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  - Project is authorized and launched.
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## RAYA PLAN

### EXHIBIT C - RISK ASSESSMENT

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PMI  
25 yrs

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project roadmap

- project comm  
- sharepoint for project comm

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system parameters, codes and tables, and their effects on the rest of the system. End, or Core, Users are the power users of the system: AP Clerks, Payroll Clerks, Finance, etc. These users begin training after the set up decisions are made and much of the set up and conversion is complete. They will learn to process in the system and may assist in process testing throughout the implementation. Decentralized Users will be trained just prior to, or just after, going live. These include Managers as well as department clerks and users. Topics for these users include time entry, budget projection entry, cash receipts entry, inquiries and reports.

doesn't  
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## RAVA PLAN

### Risk Assessment

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*Tyler*



Complete the table below by estimating both the State's and Offeror's labor effort for each required deliverable described in Section 5.04 of the RFP. This information will clarify the expected roles, responsibilities and time required for implementing the proposed solution and help the State more accurately evaluate the Offeror's proposal. The cost of the estimated State labor effort will be included in the Total Cost of Ownership for evaluation.

Deliverable	Estimated State labor effort (hours)	Proposed Offeror labor effort (hours)
1. Baseline detailed project work plan	1288	1288
2. Project status reports	1288	1288
3. Weekly risk reports	1288	1288
4. Satisfaction surveys	Unknown	Unknown
5. System configuration reports	2944	2944
6. Business process modification recommendations	9104	4552
7. Configured software ready for test	39744	19872
8. Accepted workflows	5888	5888
9. Hardware specification (applicable to licensed solution)	552	552
10. Application architecture documentation	1380	1380
11. Installation certification document	1713	1713
12. Data conversion plan	1288	1288
13. Validated migrated data	1667	1667
14. Reports	8832	8832
15. Interface specifications	4600	4600
16. Tested interfaces	6440	6440
17. Test plan	4968	4968
18. Volume/stress testing report	9027	9027
19. Training plan	1288	1288
20. Training materials	736	736
21. Training	40280	8056
22. Knowledge transfer plan and activity	1288	1288
23. Go-live and stabilization plan	1288	1288
24. Technical operations manual	1656	1656
25. Business user manual	736	736
26. Configured and licensed software in productive use	1288	1288
27. Stabilization services	7728	7728

158,299

101,651

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*Not  
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Prior to going live (target 60-90 days prior), the Vendor Project Manager will work with the State Project Team to develop a go-live checklist. This will include all tasks that must be completed prior to going live, all final conversion tasks, as well as key components for moving to the new system such as cutting off Purchase Orders on a specific date or entering time for the first live payroll prior to the actual live date.

Training occurs at many levels during and after the implementation. The Functional Leaders or Subject Matter Experts have the most exposure and begin training early in the project in order to understand the

*total?  
Proj Time  
on time?*

*DS*

## RAYA PLAN

### RISK ASSESSMENT

List and prioritize major risk items that are unique to this project, as well as your proposed mitigation strategies. This includes areas that may cause the service to not be completed within budget, schedule, or in accordance with the scope of work and conditions described in the RFP. The risks may include both internal and external factors. The risks should be non-technical, but should also contain enough information to describe to an evaluator why the risk is valid. Explain, also in non-technical terms, how best to mitigate or avoid the risks, highlighting your unique methods or approaches.

The risk assessment plan must include the risks and mitigation for both the Software Product and System Implementer Offerors in the same response form.

**Please note that your Risk Assessment cannot exceed three pages (excluding these instructions).**

As part of every implementation, we perform an in-depth Risk Assessment with the State's project team. We start with the risks that we know are common to the projects we have done in the Public Sector and then add any that are specific to the State. This will result in a custom risk register, where risks will be prioritized based on likelihood and impact on the project. Mitigation actions for each risk and owners for the risks will be included. Since new risks arise and likelihood and impact change as the project progresses, the risk register will be monitored and updated throughout the project. Changes will be reported in the weekly risk reporting that is part of our weekly status report

Some risks that we anticipate include:

Risk 1: Resistance to Change.

Solution: Resistance to change by some users is highly likely and may have a high impact in the success of the project. The project team must accept the fact that some users, by nature, will resist the changes being administered. In order to reduce the impact of this resistance, Change Management (CM) Consulting services will be delivered by the Vendor. The CM portion of the project will occur concurrently with the implementation of the software in order to assist the State Project Management team and coaches to prepare for the change, manage the change and reinforce the change throughout the implementation through the use of Change Management principles defined by Prosci®.

\*According to Prosci® "Prosci's change management methodology has become one of the most widely used approaches for managing the people side of change in corporations and government agencies."

Risk 2: Limited STATE resources and over-commitment of key personnel throughout the project

Solution: Anyone who has been through a major implementation will tell you they are not easy. Our goal is to bring the lessons we have learned from implementing our software to the Public Sector to ensure the least amount of disruption for your team. One exercise if resource are stretched too thin is to review existing projects that impact key personnel and, if necessary, bring in additional resources from other internal departments or temporary employees to minimize the impact on the project's success. We can also help escalate these issues to the executive sponsors.

Risk 3: The objectives of the project are not communicated and understood by all stakeholders

Solution: All project stakeholders should attend the project kick-off meeting, if possible. This meeting is designed to set initial project expectations and objectives. The project mission statement should be developed and distributed to all stakeholders. The project communication management plan, developed by the vendor and State project teams will contain specific communication tools (meetings, newsletters, project SharePoint site, etc) that will be used to communicate to all project team members throughout the project.

Risk 4: Changes to user requirements are made after the analysis

Solution: Changes that affect scope, schedule, cost or quality of the project must be approved by the

Project Managers and other people identified in the Project Management Plan developed at the onset of the project by the project team. We understand that some changes will occur. The key to success is to manage these changes following a pre-defined procedure that includes review and approval by a control board. The exact procedure will be defined in the Project Management Plan.

Risk 5: Project scope creep caused by expectations of stakeholders that extend beyond the scope of the project.

Solution: The Project Management team will clearly define the scope of the project in the Project Management Plan and will publish the plan on the project SharePoint site for stakeholders to access. Plans for all project changes that will impact scope, cost, schedule, or quality of the project will be created. All changes affecting these areas must be approved the identified project change control board. The change control board will also be identified in the Project Management Plan, developed at the onset of the project. Its members may include the State Project Sponsor and Project Manager and the Vendor Project Manager.

Risk 6: Inability to make decisions in a timely manner.

Solution: All tasks and decisions to be made will be listed on the project SharePoint site along with due dates and owners. The Project Management Team will review upcoming tasks and follow-up as necessary on incomplete items. Overdue items will be highlighted on the weekly status reports and will be reviewed as part of the risk review.

Risk 7: The location of the project is remote causing travel problems and delays.

Solution: We have proposed a large full-time on-site vendor project team to eliminate the need for constant travel and time zone differences. Resources not on-site will be scheduled in advance in order to make appropriate travel plans. Problems and delays, particularly associated with airlines, is inevitable when business travel is frequent. Contingency plans will be made for each scheduled task where travel is involved. This may include conducting a session or performing work via Internet, rescheduling to the following day or week, or adjusting resources to cover the work to be done in a timely manner.

Risk 9 – Finding Vendor Staff with Product and Public Sector expertise.

Solution: As part of the Proposal process we sent out a request for interest in the positions proposed for this project. We received over 60 applicants for 14 positions!

Risk 10 – Qualified Project Manager for a project of this scope

Solution: We are pleased that our top large account Project Manager has applied for this position. She has managed other Alaska Public Sector accounts as well as worked with other state agencies during her Project Management career.

Risk 11 – Specific State reporting needs not met.

Solution: Our proposal includes dedicated developers to meet all State reporting needs.

Complete the table below by estimating both the State's and Offeror's labor effort for each required deliverable described in Section 5.04 of the RFP. This information will clarify the expected roles, responsibilities and time required for implementing the proposed solution and help the State more accurately evaluate the Offeror's proposal. The cost of the estimated State labor effort will be included in the Total Cost of Ownership for evaluation.

Deliverable	Estimated State labor effort (hours)	Proposed Offeror labor effort (hours)
1. Baseline detailed project work plan	1288	1288
2. Project status reports	1288	1288
3. Weekly risk reports	1288	1288
4. Satisfaction surveys	Unknown	Unknown
5. System configuration reports	2944	2944
6. Business process modification recommendations	9104	4552
7. Configured software ready for test	39744	19872
8. Accepted workflows	5888	5888
9. Hardware specification (applicable to licensed solution)	552	552
10. Application architecture documentation	1380	1380
11. Installation certification document	1713	1713
12. Data conversion plan	1288	1288
13. Validated migrated data	1667	1667
14. Reports	8832	8832
15. Interface specifications	4600	4600
16. Tested interfaces	6440	6440
17. Test plan	4968	4968
18. Volume/stress testing report	9027	9027
19. Training plan	1288	1288
20. Training materials	736	736
21. Training	40280	8056
22. Knowledge transfer plan and activity	1288	1288
23. Go-live and stabilization plan	1288	1288
24. Technical operations manual	1656	1656
25. Business user manual	736	736
26. Configured and licensed software in productive use	1288	1288
27. Stabilization services	7728	7728

158,299

101,651

259.9 +  
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Our implementation methodology is based on our years of experience implementing public sector software as well as the Project Management Institute's (PMI) guidelines for Project Management. Whether building a bridge or developing a new product, the PMI methodology contends that every project has four major phases. We have married over twenty-five years of implementing our public sector ERP solution with the PMI phases as follows:

PMI

- Phase 1 – Initiation
  - Project is authorized and launched.
- Phase 2 – Planning
  - Project Objectives are defined; best course of action is selected. We have a template that can be used as a starting point for the planning and includes all activities required to go-live on the products that are included in the track. The Project team will work with the State to customize the plan based on the specific needs of the State. Multiple plans are delivered in this phase of the project including: scope management plan, schedule management plan, quality management plan, communications plan, risk management plan, change management plan, resource management plan, conversion plan, forms plan, project management plan, detailed project management plan.
- Phase 3 – Executing
  - People and other resources are coordinated to implement the Project Plan.
- Phase 4 – Controlling
  - Project progress is monitored; deviations from Project Plan are addressed.
- Phase 5 – Closing
  - Formal Project completion is accepted; project is officially closed.

We believe a critical success factor of the project is the planning. If you do a great job planning, you know what needs to be done, by whom and when. You know your critical path and you know how to deal with any issues that arise as the controlling phase alerts you to any items that need to go back to planning. So, you stay in a cycle of planning, executing and controlling until you are ready to close.

Unless there is a compelling business reason why everything must go live at once, we recommend that the project be broken down into several tracks, or go-live events. These are really mini projects. They can run concurrently or sequentially, depending on your availability, schedule and business needs. Having small projects go-live on time and on budget provide several benefits including: reducing risk, improving confidence of the project team, providing tangible results for stakeholders sooner, building enthusiasm for remaining tracks.

A Work Breakdown Structure (WBS), or project roadmap, defines all key tasks for each track. The Work Breakdown Structure resembles a flowchart in which elements are logically connected. This ensures that redundancy is avoided and no critical elements are left out. It also includes control points where we stop and request sign off on certain milestones to make sure the State and the Vendor agree that we have completed the critical items that are required to move forward. A well developed WBS which has been used in hundreds of public sector ERP implementations will assist key personnel in the effective allocation of resources, project budgeting, procurement management, scheduling, quality assurance, quality control and risk management. The WBS can also help the project manager predict outcomes based on various scenarios, which can ensure that optimum decisions are made about whether or not to adopt suggested procedures or changes. The detailed project plan will further break down the tasks on the WBS and assign due dates, owners, contingencies, location, duration, etc...

Our primary mode of Project communication will be through the use of a vendor-hosted MS SharePoint project site. The custom client site contains all elements of the project necessary for success including Contacts, Issues and Actions, Project Task List with owners and due dates, Homework, Project Schedule, Shared Documents, Agendas, Trip Reports, etc. This site may be accessed by defined State project users (authorized by your Project Management) and will be available with read only or read/write capabilities.

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As part of our proposal, we have included a dedicated operating system / database administrator. This technical resource will take the lead on all items related to the installation, operating system and database configuration that is needed to meet the State's needs. Our team will work side by side with the State's technical resources to ensure the system is installed and running in a manner that meets all of your technical, security and performance requirements. This resource would also be responsible for training the State's System Administrators on applicable activities such as backups, database refresh, loading programs or updates, etc. After the contract expires for the dedicated resource, our OS/DBA support team will assist with these activities with an active OS/DBA support agreement.

The Vendor Consulting Group will perform thorough discovery on current processes throughout the organization, provide the options for processing and set up within the system, and provide recommendations on the new To-Be processes to be used in the new system. Once the design decisions have been made, the Vendor Consulting Group will set up a subset of data and perform a Static Environment Test for the State to see major processes from start to finish. This is the final step of analysis and the State must sign off (control point) moving on with procedure documents, full system set up, conversion and training.

After the consulting and analysis is completed, the Vendor Project Team will complete setting up the parameters, codes and tables, converting data from legacy systems, testing, and training Functional and End Users. State Users will be involved in further decision making, as needed, providing conversion data files and layouts, providing codes, tables and data from the legacy system needed to set up the new system, and training and process testing.

Our current proposal includes six months planning, twenty-four months executing and six month post-live, on-site support. The Implementation Consultants will be dedicated to the State and will work side by side with the State to run parallels, monitor performance and manage risk. A successful project will be a successful partnership. Our proposal includes 14 full-time, dedicated resources who have a history of completing projects like this on time and within budget. Some critical success factors include:

- Thorough planning with frequent reviews
- Regular meetings with Project Team
- Monitoring task completion closely
- Controlling Change
- Monitoring Project Risks (weekly risk reporting)
- Open and honest communications between Project Managers

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3 yrs

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system parameters, codes and tables, and their effects on the rest of the system. End, or Core, Users are the power users of the system: AP Clerks, Payroll Clerks, Finance, etc. These users begin training after the set up decisions are made and much of the set up and conversion is complete. They will learn to process in the system and may assist in process testing throughout the implementation. Decentralized Users will be trained just prior to, or just after, going live. These include Managers as well as department clerks and users. Topics for these users include time entry, budget projection entry, cash receipts entry, inquiries and reports.

NOT much on training  
and unclear if  
touched on all 5  
items for Work Plan

Easy to read and  
understand

## RAVA PLAN

### RISK ASSESSMENT

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	Lead Business Analyst	Enhancement Analyst / QA / Testing	3680	1840	15 years exp as analyst / QA / programmer	Y
	Technical Lead	Enh/Mod Development Lead	3680	1840	5 yrs exp in lead development roles	Y
			3680	1840		No
			3680	1840		No
						No
			3680	1840		No

\* Information contained in these columns will not be provided to the PEC during evaluation.

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