services to support the creation, loading, management, and maintenance of hosted catalogs and punch-out sites. Our Catalog Support Services for a Participating Entity (Client) includes five stages.

Our managed services proposal applies to all eProcurement solution(s) awarded a contract resulting from this RFP. As presented in Section II, Part 1, Overview of the Organization, Civic Initiatives sustains active partnerships, and has delivery experience, with leading market technology providers. While we maintain these partnerships, our services are solution-agnostic.

Scope of Services

Stage 1: Project Orientation

Civic Initiatives will conduct preliminary meetings with identified Client resources to introduce the project to key stakeholders, refine project goals and begin critical discovery inquiries. The goal of this work segment is to achieve a better understanding of the current landscape and define successful project outcomes based upon the Client's own goals. Specifically, the Catalog Support Services Team will perform the following tasks in this project stage:

- Conduct an introductory meeting with key Client resources describing the project's goals, methodology and proposed outcomes.
- Perform a data discovery exercise that assesses the Client's currently available contract and spend data.
- Interview Client resources to determine contract portfolio details and data limitations that may affect the ability to successfully complete the project as envisioned.
- Develop selection criteria for identifying contracts to be hosted in a Marketplace solution. Civic Initiatives will present a baseline selection methodology. The Catalog Support Services Team will also work with the Client to refine the selection methodology based upon the Client's own goals and vision.
- Gather all necessary contract documents and spend reports required to perform the work in Stage 2 of the project.

Stage 2: Contract Portfolio Review and Contract Selection

Civic Initiatives will perform a contract portfolio review of all the Client's awarded enterprise-wide contracts to identify catalogs that would be a good fit in the Marketplace solution. A portfolio review assesses key contract details (i.e. pricing model, number of items, configurability, price adjustment frequency) to determine whether the current contract model makes it a good candidate for a Marketplace shopping environment. Civic Initiatives will use that assessment to identify a list of



potential catalog targets. Specifically, the Catalog Support Services Team will perform the following tasks in this work stage:

- Collect and analyze required reports and data elements for enterprise-wide contract portfolio.
- Perform a portfolio rationalization to organize existing enterprise-wide contracts into prioritized spend categories.
- Assess enterprise-wide contracts for key characteristics impacting Marketplace alignment and success.
- Work with contract administrators to identify key contract characteristics.
- Identify specific contracts to develop as catalogs in the Marketplace solution. This list will be reviewed and validated with key Client resources. The selection of potential catalogs can include, but is not limited to:
 - High levels of spend and transactions
 - Large number of catalog items
 - Highly commoditized items
 - Fixed prices
 - Supplier capability
 - Allows for PCard purchases
 - Expands the breadth of products in the Marketplace
 - Ensures equity of opportunity for awarded suppliers
 - Promotes local and/or MBE/WBE business
- Develop an eMarketplace Action Plan that will be used to: (1) prioritize contract actions; (2) determine responsible parties; (3) measure level of effort; and (4) assign specific tasks.

Stage 3: Marketplace Implementation

Executing against the Action Plan, the Catalog Support Services Team will perform the following tasks in this work stage:

- Develop a list of supplier catalog requirements, such as Client logos, special item identifiers, points of contact and PCard acceptance.
- Development of Catalogs – on a universal catalog template consisting of all commonly required data fields. Hosted catalogs will be enriched with useful content and optimized for searchability in any eventual electronic Marketplace.
- Staging Punchout Catalogs – will work with potential punchout catalog providers to determine their capabilities and gather commonly required credentials to prepare them for Marketplace configuration.
- Project Management Support – will both serve as a subject matter expert to Client personnel and update the Action Plan on a periodic basis to track progress of the effort. The project



management support will be conducted to ensure the project doesn't lose focus and momentum. Civic Initiatives will be available to answer questions and provide guidance through phone calls and/or emails.

- Proposed Contract Changes – designed to increase the Marketplace fit of some of the most critical enterprise-wide contracts. Any structural changes will be developed by Civic Initiatives and presented to Client personnel to discuss the feasibility. The contract adjustments will be centered on contracts that were identified as Moderate or Low fits in the initial assessment but are usually found in successful Marketplaces.

Stage 4: Supplier Onboarding

Civic Initiatives will work with Client resources in communicating with select suppliers in establishing electronic catalogs in the Marketplace solution. Civic Initiatives will perform as the key point of contact and subject matter expert to answer any questions or concerns from participating suppliers. Specifically, the Catalog Support Services Team will perform the following tasks in this work stage:

- Develop communication letters detailing the Marketplace vision, technical requirements, and the Client's request for supplier participation.
- Participate in conference calls with each identified supplier to help determine the supplier's capability and willingness to participate in the Marketplace solution. Civic Initiatives will also serve as a subject matter expert to communicate any potential technical requirements.
- Finalize catalog selections for Marketplace implementation based upon supplier interaction.

Stage 5: Marketplace Training

Civic Initiatives will train Client staff on how to maintain, optimize, and expand the electronic Marketplace after implementation. Civic Initiatives will deliver training guidance to ensure the continued success of the Marketplace. Specifically, the Catalog Support Services Team will:

- Develop a training guide on Marketplace catalogs that will teach buyers to: (1) identify new contracts that would make good catalogs; (2) understand key contract attributes that best fit the Marketplace; and (3) incorporate catalog requirements in the procurement process.
- Assist in the development of contract language in solicitation templates focused on catalog requirements.



Project Implementation Artifacts

Example Implementation Plan



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Hosted and Vendor Managed Catalogs

Once a contract moves to the "Prepare" status Civic Initiatives will begin catalog enablement. To be considered a complete catalog template for invoicing Civic Initiatives must complete the following activities:



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Cost estimates were made by making assumptions on the proper catalog pricing tier as outlined in the SOW and on this proposal document. Actual cost will be determined by the agreed upon rate tiers listed in this proposal document after a catalog has been sufficiently developed. This estimate is provided only to give the client a sense of the broad range of costs across different funding levels. Civic Initiatives will make the best faith effort to develop a catalog that prioritizes Waves 1 and 2, but unforeseen circumstances may cause the catalog to differ from the proposal. The catalog will be mutually agreed upon by the State and Civic Initiatives.





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Catalog Creation Support

Scope of Services

Civic Initiatives completed an initial assessment of all statewide contracts to determine both their current "fit" in an electronic marketplace and their "readiness" to be developed into catalogs. In addition, the assessment prioritized those statewide contracts most critical to the success of Marketplace. The effort provided the State with a roadmap to begin preparing its contract portfolio to better support an eProcurement solicitation and eventual implementation.

In support of this undertaking, Civic Initiatives is prepared to assist the State in Marketplace preparation in the following ways:

- **Development of an eMarketplace Action Plan** - which will serve as a project management tool to track progress of specific contract preparedness tasks. The Action Plan will be utilized to: (1) prioritize contract actions; (2) determine responsible parties; (3) measure level of effort; and, (4) assign specific tasks.
- **Development of Catalogs** - on a universal catalog template consisting of all commonly required data fields. Hosted catalogs will be enriched with useful content and optimized for searchability in any eventual electronic Marketplace.
- **Staging Punchout Catalogs** - which will be critical to a rapid implementation of an eventual Marketplace. Civic Initiatives will work with potential punchout catalog providers to determine their capabilities and gather commonly required credentials to prepare them for Marketplace configuration.
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- **Proposed Contract Changes** - designed to increase the Marketplace fit of some of the most critical statewide contracts. Any structural changes will be developed by Civic Initiatives and presented to State personnel to discuss the feasibility. The contract adjustments will be centered on contracts that were identified as Moderate or Low fits in the initial assessment but are usually found in successful Marketplaces.

Wave Projections

Contracts have been prioritized based upon strategic importance to eMarketplace success and grouped into 3 waves of work to provide an understanding of the impact at different funding levels:

Wave 1 - XX strategic catalogs representing roughly XXM in yearly contract spend.

Wave 2 - XX strategic catalogs representing roughly XX M in yearly contract spend.

Wave 3 - XX strategic catalogs representing roughly XX M in yearly contract spend.

Completion of Wave 1, Wave 2 and Wave 3 catalogs is estimated at \$XXX.

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- **Proposed Contract Changes** - designed to increase the Marketplace fit of some of the most critical statewide contracts. Any structural changes will be developed by Civic Initiatives and presented to State personnel to discuss the feasibility. The contract adjustments will be centered on contracts that were identified as Moderate or Low fits in the initial assessment but are usually found in successful Marketplaces.

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Wave 3 - XX strategic catalogs representing roughly XX M in yearly contract spend.

Completion of Wave 1, Wave 2 and Wave 3 catalogs is estimated at \$XXX.

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Typical Deliverables



#	Deliverable
4	Verified Stage 2 item im files
5	Approved Stage 3 contra catalogs
6	Staff Training – Catalog Development
7	Staff Training – Contract Identification & Optimizat (Optional)

Need to also include in SOW re

- Weekly project status m
- Monthly project progres



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State: will be responsible for verifying all catalog information is correct for each line item and providing instruction to Civic Initiatives of any necessary edits. The State will be given thirty (30) days to complete this verification process after initial notification. If no validation has been completed after thirty (30) days Civic Initiatives will continue with the catalog loading process.

Phase X: Train Staff – Catalog Development (Optional)

Civic Initiatives will work with Client management and staff to develop and deliver training content to Client identified staff on process/tasks to prepare contract catalogs for eMarketplace loading.

Civic Initiatives has developed and will provide at the inception of this task detailed course content for this training that will be used as a starting point for identification and validation of Client training needs. This training content will dramatically compress the time required to develop and deliver training to Client staff.

Phase X: Train Staff – Contract Identification & Optimization (Optional)

Civic Initiatives will work with Client management and staff to develop and deliver training content to Client identified staff on process/tasks to prepare contract catalogs for eMarketplace loading.

Civic Initiatives has developed and will provide at the inception of this task detailed course content for this training that will be used as a starting point for identification and validation of Client training needs. This training content will dramatically compress the time required to develop and deliver training to Client staff.

Deliverables

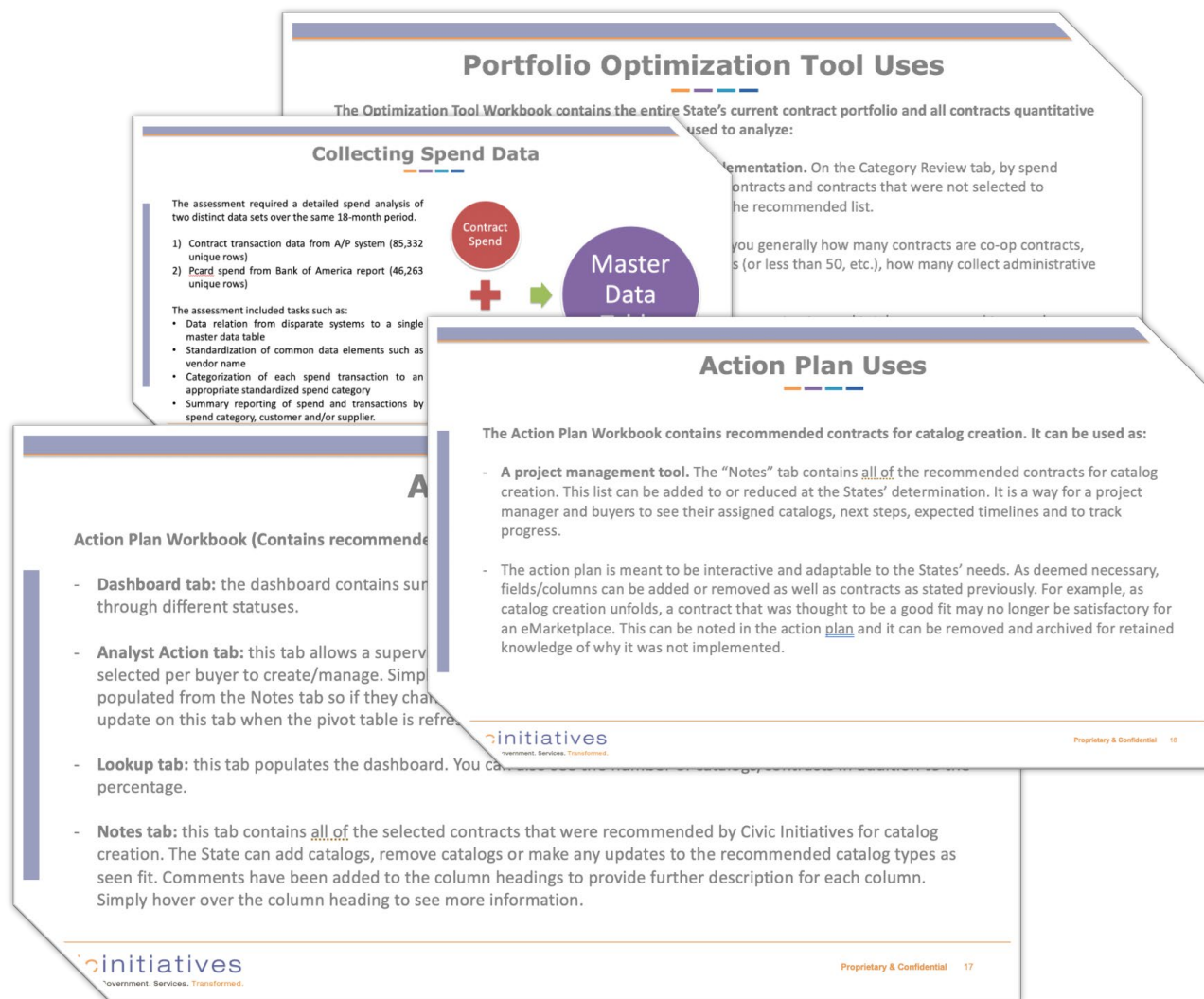
1.1. Deliverables:
CI will provide the following Deliverables:

#	Deliverable	Description	Draft Due Date
Phase 1 Deliverables			
1	Action Plan "Prepare" status validation	Shared workspace for managing catalog enablement project tasks.	
Phase 2 Deliverables			
2	Approved Stage 1 contract catalogs	loaded onto State designated storage folder.	
Phase 3 Deliverables			
3	Approved Stage 2 enriched contract catalogs	loaded onto State designated storage folder	

Government. Services. Transformed. 

Government. Services. Transformed. 

Typical Deliverables



5. Help Desk Services

Proposals must identify the specific eProcurement solutions that are supported for the Help Desk services. Proposals must meet the same requirements identified in the Implementation Help Desk Services in Section E., 7. above.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Help Desk Services objectives and requirements.



Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

6. Transition Out Assistance Services

Bidders must, at the Participating Entity' request, provide services to facilitate the orderly transition to a new service provider. Transition Out Assistance services would commence as follows:

- No less than one (1) year prior to expiration of this Participating Entity agreement or on such earlier date as the Participating Entity may request; or
- Upon notice of Participating Entity agreement termination/partial termination; or
- Upon notice of non-renewal of the Participating Entity agreement.
- Upon commencement, Transition Out Assistance services will continue for a period of up to six (6) months.

Proposals must include the following:

- Provide assistance, cooperation and information as is reasonably necessary to help enable a smooth transition of the applicable services to the Participating Entity or its designated service provider.
- Provide information as the Participating Entity may reasonably request relating to the number and function of each of the Contractor personnel performing the services.
- Transfer Participating Entity-owned data, information, deliverables, work products (WP), documentation, etc.
- Identify any dependencies on the new service provider necessary for the Contractor to perform the transition out assistance services.
- Assist the Participating Entity in the identification of significant potential risk factors relating to the transition.
- Assist the Participating Entity in designing plans and contingencies to help mitigate identified risks.
- Submit a transition plan, for approval by the Participating Entity, which includes a timeline for successfully completing the transition out assistance services.
- Provide a schedule and plan for Contractor's return to the Participating Entity of (i) the Participating Entity service locations then occupied by Contractor (if any), and (ii) the Participating Entity confidential information, the Participating Entity data, documents, records, files, tapes and disks in Contractor's possession.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Transition Out Assistance Services objectives and requirements.



Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

G. OTHER AVAILABLE SERVICES

Bidders are to identify and provide details on any additional services that will be available to Participating Entities.

Response requirement: OPTIONAL

- RTM: Tab 7, MNGD-1
- Inline Narrative: If responding to this section, Bidders must provide a detailed narrative response that describes any other available Services. Bidders must indicate if any of the additional services are at an additional cost and identify those in the cost workbook (reference "Innov, Value-Adds, Addl Svc" Tab).

Civic Initiatives Response

N/A – Not in Civic Initiatives' Proposal

Video Demonstration

Video Demonstration Link

Please select the following link to a recorded and downloadable video demonstration of the implementation services (Category 4) proposed in this submission:

https://www.civicinitiatives.com/naspo_maine_video_rfp202102021/