Mapping Business Processes for Washington State's Interagency Veteran Programs

Project Deliverable 9 of 9:

Implementation Recommendations and Plan

Washington State

Department of Veterans Affairs

Submitted by:

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About This Document

Naming of Author

As we've done in many documents, for brevity we'll refer to our company, Frontier Strategies, Inc., as "Frontier" and will refer to ourselves in the first rather than the third person (i.e. "we").

References within this Document

We have strived to minimize the cross-references within this document so readers won't have to forward- and back-reference content, which can be cumbersome.

Appendices

We have made extensive use of appendices, some of which are required information for the deliverable, while others simply augment the findings and recommendations within. All others are optional.

Audience

The primary audience for this report and recommendations are the Washington State Department of Veterans Affairs (WDVA) management team stakeholders for the *Mapping Business Processes for Washington State's Interagency Veteran Programs* project (herein "project").

The secondary audience are both DSHS and HCA management, staff and other entities having an interest in the topics presented in this document and who may have an interest resulting from this project's tie-in and funding via the CAHBI Interlocal Agreement and the SAMHSA grant which has partially funding this project.

Any tertiary audience is at the careful discretion of these stakeholders.

Acknowledgement

Many people contributed their knowledge, wisdom and advice in the development of this document, its findings and recommendations. It would be far less substantial, and credible, without their help and, in many cases, the documents they maintain or produce.

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We regret if we've omitted anyone.

Corrections

All errors, omissions or clarifications should be directed to the author and/or Steve Gill, WDVA, at steveg@dva.wa.gov, or 360-725-2235.

Revision History

Version	Date	Author	Summary of Changes	Notes
1	9/15/2015	D. Drislane	Original	

Related Documents

The following documents are listed as reference material and are not germane to this document. For access to these documents, please contact the author (email ddrislane@frontier-strategies.com), or please contact Steve Gill, WDVA, at steveg@dva.wa.gov, or 360-725-2235.

No.	Document File Name	Version	Date	Description
1	305E-14-127_Contr_DSHS Data Sharing - New for Dec 2014.PDF	N/A	12/9/2014	Interagency data sharing agreement between WDVA and DSHS.
2	WDVA DVA-HCA DVA-DSHS Data Exchange Report v5.PDF	5	8/26/2015	Deliverable 2. Report detailing the data exchange or delivery between two sets of parties: WDVA and DSHS; and WDVA and HCA.
3	WDVA_REQS_PACKAGE_V10.xlsx	10	9/10/2015	Comprehensive project requirements package. It is an Excel workbook. It contains the Stakeholder Requests and Atomic Requirements presented in this report.
4	WDVA Federal Authoritative Data Report v2.PDF	2	8/24/2015	Deliverable 3. Report cataloging all data owned and sourced by federal authorities utilized in the business operations of WDVA.
5	WDVA Veteran Homeless Programs Assessment and Recommendations v1.docx	1	8/31/2015	Deliverable 4. Report cataloging the 80 current state (as-is) business processes that comprise the current state of both Veteran Services and BHS business operations at WDVA.
6	WDVA Data Infrastructure and Crosswalk Report v1.docx	1	8/31/2015	Deliverables 5 and 6. Report cataloging the as-is and to-be: data dictionaries and data crosswalk, including business entities models.
7	WDVA Process Assessment and Recommendations v1.docx	1	9/15/2015	Deliverable 7. As-Is and To-Be business processes documented; including assessment and recommendations.
8	WDVA Business Process Management Requirements v1.docx	1	9/15/2015	Deliverable 8. Catalog of business Requirements (Stakeholder Requests) and the refactored technical requirements (Atomic Requirements) in support of procuring a future state Enterprise Veterans Case Management System (EVCMS).
9	(Reserved for future use.)			
10	(Reserved for future use.)			
11	(Reserved for future use.)			
12	(Reserved for future use.)			
13	(Reserved for future use.)			
14	(Reserved for future use.)			
15	(Reserved for future use.)			

1. INTRODUCTION

1.1. Document Provenance

This document is a formal deliverable of the *Mapping Business Processes for Washington State's Interagency Veteran Programs* project. It is one of nine total project deliverables:

- Detailed Work Plan and Schedule
- DVA-HCA DVA-DSHS Data Exchange Report
- Federal Authoritative Data Report
- Veteran Homeless Programs Assessment and Recommendations
- Data Infrastructure Report
- Crosswalk Report
- Process Assessment and Recommendations
- Business Process Management Requirements
- **Implementation Recommendations and Plan (this document)**

1.2. Purpose

The purpose of this document is as follows:

- Now that all previous eight deliverables have been completed and submitted to WDVA, to present recommendations on how to approach and manage the next two phases:
    - Phase 3: Vendor Selection
    - Phase 4: Solution Implementation
- To elaborate the draft project plan for these two phases.

2. IMPLEMENTATION RECOMMENDATIONS

2.1. Recommended Content of Request for Proposal (RFP)

This section includes recommendations for managing the RFP development effort and the content we feel is germane to a high quality RFP.

2.1.1. Overall Instructions

Having answered perhaps 35 proposals since 1991, we have some experience in what we as a vendor like to see and not see in an RFP.

Specific instructions directed to the vendors need to be presented plainly. A Schedule of Events should be included and positioned as far forward as possible in the document. Table 1 on page 10 is an example of the Schedule of Events, using our recommended milestone dates from Section 3 on page 34.

Table 1: Sample Schedule of Events

No.	EVENT	DATE
1	RFP Issue Date	12/4/2015
2	Vendor Pre-Proposal Conference	1/8/2016
3	Deadline for receipt of written questions.	1/15/2016
4	Deadline for posting written responses to the State's Website	1/27/2016
5	RFP Response Due Date	3/3/2016
6	*Notice of Vendor Demonstrations posted on State's website[1]	3/31/2016
7	*Vendor Demonstrations	4/14/2016 – 4/15/2016
8	*Intended Date for Vendor Selection	4/21/2016

2.1.2. Readability and Characteristics

We recommend that the RFP utilize a scheme so that each paragraph is numbered. We will supply the template that has worked for our other RFP work. Having each paragraph numbered helps enable two things:

- It binds any vendor responses in their proposal or in their posed questions (we will recommend a Q&A event) to a specific section number so there is no ambiguity of which content is referenced in the response, discussion or question.
- It provides WDVA the ability, if necessary, to issue corrections or addenda that can replace or augment specific section content.

[1] The dates above identified by an asterisk are included for planning purposes. These dates are subject to change.

The RFP for this effort needs to be both explicit, detailed and concise as possible. Instructions should be direct and concise. References should be minimal.

All contractual statements or legal content should be included in appendices so the “meaty” part of the RFP is less encumbered by administrative requirements.

2.1.3. Business Requirements Instructions

The business and technical requirements presented in Related Document 8, *WDVA Business Process Management Requirements v1.docx*, should be included in the RFP’s appendices. Further, a soft, or electronic copy, must also be made available so that vendors can enter their responses to each requirement.

As was discussed in Related Document 8, we recommend that vendors must be 100% responsive to answering each requirement. Each of the responses will be scored once the vendors submit proposals. In responding to each atomic requirement, the respondent must select one and only one value that best fits their ability to meet, or *realize*, the requirement.

Table 2 on page 12 illustrates the range of responses available to respondents (or *offerors*), known as *Offeror Requirement Disposition*.

Table 2: RFP respondent's choice of responses in meeting each requirement.

Offeror Requirement Disposition	Description
SF	**S**tandard **F**unctionality - Requirement is already realized with current product offering.
SF+CV	**S**tandard **F**unctionality plus **C**ustomization Paid for By **V**endor
SF+CC	**S**tandard **F**unctionality plus **C**ustomization Paid for By **C**lient
CV	Feature not present and must be customized. **C**ustomization Paid for By **V**endor (requirement is not currently realized by current product offering)
CC	Feature not present and must be customized. **C**ustomization Paid for By **C**lient (requirement is not currently realized by current product offering)
AR	Feature not present and must be customized. **A**lternate **R**ecommendation - Cannot fulfill requirement as stated, however, alternate recommendation offered.
NR	**N**ot **R**ealizable - Cannot fulfill requirement as stated, no alternate recommendation offered.

2.1.4. Other Required Content

This section includes recommended content we have found to be valuable—and in some cases, required—when developing and publishing RFPs.

2.1.4.1. Security Requirements

We have met with Ryan Smith and agree that directing vendors to the State's security pages[2] is the best tactic to ensure current requirements are being followed. We recommend that

[2] https://ocio.wa.gov/policies/141-securing-information-technology-assets/14110-securing-information-technology-assets

Ryan review which security requirements should be conformed to, since he played an active role in a recent RFP (for the Veterans Home's EMR project) that utilized this same approach.

As an example, Figure 1 on page 13 illustrates security requirements from a recent RFP we helped produce.

3.2.2.11.1 All information must be kept safe, regardless of its confidentiality

3.2.2.11.2 All personal information must be protected from being accessed by unauthorized personnel. Personal Information is defined in § 2-6-501(4), Montana Code Annotated (MCA) [http://leg.mt.gov/bills/MCA_toc/index.htm]. The successful Offeror must comply with § 2-6-501(4), MCA

3.2.2.11.3 All personal information used by or available to the selected Offeror, its employees, and sub-contractors must be kept confidential and shared by no one for any reason unrelated to the services agreed to under contract between the selected Offeror and MDT

3.2.2.11.4 Upon termination of its contract with MDT, the Offeror shall return or destroy all personal information received from MDT, or created or received by Offeror on behalf of MDT

3.2.2.11.5 The selected Offeror must comply with § 2-6-504, Montana Code Annotated (MCA) [http://leg.mt.gov/bills/MCA_toc/index.htm] regarding notification to MDT if and when there has been a breach of the security of the data system that compromises the confidentiality of the information contained therein

3.2.2.11.6 The selected Offeror must have, and produce for MDTs review, an information security policy that:

- 3.2.2.11.6.1 Is designed to safeguard personal information
- 3.2.2.11.6.2 Establishes breach notification procedures that provide reasonable notice to the individuals whose information has been breached and which are consistent with the requirements in § 2-6-504, Montana Code Annotated (MCA) [http://leg.mt.gov/bills/MCA_toc/index.htm]

3.2.2.11.7 The proposal must describe the security controls in place to protect sensitive and/or personal information

3.2.2.11.8 The solution must utilize effective and efficient security and internal controls

3.2.2.11.9 The solution must utilize role-based user authentication and data access authorization

Figure 1 : Example of security statements and direction to State's website
(Source: State of Montana Department of Transportation)

2.1.4.2. Performance and Availability Requirements

These are necessary because they will help direct vendors to propose the proper, right-sized solution to WDVA's needs. And though SaaS and PaaS implementations present less of a challenge to meeting performance requirements, there are still important considerations to make known to vendors, such as:

- The solution must support increased data capacity without degradation in performance.
- The solution must support increased users without degradation in performance.

You can also include statements requiring the respondent to elaborate further regarding performance and/or availability topics:

- Describe the solution's performance metrics available at implementation.
- Describe the solution's approach to performance degradation and identify the factors that would cause performance degradation.

In addition, vendors should be encouraged to provide additional information, as applicable, on their solution's performance features not listed already listed.

Last, vendors should also describe their approach to system availability (e.g. uptime, downtime, etc.).

2.1.4.3. Maintenance and Support Requirements

We recommend that the RFP include some basic maintenance and solution support requirements.

Maintenance requirements are important, even if it's a remotely hosted system as is a SaaS or PaaS deployment. Vendor responses to such requirements will inform WDVA how robust a vendor's maintenance approach is. Support requirements are usually reflected in a support contract or a service level agreement (SLA). These need to be carefully considered, especially when the solution may be deployed in a multi-tenancy[3] environment.

Sample statements that reflect maintenance and support requirements are:

- The Offeror must be willing to negotiate a service level agreement (SLA) for the solution.
- Subsequent maintenance and support agreements will be entered into annually or biannually at the mutual agreement of all parties.
- The annual rate increases in the cost of maintenance and support or individual hourly rates shall not exceed the current consumer price index (CPI) rate.
- The Offeror must provide telephone support Monday through Friday, 7:30 a.m. to 5:00 p.m. Pacific Time, excluding Washington State and Federal holidays.
- The Offeror must provide support outside standard WDVA business hours to accommodate patches, upgrades, fixes, repairs, and business emergencies.
- The Offeror must confirm all upgrades work with all existing system interfaces.
- The Offeror must support all interface upgrades, changes, or addition of new interfaces.
- The Offeror must describe the level of maintenance and support to be provided for the solution, including a standard software license agreement, if applicable.
- The Offeror must describe target and average response times for answering and resolving a support call.
- The Offeror must describe how customization of the solution affects product support and maintenance agreements.
- The Offeror must describe the ability of the solution to carry forward to new releases, modifications, and customization created within the supported elements of the package.
- The Offeror must describe the schedule for new software version releases and whether these releases are included in the standard maintenance plan.

[3] Multi-tenancy is an architecture in which a single instance of a software application serves multiple customers. Each customer is called a tenant. Tenants may be given the ability to customize some parts of the application, such as color of the user interface (UI) or business rules, but they cannot customize the application's code.

- The Offeror must describe its escalation procedures for any system issues.

2.1.4.4. Training Requirements

Since WDVA is aiming to acquire a COTS-based SaaS or PaaS solution, vendors will usually have a bundled training services portfolio already established. Our experience indicates that, for at least the standard feature set of the solution, this training syllabus is usually more than sufficient in getting casual and super-users up to speed.

Training that must be customized due to WDVA's needs cannot be known until the vendors submit their responses to the RFP, and will likely not truly be known until the customization of the solution is nearing completion. Only then can customized training needs be identified and documented.

Our experience with custom training is that it is often a significant cost factor in the pricing of the solution, sometimes so much so that clients choose an alternative plan. We believe this is so because vendors typically are resistant to custom training and developing custom training materials that may only be used by the one client (WDVA). Note: We also feel most vendors don't see themselves as training companies.

We will not be surprised if vendors propose that the WDVA develop its own customized training in-house, to be completed by the designated solution administrator and/or one or more super-users. This is not at all a bad strategy because it helps develop internal expertise while at the same time reducing costs to have a third party develop the training.

In our experience, statements that deal with training requirements should strive to be general in nature. The goal here is to allow the vendor to describe their training program. Specific training requirements, such as the size of the training audience, and where they are geographically located, are fair game.

Typical training requirement statements might be:

- Describe your company's general approach to training, including the components, organization, train-the-trainer plan, staffing, and delivery strategy.
- Describe the various methods of training utilized, including but not limited to the following: formal on-site or off-site training, computer-based training, and web-based training.
- Describe the method to train multiple user roles at multiple locations across WDVA's operations.
- The Offeror must develop a training plan that specifies what user roles will be trained, what subjects will be covered, and when the planned training will be most effective.
- The Offeror must provide a targeted training syllabus and specific training materials for the different levels/types of users expected to use the solution.
- The Offeror must provide online training within the solution.
- The Offeror must be responsible for development, maintenance, and distribution of all training materials.

More specific training requirements germane to WDVA may be:

- The Offeror must conduct face-to-face training to approximately 80 people at 3 different locations in the greater Seattle/Olympia area for the initial implementation phase.
- The Offeror must coordinate all staff training between the Offeror and WDVA to accommodate staff work demands.
- The Offeror must be responsible for training WDVA staff before initial rollout of the solution.
- The Offeror must provide "train-the trainer" training to enable select WDVA staff to deliver adequate training to new users.
- The Offeror must utilize WDVA-specific data in all training.

These requirements may not all be important to WDVA. For example, the last bullet above stipulates use of WDVA training data. This may be desirable but not necessary if the vendor selected has a well-designed, progressive training syllabus that is focused on case management, where WDVA employees can easily make the jump from what they're training on to what they will be encountering in their own solution.

2.1.4.5. Scalability and Capacity Requirements

Though probably not critical to WDVA, some general scalability requirements should be included in the RFP. WDVA will not likely significantly increase its headcount—the number of users of the solution—but it is likely to increase the number of veterans served, and hence the number of records in the solution's database.

Typical requirements regarding scalability and capacity are:

- Describe how the solution can be scaled to meet future growth.
- Describe any limitations to capacity or growth for the solution. At a minimum, include:
    - Number of users
    - Current disk space requirements for the solution
    - Increase in volume of database
    - Increased transactions
- The solution must be sized accordingly to support the projected number of users: 80.
- Describe the strategic approach you are taking with your product relative to the access to and interface with additional data sources.
- Describe at a high level the effort required by WDVA to incorporate additional data sources into the system.

The last statement is important as there will be future requirements to possibly have more robust and integrated data exchange between HCA, DSHS, contracted VSOs and possibly (in the future) federal agencies.

2.1.4.6. Implementation Requirements

Implementation requirements are general statements that we recommend be included in the RFP. They help clarify vendors' ability to deliver a well-designed and step-wise implementation plan. For most SaaS and PaaS vendors, including SalesForce and Service Now, partner companies are usually the preferred channel for implementation.[4]

Here are some general implementation requirements we have developed for other states:

- Describe your approach to implementation.
- The Offeror must install and configure the system to the State's specifications and to meet all business and technical requirements outlined throughout this RFP.
- The Offeror must create all security (or access) roles defined and agreed between the successful Offeror and the WDVA.
- The Offeror must create all user accounts defined and agreed between the successful Offeror and the WDVA.

For the last two requirements noted above, we may choose to have the vendor only create a portion of the roles and accounts, while the WDVA administrator creates the rest. This could be a cost negotiation item.

2.1.4.7. Data Migration

Data migration is a significant service that must be delivered as part of this project. Currently, there are approximately 9,400 unique records in the *SQL2014CertificateOfDischarges* SQL Server database. This is likely to swell to 15,000 by the time WDVA begins implementation and data migration.

We recommend that the as-is *SQL2014CertificateOfDischarges* entity relationship diagram (ERD), data dictionary and sample records (with PII redacted) be included in the RFP appendices. The future state (to-be) Certificate of Discharge business entity model should also be included in the same appendix.

We are also aware that each hardcopy DD214 and DD215 Certificate of Discharge is presently scanned and stored as a unique PDF document. We are not entirely confident that migrating these files—actually importing these into a future solution—is the best strategy going forward. We have asked for this migration in the requirements but this initiative may not be valuable in the long run since the data will be present (once migrated) in the solution. Another factor to consider is that, among the estimated 90,000 imaged Certificates of Discharge that will be present by June 2016 when implementation is targeted to commence, only a portion of those will be migrated into the new system: those that are now resident in the SQL Server database (approximately 9,000 at this writing), plus those entered between the date of this report and June 2016. Unless a client enters the WDVA fold in need of a service, he or she likely should not be entered.

Further, if a facsimile is required (i.e. a veteran requests a copy of his DD214), it may be just as easy and at less cost to look up the imaged file and print as needed.

[4] In fact, it is likely the partner will be the one proposing the solution, not the technology company.

Data migration requirements should be general and open in nature. Here are some sample data migration requirement statements:

- Describe your company's approach to data migration.
- The Offeror must co-develop a data migration plan and schedule with WDVA project staff to ensure the integrity and validity of all data. The plan should include at a minimum:
    - Responsibility for all data migration from the existing tables to the new data structures.
    - Appropriate controls and reports to ensure the migrated data is accurate and complete.
    - The appropriate methodologies to identify and handle conversion/transformation exceptions.

2.1.4.8. Interface Requirements

We currently have no specific, immediate interface requirements.[5] However, it's important to understand the vendor's approach to building integration capabilities between its solution and other sources.

Basic integration requirements would be:

- The Offeror must work with WDVA staff or contracted entities for all site-specific interface development and testing.
- Describe your approach to implementing interfaces between your product and other applications.

2.1.4.9. WDVA Computing Environment

It is fair to briefly describe the present WDVA computing environment, even though it's a benign factor when implementing a web-based, remotely-hosted solution. Browser compatibility or other issues may present obstacles or alternate recommendations on the part of the vendor's response to the RFP. In this case, this is really just FYI content for the vendor's edification in case there may be compatibility or security access issues.

Sample statements are listed below and are sourced from a recent State of Montana RFP:

- General Environment:
    - All State agencies are connected to a MPLS network firewalled from a shared internet connection.
    - The State of Montana Department of Administration administers all network connections (wired, wireless) and firewall connections.

[5] There are longer term requirements to integrate with the TBI mobile application, once implemented, as well as possible integration with claims software solutions either run by WDVA or by one or more of WDVA's contracted VSOs.

    - The State of Montana Department of Administration administers the email system (Microsoft exchange) for all State of Montana agencies.
    - The State has one Microsoft AD forest with all agencies in one domain, “STATE,” except for MDT, which also has the “MDTHQ” domain.
- Desktop Environment:
    - The standard desktop PC is a Dell or Hewlett Packard (HP) running Microsoft Windows 7.
    - The current web browsers utilized by all MDT PC’s include Microsoft Internet Explorer (Version 8 and 10), Chrome, and Firefox.
- Network Services:
    - Standard network protocol at MDT Headquarters in Helena is 1 gigabit TCP/IP.
    - Addresses are provided via DHCP and name resolution is via DNS.
    - The departmental servers and vertical plant are connected via switched 10 gigabit Ethernet.
    - All network wiring is CAT 5 twisted pair from the airshaft patch panel to ceiling patch panel.

We recommend that WDVA IT staff be identified and appointed to complete this portion of the RFP.

2.1.5. Supporting Documentation

All supporting documentation that will aid the vendor’s understanding of the current state and the desired future state should be included either in the RFP as an appendix, or, as we recommend, in an addendum that can be stored as a separate electronic file as part of the WEBS notice. This is recommended because of the large format (11x17) of the business processes and business entity models.

2.1.5.1. Sample Excel Workbooks

We recommend that a sampling of tracking workbooks that are well organized, self-explanatory (or with an added *key* for edification) and populated with redacted PII data be provided as part of the RFP package. It will help vendors understand what the current environment is like.

2.1.5.2. Program Applications

Similar to the workbook recommendation above, we recommend that one or two program applications also be included.

We are ever hopeful that a common application (recommended by us in Related Document 5), if available by the time of RFP release, also be provided.

2.1.5.3. Business Processes

We recommend including the entire collection of current state business processes as part of the RFP content. We recommend this it be stored as a separate PDF document.

2.1.5.4. Business Entity Models

We recommend including the entire collection of current-state and future state business entity models as part of the RFP content. We recommend this it be stored as a separate PDF document.

A separate section in the RFP should be devoted to explaining the business entity models. (Much of the text for this section was written in the development of Deliverable 6.) Also, the future state data dictionary and crosswalk might be a good addition to this section.

2.1.6. WDVA Background and Concepts

As a vendor who has responded to many RFPs, we have always appreciated a well-written but concise set of descriptions about current business operations. Because we should presume that vendors, in their due diligence, will likely visit the WDVA website and view the numerous resources on the site, exhaustive descriptions are not called for. However, we recommend brief explanations of the following content be included in the RFP.

2.1.6.1. Project Background

A summary description of this project, its goals, and its current status. This content is readily available from the Decision Package and the RFP for this project (RFP 2015-002).

2.1.6.2. Current System Overview

A brief description of the largely manual environment and dependence on MS Outlook Email, Word, Excel, fax machines, and scanners.

2.1.6.3. WDVA Mission

This can be gleaned from the website or from the strategic plan.

2.1.6.4. WDVA Funding

It is important to include this information in the RFP. Vendors that may be used to State agencies with deep pockets must know that this is clearly not the case at WDVA. Discussing the source of funding and the fact that 60% of funds come directly from other extant sources outside WDVA is a provocative fact that vendors must realize. This has ramifications in how vendors will price their proposals and may give WDVA leverage in negotiating a final and best offer.

2.1.6.5. Programs

This is an important concept to explain since we experienced a notable learning curve regarding the various programs, funding mechanisms and outcome expectations. A list of each program accompanied by a brief explanation is recommended.

This is also a good place to refer readers to the appropriate entity model(s) that include programs.

2.1.6.6. Pre-Eligibility

This is a concept we have been promoting as a result of our analysis and in the development of the future state business entity models. Explaining that some VBSs and program managers consider several-to-many factors about a veteran, family or dependent, before testing the eligibility requirements is a viable topic to discuss. This is also a good place to refer readers to the appropriate entity model(s) that includes business entities relevant to pre-eligibility.

2.1.6.7. Eligibility

Program eligibility should be explained briefly in the same sense as pre-eligibility above. Though it's not a requirement, we should describe a future capability of the solution recommending one or more programs based on a client's demographics, housing and work situation, and immediate needs.

2.1.6.8. Case Management

This is likely to be an important central component to a vendor's proposal, so a discussion of the case management capabilities of the organization is warranted here.

2.1.6.9. Intervention

To the extent that certain programs perform inreach and attempt to course correct a client's negative progress, this should be briefly described.

2.1.6.10. Follow-Up

Most programs provide follow-up services as a component to the program or as an optional step provided the client consents. This should be explained.

2.1.6.11. Close-Out

A brief summary of close-out activities should be presented.

2.1.6.12. Outcome Reporting

Some of the reports WDVA requires (and have in fact listed as requirements) are driven by the program grantor's requirements so this should be briefly explained.

2.1.6.13. General Reporting Per Grant Requirements

Similar to above, specific reporting formats, such as those in HVRP, must be explained since we have several report requirements that are aimed at making program-mandated reports easier to prepare and produce.

2.1.7. Pricing

Any pricing schedules or requirements should be carefully explained in the RFP. We recommend that pricing be modular and phased and that vendors must provide pricing that meets WDVA's requirements.

Basic pricing milestones we recommend are:

- Implementation Phase 1[6] pricing components:
  - Standard Solution
  - Customization of Solution
  - Training
  - Customization of Training
  - Data Migration
- Implementation Phase 2 pricing components:
  - Standard Solution
  - Customization of Solution
  - Training
  - Customization of Training
  - Data Migration
- Implementation Phase 3 pricing components:
  - Standard Solution
  - Customization of Solution
  - Training
  - Customization of Training
  - Data Migration

The first implementation phase will be the bulk of the cost proposal. Implementation Phases 2 and 3 will be difficult for vendors to estimate since they likely will want to see how Implementation Phase 1 goes before bidding on Phases 2 and 3. We recommend that you consider language in the RFP and in the contracts that ensue with the selected vendor that vendors can resubmit cost proposals for these subsequent phases simply for the reason that there may be possible savings if the vendor's perceived level of complexity is reduced.

Further, though we list training and data migration in Implementation Phases 2 and 3, we do not anticipate these cost items will be present in a vendor's proposal since they were completely accounted for in Implementation Phase 1, the possible exception to this being any

[6] To avoid confusion, we should distinguish Implementation Phases from *project phases.* In project Phase 4: Solution Implementation, all three Implementation Phases (1, 2, and 3) are included.

customized training required (for custom features that are delivered in those respective phases).

Last, a word about expenses. It is the single-most gut wrenching item to try to estimate and lock down (as with most fixed priced proposals). (We have numerous experiences with these.) We recommend that you request a not-to-exceed total amount for expenses by Implementation Phase, and require a budgetary estimate for the vendor's team to visit Olympia for a 5-day period. We then recommend an estimated number of trips per Implementation Phase.

2.2. Non-Recommended Content of Request for Proposal

We do not recommend release of any of the nine deliverables comprising this project be made available to vendors during the Vendor Selection phase, other mechanisms of access to State documents notwithstanding. Providing vendors access to this document, for example, may give some an unfair advantage over others.

We do recommend providing access to the deliverables of this project once a selected vendor has been selected and the contract executed (and other parties that may request such resources through the State's FOIA).

2.3. Managing the Vendors

If they're doing their job, most successful vendors will carefully manage your expectations, avoid pitfalls and flubs, skirt risk, and generally do their best to make the experience as enjoyable and productive as possible. To be direct, that's your job, too. Managing your vendors—both before the award and with the selected vendor(s) after the award—is a good idea. This section describes our recommendations regarding the WDVA-vendor community relationship.

2.3.1. Pre-RFP

We are aware that vendors have already been calling on WDVA and in some cases, have given you demonstrations and product pitches. While this is to be expected, we recommend maintaining a polite, diplomatic arm's length relationship to the vendors in question, and avoid making any promises or allusions of favoritism or treatment.

There is practical rationale for doing so. Because of WDVA's unique funding model—we like Mary Forbes' reference to *OPM*, *other people's money*—you may be at an advantage when it comes to requesting reduced pricing for either products and/or services. For example, on the recent visit to RallyPoint/6, we learned that SalesForce's target subscription pricing for commercial accounts is $130.00/month/person. We don't know if this number is entirely accurate, or what pricing schedule for State governments is available if any, or if there is any room for adjustment given WDVA's role in serving veterans and its funding constraints. The chief takeaway here is that we should never presume standard pricing and we should never get into such a comfortable position with would-be vendors that price negotiation is out of the practical realm of possibility.

You have a unique business case to tell: the most deeply entrenched State DVA that is delivering nationally unique services to veterans in Washington and Oregon. This fact and others may work to your advantage.

2.3.2. During RFP

By policy and common procurement practice, your interaction with vendors once the RFP is released will be pared back significantly, as it should. Your procurement officer will be the sole point of contact, that is, until a Vendor Pre-Proposal Conference is executed, which we recommend.

All attempts of vendors contacting WDVA employees or contractors through any channel should be reported to the procurement officer, who will then take appropriate action per policy.

All information provided to one vendor (such as answers to questions during the Q&A, which we also recommend) must also be provided to all other vendors and interested parties. This also includes unscheduled inquires made by vendors to the procurement officer prior to vendor selection.

2.3.3. Scoring

We recommend the use of our scoring model for objectively measuring the vendor's responses to the business and technical requirements (known in our deliverable #8 as Stakeholder Requests and Atomic Requirements). Only the vendor responses to the Atomic Requirements are measured and scored. This will give an objective comparison of each vendor's capabilities that are germane to WDVA's needs. This is illustrated in Table 2 on page 12.

We also recommend implementing an Evaluation Criteria scheme as an overall scoring method. This you may already be familiar with having scored the respondents to this project's RFP. However, we present an alternative scheme that encompasses basic tenets of overall proposal quality that we've had experience with and which also includes the results of the scoring of vendors responses to the Atomic Requirements noted above.

Table 3 on page 25 illustrates this scheme.

Table 3: Recommended Evaluation and Scoring Scheme

References	Section(s)	Points Available	Weighted Percent
Reference 1	TBD	250	2.5%
Reference 2	TBD	250	2.5%
Reference 3	TBD	250	2.5%
Resumes, Company Profile, and Experience			
Resumes, Company Profile, and Experience (length and applicability)	TBD	1,000	10.0%
Understand and Approach			
Scope of Services, Approach, Project Timeline, and Staffing	TBD	2,000	20.0%
Requirements Response			
Responses to Atomic Requirements	TBD	2,000	20.0%
Proposed Budget			
Proposed Budget	TBD	2,000	20.0%
Oral Presentation			
Proposal and Offer Clarification, Knowledge of Presenters; Constructive Interaction with the State; Ability to Communicate	TBD	750	7.5%
Demonstration			
Demonstration of standard functionality per response to Atomic Requirements	TBD	1,500	15.0%
	Totals	**10,000**	**100.0%**

2.3.4. Presentation and Demonstrations

Too often it has been our experience that vendors will promise the world just to get in the door, which usually by then the promises are forgotten amid the cloak of reality and the fact that an implementation project is all-consuming for the client's project team. In our work with other state and commercial clients, we adopted the scoring scheme just presented in the previous section. This at least levels the playing field since it holds all vendors to an equal measure: whether or not the specific business and technical requirements can be realized by the vendor.

But that does not go far enough. Vendors should be prepared to substantiate their claims with actual demonstrations of the features they purport to be present in their solution and to which they responded actually support WDVA's requirements.

We recommend that WDVA hold vendors to their word by making demonstration of certain features mandatory or else they would be found non-responsive. Table 4 on page 26 illustrates our recommendations for requiring vendors to demonstrate functionality they claim to support when meeting WDVA requirements.

Table 4: Demonstration and Explanation Mandates per Vendor Disposition of Atomic Requirements

Offeror Requirement Disposition	Description	Weight	Demonstration or Explanation Mandate(s)
SF	Standard Functionality - Requirement is already realized with current product offering.	10	Client may request up to 10 features it would like the vendor to demonstrate. Client and vendor will agree to this set beforehand. Client will also have the option of requesting demonstration of up to three additional features (heretofore unknown to vendor).
SF+CV	Standard Functionality plus Customization Paid for By Vendor	7	Client may request up to 5 features it would like the vendor to demonstrate that map to responses using the SF+CV or SF+CC disposition. Vendor must then elaborate on its proposal response how the Standard Funtionality will be enhanced through customization
SF+CC	Standard Functionality plus Customization Paid for By Client	5	
CV	Feature not present and must be customized. Customization Paid for By Vendor (requirement is not currently realized by current product offering)	5	Vendor not required to deliver demonstration. Client may at its option request the vendor to elaborate on its proposal response how the customization will be accomplished.
CC	Feature not present and must be customized. Customization Paid for By Client (requirement is not currently realized by current product offering)	2	
AR	Feature not present and must be customized. Alternate Recommendation - Cannot fulfill requirement as stated, however, alternate recommendation offered.	2	If vendor describes Alternate Recommendation as present Standard Functionality of the proposed solution, client may request up to 5 features it would like the vendor to demonstrate. Client and vendor will agree to this set beforehand. If the Alternate Recommendation is not readily demonstrable, client may at its option request the vendor to elaborate on its proposal response how the Alternate Recommendation will be accomplished.
NR	Not Realizable - Cannot fulfill requirement as stated, no alternate recommendation offered.	1	Client may at its option request the vendor to elaborate on its proposal response other alternatives the client may wish to pursue, including other vendor solutions, in order to meet the specific requirement.

2.3.5. Disclosing the Project Budget

In our experience, there been considerable debate about disclosing a project budget to vendors (via the RFP or by another means). We do not have a firm recommendation on this matter but instead choose to list the pros and cons of disclosing the budget versus keeping it confidential.

2.3.5.1. Pros of Disclosing

- “Sets the bar” for vendors so they know what services and products they can offer that falls within the client’s budget.
- Budgets that are detailed (allocation of amounts) present the vendor with a finer picture of what can be proposed. This and the bullet above is known as cost-boxing.

- Weeds out the vendors whose pricing model falls far outside your budget. Proposal evaluation team will not have to spend the time reviewing an unrealistic proposal from a pricing standpoint.

2.3.5.2. Cons of Disclosing

- Gives vendors the ability to pad their cost proposal to cover risk or to compensate for short cuts they might make in their response to the RFP. (The scoring scheme, with cost weighted at 20% of score, usually prevents this but it still occurs.)
- Vendors may assume carte blanche and bid the "Cadillac" version of their solution, which may not serve the needs of WDVA. This can be offset with discussion of WDVA's funding as described and recommended in Section 2.1.6.4 on page 20.
- If WDVA has identified a budget that is larger than originally planned, it may want to hold back a portion of those funds for other resources, such as a project manager or business analyst.

2.4. Preparing WDVA for Changes

We have made numerous recommendations and observances throughout the previous eight deliverables regarding preparation of the soft side of new automation: WDVA's people and culture. This section provides recommendations that you should seriously consider so your teams and individuals will know (not feel) they have a seat at the table, that their concerns are being heard and acted upon, and that they have a direct role in making this new endeavor a success.

2.4.1. Take Recommendations Seriously

On occasion, our best or most compelling recommendations are not heeded. Sometimes the recommendations are just not right for the organization, or perhaps the timing isn't right. But usually (and unfortunately) when recommendations aren't followed, it's not because of these findings, but because there is an attitude of ambivalence, or worse, paralysis.

We do hope that isn't the case at WDVA and urge management and staff to make a team effort to review the recommendations in Related Documents 5, 6 and 7 and identify some set of these that can be put into action. As we have stated before, not all recommendations may be actionable at any given time, but a subset will be. Perhaps two or three recommendations can be actionable today.

2.4.2. Monthly Project Update

The project manager selected to lead the next two phases should, on a monthly basis, prepare a concise report (one page, two maximum) that outlines what was accomplished in the previous month, what is planned for the next month, what issues or concerns exist and what risks are present and must be mitigated. We offer our project status report as a template, as shown in Appendix B on page 46.

This report should be emailed to all hands at WDVA so everyone is on the same page as to the progress of the report. If not all news is good, that's okay. Every project has its ups and downs.

2.4.3. Suggestion Box

We recommended this in Related Document 5, *WDVA Veteran Homeless Programs Assessment and Recommendations v1.docx*. We will not elaborate here any further, except to say that we more firmly believe even now that an anonymous suggestion box will help management understand what may be afoot in terms of perceptions, attitudes and outlook—not only about this project, but about work life in general.

2.4.4. All Hands Meeting

The Monthly Project Update and the Suggestion Box will only go so far in managing people's expectations and assuring they are being heard. Covering the status of the project at either a regularly scheduled all hands meeting or a separate meeting for just the Veterans Services and Behavioral Health Services organizations will have more of an impact since it's a live event and you can gauge interest or potential issues in real time.

If "all hands" is not always practical for the Retsil and Seattle teams, then take the show on the road and reach out to them at their facilities.

2.4.5. Manage Expectations about Job

A common challenge we've encountered in past projects is the fact that staff—usually individual contributors but sometimes supervisors—may feel their job will become less important, or in extreme scenarios, will be eliminated once the new solution is rolled out. In our experience, and we are not generalizing here, this can't be farther from the truth. While this historically has been the case with improvements in factory technology and other industries, such as forestry and financial services, in many cases, people may be trained to take on new roles.

But even this notion is soundly absurd at WDVA simply because the capital you worry about, nurture and look to improve and better serve is human. Software automation and related technology will never replace the human touch, the compassionate care, and the needed support your Veterans Benefits Specialists, Program Specialists and case managers constantly deliver to veterans, their families and their dependents.

If anything, with this new EVCMS, your people will be free to dispense the more valuable soft side of supporting and serving clients while helping to minimize or altogether eliminate the pain points experienced by the client today.

There should be <u>zero issues</u> about job risk and erosion of interesting duties and we strongly recommend that you constantly remind people through the channels we've discussed that this is the case and will always be the case.

2.5. Managing the RFP

As shown in Appendix A on page 42, the recommended Implementation Draft Project Plan documents in detail the RFP development, release and evaluation efforts. Together, these three activities total 159 work days and 222 calendar days. This is a significant effort that will demand significant time commitments from people that already have full-time jobs.

Though the work will be clumped into relative periods of significant workload, interspersed by periods of downtime (for the project, anyway), we estimate that the typical RFP team member will spend on average a day to a day and a half a week devoted to the three activities just mentioned. This is 25% of people's time averaged out over 7 months. What's more, there will be immoveable dates where the team must make the RFP and this project their number one priority and this will surely present challenges to standing commitments, regularly scheduled program or organizational activities, not to mention impacts on vacation and other personal commitments.

Fortunately, the heavy lifting of developing and releasing the RFP will be concluded when the holiday season comes upon us. However, a sustained commitment will hit the team during tax season (April, 2016) and into the nicer spring weather (May, June).

All things considered, the team you choose to assign this important task to must be up for the challenge and be engaged and interested in playing a key role in the early success of getting the EVCMS on board. Please consider these factors when assembling your team.

2.5.1. Roles

We recommend that the RFP team should consist of the following roles contained in Table 5 on page 30. Note that this set of roles applies only to the Phase 3, Vendor Selection. A different team should be identified for Phase 4: Solution Implementation.

2.5.2. Commitment

We mentioned the need for a significant time commitment on the part of the RFP team members above. This is only possibly if the team members' supervisors have equal commitment and understand the demands that will be placed upon their people. Running interference, work rebalancing and reprioritizing are the needed tools in ensuring the RFP team is capable and ultimately successful.

This cannot be overstressed.

2.5.3. Timeline

Please see Section 3 on page 34 for a discussion of the Phase 3 and 4 timeline.

Table 5: RFP Roles

No.	Role Name	Description	Responsible for Authoring Content in RFP?	Number of People for Role	Notes
1	RFP Lead	Responsible for the overall delivery of the RFP and adherence to the project plan and milestones.	Yes	1	Typical Sections (from this document): 2.2.7 + more
2	RFP Business Content Provider	Responsible for the WDVA business content of the RFP.	Yes	1-2	Typical Sections (from this document): 2.2.6 + more
3	RFP Technical Content Provider	Responsible for the WDVA technical content of the RFP.	Yes	1-2	Typical Sections (from this document): 2.2.4, 2.2,.5
4	RFP Contractual Content Provider	Responsible for the WDVA contractual and legal content of the RFP.	Yes	1-2	TBD.
5	Proofreader	Find grammatical errors, typographical errors and make recommendations on form and format.	No	1	Person should have proven writing skills and enjoy the job. May be able to borrow this resource.
6	Executive Sponsor	Owner of the overall effort.	No	1	

2.6. Managing the Implementation

As shown in Appendix A on page 42, the recommended Implementation Draft Project Plan documents in detail Implementation Phase 1, which is a total of 151 work days and 211 calendar days. Despite the brunt of implementation tasks falling on the vendor's shoulders, this is also a significant effort that will demand significant time commitments from people that may already have full-time jobs. Not only is a project manager needed throughout this duration, we recommend a technical resource, such as a business analyst, also be on board to ensure the vendor is implementing according to requirements. We recommend the Implementation Team be composed of two sub-teams:

- Implementation Core Team – The primary team that is responsible for ensuring that WDVA is being served by the vendor and its solution.

- Implementation User Focus Team – The secondary team whose focus is on user experience feedback and testing of new business entities, new forms, new reports, a sample dashboard, and any help documentation that is required.

Like the RFP, though the work will be clumped into relative periods of significant workload, interspersed by periods of downtime (while the selected vendor is doing off-site work), we estimate that the typical Implementation Core Team member will spend on average a day to a day and a half a week devoted to the three activities just mentioned. This is 25% of people's time averaged out over 6 months. The same organizational constraints apply here as they do in the RFP effort, plus the phase will be smack dab in the middle of summer.

For the Implementation User Focus Team members, we estimate involvement of approximately 8-10 days per team member spread over several intervals during four calendar months. A total of 23 work days will require participation of the Implementation User Focus Team.

As with the Vendor Selection phase, the team you choose to assign this important task to must be up for the challenge and be engaged and interested in playing a key role in the success of getting the EVCMS deployed and ready for use. Please consider these factors when assembling both the Implementation Core Team and the Implementation User Focus Team.

2.6.1. Roles

We recommend that the implementation teams consist of the following roles contained in Table 6 on page 32. Note that this set of roles applies only to Phase 4: Solution Implementation.

2.6.2. Commitment

As with the RFP, we mentioned the need for a significant time commitment on the part of the joint Implementation team members above. Again, this is only possibly if the team members' supervisors have equal commitment and understand the demands that will be placed upon their people. Running interference, work rebalancing and reprioritizing are the needed tools in ensuring the Implementation teams are capable and successful.

This, too, cannot be overstressed.

2.6.3. Timeline

Please see Section 3 on page 34 for a discussion of the Phase 3 and 4 timeline.

2.6.4. Independent Verification & Validation (IV&V) Vendors

We have not considered the involvement of Independent Verification & Validation (IV&V) vendors when making these recommendations. Their value-added services should be utilized in this project, however.

Table 6: Implementation Roles

No.	Role Name	Description	Number of People for Role	Notes
1	Senior Project Manager (Core Team)	Responsible for the overall delivery of the solution and adherence to the project plan and milestones. Primary vendor liaison.	1	
2	Senior Business Analyst (Core Team)	Responsible for the business, technical and architectural aspects that the implemented solution must support.	1	
3	IT Analyst (Core Team)	Responsible for the WDVA IT Technical aspects that the implemented solution must support.	1-2	
4	User Focus Team Lead (Focus Team)	Responsible for coordinating User Focus Team design, feedback and testing activities.	1	
5	User Focus Team Member (Focus Team)	Responsible for providing user experience design feedback, functional feedback and testing.	6-8	
6	Executive Sponsor	Owner of the overall effort.	1	

2.7. Prepare and Manage for Risk and Humans

With the staffing of a seasoned senior project manager (PM), we can presume that risk and issue management will be common tools in that resource's toolbox. If not, we steer WDVA to Frontier's approach to both PM practices as was documented in our proposal for this project. We are available to discuss both topics.

However, it is the second part of this section's title that concerns us, which can be an inherent risk. By a large majority, if any factors will threaten the successful completion of a significantly large effort such as this—one that WDVA has never experienced before—it will be people issues and risks. Notwithstanding demanding job duties, vacation, sick time, and morale issues, there will be unforeseen events that will trip up this project's progress. And it will almost certainly be due to humans. This is inevitable and you must prepare for it. It will also not only impact WDVA personnel and its contractors, but just as likely the vendor's team as well.

We recommend putting into place as many contingencies as may be called for in the next 18 months of endeavor that is this project. These include at a minimum:

- Plan for sudden absences or fires (literally and figuratively). Identify staff not involved with this project to take on more workload if need be.
- Have a backup resource for all identified RFP and Implementation Team members. Think out of the box and identify other resources outside WDVA (contractors and other State agencies).

- Be ready to manage executive management expectations when the project hits a bump in the road. Make sure you can set expectations and keep the momentum and positive feelings flowing.
- Plan on unscheduled and surprise celebrations when the times warrant so you can remind everyone why this project and their participation in it matters.
- To use a concept already familiar with many WDVA staff, think about using a case management approach to helping staff address and embrace new capabilities, challenges, and changes that will inevitably confront them when adopting new technology.

3. IMPLEMENTATION PLAN

3.1. Overview

The Implementation Plan presented in this section is derived primarily from our experience in developing requests for proposal and in actual implementation endeavors. It should be considered a draft effort that will likely change and demand refinement as more is known about the actual bidding process and ultimately, the implementation itself.

While we have a moderate to high level of confidence about the structure and timings of Phase 3: Vendor Selection, we cannot say the same about Phase 4: Solution Implementation. There are multiple reasons for this:

- Implementation specifics will relate directly to the vendor and solution you select. The maturity of the vendor, the maturity of their solution, the expertise of their team, and the processes they have developed (many repeatable) are all factors that will either expand or contract the implementation.
- Implementation length and complexity will also relate to how the selected vendor is positioned to define and implement customized business information, customized forms, and customized reports, to name just three.
- The ordering of events that we have specified for this Phase 4 we believe are logical for the scope of effort. The selected vendor may partially or completely disagree. They may have a set design and approach to implementation that, though trial and error, has been refined and evolved to be the best fit for their clients and solution.
- The selected vendor may have its own resource planning issues, especially if they're good at what they do (hence, more clients to serve). The start of implementation may be delayed altogether or chunks of work may be delayed due to resource constraints.
- The delivery of standard feature sets for their solution may be a priority, then customization may be a separate and discrete endeavor once the standard product is deployed.
- We cannot rule out that it may be more than one vendor you ultimately select (i.e. prime plus one or more sub-contractors). This may be a realistic scenario when the prime manages the implementation, and its sub-contractor provides specialized services, such as data migration, user experience design or training.

WDVA should be prepared for all of these scenarios to play out in the course of planning the Implementation phase with the selected vendor(s). To that end, we have tapped from our experience our best estimate of activities and durations of those activities for a generic implementation of a case management system, full knowing the amount of customization you will need to support WDVA's future state business operations adds to the complexity and timeline.

In the next section we will be commenting on the high level tasks in the project plan so readers will understand our rationale.

3.2. Phase 3: Vendor Selection

3.2.1. RFP Preparation (Task 2)

We recommend this phase commence on September 23, 2015, roughly a week before actual work on the RFP commences. In this week, you will recruit your RFP team, and prepare environment for the RFP, namely your tool of choice (Word) and the method of sharing (i.e. folder).

3.2.2. RFP Authorship (Task 5)

We have allocated 47 work days to completing the RFP so that it's ready to be released. The first activity needed is to identify the outline of the document, then assign the sections to the appropriate RFP team members.

The development should use four iterations:

- Draft 1
- Draft 2
- Legal Draft
- Final

For each of the two drafts, the content needs to be integrated into a unified document. As we have offered (see page 10), we have a robust number-enabled Word template the team can use. The RFP Lead would normally be the person to unify the content, but an alternate can be assigned.

We should target a total length of less than 50 pages for the body portion of the document (not counting the appendices and addenda). No vendor wants to wade through a huge proposal that is not well organized. One suggestion we have is that content that must be directly answered by the respondent (i.e. mandatory) be grouped together, while supplementary content also be grouped together.

While only one review meeting is in this plan, you should anticipate several information reviews along the way.

We also presume that legal and contracts personnel have their own review of the RFP when it's close to or at completion.

If all goes according to plan, the RFP and its associated documents should be ready to be posted on the State's WEBS site on December 4, 2015.

3.2.3. RFP on Street (Pre-Proposal) (Task 23)

Once the RFP hits the street, the team can rest for a while. The first event up is the staging and execution of a Vendor Pre-Proposal Conference, which is open for vendors to attend in person or call into a phone conference. This is a valuable event for both WDVA and vendors because it provides vendors an opportunity to get a personal overview of the business problem and the likely intent of a solution.

Be prepared to have only a few companies show up in person; many will call in.

A week later, vendors have a deadline to submit written questions to the procurement liaison. This is done electronically. We have allotted 8 working days for the RFP team to respond in writing to the questions and then post them on WEBS.

Once Q&A is completed, vendors have 26 work days to prepare their proposals. This is reasonable considering that, at this juncture, they have already had the proposal 7 calendar weeks. Any vendor serious about a response will already have begun the work.

Proposals are due into WDVA on March 3, 2016.

We must weigh in at this point about requiring hardcopy responses. Most vendors dread this requirement, not because of the extra expense in printing, separation of sections, and bindery, but because of the potential for errors in collating and building out each binder. If you must require hardcopy responses, we recommend limiting the number to three: one original and two copies. For the most part, your RFP team will be at Central Office and you can easily organize a round-robin method of reviewing the hardcopies. An added benefit to this is that downstream reviewers will see the handwritten comments of the previous reviewers.

You will still need to require an equivalent electronic submission because the responses to the Atomic Requirements will be rendered in an Excel workbook and must be available electronically for scoring purposes.

3.2.4. Review Vendor Proposals (Task 32)

This is the heads down due diligence reading of all vendor submissions. It is the entire RFP team's obligation to read each and all vendor responses front to back. Divvying up the proposals by sections, or by vendor, is not recommended.

This activity is allotted 31 days and is broken into two stages, with a review status meeting in the middle to gauge any initial thoughts or concerns. On March 31, a preliminary scoring meeting should be held to review the rolled up requirements scores and to score the entire proposal effort of each vendor. If you elect to utilize the Evaluation and Scoring Scheme in Table 3 on page 25, or elect to use another scoring scheme, this meeting will go much faster. We recommend that each RFP team member enter their own individual scores for each vendor prior to attending the scoring meeting. That way, time is devoted to taking scoring "votes" and leveling each according to the team's collective satisfaction. Averaging can also be used.

Once scoring is completed, the team can choose the top 3 or 4 vendors/solutions they wish to invite for presentations and demonstrations. Vendors have a two-week window to schedule travel, round up resources and prepare the demonstration. Two days are devoted to the actual demonstrations. If four vendors are invited, each vendor would utilize the majority of a half day as follows:

- 45 minutes – vendor proposal presentation
- 15 minutes – Q and A
- 120 minutes – demonstration of features per requirements responses
- (10 minute break at half-way point)

Sessions should be scheduled from 9:00 AM – 12:00 PM and from 1:00 PM – 4:00 PM.

If you have more than 4 responses, then these vendors are informed they have not been selected to demonstrate their solution. We recommend, however, that you do not dismiss these vendors as having lost the bid, especially if the scoring is close. You may decide at a later date, once demonstrations have concluded, that an additional vendor may be worth another look (and a demonstration).

3.2.5. Vendor Award (Task 41)

Once a final scoring meeting is executed to tally the results of the demonstrations, you are ready to make a selection. This happens on April 21, 2016.

3.2.6. Contract Review and Execution (Task 46)

We will not comment on this activity since this is well understood at WDVA. We have set contract execution for May 2, 2016. This may take longer, especially if there is negotiation on pricing and the implementation schedule.

3.3. Vendor Solution Implementation - Implementation Phase 1

As we mentioned above, this is our best guess based on experience we had deploying applications of this size and complexity. However, the selected vendor may have a completely different approach and timeline based on the factors we introduced on page 34.

What follows is our attempt to identify and estimate key implementation tasks based on our understanding of WDVA's needs in the future.

One aspect we have chosen not to specify is to identify the roll-out sequence with regard to users. There are a number of methods for rolling out the solution to the projected 80 users: by location; by role; by program; etc. At this point it is arbitrary to attempt to identify the user population and roll-out sequence until the selected vendor makes recommendations.

3.3.1. Discovery (Task 53)

Discovery is an esoteric name for vendors attempting to understand the scope and complexity of the business problem, the business climate, and the specific needs of the organization. To a large degree, we, through the nine deliverables of this project, have done a significant amount of the legwork that a vendor would consider *discovery*. That said, you can still expect the selected vendor to want to do their own discovery, even if it's somewhat repetitive and time-consuming. We anticipate this because most vendors that have their act together will have an organized methodology for capturing their own requirements—even if they have a rich palette already waiting for them (i.e. our requirements, business processes, and business entity models).

We have allotted two weeks for the vendor to be on-site at WDVA to perform their discovery work.

They will likely produce their own project plan that will have to be, once agreed upon, synced with the WDVA PM's plan.

3.3.2. Standard Product Preparation (Task 57)

We have allotted only two calendar weeks in order for the vendor to stage and deploy their standard solution. This is a relatively short time but we have allotted additional time for training and customization, discussed below. This activity need not be done at WDVA. In fact, except for user forms design, where close collaboration is necessary with the Implementation User Focus Team, and training, you should not expect vendor team members to be on-site.

We have July 11, 2016 as the go-live date for the standard solution. As we mentioned earlier, this may be completely different for the selected vendor, who may choose to perform the customization work prior to any go-live milestone date.

3.3.3. Training (Task 62)

Training may occur at any time before the solution hand-over to WDVA. We have scheduled it as the next logical activity after the standard solution goes live. We have allotted 20 work days to have the vendor prepare training and deliver it on site, presuming they will use standard training materials.

We have not fine-tuned the delivery of training vis-à-vis which people receive training and when. This must be determined with the vendor.

3.3.4. Implementation Phase 1 New Business Entities (Task 69)

We have allotted 10 working days for the selected vendor to define the new business entities that they cannot already support with their standard solution. This directly corresponds to adopting the future state (to-be) business entity models designated for Implementation Phase 1, which primarily encompasses the following:

- To-Be Certificate of Discharge (DD214 and DD215) Business Entity Model
- To-Be WDVA Detailed Business Entity Model 1 of 6 – Client Identity Perspective
- To-Be WDVA Detailed Business Entity Model 2 of 6 – Client Program Participation Perspective
- To-Be WDVA Detailed Business Entity Model 3 of 6 – Program Design and Management Perspective

We then have allotted 5 working days for the Implementation User Focus Team to test these new entities. A practical consideration here is that there may not be an easy or direct way to test the new entities and their relationships with other standard and new entities until user forms are available to actually create and view data.

Roll-Out (task 72) is a placeholder for the vendor if a data refresh or other integration and build activities are required in order to make the new entities available to the general user population. (This roll-out task appears in other sections of the plan as well and for the same purpose.)

3.3.5. Implementation Phase 1 New Forms Design Task 73)

Because forms design tends to be intensive, we have allotted 10 working days each for specification of the forms (task 74), design and implementation of the forms on the system (task 75) and testing of the forms (task 76) by the Implementation User Focus Team.

This activity is complex and requires dedication on the part of both the vendor and the Implementation User Focus Team. It will be the first experience for many on the WDVA side in actually working with a designer to compose an on-line form.

Our approach to this activity is to draw out—first by hand, then on the computer—the types of information needed to be available at any given use case scenario. We were not contractually obligated to deliver this kind of work for this project but we expect the vendor to have a similar approach. Once this analysis work is done, we can build what are known as Navigation Diagrams (or models), which show the logical placement of information for each "screen" required. Note: This is not an actual screen mockup, only a representation of the information needed by a user at any given point in time.

See Appendix C on page 48 for examples of navigation diagrams from a past Frontier project.

Note: The selected vendor may have a well-designed forms development process and tooling.

3.3.6. Implementation Phase 1 New Reports (Task 78)

We have allotted six working days to design, produce and test two standard reports. We have elected not to add all reports in the requirements—there are 21—because this may be a learning opportunity for the Implementation User Focus Team or other WDVA users.

3.3.7. Implementation Phase 1 Dashboard (Task 82)

We have allotted five working days to design, produce and test one dashboard. We have elected to just focus on one dashboard—realizing there may be a number of dashboard perspectives that users will identify. This approach is more of a proof-of-concept so that a dashboard can be demonstrated with the WDVA user community—executives and staff alike—and dashboard needs can then be brainstormed thereafter. This may be a learning opportunity for the Implementation User Focus Team or other WDVA users, such as the designated solution administrator(s).

We have set October 24, 2016 for entities, reports and dashboards to be completed.

3.3.8. Implementation Phase 1 Data Migration (Task 88)

In constructing this section of the project plan, we broke out the data migration effort into three separate but related tasks:

- SQL Server *SQL2014CertificateOfDischarges* migration – this is a traditional extract, transform, and load (ETL) data migration of the anticipated 15,000 records resident in the legacy *SQL2014CertificateOfDischarges* database into the new solution. There are actually two ETL sequences:
    - Loading into the future state Certificate of Discharge tables that were added in the New Business Entities activity above.

  - Loading into the future state tables that will be used for the main case management solution.

  This is necessary because we wish to maintain a read-only requirement for the authoritative federal Certificate of Discharge records (see Requirements R72 and R73) versus the fact that a client's data can evolve over time. It is necessary to maintain the separation.

- Program teams' migration – this effort involves extracting, transforming and loading the various VBS client records maintained separately. We hope that program teams will consolidate their data prior to loading into the new system. Note: This activity will test the solution's ability to detect duplicates and not create a new "Jane Black" if there is already one present with the same unique ID (i.e. SSN, client ID, etc.).
- Program team data entry – this is considered para-training in that identified users will add into the system their clients and the data they track. This activity must follow the previous two since identity data on clients may already have been entered.

A total of 30 work days have been allotted for data migration, which includes testing.

3.3.9. Independent Verification and Validation (Task 94)

We won't comment here in detail except to say that we have listed the typical target verifications than an independent V&V vendor would likely execute. A total of 25 days have been allotted for this activity, though it could proceed more quickly.

Areas of interest will likely be

- Requirements Verification
- Training Verification
- Standard Product Verification
- New Entities Verification
- New Forms Verification
- Data Migration Verification
- User Acceptance Testing
- User Acceptance Verification

We have targeted November 30, 2016 for the Milestone: IV&V Complete.

3.3.10. Milestone: Implementation Phase 1 Complete (Task 104)

We have targeted November 30, 2016 for the completion of Implementation Phase 1.

3.3.11. Implementation Phases 2 and 3

Our confidence in estimation diminishes as we move out in time beyond November 30, 2016. For these subsequent phases, we examined the number of Atomic Requirements in Implementation Phase 1 (393) and then compared them to Implementation Phase 2 (39) and Implementation Phase 3 (34). The latter two are roughly 10% of the effort of the first phase.

We have conservatively estimated both efforts at 60 working days each, but this could prove too conservative since much of the heavy lifting and customization was performed in the first phase.

APPENDIX A. IMPLEMENTATION DRAFT PROJECT PLAN

Please turn to next page.

ID	ID		Task Name	Duration	Start	Finish	Resource Initials	Pred	2 PM
1	**1**		**Phase 3: VENDOR SELECTION**	**159 days**	**Wed 9/23/15**	**Mon 5/2/16**			
2	**2**		**RFP Preparation**	**6 days**	**Wed 9/23/15**	**Wed 9/30/15**			
3	3		Recruit RFP Development Team	5 days	Wed 9/23/15	Tue 9/29/15			
4	4		Prepare Environment for RFP (Tools, Folder)	1 day	Wed 9/30/15	Wed 9/30/15		3	
5	**5**		**RFP Authorship**	**47 days**	**Thu 10/1/15**	**Fri 12/4/15**		**2**	
6	6		Produce Outline	1 day	Thu 10/1/15	Thu 10/1/15			
7	7		Assign Sections	1 day	Fri 10/2/15	Fri 10/2/15		6	
8	8		Develop Draft 1 Sections	20 days	Mon 10/5/15	Fri 10/30/15		7	
9	9		***Milestone: Draft 1 Sections Due***	0 days	Fri 10/30/15	Fri 10/30/15		8	
10	10		Assemble Draft 1	2 days	Mon 11/2/15	Tue 11/3/15		9	
11	11		Review Draft 1	5 days	Wed 11/4/15	Tue 11/10/15		10	
12	12		Corrections and Develop Draft 2	5 days	Wed 11/11/15	Tue 11/17/15		11	
13	13		***Milestone: Draft 2 Sections Due***	0 days	Tue 11/17/15	Tue 11/17/15		12	
14	14		Assemble Draft 2	1 day	Wed 11/18/15	Wed 11/18/15		13	
15	15		Review Draft 2	3 days	Thu 11/19/15	Mon 11/23/15		14	
16	16		***Final Review of RFP Meeting***	0.5 days	Tue 11/24/15	Tue 11/24/15		15	
17	17		Prepare for Legal Review	0.5 days	Tue 11/24/15	Tue 11/24/15		16	
18	18		Legal Review	5 days	Wed 11/25/15	Tue 12/1/15		17	
19	19		Adjustments Due to Legal Review	1 day	Wed 12/2/15	Wed 12/2/15		18	
20	20		***Milestone: RFP Ready for Release***	0 days	Wed 12/2/15	Wed 12/2/15		19	
21	21		Submit to WEBS	1 day	Thu 12/3/15	Thu 12/3/15		20	
22	22		***Milestone: Publish on WEBS***	1 day	Fri 12/4/15	Fri 12/4/15		21	
23	**23**		**RFP On Street (Pre-Proposal)**	**64 days**	**Mon 12/7/15**	**Thu 3/3/16**		**22**	
24	24		Venders Review of Proposal	24 days	Mon 12/7/15	Thu 1/7/16			
25	25		***Milestone: Vendor Pre-Proposal Conference***	1 day	Fri 1/8/16	Fri 1/8/16		24	
26	26		Vendors Prepare Questions	5 days	Mon 1/11/16	Fri 1/15/16		25	
27	***27***		***Milestone: Question Submission Deadline***	***0 days***	***Fri 1/15/16***	***Fri 1/15/16***		***26***	
28	28		WDVA Prepares Answers	8 days	Mon 1/18/16	Wed 1/27/16		27	
29	**29**		**Milestone: Answers to Questions Posted**	**0 days**	**Wed 1/27/16**	**Wed 1/27/16**		**28**	
30	30		Vendors Prepare Proposals	26 days	Thu 1/28/16	Thu 3/3/16		29	
31	31		**Milestone: Proposals Due at WDVA**	0 days	Thu 3/3/16	Thu 3/3/16		30	
32	**32**		**Review Vendor Proposals**	**31 days**	**Fri 3/4/16**	**Fri 4/15/16**		**31**	
33	33		Review Proposals Part A	10 days	Fri 3/4/16	Thu 3/17/16			
34	34		**Milestone: Proposal Review Status Meeting**	0.5 days	Fri 3/18/16	Fri 3/18/16		33	
35	35		Review Proposals Part B	8 days	Fri 3/18/16	Wed 3/30/16		34	
36	36		Compile Scoring of Requirements Responses	1 day	Wed 3/30/16	Thu 3/31/16		35	

Project: WDVA Phases 3 and 4 Implem

Task	Inactive Milestone	Finish-only
Split	Inactive Summary	External Tasks
Milestone	Manual Task	External Milestone
Summary	Duration-only	Progress
Project Summary	Manual Summary Rollup	Deadline
External Tasks	Manual Summary	
External Milestone	Start-only	

ID	ID		Task Name	Duration	Start	Finish	Resource Initials	Pred	2 PM
37	37		*Milestone: Preliminary Scoring Meeting (Narrow to 3 or 4 Solutions)*	0.5 days	Thu 3/31/16	Thu 3/31/16		36	
38	38		Schedule Demonstration	9 days	Fri 4/1/16	Wed 4/13/16		37	
39	39		Hold Demonstrations at WDVA	2 days	Thu 4/14/16	Fri 4/15/16		38	
40	40		*Milestone: Demonstrations Complete*	0 days	Fri 4/15/16	Fri 4/15/16		39	
41	**41**		**Vendor Award**	**4 days**	**Mon 4/18/16**	**Thu 4/21/16**		**40**	
42	42		Final Deliberations	2 days	Mon 4/18/16	Tue 4/19/16			
43	43		*Milestone: Final Scoring Meeting*	1 day	Wed 4/20/16	Wed 4/20/16		42	
44	44		Notify Vendor of Award	1 day	Thu 4/21/16	Thu 4/21/16		43	
45	*45*		*Milestone: Vendor Selected*	*0 days*	*Thu 4/21/16*	*Thu 4/21/16*		*44*	
46	**46**		**Contract Review and Execution**	**7 days**	**Fri 4/22/16**	**Mon 5/2/16**		**45**	
47	47		Review Contract and Payment Milestones	5 days	Fri 4/22/16	Thu 4/28/16			
48	48		Execute Contract and Payment Milestones	2 days	Fri 4/29/16	Mon 5/2/16		47	
49	49		*Milestone: Contract Executed*	0 days	Mon 5/2/16	Mon 5/2/16		48	
50	**50**		**Phase 4: VENDOR SOLUTION IMPLEMENTATION**	**151 days**	**Tue 5/3/16**	**Tue 11/29/16**		**1**	
51	**51**		**IMPLEMENTATION PHASE 1**	**151 days**	**Tue 5/3/16**	**Tue 11/29/16**			
52	52		Vendor Preparation and Planning	20 days	Tue 5/3/16	Mon 5/30/16			
53	**53**		**Discovery**	**20 days**	**Tue 5/31/16**	**Mon 6/27/16**		**52**	
54	54		On-Site Discovery at WDVA	10 days	Tue 5/31/16	Mon 6/13/16			
55	55		Refinement of Needs	10 days	Tue 6/14/16	Mon 6/27/16		54	
56	56		*Project Plan Ready*	0 days	Mon 6/27/16	Mon 6/27/16		55	
57	**57**		**Standard Product Preparation**	**10 days**	**Tue 6/28/16**	**Mon 7/11/16**		**53**	
58	58		Set-up solution	5 days	Tue 6/28/16	Mon 7/4/16			
59	59		Access Control and User Setup	2 days	Tue 7/5/16	Wed 7/6/16		58	
60	60		Deployment Preparation	3 days	Thu 7/7/16	Mon 7/11/16		59	
61	*61*		*Deliverable: Go Live with Standard Case Management Capabilities*	*0 days*	*Mon 7/11/16*	*Mon 7/11/16*		*60*	
62	**62**		**Training**	**20 days**	**Tue 7/12/16**	**Mon 8/8/16**		**61**	
63	63		Training Preparation	4 days	Tue 7/12/16	Fri 7/15/16			
64	*64*		*Milestone: Training Materials Ready*	*0 days*	*Fri 7/15/16*	*Fri 7/15/16*		*63*	
65	65		Review Training Materials	5 days	Mon 7/18/16	Fri 7/22/16		64	
66	66		Deliver Training	10 days	Mon 7/25/16	Fri 8/5/16		65	
67	67		Deliverable Preparation	1 day	Mon 8/8/16	Mon 8/8/16		66	
68	68		*Deliverable: Training Initial Audience Complete*	0 days	Mon 8/8/16	Mon 8/8/16		67	
69	**69**		**Implementation Phase 1 New Business Entities**	**17 days**	**Tue 8/9/16**	**Wed 8/31/16**		**68**	
70	70		Define New Business Entities and Structure	10 days	Tue 8/9/16	Mon 8/22/16			
71	71		Testing of New Business Entities and Structure	5 days	Tue 8/23/16	Mon 8/29/16		70	
72	72		Roll-Out	2 days	Tue 8/30/16	Wed 8/31/16		71	

Project: WDVA Phases 3 and 4 Implem

Task		Inactive Milestone		Finish-only	
Split		Inactive Summary		External Tasks	
Milestone		Manual Task		External Milestone	
Summary		Duration-only		Progress	
Project Summary		Manual Summary Rollup		Deadline	
External Tasks		Manual Summary			
External Milestone		Start-only			

ID	ID		Task Name	Duration	Start	Finish	Resource Initials	Pred
73	**73**		**Implementation Phase 1 New Forms Design**	**31 days**	**Thu 9/1/16**	**Thu 10/13/16**		**72**
74	74		Define New Forms	9 days	Thu 9/1/16	Tue 9/13/16		
75	75		Design and Implement New Forms	10 days	Wed 9/14/16	Tue 9/27/16		74
76	76		Testing of New Forms	10 days	Wed 9/28/16	Tue 10/11/16		75
77	77		Roll-Out	2 days	Wed 10/12/16	Thu 10/13/16		76
78	**78**		**Implementation Phase 1 New Reports**	**6 days**	**Fri 10/14/16**	**Fri 10/21/16**		**77**
79	79		Define New Reports (2)	3 days	Fri 10/14/16	Tue 10/18/16		
80	80		Testing of New Reports	2 days	Wed 10/19/16	Thu 10/20/16		79
81	81		Roll-Out	1 day	Fri 10/21/16	Fri 10/21/16		80
82	**82**		**Implementation Phase 1 Dashboard**	**5 days**	**Fri 10/21/16**	**Fri 10/28/16**		**81**
83	83		Define Queries for Sample Dashboard	2 days	Mon 10/24/16	Tue 10/25/16		
84	84		Define Dashboard	1 day	Wed 10/26/16	Wed 10/26/16		83
85	85		Testing of Dashboard	1 day	Thu 10/27/16	Thu 10/27/16		84
86	86		Roll-Out	1 day	Fri 10/28/16	Fri 10/28/16		85
87	87		***Milestone: New Entities, Reports and Dashboard Complete***	0 days	Fri 10/21/16	Fri 10/21/16		
88	**88**		**Implementation Phase 1 Data Migration**	**30 days**	**Wed 9/14/16**	**Tue 10/25/16**		**74**
89	89		SQL Server Legacy DD214 Data Migration	10 days	Wed 9/14/16	Tue 9/27/16		
90	90		Testing SQL Server Data Migration	5 days	Wed 9/28/16	Tue 10/4/16		89
91	91		Program Teams Data Migration	20 days	Wed 9/14/16	Tue 10/11/16		
92	92		Testing Program Team Data Migration	5 days	Wed 10/12/16	Tue 10/18/16		91
93	93		Para-Training Program Team Data Entry	5 days	Wed 10/19/16	Tue 10/25/16		92
94	**94**		**Independent Verification and Validation**	**25 days**	**Wed 10/26/16**	**Tue 11/29/16**		**93**
95	95		Requirements Verification	3 days	Wed 10/26/16	Fri 10/28/16		
96	96		Training Verification	2 days	Mon 10/31/16	Tue 11/1/16		95
97	97		Standard Product Verification	2 days	Wed 11/2/16	Thu 11/3/16		96
98	98		New Entities Verification	4 days	Fri 11/4/16	Wed 11/9/16		97
99	99		New Forms Verification	4 days	Thu 11/10/16	Tue 11/15/16		98
100	100		Data Migration Verification	4 days	Wed 11/16/16	Mon 11/21/16		99
101	101		User Acceptance Testing	4 days	Tue 11/22/16	Fri 11/25/16		100
102	102		User Acceptance Verification	2 days	Mon 11/28/16	Tue 11/29/16		101
103	***103***		***Milestone: IV&V Complete***	***0 days***	***Tue 11/29/16***	***Tue 11/29/16***		***102***
104	104		***Milestone: Implementation Phase 1 Complete***	0 days	Tue 11/29/16	Tue 11/29/16		103
105	105		**IMPLEMENTATION PHASE 2**	60 days	Wed 11/30/16	Tue 2/21/17		104
106	106		**IMPLEMENTATION PHASE 3**	60 days	Wed 2/22/17	Tue 5/16/17		105

Project: WDVA Phases 3 and 4 Implem

Task	Inactive Milestone	Finish-only
Split	Inactive Summary	External Tasks
Milestone	Manual Task	External Milestone
Summary	Duration-only	Progress
Project Summary	Manual Summary Rollup	Deadline
External Tasks	Manual Summary	
External Milestone	Start-only	

APPENDIX B. STATUS REPORT TEMPLATE

What follows on the next page is Frontier Strategies' project status report template that WDVA may choose to adopt as its monthly Project Update Report to be sent to all hands.

FRONTIER STRATEGIES

Project Health: GOOD FAIR POOR

PROJECT STATUS REPORT

Project: Mapping Business Processes For WDVA
Client: WDVA
2015-09-07 – Report No. 13 – Version 1

ACTIVITIES SINCE LAST MEETING

1. Completed update to requirements, pain points and business entity models as a result of meeting with management and program teams.
2. Began work on September 15, 2015 deliverables:
    A. Process Assessment and Recommendations
    B. Business Process Management Requirements
    C. Implementation Recommendations and Plan
3. Prepared for September 8-10 visit.

PLANNED ACTIVITES

1. Conduct Central Office visit to review business and technical requirements and tie up loose ends with management and program teams.
2. Update agency leadership on project's progress.
3. Update DSHS project liaison on project's progress.
4. Continue work on September 15, 2015 deliverables:
    A. Process Assessment and Recommendations
    B. Business Process Management Requirements
    C. Implementation Recommendations and Plan

ISSUES/CONCERNS

1. None identified this reporting period.

RISKS

1. None identified this reporting period.

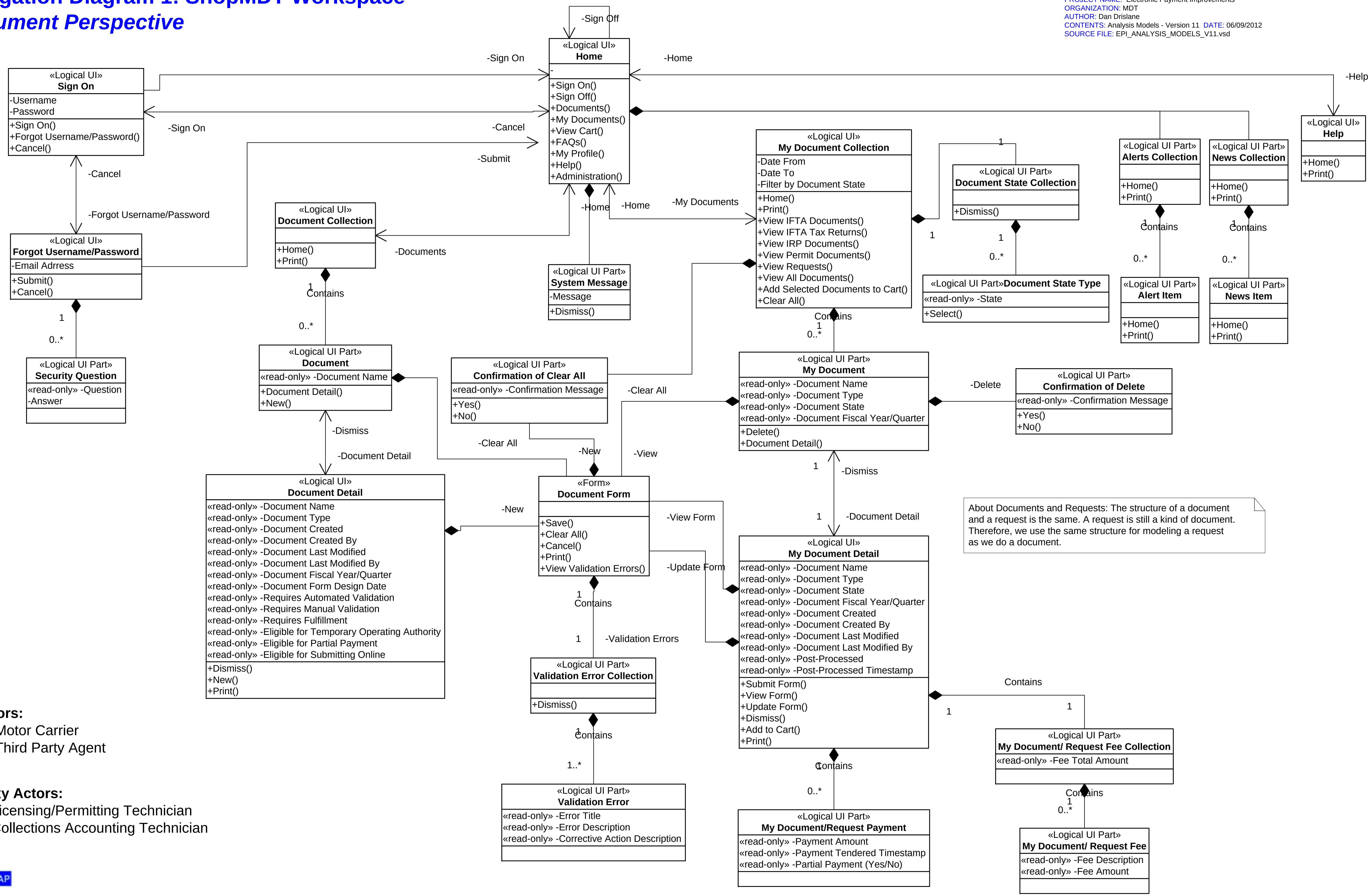
APPENDIX C. EXAMPLE NAVIGATION DIAGRAMS

Please turn to next page.

Note: The original native Visio file for this diagram was rendered in tabular size (11” x 17”). For better readability, it is advised that you print the next page onto 11” x 17” paper.

Navigation Diagram 1: ShopMDT Workspace
Document Perspective

PROJECT NAME: Electronic Payment Improvements
ORGANIZATION: MDT
AUTHOR: Dan Drislane
CONTENTS: Analysis Models - Version 11 DATE: 06/09/2012
SOURCE FILE: EPI_ANALYSIS_MODELS_V11.vsd



Actors:
- Motor Carrier
- Third Party Agent

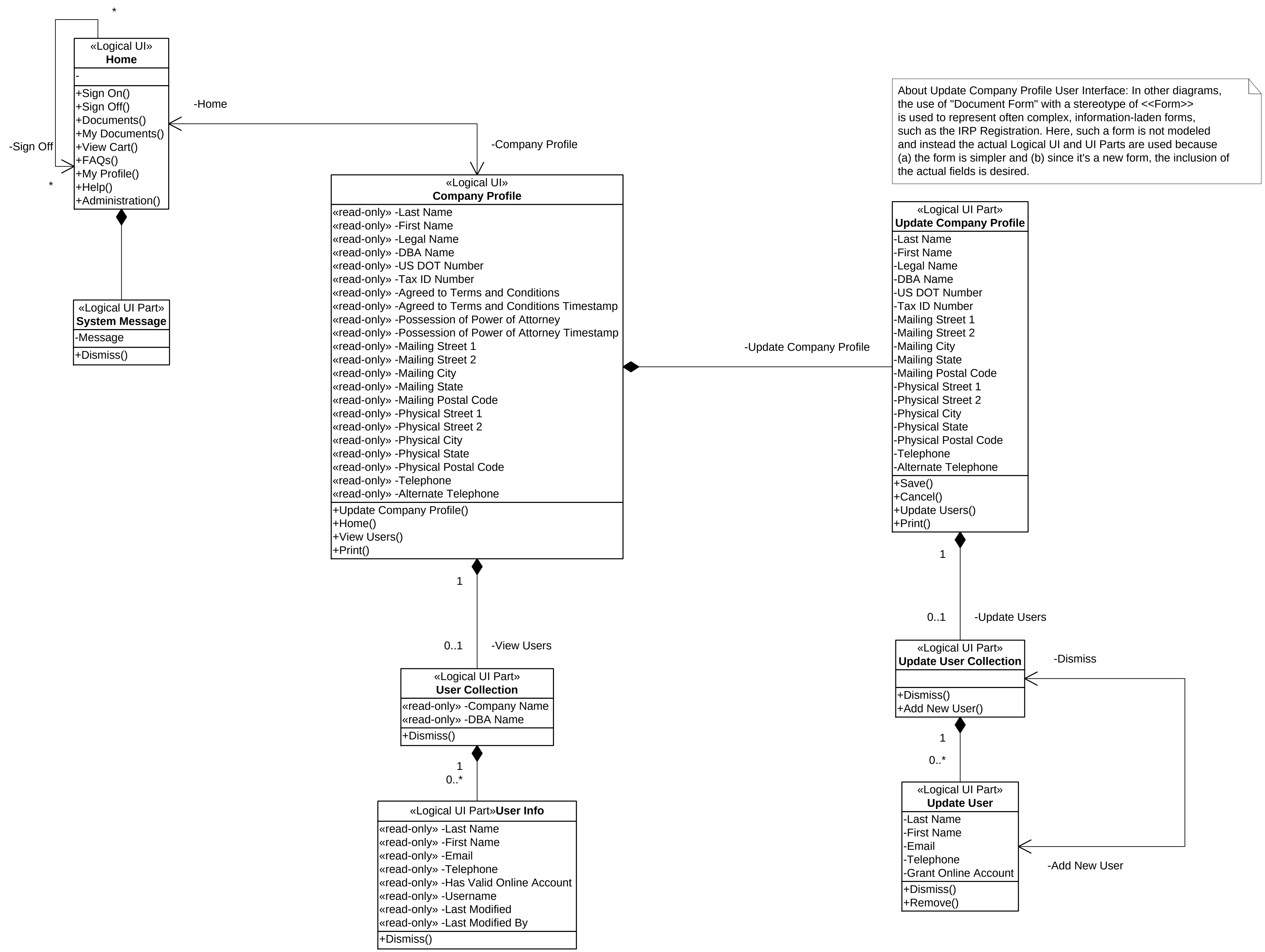
Proxy Actors:
- Licensing/Permitting Technician
- Collections Accounting Technician

PAGE MAP

Navigation Diagram 2: ShopMDT Workspace
Profile Perspective

PROJECT NAME: Electronic Payment Improvements
ORGANIZATION: MDT
AUTHOR: Dan Drislane
CONTENTS: Analysis Models - Version 11 DATE: 06/09/2012
SOURCE FILE: EPI_ANALYSIS_MODELS_V11.vsd

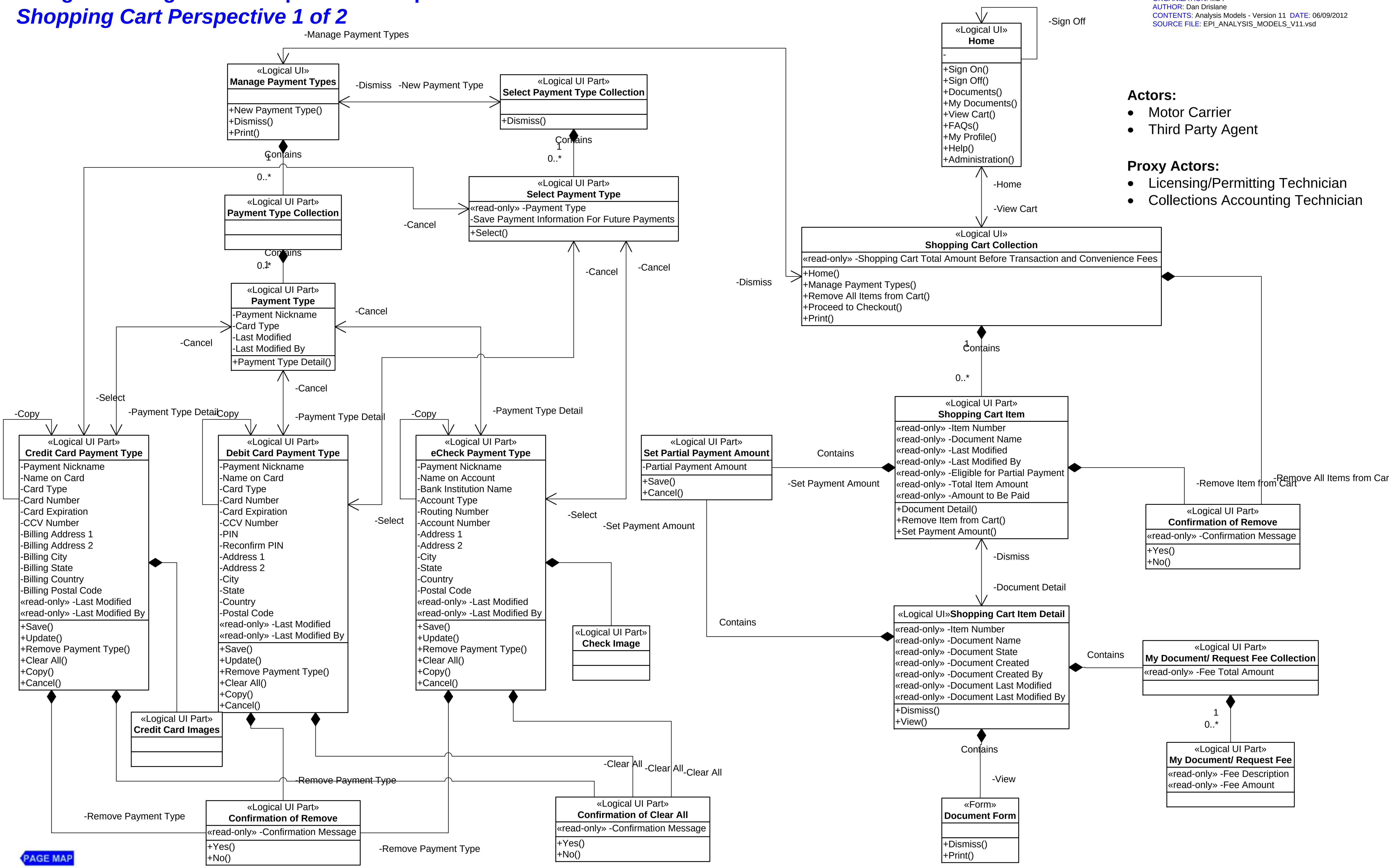
Actors:
- Licensing/Permitting Technician
- Collections Accounting Technician



PAGE MAP

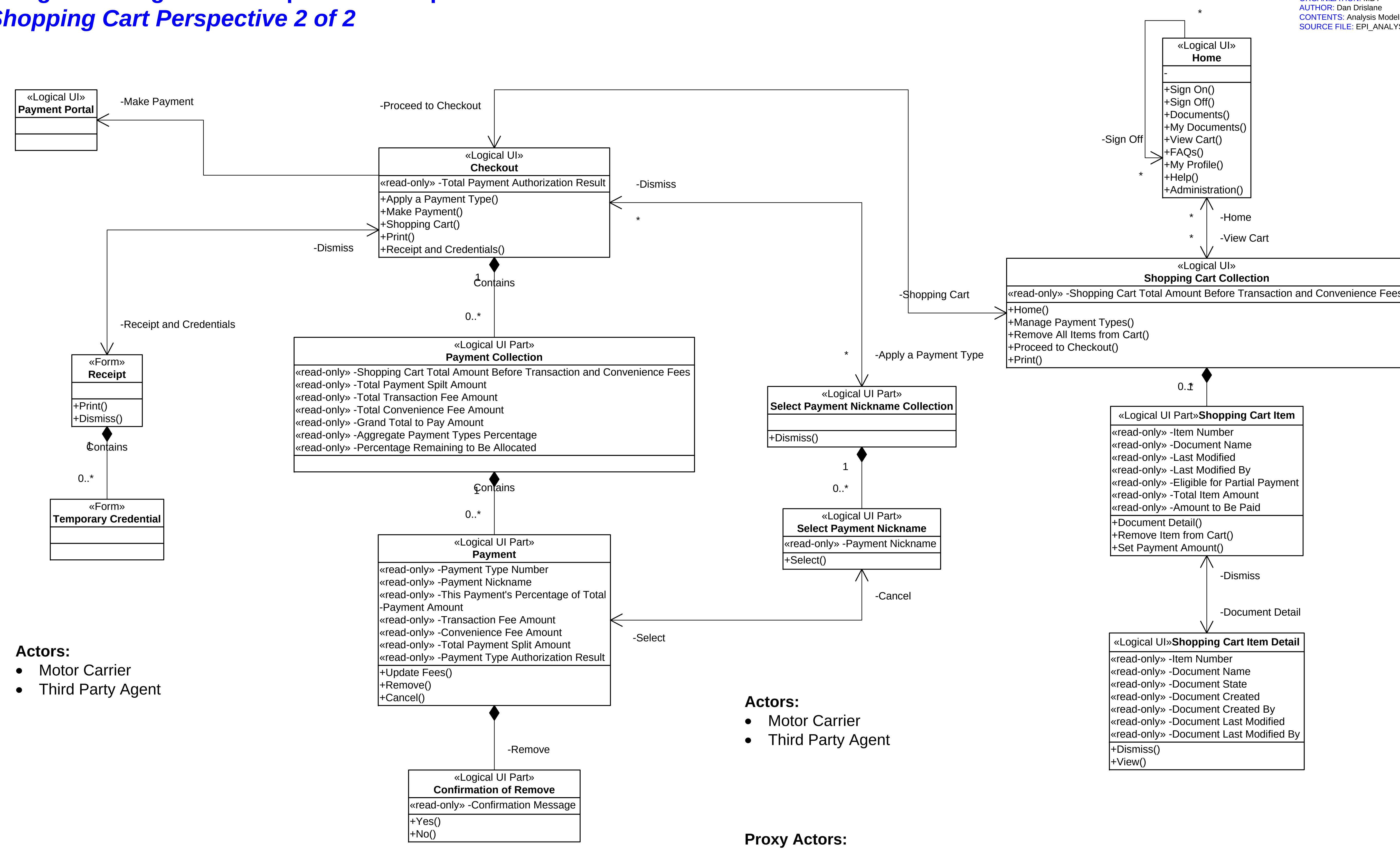
Navigation Diagram 3: ShopMDT Workspace
Shopping Cart Perspective 1 of 2

PROJECT NAME: Electronic Payment Improvements
ORGANIZATION: MDT
AUTHOR: Dan Drislane
CONTENTS: Analysis Models - Version 11 DATE: 06/09/2012
SOURCE FILE: EPI_ANALYSIS_MODELS_V11.vsd



Navigation Diagram 4: ShopMDT Workspace
Shopping Cart Perspective 2 of 2

PROJECT NAME: Electronic Payment Improvements
ORGANIZATION: MDT
AUTHOR: Dan Drislane
CONTENTS: Analysis Models - Version 11 DATE: 06/09/2012
SOURCE FILE: EPI_ANALYSIS_MODELS_V11.vsd



Actors:
- Motor Carrier
- Third Party Agent

Actors:
- Motor Carrier
- Third Party Agent

Proxy Actors:
- Licensing/Permitting Technician
- Collections Accounting Technician

Navigation Diagram 5: ShopMDT Workspace
Payment Portal Perspective

Actors:

- Motor Carrier
- Third Party Agent

Placeholder: To Be Done in Design

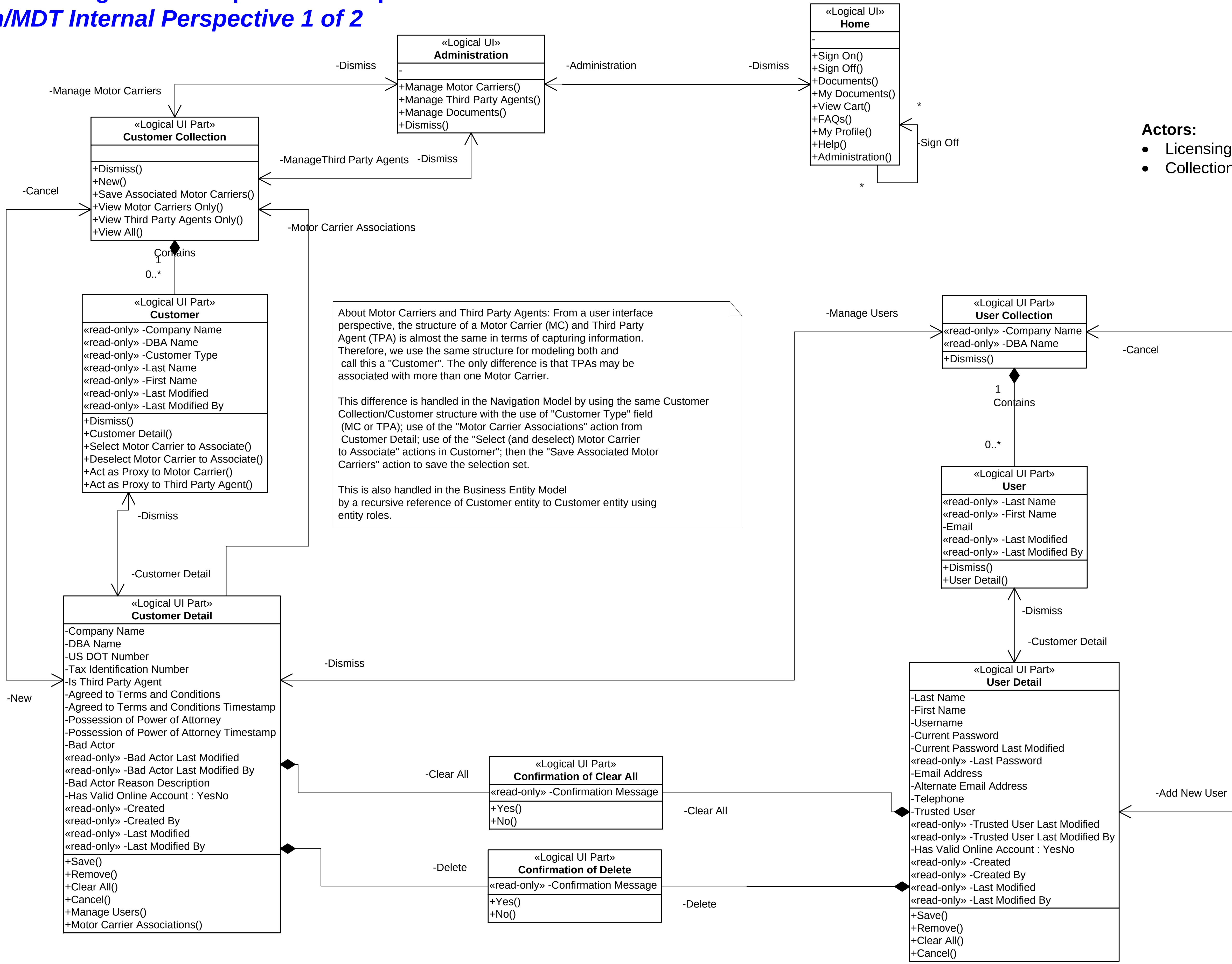
Navigation Diagram 6: ShopMDT Workspace

Admin/MDT Internal Perspective 1 of 2

PROJECT NAME: Electronic Payment Improvements
ORGANIZATION: MDT
AUTHOR: Dan Drislane
CONTENTS: Analysis Models - Version 11 DATE: 06/09/2012
SOURCE FILE: EPI_ANALYSIS_MODELS_V11.vsd

Actors:

- Licensing/Permitting Technician
- Collections Accounting Technician



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