VI.   PROPOSED SOLUTION REQUIREMENTS

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VI.1 INTRODUCTION

This section contains instructions on how to respond to the detailed non-functional and functional requirements pertaining to the proposed Phoenix Program as described in RFP Section IV, Proposed Future Environment.

In addition, this section contains mandatory scorable requirements to understand the Bidder's experience and project staff qualifications as well its proposed approaches for the Phoenix Program technical, functional, implementation, and support requirements. See RFP Section II, Rules Governing Competition, RFP Section V, Administrative Requirements, and RFP Section VIII, Proposal Format, for other requirements that must be met in order to be considered responsive to this RFP.

Responses to requirements in this section must be stated in terms of the total system. Responses must not include descriptions of features and capabilities not available in the proposed system due to limitations imposed on one system component by another component. Proposed equipment and systems must be compatible for use with each other as well as the systems with which they must interface.

VI.2 NON-FUNCTIONAL AND FUNCTIONAL REQUIREMENTS

Phoenix Program Requirements include a combination of functional and non functional requirements (e.g. technical, implementation and support). The following sections are organized into technical, implementation and support, and functional System Requirements.

This section serves as explanatory text only. **Bidders must state compliance with each requirement by completing RFP Appendix B, Requirements Response Matrices, and include it in their Proposal.** Bidders must use one of the response codes shown below in RFP Section VI.2.1.4 for each requirement.

The requirements response matrices are grouped in three separate sections, RFP Appendix B-01, Technical Requirements, RFP Appendix B-02, Implementation and Support Requirements and RFP Appendix B-03, Functional Requirements.

The Proposal evaluation team will score the responses to these requirements in accordance with the proposal evaluation methodology identified in RFP Section IX, Proposal Evaluation. Any material deviation from these requirements in the Proposal may be cause for rejection of the Proposal as non-responsive.

VI.2.1 Requirements Response Matrices

The Bidder must complete, and include in their Proposals, the Requirements Response Matrices included in Appendix B, Requirements Response Matrices. A description of each column and Bidder responsibilities for the Requirements Response Matrices are detailed in this section.

VI.2.1.1 Requirement Number

Each requirement has been provided a "Requirement Number." When referring to a specific requirement in proposal materials, Bidders should use the appropriate requirement number and applicable worksheet. Bidders may not alter this column.

VI.2.1.2 Requirement

Each requirement is fully described in the "Requirement" column. Bidders may not alter this column.

VI.2.1.3 Mandatory/Desirable

Each requirement has been identified as Mandatory or Desirable. Bidders may not alter this column.

VI.2.1.4 Response Code

The Requirements Response Matrices must be completed indicating the status of the requirement(s) at the time of submission of the Final Proposal, using a single response code that best describes how the Bidder's solution meets the requirement. Permissible response codes are listed in Tables VI-1 and VI-2 below:

Table VI-1. Permissible Response Codes for Non-Functional Requirements (Technical, Implementation and Support)

Response Code	Definition
Y – **Y**es	Requirement will be met.
N – **N**o	The functionality/responsibility identified in the requirement cannot be met.

Table VI-2. Permissible Response Codes for System Functional Requirements

Response Code	Definition
Y – **Y**es	Requirement will be met without configuration or customization.
G - Confi**G**uration	Yes, the requirement will be met through changes to setting of tables, switches, and rules without modification to the source code. Include any changes to the existing or 'out of the box' workflow functionality.
C - **C**ustomization	Yes, the requirement will be met through changes to the existing reports or programs. This would include custom code developed to perform specific functions or validations outside the standard code. Include the creation of a new report, query or workflow that does not exist within the current application.
N – **N**o	Requirement or service will not be met by Bidder. This response code is only acceptable for Desirable Requirements (Requirement Category = 'D'). Use of this response code for Mandatory Requirements may be cause for rejection of the proposal.

VI.2.1.5 Comments

Any requirement may be explained by the Bidder, at the Bidder's option, and must include a cross-reference from the Proposal Reference Section column back to the Proposal section where the requirement is addressed. Bidders are encouraged to take time to explain features and functions of their proposed solutions that provide additional value to the AOC. However, the vendor should refrain from comments that could be considered as conditional acceptance of the requirement.

Bidders shall provide a response code for all System Requirements listed in RFP Appendix B, Requirements Response Matrices, in the "Response Code" column on the matrices. No other response codes are allowed. Failure to provide a code may be cause for rejection of the proposal.

VI.2.2 Non-functional Requirements

VI.2.2.1 Technical Requirements

This section describes the technical requirements that pertain to the Phoenix Program. The requirements in this section are further subdivided into the following technical components:

- General Technical
- Global Interface
- AOC Provided Enterprise Technology Tools
- Bidder-Proposed Enterprise Technology Tools

The specific technical requirements for which the Bidder must indicate a response of compliance can be found in RFP Appendix B-01, Technical Requirements.

VI.2.2.2 Implementation Requirements

This section describes the implementation requirements that pertain to the Phoenix Program. The requirements in this section are further subdivided into the following implementation service components:

- Project Preparation
- Business Blueprint
- Realization
- Final Preparation
- Go Live and Deployment Support
- Optional SAP Support

The specific implementation requirements for which the Bidder must indicate a response of compliance can be found in RFP Appendix B-02, Implementation and Support Requirements.

VI.2.2.3 Support Requirements

This section describes the service support requirements that pertain to the Phoenix Program. The requirements in this section are further subdivided into the following support components:

- Ongoing Maintenance and Operations Support Services
- Service Management

The specific service support requirements for which the Bidder must indicate a response of compliance can be found in RFP Appendix B-02, Implementation and Support Requirements.

VI.2.3 Functional Requirements

This section describes the functional requirements that pertain to the Phoenix Program. Bidders should review RFP Section IV, Proposed Future Environment. The requirements in this section include the following functionality are broken out by the Upgrade Project, Optional New Functionality Projects and Optional Existing Functionality Projects:

Financials
- Accounts Payable
- Accounts Receivable
- Asset Management
- Budgeting
- Financial Accounting
- Fixed Assets
- Funds Management
- Grants Management
- Inventory Management
- Project Accounting
- Procurement
- Travel Management
- Treasury

Trust Accounting/PSCD

Human Resources
- Benefits Administration
- Learning Solution
- Organization Management

- Personnel Administration
- Performance Management
- Recruitment
- Succession Management
- Training and Event Management
- Time and Attendance
- Payroll

Employee and Manager Self-Service (ESS/MSS)

Business Intelligence

The specific functional requirements for which the Bidder must indicate a response of compliance can be found in RFP Appendix B-03, Functional Requirements.

Please note when responding to the AOC functional requirements that the term "user-defined" is intended to mean that the system can be configured by the AOC (i.e., the "user"), to reflect the business rules of the trial courts. The use of the term "user-defined" in this RFP is not referring to end users and should not be interpreted to mean that an individual "end user" would have the ability to alter the configuration of the system. However, it is also used to indicate capabilities allocated to individual "end users" such as queries and report parameters.

VI.3   BIDDER EXPERIENCE AND PROJECT STAFF ORGANIZATION RESPONSE REQUIREMENTS

VI.3.1 Bidder Minimum Qualifications

The Bidder must meet the following minimum qualifications before the AOC can evaluate the Bidder's proposal:

- The Bidder shall have successfully implemented SAP HR/Payroll and Finance for a minimum of two large public sector agencies within the last three (3) years.

- The Bidder shall have successfully implemented SAP HR/Payroll and Finance ECC 6.0 in a minimum of one organization (e.g. public sector or private).

- The Bidder shall have successfully implemented the SAP HR/Payroll and Finance modules for a minimum of one public sector agency with an operating budget of at least $ 500 million.

- The Bidder shall have successfully implemented the SAP HR/Payroll and Time Collection in a minimum of two public sector agencies with at least 15,000 employees.

- The Bidder shall have successfully provided SAP post-implementation support services for a minimum of two public sector organizations.

The Bidder must complete a Minimal Qualifications Matrix (Form 6.1, Appendix C, Bid Response Forms). The Bidder must check "Yes" on the Matrix indicating compliance, or "No" on the Matrix indicating non-compliance with the requirement.

VI.3.2 Bidder Experience

Within the proposal, the Bidder must provide a minimum of two (2) references for each project, as described below, implemented and accepted by the client no later than December 31, 2007. For each project reference, the Bidder must complete a Bidder Experience Reference Form (Form 6.2, Appendix C, Bid Response Forms). The references that the Bidder provides should be those that best match the Bidder Experience Requirement areas listed below.

- The Bidder must supply references that verify the Bidder (Prime Contractor and/or sub-contractors) has successfully implemented SAP HR/Payroll and Finance in two large public sector agencies within the last three (3) years.

- The Bidder must supply a reference that verifies the Bidder (Prime Contractor and/or sub-contractors) has successfully implemented SAP HR/Payroll and Finance ECC 6.0 in a public sector or private organization.

- The Bidder must supply a reference that verifies the Bidder (Prime Contractor and/or sub-contractors) has successfully implemented the SAP Finance modules for a public sector agency with an operating budget of at least $500 million.

- The Bidder must supply references that verify that the Bidder (Prime Contractor and/or sub-contractors) has successfully implemented the SAP HR/Payroll and Time Collection in two public agencies with at least 15,000 employees each.

- The Bidder must supply references that verify that the Bidder (Prime Contractor and/or sub-contractors) has successfully provided SAP post-implementation support services for two public sector organizations.

Please see the instructions in the Bidder Experience Reference Form for details regarding the completion of the references, including the requirement for responses in sealed envelopes.

Additionally, in a format of its choosing, the Bidder shall provide a listing of additional public sector clients that would assist the AOC's understanding of relevant Bidder experience.

VI.3.3 Project Staff and Project Organization

VI.3.3.1 Project Staff

Within the proposal, the Bidder must complete the Staff Experience Reference Form (Form 6.3, RFP Appendix C, Bid Response Forms) for each proposed staff person for this project. At a minimum, the Bidder must identify and complete the form for those individuals who will be performing specific key roles shown below.

Table VI-3. Key Project Personnel

Key Personnel	Description / Minimum Functions
Program Director	The Bidder's Program Director must have the overall responsibility for the Bidder's project team. This individual reports directly to the AOC Phoenix Program Director. The Bidder's Program Director must be committed to the project, part-time from the contract origination date through Final Acceptance. Key responsibilities include but are not limited to: • Advise the AOC on business and risk issues related to the project • Responsible for overall quality of system integrator services • Review and approval of overall project plan, schedules, timeframes, and budget • Participant on Executive Steering Committee • Manage the QA review process and communications of the system integrator • Validate the effectiveness of resources, organizational structure and roles • Establish project/program standards and processes • Facilitate improvement in project processes and standards Key minimum mandatory qualifications include: • Program Director for SAP system integration project with a one time cost of twenty million dollars or more • A minimum of five (5) years experience as Program Director for SAP implementation projects

Key Personnel	Description / Minimum Functions
Project Manager	The Bidder's Project Manager must lead the Bidder's project team. This individual reports directly to the AOC Phoenix Program Director and Bidder's Phoenix Program Director. The Bidder's Project Manager must be committed to the project, full-time from the contract origination date through the beginning of the Support and Transition activity of Initial Release. Key responsibilities include but are not limited to: • Acting as the primary interface with the AOC Phoenix Program Management • Providing day-to-day management of the Project including overall performance and Contract compliance • Providing day-to-day management and direction of Contractor resources assigned to the Project • Managing the Project to the current work plans and coordinating the availability of scheduled resources to the Project • Managing all Project resources and ensuring that appropriate resources are available throughout the life of the Contract • Establishing and maintaining regular communications with the AOC Phoenix Program Office • Maintaining reporting, budget/cost reporting, and issue reporting, tracking, escalation, and resolution procedures • Practicing change management controls and procedures in coordination with the AOC • Monitoring and maintaining the development and implementation schedules • Developing and implementing a quality assurance process to ensure all objectives are met, milestones are achieved, and stakeholders are satisfied Key minimum mandatory qualifications include: • PMP or equivalent certification • Lead project manager for system integration project with a one time cost of twenty million dollars or more • A minimum of five (5) years experience as lead project manager for implementation projects • Public sector experience desirable

Key Personnel	Description / Minimum Functions
Project Integration Manager	The Integration Manager must lead the integration between all SAP and non-SAP modules for the Bidder's project team. The Project Integration Manager must be committed to the project, full-time from the contract origination date through the beginning of the Support and Transition activity of Initial Release. Key responsibilities include but are not limited to: • Responsible for the quality, consistency and completeness of the overall design • Works with the functional and technical leads to identify and resolve both intra-phase and inter-phase integration issues • Reviews sub-process designs, key activity designs and data designs • Assists the functional leads in the developed and maintenance of the project plans • Works with the functional and technical leads to manage the fit/gap analysis • Responsible for the on-time completion of the design • Manages design issues and scope change requests • Leads development of integration test scenarios • Evaluate the SAP transports being migrated to production from all teams Key minimum mandatory qualifications include: • Integration manager for system integration project with a one time cost of twenty million dollars or more • A minimum of three (3) years experience as integration manager for implementation projects • Public sector experience mandatory

Key Personnel	Description / Minimum Functions
Technical Lead	The Bidder's Technical Lead manages all aspects of technical and system architecture development, transfer and modification. Key responsibilities include but are not limited to: • Presenting design/ functionality based on supplied functional and technical requirements, and architectural description • Interfacing primarily with the AOC architect representative(s) and technical lead(s) • Designing secure, reliable, scalable, performance-driven solutions for high-throughput, database-driven AOC software applications • Designing customer-driven software solutions with re-use, security, extensibility, and scalability in mind • Providing accurate estimates for development of features and functionality • Planning and prioritizing software functionality within the realm of business and customer requirements • Presenting design and functionality based on supplied functional and technical specification or requirements • Maintaining necessary documentation to ensure the consistency of applications and components with respect to the organization's architectural direction • Ensuring code meets development standards, functional specifications, and is easily maintainable • Managing integration test and verifying functionality when developers deliver code • Leading the set up and utilization of tools that support the development and deployment processes • Adheres to AOC technical standards and guidelines • Provide technical expertise and guidance to all members of the technical team. • Perform quality reviews on all technical work products. Key minimum mandatory qualifications include: • Ten (10) years of SAP experience with multi-tiered, distributed system architecture solutions • Must have been responsible for architecture and design of at least one high transaction, mission critical system with a minimum of 1,000 concurrent users and 5,000 named users. • Must have experience with the SAP modules within the scope of this RFP

Key Personnel	Description / Minimum Functions
Funds Management Lead	The Bidder's Funds Management Lead manages all aspects of the implementation of the New GL and the upgrade from Update Profile 101 to 102. Key minimum mandatory qualifications include: • Leads the upgrade from Update Profile 101 to 102 • Leads the implementation and integration of the New GL • Assists with the management of the historical data conversion and reconciliation • Designs and assists with the implementation and integration of the restructure of the chart of accounts to accommodate all funds and all methods of accounting • Advises the functional team members in the design and configuration • Works with other team leads to provide integration across other modules and teams • Monitors and reports team progress against the project plan • Provides business process expertise and guidance to the team members Key minimum mandatory qualifications include: • A minimum of five (5) years experience in configuring and implementing SAP Funds Management module. • A minimum of two prior upgrades from FM Update Profile 101 to 102 in a lead role • Public sector experience mandatory
Human Resource/Payroll Lead	The Bidder's Human Resource/Payroll Lead manages all aspects of the implementation of the Human Resources system. Key minimum mandatory qualifications include: • Leads the design and development human resources components • Advises the functional team members in the design, development, and configuration • Works with other team leads to provide integration across other modules and teams • Monitors and reports team progress against the project plan Key minimum mandatory qualifications include: • A minimum of seven (7) years experience in configuring and implementing SAP Human Capital Management application. • A minimum of five (5) years of experience in managing a Human Capital Management system in the public sector • Public sector experience mandatory

Key Personnel	Description / Minimum Functions
Business Intelligence Lead	The Bidder's Business Intelligence Lead manages all aspects of the implementation of the Business Warehouse 7.0. Key minimum mandatory qualifications include: • Leads the development of the reporting strategy and plans for the Bidder • Leads the design and development of BI/BW cubes and reports • Leads the design for the model to publish reports via portal • Assists with the management of the information providers and extractors • Guides the team in developing and building logical data model designs and data flow diagrams • Advises the team members in the design, development, and configuration • Works with other team leads to provide integration across other modules and teams • Monitors and reports team progress against the project plan • Leads the development of the functional and technical operational maintenance and support processes for BW Key minimum mandatory qualifications include: • A minimum of ten (5) years experience in configuring and implementing SAP BI/BW application. • A minimum of one (1) year of experience in configuring and implementing SAP BI/BW 7.0 application
Procurement Lead	The Bidder's Procurement Lead manages all aspects of the implementation and integration of the Procurement modules. Key minimum mandatory qualifications include: • Leads the implementation of components of the Procurement modules • Assists with the management of the data conversion and reconciliation • Advises the functional team members in the design and configuration • Works with other team leads to provide integration across other modules and teams • Monitors and reports team progress against the project plan • Provides business process expertise and guidance to the team members Key minimum mandatory qualifications include: • A minimum of ten (5) years experience in configuring and implementing SAP Procurement modules. • Public sector experience mandatory

Key Personnel	Description / Minimum Functions
Testing Lead	The Bidder's Test Lead shall effectively lead the testing team. The Testing Lead must understand the discipline of testing and effectively implement, manage and maintain an effective testing process while fulfilling the traditional roles of a manager. Key responsibilities include but are not limited to: • Defining and implementing testing functions for all types of testing (i.e. unit, integration, data conversion, stress, regression, end-to-end, UAT) • Defining the scope of testing within the context of each release / delivery • Deploying and managing the appropriate testing framework to meet the testing requirements • Implementing and evolving measurements and metrics to be applied against the system under test • Planning, deploying, and managing the testing effort • Define and implement the process for creating and managing testing assets required for meeting testing requirements including team members, testing tools, defect tracking and testing processes and scripts Key minimum mandatory qualifications include: • A minimum of ten (10) years experience in software development/testing of multi-tiered distributed systems
Organizational Readiness Manager	The Organizational Readiness Manager must lead the change management, communication and training teams throughout all phases of the project. Key responsibilities include but are not limited to: • Leads the planning, strategy and development of communications to key stakeholders external to the project • Identifies and manages the resolution of change management and training issues • Develops the end-user training strategy and plans • Provides the change leadership approach and strategy including workforce transition • Assists with the development of stakeholder communication for functional teams • Participates in the visioning and process design activities • Assesses impact of to-be process designs on as-is organization and provides transition plans Key minimum mandatory qualifications include: • A minimum of ten (10) years experience in organizational readiness, change management and testing with enterprise applications • Public sector experience mandatory

Key Personnel	Description / Minimum Functions
Project Planner	The Project Planner must lead the development and maintenance of a fully resource loaded project schedule. Key responsibilities include but are not limited to: • Development of a fully resource loaded project schedule, including tasks, subtasks, dependencies, begin and end dates by phase, major milestone and deliverables from project inception to completion • Provide weekly review and maintenance of the project schedule • Production of project schedule and related reports to support the management of the program • Tracks and publishes issues and risks Key minimum mandatory qualifications include: • A minimum of three (3) years experience producing project schedules with Microsoft Project • A minimum of five (5) years experience managing projects
Contract Manager	The Contract Manager must ensure compliance with the terms and conditions, as well as document any changes that may arise during the contract execution. The Contract Manager is responsible for systematically and efficiently managing the contract for the purpose of maximizing operational performance and minimizing risk. Key responsibilities of the Contract Manager include but are not limited to: • Person of Contact for the AOC for all contractual issues • Manage, review and approve Contractor's invoices and deliverables for conformance with contract requirements • Manage Contractor's project budget and cost tracking • Develop and manage on-boarding team members and orientation processes • Document Management and Version Control • Issue and Change Management • Timely submission of deliverables Key minimum mandatory qualifications include: • Contract manager for system integration project with a one time cost of twenty million dollars or more • A minimum of three (3) years experience as contract manager for implementation projects • Public sector experience desirable

Key Personnel	Description / Minimum Functions
Interface Technical Lead	The Interface Technical Lead interacts with customer and oversees interface development team. Key responsibilities include but are not limited to: • Interacts with functional leads to provide assistance in gathering customer requirements • Oversees interface development team's preparation of appropriate documentation for project life cycle (e.g. requirements, architecture, test plan and deployment guide) • Works with and oversees interface team's design of robust, scalable, and reliable integrations • Works with and oversees interface team in developing, configuring and implementing integration solutions with highly available enterprise solutions • Provides knowledge transfer to AOC technical team Key minimum mandatory qualifications include: • Minimum of 6 years experience as software developer with strong knowledge of computer science and system architecture and 4+ years with TIBCO development experience • Experience with TIBCO Business Works, Hawk, Business Connect, EMS, JMS and other key products in the TIBCO suite • Knowledge of TIBCO Adapters • Knowledge and experience with JAVA, J2EE, XML, XLST, XSD, XPath, SOAP, ftp and COM • Experience with architecting and implementing large scale high availability systems • Experience with SAP integration with third party providers – especially in the area of payroll.

Key Personnel	Description / Minimum Functions
Interface Developer	The Interface Manager must participate in the development and documentation of interface requirements, design documents, processes and testing procedures. Key responsibilities include but are not limited to: • Supports the functional lead in the documentation of the business functional requirements. • Leads the development and maintenance of the technical interface documentation including error and exception handling based on the business impact analysis • Prepares architecture design documents that conform to the AOC Data Integration Program's best practices, security requirements and provides traceability to requirements • Develops interface processes using the appropriate software from the TIBCO product suite • Works with functional lead to prepare test plan to validate that the interface conforms to the business and technical requirements • Tests (unit and integration), make fixes and performs regression testing as required • Prepares CCTC deployment guide Key minimum mandatory qualifications include: • Minimum of 3 years of software development and 2+ years with TIBCO development • Experience with TIBCO Business Works, Hawk, Business Connect, EMS, JMS and other key products • Working knowledge of JAVA, J2EE, SOAP, ftp, XML, XSLT and XSD
Employee Self-Service and Manager Self-Service (ESS/MSS) Lead	The ESS/MSS Lead must participate in the development and documentation of ESS/MSS requirements, design documents, processes and testing procedures. • Design and implement the technical infrastructure to support the development, testing and production SAP ESS/MSS environments, including Portal • Assist Functional Team members with design considerations and enabling of R/3 transactions via ESS/MSS • Stress test the ESS/MSS environment to determine and achieve capacity to handle anticipated volume of AOC users Key minimum mandatory qualifications include: • A minimum of three (3) years experience designing and implementing ESS/MSS systems

Key Personnel	Description / Minimum Functions
Functional Team Leads (Accounts Payable, Asset Accounting, Budget Preparation and Planning, Grants Management, Project Systems, Travel Management, Treasury, Benefits Administration, Learning Solution, Recruitment, Performance Management, Succession Management, and Training and Event Management)	The Bidder's Team Leads must manage all aspects of the implementation and integration of the modules they oversee. • Work with AOC team leads to manage the functional teams through all projects • Work with AOC to control deliverable quality and team risk • Guide the team in developing and building business process designs • Work with AOC team leads to manage work products and deliverables • Provide business process experience and guidance to AOC team leads • Identify and manage to resolution business process and system design issues • Serve as functional subject matter knowledgeable resource • Advise and approve business process design and SAP configuration • Direct development of detailed team work plan and manage to plan • Work with Bidder's Project Manager to identify and obtain resources • Monitor and report team progress against plan • Identify and manage to resolution business process and system design issues related the implementation • Lead in the preparation of Bidder's deliverables Key minimum mandatory qualifications include: • To be determined at the time the Key Personnel are required

Within Form 6.3, Staff Experience Reference Form, the Bidder must describe its proposed staff and should highlight relevant areas of experience for each person/role. Regardless of the position, the AOC believes that prior successful SAP implementation and SAP upgrade experience is important for the project team. In the form, the Bidder must provide at least two (2) customer references for each staff member proposed for a key position.

VI.3.3.2 Project Organization

Within the proposal, the Bidder shall provide a project organizational chart, with proposed Bidder and subcontractor staff that will be assigned to this project. In addition, the Bidder shall provide a high-level narrative description of the project team organization, teams and roles, and description of how Bidder staff will integrate with AOC staff to form the Phoenix Program Team. In this narrative, the Bidder shall also clearly document its resource plan, denoting the percentage of time that each of the Bidder's proposed staff (whether key role or not) will be on-site and dedicated to the Phoenix Program.

VI.3.4 Project Team Changes

The AOC recognizes that an unusual circumstance may result in the change of a proposed staff person identified in the Contractor's proposal. Before the start of the project, a Contractor may substitute staff personnel at the time of contract implementation who are different from those offered at the time of bid submission ONLY if such substitution personnel have equivalent skills

and experience. Such skills must be identified on a Staff Experience Reference Form and the staff's resume must be submitted to the AOC for consideration and approval prior to the start date for such personnel. If the Contractor must substitute Key Personnel, the Contractor must submit to the AOC, <u>in writing</u>, the reason for the change and provide a completed Staff Experience Reference Form and resume for the substitute personnel. The AOC will either approve or reject the substitution. If the Contractor is unable to provide a suitable substitution within five (5) business days, the AOC reserves the right to consider the contractor in default and terminate the contract in whole or in part for cause.

VI.4 BUSINESS SOLUTION RESPONSE REQUIREMENTS

In this section, the Bidder must provide a detailed description of the proposed solution The detailed descriptions of the Bidder's approach in this section are scorable elements of the RFP – see RFP Section IX, Proposal Evaluation, for further information about evaluation and scoring of the Bidder's proposal.

For a discussion of the response format for the Business Solution Response, refer to RFP Section VIII, Proposal Format.

VI.4.1 Technical Response Requirements

This section defines Bidder requirements regarding the technical approach of the proposed solution. The Bidder's proposal must provide information that can be used by the AOC to evaluate the Bidder's knowledge of, and proposed approach to, the technical requirements for the overall program and for each individual project. This information must include at least the following:

a) Proposed Architectural Solution (logical and physical)
  i. Describe the architectural solution for the Phoenix Program as a whole and estimated differences for each of the projects

b) Proposed security strategy, including:
  ii. Identification and description of the proposed security architecture including each proposed level of security (e.g. application, database, network, server)
  iii. Proposed approach for managing security levels (e.g. defining and maintaining security levels)
  iv. Proposed security procedures and associated documentation for the AOC

c) Proposed data conversion approach, including:
  i. Approach to data conversion that includes an outline of conversion activities and a description of how the Bidder will address data conversion errors and exceptions
  ii. Description of the automated tools to be used to accomplish data conversion activities
  iii. Approach to verification and validation of converted data
  iv. Contingency for data conversion rollback
  v. Data conversion roles and responsibilities

d) Proposed interface approach
  i. Approach to the design for flexible interfaces with external organizations and systems using the AOC TIBCO platform and Integrated Services Backbone (ISB)
  ii. Approach and expectation for reuse of interfaces
  iii. Interface roles and responsibilities

The Bidder should refer to Appendix B, Requirements Response Matrices, for specific technical requirements.

VI.4.2 Implementation Response Requirements

This section defines Bidder requirements regarding the implementation approach of the proposed solution. The Bidder's proposal must provide information that can be used by the AOC to evaluate the Bidder's knowledge of, and proposed approach to, implementation for the overall program and for each individual project. Bidder responses must not contradict the mandatory requirements in RFP Appendix B, Requirements Response Matrices.

VI.4.2.1 General Implementation Requirements

The Bidders response to the General Implementation Requirements for the Phoenix Program shall, at a minimum, include:

a) The Bidder's ASAP methodology for each ASAP phase:
   i. Project Preparation
   ii. Business Blueprint
   iii. Realization
   iv. Final Preparation
   v. Go Live and Deployment Support

b) The Bidder's approach to:
   i. Bidder's Project Management Methodology
   ii. Bidder's Risk Management Approach
   iii. Bidder's Organizational Change Management Approach
   iv. Bidder's Communications Management Approach
   v. Bidder's Training and Knowledge Transfer Approach
   vi. Bidder's documentation approach (i.e., Implementation Guide, training materials, technical documentation, etc.)
   vii. Bidder's Quality Management Approach

c) High-level Project Schedule for the Phoenix Program, including tasks, durations, deliverable milestones, and dependencies

d) Level of Effort Matrix (in MS Excel) that provides detailed specification of both Bidder and AOC hours per task/deliverable by staff classification. This matrix is required to allow the AOC to gauge Bidder and AOC resource requirements and must equal the number of hours in RFP Appendix D, Cost Workbook for each project.

e) Proposed approach to assisting courts and the AOC Shared Services to optimize business processes to support the deployed SAP configuration

f) Proposed approach to reviewing existing reports, reviewing future reports and accessing historical data

g) Description of all proposed deliverables, including minimally those included in RFP Appendix B-02, Implementation and Support Requirements

h) Provide DEDs and samples for each of the deliverables identified in the RFP Appendix A, SOW

i) A description of any anticipated problems and risk factors, and proposed approaches to mitigate project risks

j) Proposed approach to issue resolution and the methodology to be employed in the Phoenix Program

   k) Proposed approach to court readiness that includes pre-deployment assessments and post deployment transition planning from Contractor led to AOC led Maintenance and Operations Support

   l) Approach for meeting performance SLRs (service level requirements)

VI.4.2.1.1 Specific Implementation Requirements for Upgrade Project

The Bidders response to the Upgrade Project Implementation Requirements shall, at a minimum, include:

   a) Describe the ASAP methodology as applied to the implementation of the Upgrade Project

   b) Proposed approach to the upgrade from SAP 4.7 to ECC 6.x, including:
       i. Data conversion
       ii. Data reconciliation
       iii. Testing
       iv. Training
       v. Deployment and deployment support
       vi. Organizational Change Management
       vii. Transition to post production M&O support

   c) Proposed approach to the implementation of New GL, including the implementation of new Chart of Account components

   d) Proposed approach to conversion from using Update Profile 101 to using Update Profile 102, including how the Bidder will approach historical data

VI.4.2.1.2 Specific Implementation Requirements for Optional New Functionality Projects

The Bidders response to the Optional New Functionality Projects Implementation Requirements shall, at a minimum, include:

   a) Describe the ASAP methodology as applied to the implementation of the:
       i. Optional New Functionality Project – Configuration Projects
       ii. Optional New Functionality Project – Deployment Projects

   b) Proposed approach to the configuration and deployment of the new functionality (e.g. asset accounting, budget integrated planning and control, treasury, performance management, succession management, etc.) including:
       i. Data conversion
       ii. Data reconciliation
       iii. Testing
       iv. Training
       v. Deployment and deployment support
       vi. Organizational Change Management
       vii. Transition to post production M&O support

VI.4.2.1.3 Specific Implementation Requirements for Optional Existing Functionality Projects

The Bidders response to the Optional Existing Functionality Projects Implementation Requirements shall, at a minimum, include:

a) Describe the ASAP methodology as applied to the implementation of the Optional Existing Functionality Projects

b) Proposed approach to the deployment of the FI modules to the Los Angeles court, Trust Accounting and HR/Payroll modules to the remaining courts currently deployed including:
     i.   Data conversion (including validation approach for conversion of legacy payroll data currently processed by multiple third party and county providers)
     ii. Data reconciliation
     iii. Testing (including HR/Payroll Parallel Testing)
     iv. Training
     v.   Deployment and deployment support
     vi. Organizational Change Management
     vii. Transition to post production M&O support

The Bidder should refer to RFP Appendix B, Requirements Response Matrices, for specific Implementation requirements.

VI.4.3 Maintenance and Operations Support Response Requirements

This section defines Bidder requirements regarding the M&O Support approach (availability of staff, lead time for on-boarding of staff, staff due diligence process, knowledge transfer and documentation processes, etc.). The Bidder's proposal must provide information that can be used by the AOC to evaluate the Bidder's knowledge of, and intended approach to, the M&O Support requirements. This information must include at least the following:

a) Proposed approach for providing ongoing maintenance and support services, including a flexible and scalable approach to providing the following staff:
     i.   Application Developer
     ii.   Portal Specialist
     iii. Functional Experts (FM/CO, GL/AP/AR, MM, PSCD, Payroll, Benefits, Personnel Administration, Org Management, Time Management, ESS/MSS)
     iv.   Basis Technical Specialist
     v.   Interface Technical Lead
     vi.   Interface Developer
     vii. BW Data Extractor / Configurator
     viii. Report Developer (R/3, BW)

b) Termination Assistance Services strategy including documentation and knowledge transfer to the AOC which may include other third-party contractor(s)

The Bidder should refer to RFP Appendix B-02, Implementation and Support Requirements, for specific M&O support requirements.

VI.4.4 Functional Requirements

The discussion of the required functionality must at a minimum address the following:

a) Proposed approach to developing a Global Blueprint for all functionality defined in RFP Appendix B-03, Functional Requirements

b) Proposed approach to validating and refining AOC requirements (e.g. re-structure of the Chart of Accounts to meet reporting requirements, grants management tracking, all

funds, all accounting methods) for the functionality defined in RFP Appendix B-03, Functional Requirements

c) Proposed integration and deployment strategy for all functionality defined in RFP Appendix B-03, Functional Requirements

The Bidder should refer to RFP Section IV, Proposed Future Environment and RFP Appendix B, Requirements Response Matrices for the AOC's expectations and requirements for the specific functional requirements.