



STATE OF MICHIGAN

**SACWIS PLANNING FOR DEPARTMENT OF HUMAN
SERVICES**

**DRAFT - STRATEGIC IMPLEMENTATION PLAN:
MILESTONES & TIMELINES FOR A
FULL IMPLEMENTATION**

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1 INTRODUCTION

The Michigan Department of Human Services (DHS) conducted project planning activities with the assistance of a planning contractor, for the Statewide Automated Child Welfare Information System (SACWIS). One of the required planning tasks is the development of a strategic implementation plan with a viable implementation approach and time schedule for the approved solution. The purpose of the strategic implementation plan is to provide DHS with a roadmap for activities necessary to accomplish the goal of a SACWIS-compliant system implementation. The plan will also provide input to the APD produced in a later activity and assist in identifying the deliverables needed for the Request for Proposal.

This deliverable, Strategic Implementation Plan: Key Milestones & Timeliness for Full Implementation covers the following tasks:

- Identify key milestones and timelines for full implementation to the State and stakeholders that will be required to use the system.
- Recommend a strategy for data migration and transition from existing systems.

The following provides a brief description of the contents of each section within this deliverable:

Section 2, Methodology, provides a high-level description of the methodology used to create the Strategic Implementation Plan for the Milestones and Deliverables. It includes both the methodology for identification of the deliverables to include in the DDI vendor RFP, as well as the methodology for how the timelines were established.

Section 3, Key Milestones and Deliverables, includes a high-level work breakdown structure for the project, identifying key deliverables, tasks needed to create those deliverables, and a schedule for those tasks. In accordance with the Steering Committee guidance, the work plan schedule was developed to require the DDI vendor to implement a pilot on or before October 2012. The purpose of the pilot is to certify the system as meeting contract requirements and validate the implementation process. At completion of the pilot, the Project Team will assess the results and modify implementation and support processes prior to statewide implementation of SACWIS.

Section 4, Recommendation of a Strategy for Data Migration, provides recommendations to the Department in developing a strategy for data migration including information on how best to insure continuity in federal reporting during the change over, data quality, retention of historical data, and potential methods for resolving data integrity issues.

2 METHODOLOGY

The objective of this document is to identify, for the full implementation of a SACWIS system, a high-level schedule, the key deliverables, and a description of the high-level tasks needed to create these key deliverables. This information will be used to create the Advance Planning Document (APD) and will be published in the Design, Development, and Implementation (DDI) Request for Proposal (RFP).



The following describes the methodology that was used to identify the key deliverables and timelines for completion of the deliverables.

Deliverables

In order to identify the appropriate key deliverables to include in the DDI RFP, the State of Michigan and its planning contractor followed a three-step process:

1. First, the Project researched other states' SACWIS RFPs, including those belonging to Oregon, Tennessee, and Alabama to gain an understanding of the critical phases, deliverables, and the major activities required for each phase of the system planning and implementation. Based on this research, the DDI project for these states was divided into various major areas/phases, which differed based on each RFP. It was decided that the DDI phase would be comprised of 16 milestone tasks. Refer to the work breakdown structure in Section 3 for the comprehensive list.
2. The key deliverables and milestones for each area/phase were identified, along with a high-level description of each deliverable. This information was compiled into a list, which was presented and reviewed by the planning DHS leadership for comment, questions, and revisions. The Project held several working sessions to discuss the appropriateness of each deliverable and to obtain an understanding of DHS' decisions regarding the responsibilities of the contractor and the State (e.g., whether the vendor or state will be responsible for providing a facility for the project team, etc.).
3. The recommended deliverable list was revised based on feedback received from the Project team, and then compiled into a final list of deliverables, which is included within Section 3 of this document.

Timeline

The SACWIS original timeline was to ensure that the Michigan SACWIS was completed by October 2012, however, the Steering Committee made a decision to change the new target date to ensure pilot by October 2012. In order to identify the appropriate timeline for each of the 16 areas/phases of the DDI project:

1. The State of Michigan, with its planning contractor, analyzed other SACWIS projects including Oregon, Illinois, Nevada, and Arizona to gain an understanding of the length of time required for each phase of the project. It was critical to identify a reasonable amount of time to complete each of the milestones, while being cognizant of the need to be in pilot by October 2012.
2. The State of Michigan and the planning contractor, used the Pilot date and worked backwards from the Pilot date to determine the begin and end date of each of the project areas/phases. This timeline is presented in the work breakdown structure shown in Section 3 below.
3. Once the recommended schedule was developed, this information was discussed jointly with DTMB and DHS Project Staff Management to obtain agreement on the



recommended dates and the length of time required for the DDI Contractor to complete each of the milestone tasks.

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3 KEY MILESTONES AND TIMELINES

This section provides a high-level work breakdown structure for the project design, development, and implementation (DDI) phase and the warranty period of one year. This timeline is a high-level depiction of what efforts must be completed in order to start pilot as of October 12, 2012. The DDI contractor that bids this project will identify a timeline in their proposal for each project phase. Figure 1 below documents the timeframes and key milestone phases and events.

Figure 1: Milestone Phases – Tasks

ID	Milestone Tasks Implementation Vendor	Start	Finish	Duration	2011				2012				2013					
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Project Plan & Kick Off	2/9/2011	2/9/2011	1d														
2	Requirements Validation	2/9/2011	6/8/2011	86d	█													
3	Gap Analysis	2/9/2011	6/8/2011	86d	█													
4	Conceptual Design	2/9/2011	6/8/2011	86d	█	◆												
5	Change Management	6/8/2011	9/7/2012	328d			█	█	█	█								
6	Detail Design	6/8/2011	11/3/2011	107d		█	█	◆										
7	Development	11/3/2011	4/6/2012	112d				█	█									
8	System & IV&V Testing	4/6/2012	8/7/2012	88d					█	█	◆							
9	Data Conversion - Migration - Testing	10/28/2011	8/1/2012	199d				█	█	█	◆							
10	User Acceptance Testing	8/7/2012	10/5/2012	44d							█	◆						
11	User Training	9/3/2012	1/30/2013	108d								█	█					
12	Help Desk	9/3/2012	1/30/2013	108d									█	█				
13	Pilot	10/5/2012	11/21/2012	34d										█	◆			
14	Implementation	11/21/2012	1/7/2013	34d											█			
15	Transition & Maintenance	1/7/2013	12/10/2013	242d												█	█	◆
16	Federal Review	10/1/2013	12/30/2013	65d														█

Combine Sessions

◆ Milestone: Exit approval from a committee prior to moving to the next phase of the project



3.1 Key Milestones

Successfully completing each milestone task is typically described as a “turning point” in the project and is considered critical to meeting the overall project schedule and on time delivery of the SACWIS. Without successful evaluation of each milestone, there is a risk that the Project might move forward, despite the system processing capabilities not being ready to support DHS business users.

The Project Team requires exit approval from a committee prior to proceeding to the next milestone task of the project. Exit approvals will be executed as part of the SUITE process. These events include:

- **End of Conceptual Design:** At the end of this task, the DDI contractor should have demonstrated its capability to design a comprehensive SACWIS system. In order to move to detail design, the Project Team must have a complete understanding of how SACWIS will function, the changes necessary to meet current practice, and validation that all mandatory requirements will be met. If the Project proceeds without the completion of this phase, the Project risks delay during detail design or the risk of an incomplete SACWIS that does not meet the requirements or business practices.
- **Detail Design:** At the end of this task, the DDI contractor should have a fully documented system that provides sufficient information in order to develop the system. The Project must validate that the design is comprehensive and detailed and will not require changes prior to implementation. This phase establishes the agreement of the design and no further changes will be made without a change order. In addition, this document will be used to create test scripts, training and change management deliverables. If incomplete or inaccurate, changes to code, test scripts, training, and change management materials will be needed. If the Project proceeds without the completion of this milestone task, the Project risks delays and change orders that can be costly, since it affects many downstream deliverables that are created dependent on the detail design.
- **System and Independent Verification & Validation (IV&V) Test:** All system defects that prevent a user from completing a business process must be identified, resolved, and retested prior to User Acceptance Testing (UAT). System test is performed by the DDI and QC contractors and once complete, the Quality Control/IV&V contractor performs the IV&V test. The combination of report outputs provides the Project with the necessary information to determine if SACWIS is ready for UAT or if System testing should continue. It is highly recommended that all defects that may create poor perception of SACWIS be resolved prior to UAT, since UAT does provide end users the first chance to use SACWIS. If the Project proceeds without the completion of the System and IV&V Test, the Project risks delays in UAT, wasteful misuse of time for end users who are scheduled to perform UAT, and the potential to create resistance to SACWIS based on these end users’ initial perception of the system capabilities to meet their business needs.
- **Data Conversion & Migration:** A system’s success is directly related to the quality of the data. Data conversion can make or break the initial perception of SACWIS and the quality of the data in a system is critical to accurate tracking of services provided to clients. Converted data can make the system appear to have a defect when the issue is



with the data itself. Quality of the data will determine compliance with federal reporting and settlement agreement reporting. If the Project proceeds without the completion of this phase, the Project risks delays, poor perception of the system, and possibly the need to implement the “roll back plan” during implementation.

- **User Acceptance Testing:** At the end of this phase, all system defects that prevent a user from completing a business process must be resolved prior to Pilot. If the Project proceeds to pilot prior to the system readiness, the Project risks schedule delays, waste of resource field time, and poor perception of the system that may spread statewide.
- **Pilot:** At the end of pilot in designated county(ies) and/or offices, training materials, system performance issues, and any other identified defects that might create issues during implementation must be resolved. If the Project proceeds to statewide implementation without the completion of this phase, the Project risks delays, poor perception of the system, and possibly a need to implement the “roll back plan” during implementation.
- **Transition and Maintenance Phase:** In order to enter the maintenance phase of this project, the Project must be ready to take over responsibility of the system. Transitioning too soon could result in a need for a DDI contract extension at additional expense, hiring of more expensive personnel, issues with federal compliance, or even the inability to use the system if it cannot be supported by the State.

3.2 Key Deliverables and Tasks

This section will identify key deliverables, high-level tasks, and descriptions needed to create those deliverables. The following table lists all the deliverables identified thus far for the Design, Development, and Implementation (DDI) Contractor Request for Proposal.

Table 1: Planning Phase – List of Key Deliverables

MILESTONE TASK	DELIVERABLE NAME
Project Plan	1.1: Project Plan V1
Project Plan	1.2: Quarterly Project Plan
Project Plan	1.3: Monthly Project Status Reports
Project Plan	1.4: Project Configuration Management Plan
Project Plan	1.5: Issue and Risk Management Plan
Project Plan	1.6: Requirement Change Control Plan
Validation, Gap & Conceptual Design	2.1: Hardware and Software Plan
Validation, Gap & Conceptual Design	2.2: Hardware and Software Delivery
Validation, Gap & Conceptual Design	3.1: Requirements Validation and Traceability Plan
Validation, Gap & Conceptual Design	3.2: Conceptual Design Methodology and Session Plan
Validation, Gap & Conceptual Design	3.3: Conceptual System Design
Validation, Gap & Conceptual Design	3.4: Gap Analysis
Validation, Gap & Conceptual Design	4.1: Security Design Document
Validation, Gap & Conceptual Design	4.2: User Access Security Plan



MILESTONE TASK	DELIVERABLE NAME
Validation, Gap & Conceptual Design	4.3: Disaster Recovery Plan
Change Management	5.1: Comprehensive Change Management & Communication Plan
Change Management	5.2: Business Process Practices and Improvement
Detail Design	6.1: Detail System Design Session Plan
Detail Design	6.2: Detail System Design Document (DSD)
Detail Design	6.3: Interface Design
Detail Design	6.4: Forms, Template and Report Detail Design
Development	7.1: Software Development Plan
Development	7.2: Weekly Construction Summary Report
Development	7.3: Development Library
Conversion and Data Migration	8.1: Data Conversion and Migration Strategy
Conversion and Data Migration	8.2: Data Conversion and Migration Plan
Conversion and Data Migration	8.3: Data Cleanup Plan
Conversion and Data Migration	8.4: Data Conversion and Migration Results
Testing	9.1: Test Management Strategy
Testing	9.2: Unit and Integration Test Plan and Documentation
Testing	9.3: System Test Plan
Testing	9.4: Interface Test Plan
Testing	9.5: Performance, Volume and Stress Test Plan
Testing	9.6: Conversion and Migration Test Plan
Testing	9.7: System Test Scripts
Testing	9.8: Testing Results Weekly Report
Testing	9.9: Conversion and Migration Weekly Test Results Report
Testing	9.10: Performance Monitoring Plan and Weekly Report
Testing	9.11: Operational Readiness Report
User Acceptance Testing	10.1: UAT Test Environment and Tools
User Acceptance Testing	10.2: Weekly UAT Status Reports
User Acceptance Testing	10.3: Operational Readiness Report
Training	11.1: End User Training Strategy
Training	11.2: Comprehensive Training Plan
Training	11.3: End User Training Environment(s)
Training	11.4: End User Training Materials V1 and *V2
Training	11.5: Online User Aids
Training	11.6: End User Training and Progress Report
Training	11.7: End User Training Final Report
Training	12.1: Technical Training Strategy



MILESTONE TASK	DELIVERABLE NAME
Training	12.2: Technical Training Plan
Training	12.3: Technical Training Materials
Training	12.4: Technical Training Report
Training	12.5: Project Staff Training Plan
Help Desk	13.1: Help Desk Plan
Help Desk	13.2: Help Desk Procedures Manual
Help Desk	13.3: User Help Desk Manual
Help Desk	13.4: Help Desk Transition Plan
Help Desk	13.5: Help Desk Reporting
Pilot	14.1: Pilot Implementation Plan
Pilot	14.2: Pilot Support and Operations Plan
Pilot	14.3: Pilot Test and Analysis
Implementation	15.1: Statewide Implementation Plan
Implementation	15.2: Network & Desktop and Production Requirements
Implementation	15.3: Final Readiness Assessment
Transition and Maintenance	16.1: Operations and Maintenance Transition Plan
Transition and Maintenance	16.2: Post-Implementation Evaluations
Transition and Maintenance	16.3: Operating Procedures
Transition and Maintenance	16.4: System Updated Documentation
Federal Review	17.1: Updated SACWIS Assessment Review Guide (SARGe)

3.3 Project Plan Activities

Project Plan activities are completed to ensure that the project starts on a firm foundation and that the stakeholders are actively involved in decision-making and direction setting. These activities focus on ensuring that project resources are used efficiently and that the project outcome delivers the desired product on time and within budget. This section identifies the tasks-associated-deliverables for managing the Project. Project management is designed to ensure that the Project progresses according to the approved detailed Project Plan.

This section presents the requirements for project management to be completed over the contract period for the tasks and deliverables within the DDI RFP. Project management activities span the duration of the project, support the Project Plan, and are the primary control elements of the project. Once the Project Plan is approved by DHS, the contractor shall maintain and modify the approved Project Plan throughout the project, with DHS approval, by updating it to reflect the evolving schedule, priorities, and resources (i.e., it is a "living document").



Table 2: Project Management Deliverables

DELIVERABLE NAME	DESCRIPTION
1.1: Project Plan V1*	<p>The Project Plan V1 deliverable is for development and execution of the Work Breakdown Structure and Schedule (Project Plan), which describes the contractor’s plans for managing the project. The Project Plan creates a consistent, coherent document that is used to guide both Project execution and Project control. At a minimum, the Contractor’s Project Plan shall include the Contractor’s Project Organization and Resource and Staffing Plan, Management Approach, Quality Management Plan and Project Schedule.</p> <p>*Version 1 of the Project Plan shall be submitted with the Proposal.</p> <ul style="list-style-type: none"> ▪ The Project Organization and Resource and Staffing Plan will describe the organization structure, roles, and responsibilities of the personnel, staffing levels, and other resources that will be utilized to provide successful Project management. A description of the criteria and process used to develop the staffing estimates, criteria and process used to determine staffing qualifications, detailed organizational charts, and a resource-loading chart shall be included. The organization structure must identify key personnel by name, title and job function, the percentage of time onsite, and whether each position will be filled by a Contractor employee or a subcontractor to the Contractor. ▪ The Management Approach shall describe the contractor’s approach to management and provide a preliminary detailed Project Plan, assumptions, and master schedule of milestones and deliverables. ▪ The Quality Management Approach shall describe how the contractor’s Quality Management Plan supports the contractor’s internal quality processes and conforms to the Project Management Institute’s Project Management Body of Knowledge (PMBOK), Fourth Edition (PMBOK Guide, ANSI/PMI 99-001-2008). ▪ The Systems Engineering Methodology (SEM) of the State Unified Information Technology Environment (SUITE) provides guidance for information systems engineering related project management activities and quality assurance practices and procedures this methodology should be included in all project strategies and plans. <p>The V1* indicator in the name of the Project Plan designates the first version of the Project Plan; Project Plan V1 must be included in the proposal. The Contractor will continue to update the Project Plan throughout the life of the project.</p>
1.2: Quarterly Project Plan	Version 1 of the Project Plan shall be submitted with the Proposal as noted above. At a minimum, on a quarterly basis, the Contractor shall submit updates to the Project Plan (e.g., version 2, 3, 4, etc).
1.3: Monthly Project Status	The Monthly Project Status Reports shall conform to reporting practices as described in Section 10.3 of the Project Management Body of



DELIVERABLE NAME	DESCRIPTION
Reports	Knowledge published by the Project Management Institute Fourth Edition (PMBOK Guide, ANSI/PMI 99-001-2008). At a minimum, the Project Status Report will include accomplishments, critical issues, personnel utilized, deliverables status, budget status, and items planned for the next reporting period. It will also summarize schedule performance and budget performance to compare actual project performance with plan(s).
1.4: Project Configuration Management Plan	The Contractor produces the Project Configuration Management Plan to describe the administrative and technical procedures to be used throughout the project life cycle to control system and project artifacts. The Contractor shall propose a tool for monitoring the processes to be followed for change and version control, the methods and tools to be used, and the approach to be followed. At a minimum, the plan shall describe the approach and scope. The approach includes explaining the methodology, integration and configuration management. The scope will describe the tasks and activities that will be performed as part of project configuration management including configuration identification, system release management, version control, audit control and roles and responsibilities of personnel/resources.
1.5: Issue and Risk Management Plan	The Issues and Risk Management Plan deliverable describes the contractor's approach for issue/problem and risk/mitigation identification, tracking, reporting, assignment, resolution, and escalation. The plan shall include description of the automated tracking and management system(s) for capturing and tracking all issue/problem and risk/mitigation information. The approach used for Issue and Risk Management shall support the SUITE methodologies.
1.6: Requirement Change Control Plan	This deliverable describes the contractor's approach to requirement change control plan including the tracking of requirements, software used to track all requirements, reporting of requirement, assignment, resolution, and escalation of requirement change control requests.

3.4 Conceptual Design

Conceptual design is a basic foundation that defines the structure of the proposed solution, including the functional elements, their relationships, and the system behavior. Conceptual design is the vital stage of the product creation that defines the success or failure of the product usability. This section provides the Project with tasks and associated deliverables for the conceptual design, which includes Hardware and Software Plan and Delivery, Requirement Validation, Conceptual Design, and Gap Analysis deliverables.

3.4.1 Hardware and Software Plan and Delivery

This section provides the Project with deliverables needed from the contractor for Hardware and Software. The objective of the Hardware and Software task is to provide the environments to support efficient and effective design, development, testing, training, operation, and maintenance of the new SACWIS. The contractor shall propose all Hardware and Software necessary to design, develop, test, operate, and maintain the new SACWIS. The State of



Michigan maintains the rights to accept deny or change any hardware or software suggested by the contractor.

Table 3: Hardware and Software Plan & Delivery

DELIVERABLE NAME	DESCRIPTION
2.1: Hardware and Software Plan	<p>This deliverable describes all hardware and software necessary to support an efficient and effective design, development, testing, training, production environments for the new SACWIS. It will address the following:</p> <p>Production Hardware and Software including:</p> <ul style="list-style-type: none"> ▪ An inventory of all hardware and software necessary for the new SACWIS to support the production environment. ▪ An inventory of all hardware and software necessary for efficient ongoing operation and maintenance of the new SACWIS. ▪ Disaster recovery provisions, where all software and hardware for disaster recovery operations exist on the State's network and use of the State's hosting centers. Disaster Recovery provisioning must be consistent with the States Strategic IT Plan which can be located at http://www.michigan.gov/itstrategicplan. <p>Non-production Hardware and Software:</p> <ul style="list-style-type: none"> ▪ An inventory of all hardware and software necessary to support design, development, testing, and training environments. ▪ An inventory of all hardware and software necessary for the efficient design, development, testing, training, and implementation of the new SACWIS. ▪ An inventory of any other hardware or software identified by the contractor.
2.2: Hardware and Software Delivery	<p>This deliverable is the Hardware and Software to be provided by the contractor in accordance with the Hardware and Software Plan as approved by the State.</p>

3.4.2 Conceptual Design and Planning Deliverables

This section provides the Project with deliverables needed from the contractor for requirements validation and traceability throughout the duration of the project, conceptual design methodology with the approach to sessions, conceptual design specifications, and a gap analysis that documents the gaps between current practice and future vision of SACWIS.

Table 4: Conceptual Design and Planning Deliverables

DELIVERABLE NAME	DESCRIPTION
3.1: Requirements Validation and Traceability Plan	<p>This deliverable describes the contractor's approach to ensure all requirements are met. The purpose of this document is to describe the contractor's approach to review, analyze, and validate requirements during conceptual design sessions. This document must include at a minimum:</p> <ul style="list-style-type: none"> ▪ Approach to review and analyze all requirements during design sessions. ▪ Approach to validate a common understating of all requirements



DELIVERABLE NAME	DESCRIPTION
	<p>conceptual during design sessions.</p> <ul style="list-style-type: none"> ▪ Strategy for maintaining requirement traceability in all documentation.
<p>3.2: Conceptual Design Methodology and Session Plan</p>	<p>The Conceptual Design Methodology and Session Plan deliverable must describe the contractor's approach to design sessions and validation of the design specifications.</p> <p>This deliverable must include at a minimum:</p> <ul style="list-style-type: none"> ▪ The methodology that will used for sessions. ▪ Schedule, Topics, Location, and Participants for each design session. <ul style="list-style-type: none"> ○ The requirements that will be addressed for each session including the strategy to maintain traceability of all requirements during session. ○ The business process that will be addressed for each design session. ▪ The strategy to ensure a final integrated design. ▪ A style guide that describes what will be included in the conceptual design specifications that Contractor analysts will use for design layouts. ▪ The strategy for design session results and validation of these results. ▪ The participant training that will take place prior to the start of design session
<p>3.3: Conceptual Systems Design</p>	<p>The Conceptual System Design deliverable describes the system architecture and design at a high-level.</p> <p>At a minimum, the deliverable shall include:</p> <ul style="list-style-type: none"> ▪ Preliminary logical and physical data models of the entire system. ▪ Preliminary layout for the data element dictionary (DED). ▪ Preliminary data model with all relationships, business rules, definitions and table domains including look up tables ▪ Preliminary application infrastructure rules including rules to handle data inserts to maintain logical consistency between records ▪ Preliminary hierarchy chart that shows the relationship between business processes. ▪ Preliminary network configuration with a graphic layout of network lines showing alternative line configurations. ▪ Preliminary business rules. ▪ Preliminary system architecture. ▪ General narrative of the entire system and the flow of data through the system including diagrams. ▪ General narrative of each functional area, navigation, describing inputs, features, and processes. ▪ Flow diagram of each functional area, identifying all major inputs, processes, and outputs of the functional area. ▪ List of all inputs and outputs, by functional area.



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Preliminary screen/window layout. ▪ Preliminary screen narratives with screen/field mapping. ▪ Identification of all requirements that are met with the proposed conceptual design. ▪ Preliminary cross-walk of new SACWIS, SWSS, and Warehouse data.
3.4: Gap Analysis	<p>The Gap Analysis deliverable describes the differences between the proposed SACWIS conceptual design and Michigan current practice, policies and procedures. This deliverable must include at a minimum:</p> <ul style="list-style-type: none"> ▪ Gaps between current business practice and proposed conceptual design. ▪ Documentation of policies affected by the proposed conceptual design. ▪ Identification and documentation of the gap between the current organizational structure and the organizational structure proposed.

3.4.3 Security

This section provides the Project with deliverables needed from the contractor for Security. The objective of the Security task is for the contractor to provide a security design document and user access security plan that conforms to applicable state and federal regulations and publications. Security also includes business continuity and contingency plan, as well as plans for recovery in the event of a disaster.

Table 5: Security Deliverables

DELIVERABLE NAME	DESCRIPTION
4.1: Security Design Document	<p>This deliverable describes the contractor's approach to security design. The design must conform to the following State and Federal regulations and publications related to system security requirements and password usage:</p> <ul style="list-style-type: none"> ▪ 45 CFR Part 95.621(f) ADP System Security Requirements and Review Process. ▪ FIPS PUB 112 Password Usage. ▪ Procedure 1410.17, Michigan State Government Network Security Policy. ▪ State Of Michigan (policy 500.01). <p>This deliverable should also describe the contractor's approach to ensuring the security of SACWIS and data throughout the system life cycle. At a minimum, this deliverable shall include information on:</p> <ul style="list-style-type: none"> ▪ Accountability, which includes the approach to establishing and maintaining security responsibility and accountability. ▪ Granting or restricting access to all the applications (including Web-enabled applications) and data; auditing security events; auditing security configurations and changes; generating security reports; and monitoring the system for vulnerabilities



DELIVERABLE NAME	DESCRIPTION
	<p>and intrusions.</p> <ul style="list-style-type: none"> ▪ Managing authorized users for user creation, assignment of new UserID (User Identification)/password/Pins' (Personal Identification Numbers), role assignments, and activity monitoring. ▪ Compliance including the approach to maintaining compliance with law, standards, and best practices. ▪ Technical security including the approach to each of the following: <ul style="list-style-type: none"> ○ Network segmentation. ○ Perimeter security. ○ Application security and data sensitivity classification ○ Intrusion management. ○ Monitoring and reporting. ○ Host hardening. ○ Remote access. ○ Encryption. ○ Administrative authentication. ○ Interface security. ○ Security test procedures. ○ Managing network security devices. ○ Securities patch management. ○ Defending against viruses and mobile code. ○ Detailed diagrams depicting all security-related devices and subsystems and their relationships with other SACWIS subsystems for which they provide controls. <p>The State has adopted Novell's identity management system as one of the State standards for security. At a minimum, this deliverable must include the following design considerations:</p> <ul style="list-style-type: none"> ▪ Support for the Novell's identity management system throughout the development, testing, and production environments. ▪ LDAP (Lightweight Directory Access Protocol) solution built on Novell's eDirectory solution. ▪ Authentication for all aspects of the contractor's solution except for users at the system level, including operating systems and databases. ▪ LDAP schema and authentication schemes. ▪ Validation against the technical requirements. ▪ Explanation of how State policies, procedures will be honored with the solution.
4.2: User Access Security Plan	<p>This deliverable describes the contractor's approach to user access security. At a minimum, this deliverable must include a description of the following:</p> <ul style="list-style-type: none"> ▪ Types and relationships between SACWIS security elements,



DELIVERABLE NAME	DESCRIPTION
	<p>i.e., users, groups, and roles.</p> <ul style="list-style-type: none"> ▪ Categorization of access into different security levels that will be defined by the State to include, at a minimum, users, groups, and roles. ▪ Matrix of roles and privileges. ▪ Screen/Window level security. ▪ Level of authorization/security for specific functions by individual user including module level security for grouping of screens/pages. ▪ Field level security including links that route to interfaces ▪ Restrictions on modifying or overriding system edits and audits or altering system functionality. ▪ Types of online security checks, including security by individual, State defined role, location, files, and fields before allowing access to any files including data, software, code, resources or any other files resident with or accessed by the State ▪ Types of Privacy Policy statements such as: <ul style="list-style-type: none"> ○ Privacy Policy for External users, i.e., Providers. ○ Privacy Policy for Internal users, i.e., State. ▪ Types of activities that are logged in the Enterprise Security Information Event Management (ESIAM) system and system security log including, but not limited to, password changes and resets, privilege changes, failed login attempts, successful logins and logoffs, application startup and shutdown, and user session duration.
4.3: Disaster Recovery Plan	<p>The contractor shall develop a Disaster Recovery Plan that provides for adequate backup and recovery for all SACWIS Operations, both manual and automated, including all functions required to meet the backup and recovery. This plan shall identify every resource that requires backup and to what extent backup is required. In addition, this plan must identify the software and data backup requirements. The plan must include at a minimum the following:</p> <ul style="list-style-type: none"> ▪ Recovery procedures from all events ranging from a minor malfunction to a major disaster. ▪ Checkpoint/restart capabilities. ▪ Retention and storage of backup files and software. ▪ Hardware backup for the main processor. ▪ Application and operating system software libraries, including related documentation. ▪ Identification of the core business processes involved in the SACWIS. ▪ Documentation of contingency plans. ▪ Definition of triggers for activating contingency plans. ▪ Plan for replacement of hardware and software.



3.5 Change Management

Many of the functions currently performed by DHS staff and partners will be automated or changed in some way as a result of the new SACWIS. The objective of this task is to successfully manage the transition from the current business processes and organizational structure, to the future business practices and organizational structure in a controlled way, which limits disruption of staff and results in minimal impact to client services.

This section provides the Project with tasks and associated deliverables for Change Management activities.

Table 6: Change Management Deliverables

DELIVERABLE NAME	DESCRIPTION
5.1: Comprehensive Change Management and Communication Plan	<p>The Comprehensive Change Management and Communication Plan describes the contractor's approach to integrating with the existing SACWIS staffing team and a plan to manage the expectations of varying groups of stakeholders who have different information needs. At a minimum the plan must include:</p> <ul style="list-style-type: none"> ▪ The rebranding and marketing strategies for SACWIS and prepare end users for the changes to come. ▪ The objectives, goals, and tasks to be completed as well as the timeframe for completion. ▪ Needs, expectations, and roles and responsibilities of stakeholders. ▪ Identification and creation of leaders and power users throughout the end-user community and the roles these leaders will have with business transition. ▪ Schedule for "road show" of vendor and State staff. ▪ Communication-Change Management Methods and Tools.
5.2: Business Process Practices & Improvement	<p>The Business Process Practices and Improvement deliverable will utilize the Gap Analysis deliverable, which describes the differences between the proposed SACWIS conceptual design and Michigan current practice.</p> <p>This deliverable will document the policies and procedures changes impacted by SACWIS. The document shall identify new policies and business processes, impacts on existing business policies and processes, organization units and staff and document the elimination of any current business process.</p> <p>For each impacted policy, the deliverable should present the existing policy, reason for the change, and recommendation.</p> <p>For each impacted business process, the deliverable shall present the following information:</p> <ul style="list-style-type: none"> ▪ Desk Level Business Process Procedures that document instructions for operations specific to each user's role. ▪ Procedures that will be available to SACWIS users on-line, feature easily understood language, and include a step-by-step format.



3.6 Detail Design

The major objectives of the Detail Design are to create system architecture and design documents that address the functional and technical requirements of the system. The System Analysis and Design activities will define a blueprint and deliver a base framework for the processing, capture, storage, transformation, and dissemination of information, so as to enable the successful design, development, and implementation of Michigan SACWIS.

This section provides the State with a description of those deliverables associated with system analysis and design.

Table 7: Detail Design Deliverables

DELIVERABLE NAME	DESCRIPTION
6.1: Detail System Design Session Plan	<p>The Detail System Design Session Plan deliverable must describe the contractor's approach to design sessions and validation of the design specifications. This deliverable must include at a minimum:</p> <ul style="list-style-type: none"> ▪ The methodology that will used for design sessions ▪ Schedule, Topics, Location, and Participants for each design session <ul style="list-style-type: none"> ○ The requirements that will be addressed for each session including the strategy to maintain traceability of all requirements during session. ○ The business process that will be addressed for each design session ▪ The strategy to ensure a final integrated design. ▪ A style guide that describes the design specifications that contractor analysts will use for design layouts. ▪ The strategy for design session results and validation of these results. ▪ The participant training that will take place prior to the start of design session and prior to the review of final Detail System Design (DSD) deliverable.
6.2: Detailed System Design Document (DSD)	<p>The DSD deliverable describes the system architecture and design at the detailed level. This deliverable provides the programmers enough information to develop the SACWIS. At a minimum, the deliverable shall include:</p> <ul style="list-style-type: none"> ▪ Final logical and physical data models of the entire system. ▪ Final data model with all relationships, business rules, definitions and table domains including look up tables ▪ Final application infrastructure rules including rules to handle data inserts to maintain logical consistency between records ▪ Final detailed comprehensive data element dictionary (DED) including, at a minimum: <ul style="list-style-type: none"> ○ A description of all tables used in the System. ○ A description of each data element within each table. ○ A unique data element number and standard data



DELIVERABLE NAME	DESCRIPTION
	<p>element name.</p> <ul style="list-style-type: none"> ○ A narrative description and definition of the data element. ○ A table of values for each data element. ○ The source of each data element. ○ Valid values with definitions. ○ Lists from the DED in multiple sort formats. <ul style="list-style-type: none"> ▪ Final hierarchy chart that shows the relationship between business processes. ▪ Final network configuration with a graphic layout of network lines showing alternative line configurations and all hardware and software detail. ▪ Final business rules. ▪ Final detailed system architecture. ▪ Detailed narrative of the entire system and the flow of data through the system including diagrams. ▪ Detailed narrative of each functional area, navigation, describing inputs, features, and processes. ▪ Flow diagram of each functional area, identifying all inputs, processes, and outputs of the functional area. ▪ Final screen/window layout. ▪ Final screen narratives with screen/field mapping. ▪ Identification of all requirements that are met with the proposed conceptual design. ▪ Detailed program logic descriptions and edit logic including, at a minimum, the sources of all input data, each process, all editing criteria, all decision points and associated criteria, interactions with other programs, and all outputs. ▪ Final layouts for all inputs to include, at a minimum, input names and numbers; data element names, numbers, and sources for each input field and examples of each input. ▪ Final layouts for all outputs to include, at a minimum, output names and numbers; data element names, numbers, and sources for each output field; and examples of each output. ▪ Final layouts for all files to include, at a minimum, file names and numbers, data element names, numbers, number of occurrences, length and type, record names and numbers, and file maintenance data, such as number of records, file space, and so forth. ▪ Final cross-walk of new SACWIS, SWSS, and Warehouse data.
6.3: Interface Design	The Interface Design deliverable consists of the contractor design and documentation of all system interfaces for the new SACWIS.



DELIVERABLE NAME	DESCRIPTION
	<p>The interface design deliverable shall include at a minimum:</p> <ul style="list-style-type: none">▪ System configuration diagram showing all SACWIS interfaces▪ Interface design descriptions, including:<ul style="list-style-type: none">○ Interface identification, including type of interface (such as real-time data transfer, storage-and-retrieval of data, etc.) to be implemented.○ Characteristics of individual data elements and data element assemblies (records, messages, files, arrays, displays, reports, etc.) that the interfacing entity(s) will provide, store, send, access, receive, etc.○ Characteristics of communication methods and protocols that the interfacing entity(s) will use for the interface.○ Other characteristics, such as physical compatibility of the interfacing entity(s) (dimensions, tolerances, loads, plug compatibility, etc.).▪ Traceability to requirements addressed by the interfaces.▪ When required, any specifications required of other systems to ensure an effective interface with the new SACWIS. <p>The documentation for each interface shall include:</p> <ul style="list-style-type: none">▪ Detailed interface descriptions including, at a minimum, data elements, editing criteria, business rules, agency, State and federal policy requirements driving the informational need for the interface and all decision points and associated criteria, interactions with other programs, and all inputs and outputs.▪ Layouts for all interfaces shall include, at a minimum, file/database names and other identifiers, number and direction of transmittals, record names, numbers, length and type, as well as interface and file maintenance data such as, but not limited to number of records during routine operations, required disk space, file retention, and back-up. These layouts can be the same ones used in the detail system design as long as they meet all requirements for both deliverables.▪ System narratives and module narratives (including structure charts), identifying the process associated with each interface, the purpose of the interface, and interrelationships between the program modules involved in the interface.▪ Detailed comprehensive interface description dictionary, including, at a minimum, data element names, numbers, descriptions, and definitions (including length and type); valid values with definitions; sources for all identified data elements and information transmittals.▪ Interface and process descriptions showing the flow of major processes and data in each of the subsystems and across subsystems.



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Subsystem name and identification, subsystem data flows, etc.
6.4: Forms, Template, and Report Detail Design Deliverable	<p>Concurrently with detail design sessions, the Contractor will create the design specifications for all templates, forms and reports. Form and template items reside in the operational system and will be generated in real-time. Reports are items that are generated using the State Data Warehouse and do not reside in the operational system. The design must include at a minimum:</p> <ul style="list-style-type: none"> ▪ Each standardized report generated from SACWIS ▪ Each template that will be generated with pre-filled data from SACWIS ▪ Each form that will be stored in the Document Management System ▪ Reports, reports generated using the Data Warehouse, prefilled templates and forms must include Date Warehouse map sourcing ▪ Reports that will be generated using the Data Warehouse ▪ Incremental feed from the operational system to the Data Warehouse to support report generation ▪ Loading of all needed data on the Data Warehouse for reporting in a form that facilitates the identification and extraction of changed and necessary data.

3.7 Development

This task addresses system development activities. The major objectives for this task are the development and documentation of the new SACWIS to achieve the functional and technical requirements established in detail design.

This section provides the Project with a description of those deliverables associated with system development.

Table 8: Development Deliverables

DELIVERABLE NAME	DESCRIPTION
7.1: Software Development Plan	<p>This deliverable shall describe the contractor’s methods and process for using a systematic, documented approach for all software development activities and the environment in which this work will be completed. This deliverable shall address the following elements:</p> <ul style="list-style-type: none"> ▪ Software Development Methods - Description of the software development methods that will be used in the project. This will include descriptions of manual and automated tools and procedures that will be used in support of these methods. ▪ Standards for Software Products – Description of the standards to be followed for design, code, and testing. ▪ Coding Standards must be provided for each programming



DELIVERABLE NAME	DESCRIPTION
	<p>language used and include at a minimum, standards for format, standards for header and other comments, naming conventions, if any, on the use of programming language constructs or features and the complexity of code aggregates and the approach and methodology to construction.</p> <ul style="list-style-type: none"> ▪ The contractor's quality assurance activities to ensure adherence to design and development requirements.
<p>7.2: Weekly Construction and Unit Test Summary Report</p>	<p>This deliverable shall summarize the work carried out during the Construction and Unit Testing and will contain, at a minimum:</p> <ul style="list-style-type: none"> ▪ Introduction covering the phase objectives and outcomes. ▪ Major products/deliverables developed, delivered, or updated in the phase. ▪ Identification of all issues that have arisen during the phase and resolutions (identification of issues/risks that may impact the next phase). ▪ Assurance of Quality Assurance/Product Assurance Review (identification of review standards for the next phase). ▪ Assurance of Walkthrough and Transfer of Knowledge ▪ Final report confirms that the stage is complete.
<p>7.3: Development Library</p>	<p>The Development Library deliverable consists of the program source code, code documentation, executable software, and associated artifacts to build and operate the new SACWIS. At a minimum, this deliverable shall include detailed descriptions of the following:</p> <ul style="list-style-type: none"> ▪ Tools (case tools and configuration management tools) and business processes to control software development, including check-in/check-out procedures and a responsibility audit trail. ▪ Business processes and procedures for controlling migration of code from design through coding and testing, as well as promotion into production. ▪ Organization structure to control all system development and maintenance and a job schedule. ▪ Structure and maintenance of non-production environments (e.g., System Integration Test, User Acceptance Test, Training, and other environments), including the timing of the promotion of changes to the non-production environments. ▪ Software development management process, including the migration of code from design to production. This description shall include diagrams and other graphical devices to communicate the processes.

3.8 Conversion & Data Migration

The objective of the data conversion and migration is to ensure accurate, thorough, complete conversion of data from multiple existing systems to the new SACWIS. Conversion and migration will include planning, coding, executing, and testing of the conversion and migration



processes. The testing deliverables includes Conversion Test Plan and Testing Results reporting.

This section provides the Project with a description of those deliverables associated with data conversion and migration.

Table 9: Conversion & Migration Deliverables

DELIVERABLE NAME	DESCRIPTION
8.1: Data Conversion and Migration Strategy	<p>The Data Conversion and Migration Strategy will describe the Contractor’s approach to converting and migrating data to the new system and validating it. The strategy shall address all data conversion and migration tasks, regardless of whether an automated or manual method is recommended. The Contractor shall engage State Field Operations in data cleansing and conversion. The Contractor’s conversion strategy must take into account the statewide implementation approach (See Activity 15 Implementation and Readiness) This includes:</p> <ul style="list-style-type: none"> ▪ The general approach to be used to convert and migrate the data. ▪ The data cleansing approach and strategies. ▪ Volume considerations, such as the size of the database and the amount of data to be converted and migrated. ▪ The time required for conversions and migrations. ▪ The approach for handling obsolete or unused data that is not converted or migrated. ▪ Approach to verification and validation to ensure the accuracy of converted and migrated data. ▪ Description of the tools and processes to be used to control migration and synchronization.
8.2: Data Conversion and Migration Plan	<p>In the Data Conversion and Migration Plan task, the Contractor will describe in detail the plans to execute the strategy and any changes that need to be made to the strategy. At a minimum, the outcomes of this task shall include:</p> <ul style="list-style-type: none"> ▪ Method of determining what data will be converted and migrated manually. ▪ Method of determining the order that data is to be converted and migrated. ▪ Data conversion and migration tasks which will identify in detail the tasks and subtasks that shall be performed in order to affect necessary file conversions and migrations. ▪ Tasks listed in order of required occurrence and include the work schedules, time frames and all task dependencies. ▪ A data mapping between the current systems and the new SACWIS, a data mapping between the data elements and the associated requirement(s), a gap analysis between Michigan’s existing systems/warehouse and the proposed SACWIS database to determine the data that can be migrated.



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Resource requirements which will identify the required personnel and equipment needed to perform each identified task and subtask. ▪ A plan for any special training for conversion and migration activities.
8.3: Data Cleanup Plan	<p>The contractor shall develop, deliver, maintain, and execute a Data Cleanup Plan to ensure all legacy data is accepted by the new SACWIS. This deliverable shall include, but not be limited to, the following:</p> <ul style="list-style-type: none"> ▪ Explanation of the strategy and methods for data cleanup ▪ Description of data cleanup activities. ▪ Description of tools and procedures used to identify and report potential data issues ▪ Description of automated tools and procedures to automatically manipulate data. ▪ Estimates of contractor and State resources required to support the cleanup effort. ▪ Data cleanup schedule. ▪ Description of the contractor method to substantiate error reductions. ▪ Description of how the plan supports and adheres to the implementation plan.
8.4: Data Conversion and Migration Results	<p>In the Data Conversion and Migration Results task, the Contractor documents the detailed results of the final conversion in production. The Contractor will include, at a minimum, information such as a description of the converted files, results of the conversion, explanation of the problem(s) that occurred (if applicable) with resolutions and a log of the final conversion.</p>

3.9 Testing

The main objective of System Testing is to ensure the operations and hardware/software/network aspects of the new SACWIS are functioning as designed. Testing will further ensure the operations and hardware/software and telecommunications aspects of the new SACWIS are functioning as designed. The Contractor will be required to use and adhere to the Project Defect Severity Criteria and prohibitions on defect propagation to higher environments.

This section provides the Project with a description of those deliverables associated with the system testing.

Table 10: Testing Deliverables

DELIVERABLE NAME	DESCRIPTION
9.1: Test Management Strategy	<p>The Test Management Strategy Deliverable shall address the contractor's test strategy and outline the plan for all levels of testing. It shall address, at a minimum, the following:</p>



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Approach to testing, including testing philosophy, test standards, verification approach, approach to non-testable requirements, test phases, test techniques and methods, etc. ▪ Testing processes including test preparations, orientation and kickoff, test execution, test monitoring, test status meetings and reporting, closure evaluation criteria, etc. ▪ Approach to creating the test environments needed, including supporting the IV&V testing environment and clearly identifying any limitations or constraints the environment will place on end-user testing <p>For each type of testing, use an appropriate mix and volume of transactions and data to represent an appropriate proportion of work for that type of testing.</p> <p>In addition, the Systems Engineering Methodology (SEM) of the State Unified Information Technology Environment (SUITE) provides guidance for information systems engineering-related project management activities, and quality assurance practices and procedures must be incorporated in the contractor’s test strategies and plans.</p>
<p>9.2: Unit and Integration Test Plan and Documentation</p>	<p>The Unit and Integration Test Plan deliverable ensures that the various objects that make up the application are individually tested. This plan will document the contractor’s plan to execute and document the results of unit and integration testing, which must include at a minimum:</p> <ul style="list-style-type: none"> ▪ User Interface Unit Test: Unit test verifies the graphical user interface (GUI) is usable and works as specified. Testing addresses navigational standards, font size, page margins, and validation that all the data fields are present. It also includes testing navigational paths, such as ensuring that using the tab key takes the user to the next appropriate field. ▪ Business Layer Unit Test: Unit test of the business layer ensures that both valid and invalid data are processed correctly. This occurs by testing the process as expected (valid data) or by performing “prescribed error handling” (invalid data). ▪ Data Layer Unit Test: Unit test of the data layer will ensure that both data queries and updates are being performed correctly. ▪ Unit Integration Test: Unit integration test validates that the graphical user interface (GUI), the business layer, and the data layer integrate correctly. ▪ Regression testing procedures that assure previously tested scripts are retested to affirm modifications to the system have not created new defects



DELIVERABLE NAME	DESCRIPTION
<p>9.3 : System Test Plan</p>	<ul style="list-style-type: none"> ▪ <p>The System Test Plan deliverable ensures that the contractor documents an agreed-upon plan to test all the business processes and business edits described in the detail system design. System test confirms that the system performs properly, both from a functional and technical perspective. This plan will document the contractor's plan to execute system testing. The plan must include a schedule for system test.</p> <p>This plan must also include:</p> <ul style="list-style-type: none"> ▪ Format that will be used for system test scripts, which includes the approach to ensure end-to-end test scenarios will map to business process and requirements. ▪ How testing of all batch process and reports generation will be incorporated in the test scripts. ▪ Any automated tool that will be used for testing ▪ Regression testing procedures to ensure previously tested scripts are retested to ensure modifications to the system have not created new defects. ▪ Testing defect management and prioritization of defects including the role of the vendor and state teams. This process must include at a minimum: <ul style="list-style-type: none"> ○ Reporting ○ Priority of the defect and how this is assigned. ○ When a defect is not currently part of the agreed-upon requirements – the escalation process. ○ Closing a defect once fixed and tested. ▪ Methodology to test the accuracy of the Data Warehouse load and update processes to include, at a minimum: <ul style="list-style-type: none"> ○ Test data for a predefined period ○ Clearly defined test scenarios so that it is possible to predict the proper values as loaded to the Data Warehouse
<p>9.4: Interface Test Plan</p>	<p>The Interface Test Plan deliverable is intended to facilitate the successful testing of each interface in each phase of testing, to ensure validation of the data exchanges, and to validate that the requirements have been implemented into the software as designed. This includes all middleware, and testing through the middleware and through the partner systems components. Interface Test Plan shall also include how interface testing will be incorporated in the System Test Scripts.</p>
<p>9.5: Performance, Volume, and Stress Test Plan</p>	<p>The Performance, Volume, and Stress Test Plan documents the plan to verify that the application performs within the agreed-upon performance requirements when under production loading. The contractor shall document the plan to ensure performance, volume, and stress testing will be executed and documented. The plan must include, at a minimum, the following:</p>



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Any automated tools that will be used to assist the contractor with performance, volume, and stress testing. ▪ How the contractor performance testing will check for the availability and capability of system resources, including items such as CPU, memory, channel, etc. ▪ How the contractor will measure response times, transaction rates, and other time-sensitive requirements. ▪ Volume testing to verify that the application performs correctly and is usable with production volumes of data. ▪ Stress testing to verify the applications behavior under conditions that overload its resources. <p>The results of this test must be provided for validation and verification of the tests performed.</p>
<p>9.6: Conversion and Migration Test Plan</p>	<p>This deliverable is intended to facilitate the successful testing of data migration and to ensure validation of the converted and migrated data. At a minimum, testing will address all of the following:</p> <ul style="list-style-type: none"> ▪ Test scripts. ▪ Test environment. ▪ Define test data. ▪ Schedule.
<p>9.7: System Test Scripts</p>	<p>The system test scripts deliverable must provide the state the comprehensive test scripts prior to commencement of system testing. The contractor's test scripts must include at a minimum:</p> <ul style="list-style-type: none"> ▪ Unique identifier and name for each script created. ▪ A place to enter the tester's name for future reference. ▪ Start and End Date field to provide documentation on when the script was initially executed and when it was completed. ▪ Dependency Data that must be loaded in the system prior to execution of the script. ▪ Step number and detailed instructions on what the tester must perform. ▪ Expected results documented in detail to provide the tester .with the exact results they should view when completing each test step. ▪ Actual results to document the results of each step and document any associated defect number (when a defect is identified). ▪ Place for the system version to be documented
<p>9.8: Testing Results and Weekly Report</p>	<p>The Testing Results and Weekly Report deliverable will include, at a minimum:</p> <ul style="list-style-type: none"> ▪ A status report as demonstrated by test results, identification of any remaining deficiencies, limitations, or



DELIVERABLE NAME	DESCRIPTION
	<p>constraints that were detected by the testing performed.</p> <ul style="list-style-type: none"> ▪ Detailed results of the tests performed and documentation on what is to be performed the following week. ▪ Overview of the results and status of each test script. ▪ A test log, including a chronological record of the testing covered by the report including dates, times, and locations of tests performed, hardware and software configurations used for each test and the dates and times of each test related activity, including individuals who performed the activity.
<p>9.9: Conversion and Migration Weekly Test Results Report</p>	<p>The Conversion and Migration Weekly Test Results deliverable will include, at a minimum:</p> <ul style="list-style-type: none"> ▪ A status report as demonstrated by test results, identification of any remaining deficiencies, limitations, or constraints that were detected by the testing performed and a description of its impact on conversion and migration software performance; an assessment of how any differences between the test environment and the production environment affects test results; and recommended improvements in the design, operation, or testing of the conversion and migration software. ▪ Detailed results of the conversion, migration, and interface testing. It will include information such as a description of the test data set, results of the testing, completion status of each test case, identification of the test case with an explanation of the problem(s) that occurred (if applicable), and the test procedure step(s) in which the problems occurred, documentation of the number of times the procedure or step was repeated in attempting to correct the problem(s), and the outcome of each attempt. ▪ A test log including a chronological record of the testing covered by the report including dates, times, and locations of tests performed, hardware and software configurations used for each test, and the dates and times of each test-related activity, including individuals who performed the activity.
<p>9.10: Performance Monitoring Plan Weekly Report</p>	<p>The Performance Monitoring Plan Weekly and Final Report encompasses planning for, managing, and executing the monitoring, trouble-shooting, and fine-tuning of system performance prior to full implementation of SACWIS. Performance monitoring and testing shall be conducted throughout system test, user acceptance, and pilot period to ensure that SACWIS performance requirements are met and that there is satisfactory user performance and interactive response time.</p> <p>The plan's methodology for monitoring performance or achieving improved efficiency within the SACWIS shall include at a minimum:</p> <ul style="list-style-type: none"> ▪ Performance monitoring tools, their purpose, and use. ▪ Areas to be monitored for performance. At a minimum,



DELIVERABLE NAME	DESCRIPTION
	this shall include network load, response time, query retrieval response, stress load response, database normalization impact, and screen navigation response time. All performance monitoring results and summaries shall be made available for review on a weekly basis. At a minimum, the weekly report shall include: <ul style="list-style-type: none">▪ Performance summaries.▪ Identification of problem performance areas.▪ Activities underway to correct performance issues.▪ Performance issues resolved in the period (final report).
9.11: Operational Readiness Report	This deliverable certifies that the SACWIS, its domains, functions, data, processes, operational procedures, staffing, telecommunications, and all other associated support are in place and ready for operation. This readiness report will identify if the system is ready for User Acceptance testing.

3.10 User Acceptance Testing

The objective of user acceptance testing is to ensure that all functional and technical requirements and related system functions are complete and accurate and all requirements have been satisfied. While DHS will take the lead on conducting user acceptance testing (UAT), the contractor is responsible for participating and supporting the DHS users in acceptance testing of the entire SACWIS to ensure that the new SACWIS meets the functional, technical, and operational requirements of DHS. This includes preparation of test environment, specifying dates and time for end users to conduct testing, training on any tools to assist end users on how test results will be produced, viewed, and results reported. Testing will further ensure the operations and hardware/software and telecommunications aspects of the new SACWIS are functioning as designed.

This section provides the Project with a description of those deliverables associated with the user acceptance testing.



Table 11: User Acceptance Testing Deliverables

DELIVERABLE NAME	DESCRIPTION
10.1: UAT Test Environment and Tools	This deliverable requires creation of a test environment specifically for the purposes of user acceptance testing, which shall be a copy of the production environment. The contractor will be responsible for the creation and maintenance of the UAT environment.
10.2: Weekly UAT Status Reports	This weekly deliverable will document activities related to UAT and will identify issues and problems discovered during user acceptance testing for each week of testing. At a minimum, the report must include documentation of individual problems found including the problem statement, tester name, date, resolution provided, and name of the person providing resolution, plan for further testing, summary of problems found, and a graphic representation of problem resolution progress from week to week.
10.3: Operational Readiness Report	This deliverable certifies that the SACWIS, its domains, functions, data, processes, operational procedures, staffing, telecommunications, and all other associated support are in place and ready for operation. This readiness report will identify if the system is ready for Pilot test.

3.11 End User Training

Training is a key contractor responsibility. The State will co-facilitate all sessions; however, the State of Michigan intends to have the DHS SACWIS team assume responsibility for the maintenance of the Michigan SACWIS training. In order to prepare for this responsibility, State trainers shall be provided with materials to adequately train all end users.

This activity enables the Contractor to demonstrate an understanding of the training requirements, the Contractor’s role in the User Training tasks, and the training-related tasks that are needed to support the Data Migration and Conversion, Acceptance Testing, and Implementation Tasks of the Project. The training approach must include a Just-In-Time training schedule which provides for user training no earlier than 45 calendar days before implementation. A discussion of the methods proposed to develop and deliver training necessary to ensure effective use and reliable operation of the new SACWIS shall be included. Training and support materials shall be based on approved user and operations manuals as well as procedures manuals developed by the Contractor in previous tasks. This training material shall be used during acceptance testing to verify accuracy, comprehensiveness, understandability, and usability. The State will assist in the identification of specific individuals to be included in the types of training based on the Contractor’s User Training Strategy.

This section provides the Project with a description of deliverables necessary for the End User Training. The objective of the following deliverables is to ensure all end users from both State and private agencies receive comprehensive training on both new procedures and Michigan SACWIS during and after the Warranty Period. The training strategy must contemplate a “Just-In-Time” approach to training delivery.



Table 12: End User Training Deliverables

DELIVERABLE NAME	DESCRIPTION
<p>11.1: End User Training Strategy</p>	<p>The End User Training Strategy deliverable includes a description of the contractor's proposed approach to develop and deliver training. The approach must include 15-20 training participants per class and two trainers per delivery, with the second trainer being from the State.</p> <p>The End User Training Strategy shall describe the proposed methods to develop and deliver both training and related documentation and shall include a discussion of the contractor's understanding of DHS training requirements and high-level training strategy. The strategy must also include training the trainers and creation of power users to assist with training.</p> <p>This deliverable will include, at a minimum:</p> <ul style="list-style-type: none"> ▪ General approach to user training strategy using Contractor staff as lead trainers ▪ Identification of time frame in which training shall be accomplished ▪ Methods for training already identified by DHS and any additional methods recommended: <ul style="list-style-type: none"> ○ Joint facilitated classroom training. ○ Computer Based Training (CBT). ○ Training Database and environment(s) for Practical, hands-on exercises ▪ Identification of training audience/groups. ▪ Identification of training resources and materials including: <ul style="list-style-type: none"> ○ Integration of the contractor's and state SACWIS team trainers. ○ Space, i.e., training facilities. ○ Training environment(s) ○ Equipment. ○ General content and proposed courses of the training, which must include, at a minimum, End User Training Manual and online policy documentation. ▪ General approach to evaluating the effectiveness of training and improvement plan. ▪ Training materials must incorporate portions of the pre-service training requirements to meet the settlement agreement.
<p>11.2: Comprehensive Training Plan</p>	<p>The Comprehensive Training Plan deliverable shall describe the plan to train all end users, which includes both State and private agency staff.</p> <p>This plan must include at a minimum:</p> <ul style="list-style-type: none"> ▪ Description of the group(s) who will receive training and



DELIVERABLE NAME	DESCRIPTION
	<p>objectives/expected results of the training</p> <ul style="list-style-type: none"> ▪ Overview of the training curriculum. ▪ Approach to providing training across the state (localized training, train-the-trainer, etc.) ▪ Description of the training logistics including schedule, location, duration and dates, roles and responsibilities and identification of persons/groups who will serve as trainers. ▪ *Training environment(s) and resources including facilities, hardware, software, system documentation, and other resources to familiarize trainer with the system and post-implementation training staffing. ▪ Description and format of the types of training materials that will be developed for training and how these materials will provide training credits to meet the Settlement Agreement. <p>* The contractor shall provide training, not only on SACWIS, but also on any additional software products required to support the contractor's Proposed Solution. The contractor shall also provide training, as necessary, on the various Hardware and network components used during operations (i.e., scanners, Online User Aids and policies), and the installation of the equipment.</p>
<p>11.3: End User Training Environment(s)</p>	<p>This deliverable will describe and establish the End User Training Environment(s) and related training tools. At least one separate Training Environment shall be provided to avoid disruption of other production and implementation activities.</p> <p>The Training Environment(s) shall include a database that replicates the Production Environment, including copies of all software, databases, tables, and files loaded with de-identified training data.</p> <p>The Training Environment(s) shall be available from the DHS network and appropriately configured to adequately emulate Web real world system use. This section shall include an inventory of all software and data stores that will be duplicated in the Training Environment(s).</p> <p>Note: The Hardware and Software required to support this Task must be documented in the Comprehensive Training Plan deliverable.</p>
<p>11.4: End User Training Materials V1 and *V2</p>	<p>The End User Training Materials deliverable describes and requires delivery of the training materials that will be developed for End User Training. The training materials shall be designed for hands-on use in a classroom, lab situation, computer based training for future reference by users when SACWIS is operational.</p> <p>The contractor shall be responsible for creating an Instructor's Manual and a Student Manual to be used during all Classroom sessions. The contractor shall provide an electronic version of all end user training material, as well as hard copies of this material for review purposes and for classroom sessions.</p>



DELIVERABLE NAME	DESCRIPTION
	<p>The User Manual shall include additional practical exercises in the back of the manual that the end user can complete upon return to their work location. Both manuals should include curriculum by functionality, with sufficient examples and exercises to accomplish the stated training objective of assuring that end users gain the skills necessary to perform their job functions in the new SACWIS framework. The contractor shall also create any other necessary training aids such as presentation outlines and audiovisual materials.</p> <p>In addition to classroom training materials, the contractor shall create a Computer Based Training (CBT) that provides the same level of detail as classroom training; however, the web-based CBT will guide the user through each function of the system and provide direct entry and practice training.</p> <p>Additional training materials may also include Web Based Tutorials (WBTs), videos, and virtual classrooms. An introduction to these items should be provided during the classroom training, with the intent that these materials supplement the training received by students upon their return to their work location.</p> <p>*All training materials shall be updated with lessons learned from training sessions and be delivered to, and become the property of, the DHS upon the completion of the final rollout.</p>
<p>11.5: Online User Aids</p>	<p>This deliverable requires the contractor to produce Online Policy and User Aids, including web page and field help, an Online User Interface Guide, and an industry standard Electronic Performance Support System or EPSS, all functioning as an integral part of the SACWIS system. The Online User Interface Guide and EPSS should be delivered in electronic format only, but be printable by the end user if desired. The contractor shall design and develop the Online User Interface Guide and EPSS to include:</p> <ul style="list-style-type: none"> ▪ Features most used in SACWIS. ▪ Features hardest to understand. ▪ Problems most significant to the end user. ▪ Features that cause the most calls to a help desk. ▪ Features that would potentially result in less training required, supplementing the training already received. ▪ Simulations to help the user do a task. <p>The EPSS shall address the usage of the system from a business process (workflow) perspective, describing how to accomplish business processes associated with the new system. It should be easy to use by enabling users to quickly locate the particular help they need with options such as “How do I...?” and step-by-step</p>



DELIVERABLE NAME	DESCRIPTION
	<p>procedures. The Online User Interface Guide shall link to the DHS Policy Manuals to allow the user to identify the policy or regulation directing or yielding an eligibility outcome.</p>
<p>11.6: User Training and Progress Report</p>	<p>This deliverable shall be due weekly upon the commencement of User Training. The deliverable shall describe the method for reporting, reviewing, and improving training and shall include the following at a minimum:</p> <ul style="list-style-type: none"> ▪ Names of persons trained. ▪ Training date. ▪ Length of training. ▪ Contractor comments regarding the training session. ▪ List of persons who were scheduled for training who did not attend ▪ Identify training issues and plan to address them <p>This deliverable shall also describe the evaluation techniques to gauge the effectiveness of training, preferably using a standard four-level evaluation approach:</p> <ul style="list-style-type: none"> ▪ Level 1, Trainee Satisfaction, collected at completion of training. ▪ Level 2, Pre-Test and Post-Test skills evaluated at the point of training ▪ Level 3, Impact on Job Performance, evaluated randomly based on OJT (on-the-job-training) evaluations when the trainee is back on the job. ▪ Level 4, Organizational Training Impact, sampled randomly and measured throughout the life of the contract. <p>This evaluation process may yield updates and modifications to improve the training approach, curriculum, and materials to ensure training goals are met.</p>
<p>11.7: End User Training Final Report</p>	<p>This deliverable shall be due after completion of classroom training. The deliverable shall cover aspects of the training activity, including at a minimum:</p> <ul style="list-style-type: none"> ▪ Final information from the weekly classroom training reporting. ▪ Demonstration that all training sessions were held, that training covered all areas required in the approved End User Training Plan. ▪ Gap analysis of the difference between the pre-training state and desired state of worker proficiency in using the system to perform their daily responsibilities. ▪ Evaluation of impact on job performance and organizational training impact statewide analysis. ▪ User Training Materials *V2.



3.11.1 Technical Training

Technical Training is a key contractor responsibility however; the State of Michigan intends to have DHS and DTMB staff ultimately assume responsibility for the operations and maintenance of the Michigan SACWIS. In order to prepare for this responsibility, the technical staff from both departments shall be integrated with the DDI Contractor’s technical team and adequately trained. The objective is to ensure that sufficient members of the State receive hands-on training and classroom training to maintain and enhance the new SACWIS during and after the Warranty Period.

This section provides the Project with a description of deliverables necessary for the Technical Training.

Table 13: Technical Training Deliverables

DELIVERABLE NAME	DESCRIPTION
12.1: Technical Training Strategy	<p>The Technical Training Strategy deliverable describes the contractor’s approach to identifying and meeting technical training requirements. The Technical Training Strategy will describe the methods proposed to integrate the development team, to develop and deliver both classroom training and hands-on development training. The strategy will address, at a minimum, the training requirements for technical staff for both pre- and post-implementation periods, including a description of how the contractor plans to transfer the knowledge necessary to develop, maintain, and support the applications to State IT staff such as:</p> <ul style="list-style-type: none"> ▪ Pre-requisite skills required to receive knowledge transfer. ▪ Method of training delivery. ▪ Day to day hands-on training approach. ▪ Class synopsis. ▪ Class schedule ▪ Class duration. ▪ Number of hours. ▪ Training location.
12.2: Technical Training Plan	<p>This deliverable includes an overview and introduction to training, as well as a description of the hands-on and classroom training methods, training logistics, training environment(s), and resources, as well as training materials. It will include topics, such as:</p> <ul style="list-style-type: none"> ▪ Description of the group(s) who will receive training ▪ Objectives or expected results of the training, including proposed competency testing plan ▪ Overview of the training curriculum ▪ Approach to the pairing and integrating of selected DTMB technical personnel with contractor staff to facilitate the knowledge transfer during the development, system integration testing, user acceptance testing, and implementation phases of the project ▪ Methods of training including, at a minimum, the following:



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ○ Shadow programming. ○ Supervised and independent design. ○ Comprehensive training of the structure and architecture of the SACWIS. ○ In-depth training on base code or the base framework that shall be used for the design and development of the new SACWIS including detailed training sessions on the proposed database design and the various database objects such as packages, procedures, functions, etc. ○ Participation in the unit, functional, end-to-end, acceptance, and regression testing. <ul style="list-style-type: none"> ▪ Written methodology for resolving System problems, including troubleshooting techniques, problem identification and tracking, and problem resolution. ▪ Description of the training logistics and the skills required for the DHS technical staff. This will include schedule, location, duration and dates, roles and responsibilities and identification of persons/groups who will serve as trainers. ▪ *Training environment(s) and resources, including facilities, hardware, software, special hardware/software access, apart from full Production Environment system. ▪ System documentation and other resources required to familiarize the DHS technical staff with the System, produce training materials, and provide the actual training. ▪ Description of the types of training materials that will be developed for training. <p>*The contractor shall provide training, not only on the primary Software, but also on any additional software products required to support the contractor's Proposed Solution. The contractor shall also provide training, as necessary on the various Hardware and network components used during operations and the installation of the equipment.</p>
12.3: Technical Training Materials	<p>This Deliverable describes and requires delivery of the technical training materials that will be developed for Technical Training. Training materials may include visuals, handouts, workbooks, manuals, computerized display, and demonstrations.</p> <p>Training materials shall be designed for hands-on use in a classroom, lab situation, or for future reference by technical staff when the System is operational. Once training materials are developed, the contractor shall update/revise training materials to remain current with system enhancements.</p>
12.4: Technical Training Report	<p>This Deliverable will describe the method for reporting, reviewing, and improving training, and include at a minimum:</p> <ul style="list-style-type: none"> ▪ Names of persons trained. ▪ Training date.



DELIVERABLE NAME	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Length of training. ▪ Contractor comments regarding the training session. ▪ List of persons who were scheduled for training who did not attend. ▪ Training issues and plan to address them. ▪ Technical staff-specific recommendations for additional training based on roles and responsibilities. ▪ Detailed report that will outline the strengths and weaknesses of individual participants with regards to the skills and expertise required for the design, development, and maintenance and operations of SACWIS.

3.11.2 Project Staff Training

The objective of project staff training is to ensure that project team members of the State are properly trained and prepared for each phase of the project. To be successful, this activity requires strategic planning because the State of Michigan intends to use individuals that may not have extensive experiences in design sessions, testing, and other project activities. In addition, the methodology used by the Contractor may differ from what the State uses today.

This section provides the Project with the description of a deliverable necessary for the training of project staff.

Table 14: Project Staff Training Deliverable

DELIVERABLE NAME	DESCRIPTION
12.5: Project Staff Training Plan	The Project Staff Training Plan deliverable describes the contractor's approach to preparing project staff for each phase of the project. This plan must address, at a minimum, training prior to the start of each activity, such as how users will be trained and prepared for design sessions, requirements validation, testing, federal review, etc.

3.12 Help Desk

The contractor shall provide Help Desk Support and transition it over six months into the warranty period to DHS. The Contractor will ensure that a Help Desk support system is available at the start of pilot. The Help Desk Plan will enable the Contractor to define Help Desk operations, which will include State-approved hours of service, communications, procedures, and reporting mechanisms beginning with the Pilot. Prior to the Pilot, Help Desk staff must be trained in the new SACWIS, Help Desk supporting tools, and the Pilot communication procedures. The Help Desk Plan and the Help Desk Transition Plan must clearly state the roles and responsibilities during the Pilot and through Implementation. The manuals will specify the processes to follow to support the Help Desk.



This section will provide the Project with deliverables and tasks associated to the deliverables for the Help Desk.

Table 15: Help Desk Deliverables

DELIVERABLE NAME	DESCRIPTION
13.1: Help Desk Plan	The Help Desk Plan deliverable will describe the Help Desk plan for operations, including staffing, communications, procedures, and reporting mechanisms. It will include topics, such as staffing levels, skills required, role of power-users, response times, and call routing.
13.2: Help Desk Procedures Manual	<p>The Help Desk Procedures Manual deliverable defines and documents the help desk processes and procedures. The State of Michigan will supply the software “Remedy” for Help Desk issue tracking and assignment. Procedures created must include this software.</p> <p>In addition, these procedures will include at a minimum, problem escalation procedures, problem ticketing, problem logging, assignment of priority, and ability to search through previous problems to find resolutions for new problems.</p>
13.3: User Help Desk Manual	<p>The User Help Desk Manual deliverable shall provide user step-by-step instructions for accomplishing tasks and work processes and creating reports. At a minimum, the manual shall:</p> <ul style="list-style-type: none"> ▪ Be organized by functional areas. ▪ Be organized according to logical work flow within the functional areas. ▪ Segmented according to user role. ▪ Provide illustrations of screens with all fields on the screens identified. ▪ Provide instructions for completing work activities. ▪ Provide instructions for requesting reports. ▪ Provide instructions for system tracking of reported issues to resolution ▪ Describe available help functions and how to use them ▪ List any additional resources as needed. ▪ Produced in an electronic version.
13.4: Help Desk Transition Plan	The contractor will provide and execute a Transition Plan, which outlines all activities necessary for an orderly turnover to DHS of all help desk activities including usage of scripts and decision trees.



DELIVERABLE NAME	DESCRIPTION
13.5: Help Desk Reporting	<p>The contractor will provide detailed weekly statistical SACWIS help desk reports that must include, at a minimum, the following:</p> <ul style="list-style-type: none"> ▪ The number of SACWIS help desk calls per day. ▪ The average amount of time spent resolving problem(s). ▪ The most frequently asked questions. ▪ A list of root causes and the number of occurrences of each. ▪ The number of calls that relate to a new defect or known defect. ▪ A list of problem calls still pending resolution that are past the time limits set. <p>In addition, the contractor will create weekly problem escalation reports that must include, at a minimum, the following:</p> <ul style="list-style-type: none"> ▪ The number of support problems logged per day. ▪ The length of resolution time for each problem. ▪ The person resolving the problem. ▪ The solution required to address each problem.

3.13 Pilot

The Pilot will include Sample County (ies) and/or offices that will participate in the initial implementation. Pilot will be considered the final validation stage prior to a full statewide rollout. The purpose of the pilot is to certify the system meets contract requirements and validate the statewide implementation process. At completion of the Pilot, the Project Team will assess the results and modify implementation and support processes.

This section provides the Project with a description of deliverables associated with Pilot activities.

Table 16: Pilot Deliverables

DELIVERABLE NAME	DESCRIPTION
14.1: Pilot Implementation Plan	The Pilot Implementation Plan explains the contractor’s approach for pilot operations including conversion and interfaces. The plan shall also contain an overview, scope, system flow, systems components, staffing and description, job specifics, and assumptions and constraints regarding pilot.
14.2: Pilot Support and Operations Plan	The Pilot Support and Operations Plan deliverable will include a description of the communication, coordination and pilot training activities, assessment tools, and feedback processes for preparing for and conducting the Pilot. The document identifies operational facilities and equipment, and explains production and operating procedures, quality control procedures, and pilot help desk procedures. The plan must also address staffing onsite to support end users.



DELIVERABLE NAME	DESCRIPTION
14.3: Pilot Test and Analysis	This involves implementing the pilot by demonstrating full system functionality in a live setting and documentation and correction of problems. After analyzing the results of the pilot test, the State with support from the contractor, will determine the effectiveness of the system. Revisions to the system and training procedures will be required in order to tune the system for optimal performance.

3.14 Implementation and Readiness

The objective of Implementation is to put into production a tested and fully operational SACWIS. All functions shall work correctly and efficiently according to the approved Implementation Plan and the new SACWIS shall satisfy all business and technical requirements. During the implementation rollout, the contractor shall implement all SACWIS functionality.

This section provides the Project with information regarding the deliverables for the implementation phase of the project.

Table 17: Implementation and Readiness Deliverables

DELIVERABLE NAME	DESCRIPTION
15.1: Statewide Implementation Plan	<p>The Implementation Plan deliverable describes the plan for implementation and how the objectives of the plan will be achieved. At a minimum, the Deliverable shall include:</p> <ul style="list-style-type: none"> ▪ The plan must provide a “big bang” implementation strategy . ▪ A description of the activities needed immediately prior to implementation such as identifying the number, type, skill level, and roles of the personnel needed, and a definition of the issue management process. ▪ A description of the pre-implementation dry run of all associated procedures and processes . ▪ A description of the implementation activities, including a description of each task and inclusion of the schedule including timelines and dependencies. ▪ Checklist of all items that must be verified prior to onset of production operations. ▪ Checklists of work to be performed and/or outputs to be produced on the first day and at the end of the first week, month, quarter, and year of operation. ▪ A Roll back plan to include in detail what will be done if the implementation does not succeed. This shall include risks (decision points and triggers), identification of individual decision makers and recovery actions to be taken.



DELIVERABLE NAME	DESCRIPTION
15.2: Network and Desktop and Production Requirements	<p>This deliverable shall detail the needed enhancements to the State network and DHS desktops in order to support the SACWIS requirements specified in the Scope of Work section. At a minimum, the deliverable shall include:</p> <ul style="list-style-type: none"> ▪ Network Requirements Specification which will present the network configuration and identify the components needed to operate the SACWIS. ▪ An inventory of the hardware, software, network, communication and data storage components necessary to support the SACWIS and its users. ▪ All inventories that are needed, specifically what needs to be purchased, and when it needs to be purchased. ▪ Outline how the contractor shall ensure that all components of the architecture are compatible and can handle the specified capacity requirements. ▪ The Production Environment shall be able to support all interfaces with DHS legacy systems and external entities and shall integrate into the existing DHS technical architecture. This document shall contain a platform architecture schematic that illustrates the technology components of the SACWIS and how State employees, providers and others accomplish access to the System. ▪ Desktop specifications, which will define the minimum desktop configuration required for SACWIS and identify the DHS desktops requiring upgrades or replacement.
15.3: Final Readiness Assessment	<p>The Final Readiness Assessment assists in the determination of final implementation readiness. Approval of this assessment constitutes the Department's decision to move forward with implementation. At a minimum, the assessment must address the following:</p> <ul style="list-style-type: none"> ▪ Status of data migration/conversion efforts including that data conversion has been completed, converted data has been validated and approved and data entry has been completed on all data that was not included in the conversion effort, but is needed by the Agency. ▪ User Acceptance Testing Approval including documentation of completion of UAT and Committee acceptance of results. ▪ Training sign-off, documentation that technical, user and super-user training has been completed and approved by State. ▪ An Assessment Summary that includes the analysis completed, risks, and mitigation associated with implementation and a recommendation for proceeding.. ▪ Pilot Testing Approval, including documentation of completion of Pilot and Committee acceptance of results. ▪ Readiness that all locations, system users, and security



DELIVERABLE NAME	DESCRIPTION
	<p>profiles have been identified and set up in SACWIS.</p> <ul style="list-style-type: none"> ▪ System Reliability and Performance is operating and is ready for deployment. ▪ Help Desk is ready and staffed for deployment. ▪ Power-Users are available and ready to assist at various sites for initial deployment.

3.15 Transition and Maintenance

Transition and maintenance refers to the contractor’s responsibilities regarding the transition of the operations and maintenance of the system to State staff during the period following implementation of the new SACWIS. The contractor shall be responsible for planning for and preparing DHS and DTMB staff to support the new system through training and knowledge transfer.

This section provides the Project with information on the deliverables associated with the Transition and Maintenance of the system.

Table 18: Transition and Maintenance Deliverables

DELIVERABLE NAME	DESCRIPTION
<p>16.1: Operations and Maintenance Transition Plan</p>	<p>The Operations and Maintenance Transition Plan deliverable describes the activities and timelines necessary to transition the operations and maintenance of the new SACWIS to State staff, including training, mentoring, and hands-on experience, and identifying the components and criteria required to perform final transition to State staff. It shall, at a minimum, include:</p> <ul style="list-style-type: none"> ▪ Transition planning information which defines the approach, activities and schedule for the transition including plans for the contractor’s assistance in performing operations and maintenance prior to and during the one-year Warranty Period. The transition planning section will include the readiness assessment approach and a transition activity matrix, which lists each State staff person to be included in transition activities, identifies the activity that each person will be involved in, and provides the schedule for each activity by person. ▪ Final system turnover. The final system turnover shall include things such as system performance monitoring and tuning, all software used to operate the system, updated source code, production control and system operations, up-to-date documentation, etc. ▪ Staffing recommendation to enable State staff to take over the ongoing operations and maintenance of the new SACWIS. The staffing recommendation shall include a recommendation for staffing levels by position, an organizational chart, and roles and responsibilities



DELIVERABLE NAME	DESCRIPTION
	<p>descriptions for each position.</p> <ul style="list-style-type: none"> ▪ Final System Turnover Assessment, which consists of two components: <ul style="list-style-type: none"> ○ An analysis of the system against any new Federal and State mandates, any outstanding design considerations not part of the current contract, and an assessment of staff readiness to support the system, including an identification of areas that present risk to the turnover. ○ Turnover results report documenting completion and results of the turnover plans, as well as current system status information, outstanding problems, and recommendations for system enhancements, if any. This is completed upon successful turnover to the State.
<p>16.2: Post-Implementation Evaluations</p>	<p>This deliverable shall encompass conducting post-implementation evaluations, reporting on the evaluations, and developing an improvement plan regarding the effectiveness of the implementation. The purpose of the Post-Implementation Evaluation is to assess:</p> <ul style="list-style-type: none"> ▪ Has the implementation achieved the defined goals? ▪ Is the SACWIS operating efficiently and effectively? ▪ What is the level of acceptance of the SACWIS by users? ▪ Was the training effective? ▪ Are the users following the defined policies and processes? ▪ Are there areas for business improvement? <p>The contractor will prepare and execute a plan to conduct two post-implementation evaluations, the first one scheduled for six months following implementation, and the second one after one year, at the end of the Post-Implementation Support Period. Following each post-implementation review, the contractor will be required to prepare a written Implementation Review report recapping each review session and providing an assessment of the implementation status.</p> <p>In addition to the Implementation Review Report, the contractor will submit an Implementation Improvement Recommendation Report outlining recommendations for improvement to the SACWIS implementation. The final Implementation Improvement Recommendation Report will summarize overall findings and project status, and identify recommended activities for improvement to be undertaken in the medium and long-term. A comparison of actual performance to goals will be included.</p>



DELIVERABLE NAME	DESCRIPTION
16.3: Operating Procedures	<p>The purpose of the Operating Procedures deliverable is to assist programmers and other technical staff in operation and maintenance of the system. These procedures help define and provide understanding of system operations and performance. The operations procedures will address all facets of the technical operation of the system including the following topics:</p> <ul style="list-style-type: none"> ▪ System troubleshooting and system tuning procedures ▪ System administration procedures, such as copy file management and code management ▪ System interface processing procedures. ▪ On-line and batch processing procedures ▪ System backup and recovery procedures. ▪ System password and user ID maintenance procedures ▪ Unique processing procedures. ▪ Report generation procedures ▪ Menu structures, chaining, and system command mode operations procedures. ▪ Job scheduling/dependencies procedures. ▪ Job cycles (daily, weekly, monthly, quarterly, annually, and special) procedures. ▪ System monitoring tools procedures.
16.4: System Updated Documentation	<p>The contractor shall submit to the State the current and complete versions of all SACWIS documentation in a form and content consistent with all applicable State standards. This documentation will include, but is not limited to:</p> <ul style="list-style-type: none"> ▪ Requirements Documents that provides the State how each requirement was met ▪ System Architecture and Design documents, which are updated with any changes that occurred during design, development, testing and implementation.. ▪ Development Library, which includes any changes made from the original deliverable (documented in Development) ▪ Training Materials, which include any changes needed based on lessons learned during training and implementation.

3.16 Federal Review

At the earliest opportunity after implementation, the State plans to request a federal review in order to determine if the SACWIS is federally compliant. The contractor will assist the State in preparing for and conducting these reviews.

This section provides the State with the deliverables needed from the contractor in preparation for the Federal Review and monitoring and support of the State’s review efforts.



Table 19: Federal Review Deliverables

DELIVERABLE NAME	DESCRIPTION
17.1: Updated SACWIS Assessment Review Guide (SARGe)	<p>The Updated SACWIS Assessment Review Guide (SARGe) deliverable shall follow the format of the most current SARGe document available from ACF.</p> <p>At a minimum, for each requirement listed in the SARGe Appendix B and Appendix C of the DDI RFP, the Contractor will indicate whether or not the requirement was selected as a system option and will complete the “State Response” section so that functionality developed to address the specific requirement clearly supports that requirement. The SARGe must be updated after any data system change in order to maintain up-to-date information about the functioning of the State’s SACWIS.</p> <p>Michigan’s SARGe will be updated incrementally after each area of the system is developed by the contractor and accepted by DHS, and will be used in review and monitoring activities as needed.</p>

4 RECOMMENDATION OF A STRATEGY FOR DATA MIGRATION

This section describes recommendations for the developing a strategy for data migration. This includes how best to insure, continuity in federal reporting during the change over, data quality, retention of historical data, and how to manage potential data integrity issues.

The data targeted for migration currently resides in multiple systems and across multiple databases. The SACWIS Project Team has identified below several applications involved or impacted by a SACWIS implementation. The execution of the GAP Analysis by the DDI Contractor may also identify additional databases which must be included in the Conversion and Data Migration solution.

Table 20: Data Conversion

#	Application Name	Database	Software Platform	Base Table Count	Description of the System
1	SWSS	Oracle 10G RAC	VB6 Web service interfaces	500	This is the Child Welfare case management system for the State. The system is used by DHS Children’s services workers for their case work. The system tracks children in Children’s Protective Services, Foster Care, Adoption, Guardianship, and part of Juvenile Justice. The system captures authorizations for Foster Care and medical payments. The



					<p>system is used to issue payments to Foster Care agencies, Youth in Independent Living, and Emergency Medical Payments. The system has the ability to issue warrant rewrites and recoupments. The system has alerts and email notifications to workers when necessary.</p> <p>SWSS also captures Central Registry perpetrator information. There are child death notices built into the system. It has real time interfaces with Bridges and the Michigan Childhood Immunization Registry (MCIR). It has batch interfaces with MAIN and Bridges. This includes MPS re-write.</p>
2	Family First	Oracle 10G RAC	ASP	32	Used to track services authorized for Family First unit.
3	Adoption Subsidy System	Oracle 10G RAC	VB6	57	Adoption Subsidy is used for management and payment of Adoption Subsidy cases. It includes interfaces to Bridges for client searches and Medicaid changes.
4	ARIMS	Oracle 10G RAC	MS Access	13	Adoption Records Imaging Management System – This is a custom application built for scanning and storing adoption documentation.
5	Governmental Benefits	MS Access	MS Access	55	The database contains data regarding Foster Care youths that receive SSI or RSDI.

A strategic recommendation for successful data migration is to ensure that the appropriate Project Team members including the DDI and QC Contractors, are available to participate in each of the following data management and data quality activities including, but not limited to:

- Implementing data management and data quality practices
- Identifying all existing SACWIS data repositories
- Preparing a detailed data dictionary for each migration data source
- Running sample queries against all data to identify data cleansing needs
- Analyzing applicable applications including batch jobs to identify required changes and interfaces related to the new SACWIS application, such as client provider and fiscal systems
- Assisting with Data Conversion and Migration planning and execution



Another strategy recommendation for successful data migration is to ensure that the DDI Contractor completes the data identification and cleanup activities according to plans prior to data migration. The contractor must conduct data identification and data cleanup review to ensure all data cleanup activities were successfully completed and the resulting data is accurate and complete. Outcome of this review will be presented in a Data Cleanup Review Report. The contractor must also report the status of data cleanup in the project status report and meetings. The report shall include metrics to assess the size of effort and percent complete for data cleanup.

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