

REQUEST FOR PROPOSALS FOR

PA TREASURY ERP

ISSUING OFFICE

**Pennsylvania Treasury Department
Bureau of Support Services
Procurement Division
Room 3T, Finance Building
Harrisburg, PA 17101**

RFP NUMBER

RFP 11-001

DATE OF ISSUANCE

September 6, 2011

**REQUEST FOR PROPOSALS FOR
PA TREASURY ERP**

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BACKGROUND – ‘AS IS’ INFORMATION IN THE FOLLOWING APPENDICES

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APPENDIX T1, TIC SYSTEM OVERVIEW DIAGRAMS

APPENDIX T2, INVESTMENT CENTER USE CASE DIAGRAMS - ALL DOCUMENTS

APPENDIX T3, INVESTMENT CENTER USE CASE SCENARIOS - ALL DOCUMENTS

CALENDAR OF EVENTS

The Pennsylvania Treasury will make every effort to adhere to the following schedule:

Activity	Responsibility	Date
Please monitor the Treasury website (http://www.patreasury.org/RFP11-00n1) for all communications regarding the RFP.	Issuing Office	Beginning September 6, 2011
Issue RFP 11-001 (post to website http://www.patreasury.org/RFP11-00n1)	Issuing Office	September 6, 2011
Deadline for Potential Offerors to RSVP for Pre-proposal conference attendance.	Potential Offerors	No later than 2:00 p.m. EST September 15, 2011
Deadline for Potential Offerors to submit all Pre-proposal conference Questions via e-mail to: RFP11-001@patreasury.org	Potential Offerors	No later than 2:00 p.m. EST September 15, 2011
Pre-proposal conference attendees will be notified of Pre-proposal conference location.	Issuing Office	September 16, 2011
Pre-proposal Conference	Issuing Office	September 23, 2011
Answers to Potential Offerors questions submitted by September 15 th will be posted to website http://www.patreasury.org/RFP11-00n1 no later than this date.	Issuing Office	September 26, 2011
Deadline for Potential Offerors to submit Clarification Questions via e-mail to:	Potential Offerors	No later than 2:00 p.m. EST October 3, 2011
Answers to Potential Offeror Clarification questions including those submitted at the pre-proposal conference posted to website http://www.patreasury.org/RFP11-00n1	Issuing Office	October 11, 2011

Sealed proposals must be received by the Issuing Office at: Pennsylvania Treasury Department Bureau of Support Services Procurement Division Room 3T, Finance Building Harrisburg, PA 17120 Attention: Mark Lavelle	Potential Offerors	No later than 2:00 p.m. EST on Tuesday, November 1, 2011
Offeror Presentations (if required)	Potential Offerors	Scheduled between November 7 & November 23, 2011.

PART I

GENERAL INFORMATION

I-1. Purpose. This request for proposal (RFP) provides to those interested in submitting proposals for the subject procurement (“Offerors”) sufficient information to enable them to prepare and submit proposals for the Pennsylvania Treasury’s (“Treasury”) consideration on behalf of the Commonwealth of Pennsylvania (“Commonwealth”) to satisfy a need for PA Treasury ERP (“Project”) as part of the Transformation and Modernization of Treasury Financial, Investment and Administrative Systems and Processes (“Program”).

I-2. Issuing Office. The Pennsylvania Treasury (“Issuing Office”) has issued this RFP on behalf of the Commonwealth. The sole point of contact in the Commonwealth for this RFP shall be Mark Lavelle, Chief Administrative Officer, the Issuing Officer for this RFP. Please refer all inquiries to the Issuing Officer by e-mail at: RFP11-001@patreasury.org.

I-3. Scope. This RFP contains instructions governing the requested proposals, including the requirements for the information and material to be included; a description of the service to be provided; requirements which Offerors must meet to be eligible for consideration; general evaluation criteria; and other requirements specific to this RFP.

I-4. Problem Statement. The Treasury is seeking an implementation partner that will utilize the pre-selected PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components to enhance the Treasury’s processing capabilities, transitioning the existing business processes to more efficient, timely, and flexible processes maintaining accuracy and enhancing the security of the data within the Treasury’s new core financial system. It is Treasury’s assumption that the selected partner will have fully completed all work outlined in this RFP within 24 months from the contract start date. Additional detail is provided in **Part IV** of this RFP.

I-5. Type of Contract. It is proposed that if the Issuing Office enters into a contract as a result of this RFP, it will be a fixed price contract containing the IT Contract Terms and Conditions as shown in Appendix A. The Issuing Office, in its sole discretion, may undertake negotiations with Offerors whose proposals, in the judgment of the Issuing Office, show them to be qualified, responsible and capable of performing the Project.

I-6. Rejection of Proposals. The Issuing Office reserves the right, in its sole and complete discretion, to reject any or all proposals received as a result of this RFP.

I-7. Incurring Costs. The Issuing Office is not liable for any costs the Offeror incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

I-8. Pre-proposal Conference. The Issuing Office will hold a Pre-proposal conference as specified in the Calendar of Events. Offerors are required to RSVP for their attendance at the conference as specified in the Calendar of Events. The purpose of this conference is to provide

opportunity for clarification of the RFP. Offerors should forward all questions to the Issuing Office in accordance with **Part I, Section I-9** to ensure adequate time for analysis before the Issuing Office provides an answer. Offerors may submit additional questions in writing at the conference. These questions submitted at the conference will not be officially answered until the responses are posted to the Treasury website as specified in the Calendar of Events. In view of the limited facilities available for the conference, Offerors should limit their representation to **three (3)** individuals per Offeror. The Pre-proposal conference is for information only. Any answers furnished during the conference will not be official until they have been verified, in writing, by the Issuing Office. All questions and written answers will be posted on the Treasury website as an addendum to, and shall become part of, this RFP. Attendance at the Pre-proposal Conference is optional.

I-9. Questions & Answers. If an Offeror has any questions regarding this RFP, the Offeror must submit the questions by e-mail (**with the subject line “RFP 11-001 Questions”**) to the Issuing Officer named in **Part I, Section I-2** of the RFP. If the Offeror has questions, they must be submitted via e-mail **no later than** the date indicated on the Calendar of Events. The Offeror shall not attempt to contact the Issuing Officer by any other means. The Issuing Officer shall post the answers to the questions on the Treasury website by the date stated on the Calendar of Events.

A second opportunity to submit clarification questions is scheduled. Offerors must submit final questions by e-mail (**with the subject line “RFP 11-001 Questions”**) to the Issuing Officer no later than the date and time indicated on the Calendar of Events. The Offeror shall not attempt to contact the Issuing Officer by any other means. The Issuing Officer shall post the answers to the TREASURY website at www.patreasury.org/RFP11-001 by date and time indicated on the Calendar of Events.

No question *after* the deadline date for receipt of questions indicated on the Calendar of Events will be accepted.

All questions and responses as posted on the Treasury website are considered as an addendum to, and part of, this RFP in accordance with RFP **Part I, Section I-10**. Each Offeror shall be responsible to monitor the Treasury website for new or revised RFP information. The Issuing Office shall not be bound by any verbal information nor shall it be bound by any written information that is not either contained within the RFP or formally issued as an addendum by the Issuing Office. The Issuing Office does not consider questions to be a protest of the specifications or of the solicitation. The required protest process for Commonwealth procurements is described on the Treasury website.

I-10. Addenda to the RFP. If the Issuing Office deems it necessary to revise any part of this RFP before the proposal response date, the Issuing Office will post an addendum to the Treasury website at <http://www.patreasury.org/RFP11-001>. It is the Offeror’s responsibility to periodically check the website for any new information or addenda to the RFP. Answers to the questions asked during the Questions & Answers period also will be posted to the website as an addendum to the RFP.

I-11. Response Date. To be considered for selection, hard copies of proposals as indicated in **PART I, Section I-12** must arrive at the Issuing Office on or before the time and date specified in the RFP Calendar of Events. The Issuing Office **will not** accept proposals via e-mail or facsimile transmission. Offerors who send proposals by mail or other delivery service should allow sufficient delivery time to ensure timely receipt of their proposals. If, due to inclement weather, natural disaster, or any other cause, the Treasury office location to which proposals are to be returned is closed on the proposal response date, the deadline for submission will be automatically extended until the next Treasury business day on which the office is open, unless the Issuing Office otherwise notifies Offerors. The hour for submission of proposals shall remain the same. The Issuing Office will reject, unopened, any late proposals.

I-12. Proposals. To be considered, Offerors should submit a complete response to this RFP to the Issuing Office, using the format provided in **Part II**, providing **twelve (12) paper copies of the Technical Submittal under separate sealed cover and twelve (12) paper copies of the Cost Submittal under separate sealed cover and two (2) paper copies of the Disadvantaged Business Submittal under separate sealed cover.** In addition to the paper copies of the proposal, Offerors shall submit two **complete and exact** copies of the each proposal on separate media for each proposal (Technical, Cost and Disadvantaged Business Submittals, along with all requested documents) using DVD, CD-ROM, or Flash drive in Microsoft Office or Microsoft Office-compatible format. The electronic copies must be completely separate. Minimally, there should be six (6) media devices, two (2) for each proposal, each under separate sealed cover. The electronic copy must be a mirror image of the paper copy and any spreadsheets must be in Microsoft Excel. The Offerors may not lock or protect any cells or tabs. **Offerors should ensure that there is no cost information in the technical submittal.** Offerors should not reiterate technical information in the cost submittal. The CD or Flash drive should **clearly identify the Offeror and include the name and version number of the virus scanning software that was used to scan the CD or Flash drive before it was submitted.** The Offeror shall make no other distribution of its proposal to any other Offeror or Commonwealth official or Commonwealth consultant. Each proposal page should be numbered for ease of reference. An official authorized to bind the Offeror to its provisions must sign the proposal. If the official signs the Proposal Cover Sheet (Appendix B to this RFP) and the Proposal Cover Sheet is attached to the Offeror's proposal, the requirement will be met.

For this RFP, the proposal must remain valid for 120 days or until a contract is fully executed. If the Issuing Office selects the Offeror's proposal for award, the contents of the selected Offeror's proposal will become, except to the extent the contents are changed through Best and Final Offers or negotiations, contractual obligations.

Each Offeror submitting a proposal specifically waives any right to withdraw or modify it, except that the Offeror may withdraw its proposal by written notice received at the Issuing Office's address for proposal delivery prior to the exact hour and date specified for proposal receipt. An Offeror or its authorized representative may withdraw its proposal in person prior to the exact hour and date set for proposal receipt, provided the withdrawing person provides appropriate identification and signs a receipt for the proposal. An Offeror may modify its submitted proposal prior to the exact hour and date set for proposal receipt only by submitting a new sealed proposal or sealed modification, which complies with the RFP requirements.

I-13. Disadvantaged Business Information. The Issuing Office encourages participation by small disadvantaged businesses as prime contractors, joint ventures and subcontractors/suppliers and by socially disadvantaged businesses as prime contractors.

Small Disadvantaged Businesses are small businesses that are owned or controlled by a majority of persons, not limited to members of minority groups, who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages. The term includes:

- A. Department of General Services Bureau of Minority and Women Business Opportunities (BMWBO)-certified minority business enterprises (MBEs) and women business enterprises (WBEs) that qualify as small businesses;
- B. United States Small Business Administration certified 8(a) small disadvantaged business concerns; and
- C. Businesses that BMWBO determines meet the Small Business Administration criteria for designation as a small disadvantaged business.

Small businesses are businesses in the United States which are independently owned, are not dominant in their field of operation, employ no more than 100 full-time or full-time equivalent employees, and earn less than \$20 million in gross annual revenues (\$25 million in gross annual revenues for those businesses in the information technology sales or service business).

Socially disadvantaged businesses are businesses in the United States that BMWBO determines are owned or controlled by a majority of persons, not limited to members of minority groups, who are subject to racial or ethnic prejudice or cultural bias, but which do not qualify as small businesses. In order for a business to qualify as “socially disadvantaged,” the offeror must include in its proposal clear and convincing evidence to establish that the business has personally suffered racial or ethnic prejudice or cultural bias stemming from the business person’s color, ethnic origin or gender.

Questions regarding this Program can be directed by e-mail (**with the subject line “RFP 11-001 Bureau of Minority and Women Business Opportunities”**) to the Issuing Officer named in **Part I, Section I-2** of the RFP.

A database of BMWBO-certified minority- and women-owned businesses can be accessed at <http://www.dgsweb.state.pa.us/mbewbe/VendorSearch.aspx>. The federal vendor database can be accessed at <http://www.ccr.gov> by clicking on *Dynamic Small Business Search* (certified companies are so indicated).

I-14. Economy of Preparation. Offerors should prepare proposals simply and economically, providing a straightforward, concise description of the Offeror’s ability to meet the requirements of the RFP.

I-15. Alternate Proposals. The Issuing Office has identified the basic approach to meeting its requirements, allowing Offerors to be creative and propose their best solution to meeting these requirements. The Issuing Office will not accept alternate proposals.

I-16. Discussions for Clarification. Offerors may be required to make an oral or written clarification of their proposals to the Issuing Office to ensure thorough mutual understanding and Offeror responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification.

I-17. Prime Contractor Responsibilities. The contract will require the selected Offeror to assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract. The Issuing Office will consider the selected Offeror to be the sole point of contact with regard to contractual matters.

I-18. Proposal Contents.

- A. Confidential Information. The Treasury is not requesting, and does not require, confidential proprietary information or trade secrets to be included as part of Offerors' submissions in order to evaluate proposals submitted in response to this RFP. Accordingly, except as provided herein, **Offerors should not label proposal submissions as confidential or proprietary or trade secret protected.** Any Offeror who determines that it must divulge such information as part of its proposal must submit the signed written statement described in **Subsection C.** below and must additionally provide a redacted version of its proposal, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.
- B. Treasury Use. All material submitted with the proposal, and any work products developed as an outcome of the contract from this RFP shall be considered the property of the Treasury. The Treasury has the right to use any or all ideas not protected by intellectual property rights that are presented in any proposal regardless of whether the proposal becomes part of a contract. Notwithstanding any Offeror copyright designations contained on proposals, the Treasury shall have the right to make copies and distribute proposals internally and to comply with public record or other disclosure requirements under the provisions of any Commonwealth or United States statute or regulation, or rule or order of any court of competent jurisdiction.
- C. Public Disclosure. After the award of a contract pursuant to this RFP, all proposal submissions are subject to disclosure in response to a request for public records made under the Pennsylvania Right-to-Know-Law, 65 P.S. § 67.101, et seq. If a proposal submission contains confidential proprietary information or trade secrets, a signed written statement to this effect must be provided with the submission in accordance with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from

public records requests. Financial capability information submitted in response to Part II, Section II-7 of this RFP is exempt from public records disclosure under 65 P.S. § 67.708(b)(26).

I-19. Best and Final Offers:

- A.** While not required, the Issuing Office reserves the right to conduct discussions with Offerors for the purpose of obtaining “best and final offers.” To obtain best and final offers from Offerors, the Issuing Office may do one or more of the following, in any combination and order:
1. Schedule oral presentations;
 2. Request revised proposals; and
 3. Enter into pre-selection negotiations.
- B.** The following Offerors will **not** be invited by the Issuing Office to submit a Best and Final Offer:
1. Those Offerors, which the Issuing Office has determined to be not responsible or whose proposals the Issuing Office has determined to be not responsive.
 2. Those Offerors, which the Issuing Office has determined in accordance with **Part III, Section III-5**, from the submitted and gathered financial and other information, do not possess the financial capability, experience or qualifications to assure good faith performance of the contract.

The issuing office may further limit participation in the best and final offers process to those remaining responsible offerors which the Issuing Office has, within its discretion, determined to be within the top Five (5) responsive proposals.

I-20. News Releases: Offerors shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project without prior written approval of the Issuing Office, and then only in coordination with the Issuing Office.

I-21. Restriction of Contact: From the issue date of this RFP until the Issuing Office selects a proposal for award, the Issuing Officer is the sole point of contact concerning this RFP. Any violation of this condition may be cause for the Issuing Office to reject the offending Offeror’s proposal. If the Issuing Office later discovers that the Offeror has engaged in any violations of this condition, the Issuing Office may reject the offending Offeror’s proposal or rescind its contract award. Offerors must agree not to distribute any part of their proposals beyond the Issuing Office. An Offeror who shares information contained in its proposal with other Commonwealth personnel and/or competing Offeror personnel may be disqualified. Publicly distributed and generally available marketing materials or specifications are not subject to this restriction.

I-22. Debriefing Conferences: Offerors whose proposals are not selected will be notified of the name of the selected Offeror and given the opportunity to be debriefed. The Issuing Office will schedule the time and location of the debriefing. Offerors should limit their representation to **three (3)** individuals per Offeror. The debriefing will not compare the Offeror with other Offerors, other than the position of the Offeror's proposal in relation to all other Offeror proposals. An Offeror's exercise of the opportunity to be debriefed does not constitute the filing of a protest.

I-23. Issuing Office Participation: Offerors shall provide all services, supplies, facilities, and other support necessary to complete the identified work, except as otherwise provided in this **Part I, Section I-24**. The number of Treasury personnel assigned and their project roles are indicated below. The Issuing Office will provide workspace, desktop computers, printers, copiers, and telephones for project use.

The Treasury has assigned the following resources to this project:

- One (1) Project Director.
- One (1) technical lead (will be trained in PeopleTools 1&2, PeopleCode, Application Engine, PeopleSoft Integration Tools, PeopleSoft Workflow, PeopleSoft Test Framework, PeopleSoft Security).
- Three (3) technical programming resources (will be trained in PeopleTools 1&2, PeopleCode, Application Engine, PeopleSoft Integration Tools, Query/XMLP).
- Two (2) database administrators (will be trained in PeopleTools 1, PeopleSoft Security, PeopleSoft Server Installation & Administration, WebLogic Server 11g Administration Essentials, Enterprise Portal Administration).
- One (1) security administrator (will be trained in PeopleSoft Security).
- One (1) change management lead.
- One (1) change agent coordinator and Two (2) change agents per bureau.
- One (1) GL/AP/AR module lead and Two (2) functional assistants, trained in PeopleSoft functional modules.
- One (1) Treasury module lead and Two (2) functional assistants trained in PeopleSoft functional modules.
- One (1) pre-payment Audit lead CPA, and Two (2) functional assistants trained in PeopleSoft functional modules.

The Treasury resources may not be held responsible for either the creation of or the timely delivery of deliverables.

I-24. Term of Contract:. The term of the contract will commence on the Effective Date and may extend for **five (5) years, with optional renewal years. The contract must grant to Treasury sole discretion to determine the exercise of renewal options, if any, in single or multiple year increments.** The Issuing Office will fix the Effective Date after the contract has been fully executed by the selected Offeror and by the Treasury and all approvals required by Treasury contracting procedures have been obtained. The selected Offeror shall not start the performance of any work prior to the Effective Date of the contract and the Treasury shall not be liable to pay the selected Offeror for any service or work performed or expenses incurred before the Effective Date of the contract.

I-25. Offeror's Representations, Disclosures, and Authorizations: By submitting its proposal, each Offeror understands, represents, and acknowledges that:

- A.** All of the Offeror's information and representations in the proposal are material and important, and the Issuing Office may rely upon the contents of the proposal in awarding the contract(s). The Treasury shall treat any misstatement, omission or misrepresentation as fraudulent concealment of the true facts relating to the Proposal submission, punishable pursuant to 18 Pa. C.S. § 4904.
- B.** The Offeror has arrived at the price(s) and amounts in its proposal independently and without consultation, communication, or agreement with any other Offeror or potential Offeror.
- C.** The Offeror has not disclosed the price(s), the amount of the proposal, nor the approximate price(s) or amount(s) of its proposal to any other firm or person who is an Offeror or potential offeror for this RFP, and the Offeror shall not disclose any of these items on or before the proposal submission deadline specified in the Calendar of Events of this RFP.
- D.** The Offeror has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- E.** The Offeror makes its proposal in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- F.** To the best knowledge of the person signing the proposal for the Offeror, the Offeror, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last **four** years been convicted or found liable for any act prohibited by State or

Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as the Offeror has disclosed in its proposal.

- G.** To the best of the knowledge of the person signing the proposal for the Offeror and except as the Offeror has otherwise disclosed in its proposal, the Offeror has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any State tax liability not being contested on appeal or other obligation of the Offeror that is owed to the Commonwealth.
- H.** The Offeror is not currently under suspension or debarment by the Commonwealth, any other State or the federal government, and if the Offeror cannot so certify, then it shall submit along with its proposal a written explanation of why it cannot make such certification.
- I.** The Offeror has not made, under separate contract with the Issuing Office, any recommendations to the Issuing Office concerning the need for the services described in its proposal or the specifications for the services described in the proposal.
- J.** Each Offeror, by submitting its proposal, authorizes Commonwealth Agencies to release to the Commonwealth information concerning the Offeror's Pennsylvania taxes, unemployment compensation and workers' compensation liabilities.
- K.** Until the selected Offeror receives a fully executed and approved written contract from the Issuing Office, there is no legal and valid contract, in law or in equity, and the Offeror shall not begin to perform.
- L.** The Offeror has identified and disclosed the names of any former Treasury employees or relatives of current Treasury employees in the Offeror's human resource plan for the project.
- M.** The Offeror has signed and submitted the Contractor Integrity Provisions (Appendix D), Contractor Responsibility Provisions (Appendix E), and Nondiscrimination Contracts (Appendix F) forms.

I-26. Notification of Selection: The Issuing Office will notify the selected Offeror in writing of its selection for negotiation after the Issuing Office has determined, taking into consideration all of the evaluation factors, the proposal that is the most advantageous to the Issuing Office.

I-27. RFP Protest Procedure: Questions regarding the Protest Procedures can be directed by e-mail (**with the subject line "RFP 11-001 Protest Procedures"**) to the Issuing Officer named in **Part I, Section I-2** of the RFP.

I-28. A protest by a party not submitting a proposal must be filed within **seven** business days after the protesting party knew or should have known of the facts giving rise to the protest, but

no later than the proposal submission deadline specified in the Calendar of Events of the RFP. Offerors may file a protest within **seven** business days after the protesting Offeror knew or should have known of the facts giving rise to the protest, but in no event may an Offeror file a protest later than **seven** business days after the date the notice of award of the contract is posted on the Treasury eContract website. The date of filing is the date of receipt of the protest. A protest must be filed in writing with the Issuing Office.

I-29. Use of Electronic Versions of this RFP: This RFP is being made available by electronic means. If an Offeror electronically accepts the RFP, the Offeror acknowledges and accepts full responsibility to insure that no changes are made to the RFP. In the event of a conflict between a version of the RFP in the Offeror's possession and the Issuing Office's version of the RFP, the Issuing Office's version shall govern.

PART II

PROPOSAL REQUIREMENTS

Offerors must submit their proposals in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Offerors should provide any other information thought to be relevant, but not applicable to the enumerated categories, as an appendix to the Proposal. All cost data relating to this proposal and all Disadvantaged Business cost data should be kept separate from and not included in the Technical Submittal. Each Proposal shall consist of the following **three** separately sealed submittals:

1. Technical Submittal, which shall be a response to RFP **Part II, Sections II-1 through II-8**;
2. Disadvantaged Business Submittal, in response to RFP **Part II, Section II-9**; and
3. Cost Submittal, in response to RFP **Part II, Section II-10**.

Please adhere to the submission instructions in **Part I, Section I-12**.

The Issuing Office reserves the right to request additional information which, in the Issuing Office's opinion, is necessary to assure that the Offeror's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Issuing Office may make investigations as deemed necessary to determine the ability of the Offeror to perform the Project, and the Offeror shall furnish to the Issuing Office all requested information and data. The Issuing Office reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Offeror fails to satisfy the Issuing Office that such Offeror is properly qualified to carry out the obligations of the RFP and to complete the Project as specified.

Technical Submittal

II-1. Statement of the Problem - State in clear, precise terms your understanding of the Treasury's financial role and processing obligations to the entities of the Commonwealth of Pennsylvania and how the services required by this RFP will use the software identified in this RFP to meet Treasury's fiduciary responsibilities .

II-2. Management Summary - Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided.

- A. **Firms Providing Services** - The primary vendor will be solely responsible for all the deliverables of the project. The Offeror must list all firms proposed to provide services proposed in its RFP response including any subcontractors and the percentage of

workforce from the primary contractors and subcontractors at any point during the project.

- B. **How requirements are met** - The Offeror must succinctly describe how the requirements of the RFP are met.
- C. **Implementation Timing** - The Offeror must provide an overview of its proposed implementation timing. The Offeror's work plan and schedule must assume the big bang approach to implementation.
- D. **Knowledge Transfer & Self-Sufficiency** - The Offeror must succinctly describe the proposed approach for the Treasury functional, operational, and technical personnel to become completely self-sufficient in the use, operation, and maintenance of the PeopleSoft and Oracle ERP system (upgrades, service packs, feature packs, patches & bundles required to stay 'current' during the project) post go-live.

II-3. Work Plan: Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. Offerors must provide the following, at a minimum, in this section of their RFP response.

1. **Methodology and Time line** – The Offeror must provide an overview of its proposed methodology and time line for the Oracle / PeopleSoft implementation. Please reference implementations in which the Offeror has successfully utilized the described methodology. NOTE: Treasury prefers to implement PeopleSoft 9.2 if Oracle releases it within three months after the project start date.
2. **Project Schedule and Milestones** - The Offeror must include a Project Schedule that includes all project phases, milestones, deliverables, high-level tasks and associated assignments, time durations and target completion dates. The Project Schedule shall be delivered in Microsoft Project format.
3. **Key Activity Descriptions** – Treasury expects all direct project related activities shall be performed within the geographical boundaries of USA. The Offeror must provide a description of their approach to the key activities that will be performed. These should include the following:
 - a. **Project Management and Project Preparation:** The Offeror must fully describe in its proposal its approach for meeting the Project Management (as defined by PMBOK) and Preparation requirements described in the RFP Statement of Work (Part IV).
 - b. **Fit-Gap:** The **approach to Fit-Gap analysis, business process reengineering**, and the recommended methodology for documentation and configuration of the 'To Be' business processes and workflows for the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components.

- c. **Issue and Risk Management:** The Offeror shall describe in its response its issue and risk management strategy, including a detailed description of its methodology, plan or process, and the respective responsibilities of the Treasury and the Offeror. This response shall also contain a description of any templates, flows, functions, and communications that are available to project managers to use in risk identification, risk analysis, risk mitigation, risk reporting and risk tracking and how these elements are used to address issues and risks associated with cost management, schedule management and performance (quality) management. The Offeror shall also provide examples of how its methodology, plan or process is applied to no less than three, nor more than five, actual implementation risks and identify the project risk event, probability, impact, mitigating mechanisms, strategies and plans and responsibility (Treasury or Offeror).
- d. **Change Management & Communications:** The Offeror shall describe in its response the Organizational Change Management methodology, the approach that will be used in the project and a discussion of how this approach will ensure confidence in the ability of the affected Treasury employees to realize success throughout the PeopleSoft Financials implementation.
- i. This description must identify Treasury and Offeror responsibilities for Change Management objectives. The work plan must identify key milestones in this process, define a mechanism for tracking progress, and identify major deliverables of this process. The response must include a comprehensive strategy of how audience-appropriate materials for the delivery of messages identified in the Communications Plan will be developed. In addition, the response needs to provide a plan of action to address the Change Impacts identified within the context of each required module and/or edge component.
 - ii. The proposal must describe Offeror's communications delivery methods, the approach that will be used in this project and a discussion of how this approach will ensure confidence in the ability of the affected Treasury employees to realize success throughout the PeopleSoft Financials implementation. The response must include a comprehensive description of how audience appropriate materials for the delivery of messages in the Communications Plan will be developed.
- e. **Knowledge Transfer:** The proposal must describe the Offeror's knowledge transfer philosophy, the approach that will be used in the project and a discussion of how this approach will ensure a competent Treasury workforce that will be able to take ownership and run the completed system. The project work plan must identify key milestones in the knowledge transfer process and identify major deliverables of this process.

- f. **Quality Assurance:** The Offeror's response must describe its preferred approach to quality assurance, describing how this approach will be employed to assure that each type of deliverable (written, software or non-software) is of high quality before it is submitted to the Treasury for review and approval. The Offeror will also identify the resources to be assigned to quality assurance and describe the Offeror's approach to requirements traceability and quality assurance management (metrics tracking the who and what of quality assurance and change control).
- g. **Environment Configuration and Management:** In the response the Offeror will describe how the application environments will be configured and managed during implementation. Describe how upgrades, service packs, feature packs, patches & bundles required to stay 'current' during the project will be applied and tested, and its approaches for managing configurations, test data, patches, performance tuning and security. The Offeror must describe the approach and steps recommended for the final documentation of configuration and setup of the Treasury's Financials implementation. The responding Offeror will propose a comprehensive configuration document and must clearly state the benefits to adopting their approach to configuration documentation (e.g. a tool that directly interfaces with PeopleSoft capturing traditionally relevant information for design documentation). The Offeror will also need to indicate the number and types of positions with anticipated start and end dates for each individual assigned to support this activity and the methodology it will use to transfer this activity to the Treasury. These key positions will require resumes indicating their years of experience with each individual technical component of the Oracle tools used for this project.
- h. **Help Desk Support:** Offerors are to incorporate support for the help desk function into their proposal. The proposal should include a description of the following: a) coordination of the Treasury help desk with change management and training activities; b) recommended help desk software tools; c) training to be provided to the Treasury help desk agents; d) suggested escalation procedures; e) interim staffing for peak help desk demand periods and transition to a permanent arrangement; and f) development of a help desk knowledge base.
- i. **Data Cleansing and Loading:** The Offeror shall describe its recommended approach for planning, design, programming, and testing data extract, conversion, cleansing, and loading activities. The Offeror shall describe the process recommended for data conversion and migration, specifying where and when this task or subtasks fit into the overall project work plan and identifying responsibilities (Offeror and Treasury) for these activities. The Offeror should provide its conversion recommendation and assumed scope (areas to convert and level of historical data) based on its experience with similar implementation projects including government financial transactions and payment history.

- j. **Development of Customizations and Modifications:** The Offeror's proposal must outline their approach to development of customizations and modifications (i.e.; site specific code) and how the identified customizations and modifications will be incorporated into the overall work plan. The Offeror's response must propose a process for the identification, documentation review and approval of any customizations or modifications. The Offeror's response will propose a change control plan and discuss how the Offeror and the Treasury can manage the project to minimize or eliminate scope expansion and change orders. The Offeror's response should describe their approach to system development. The methodology will need to include a discussion of the Offeror's experience and in "tuning" of the application and the system within the environment it will be operating to ensure maximum efficiency in the use of the system and those using the system. Furthermore, the Offeror must provide an example of the documentation that will be produced using their methodology to document the results of the development activity. It is expected that the methodology will also provide for knowledge transfer and on-going coaching to the Treasury team that will occur during these activities. The Offeror must define four (4) standard levels of work effort and their associated hours to categorize work needed to complete the customization or modifications during the project.
- k. **Interfaces:** The Offeror shall describe its recommended approach to assist the Treasury's staff in the proper identification, design, and development of identified interfaces. The Offeror must distinguish between Treasury and Offeror responsibilities and describe the mechanisms and tools included in PeopleSoft Financials 9.x (most current available version) to be used to implement these interfaces. The response should discuss the "delivered" interfaces in PeopleSoft 9.x (most current available version) and the record sets associated with each interface.
- l. **Reporting:** The Offeror's response must describe the approach for the planning, identification of report requirements, and development of report design. The Offeror shall describe the recommended process for report development and recommended reporting tools fully supported by Oracle. Furthermore the Offeror must specify where and when these tasks fit in the overall project plan.
 - i. The Offeror should describe their experience in developing and executing a reporting strategy in previous implementations. Descriptions of approaches and various tools used in other successful implementations would be appropriate. A quality response would include a thorough discussion regarding the pros and cons of using a data warehouse (OBIEE) and the extent to which it can meet the Treasury's ad-hoc reporting requirements.
- m. **Security:** Offerors in their response to this topic must describe the approach to be taken to define, review, and finalize roles based on Treasury needs for each module within the scope of the project and creating or modifying permission lists

to support these roles. The response must also describe the Offeror's approach to the development of the Treasury's security procedure and policies supporting the roll-out of limited functionality with controlled access planned for external (non-Treasury) Comptroller Office access.

- i. The Offeror's response should also include a strategy on how it plans to connect the disparate parts of security found throughout PeopleSoft and the supporting Oracle edge components (OPA/OPM, GRC, OBIEE, etc.) to the overall security strategy it develops as identified above. The Treasury has taken the position that all security elements (even those defined at a modular level) should be the responsibility of the Security Administrator. The Offeror should indicate their view on this position and outline why they agree or disagree with this approach using examples from previous implementations of PeopleSoft Financials 9.0 or higher.
- n. **Testing Approach:** The Offeror's response must describe the Offeror's approach to testing and include an outline of a test plan that will be developed by the Offeror. At a minimum, the outlined test plan will need to address what will be tested; who will perform the testing; when the testing will be conducted; how the testing will be performed; how will the Treasury know when testing is complete; and what will be produced from the test. Other points to be addressed in the Offeror's response are regression testing strategy (to verify and ensure that the system modifications do not indirectly impact other areas of previously approved ERP system functionality), loading data required for testing, and any tools (other than the PeopleSoft Test Framework) proposed by the Offeror to facilitate the testing process. The Offeror will be responsible for resolving any deficiencies in the PeopleSoft system throughout all testing efforts.
- o. **Cut-Over planning:** The Offeror's response must describe its approach to implementation readiness, cut-over planning, contingency planning, identify its successful cut-over strategies and techniques explain its preference (and illustrate with success stories) and recommend a preliminary cut-over strategy for this implementation project and describe the relative roles of the Treasury and the Offeror assumed for this recommendation.
- p. **Post Implementation Support:** The technical proposal must describe the Offeror's philosophy and approach to go-live monitoring , providing the technical and functional post implementation support and contingency planning, and production turnover and identify the resources it would make available to the Treasury to provide this support.
- q. **Manage Project Artifacts:** The technical proposal must describe the process that will be used to manage all project artifacts and describe any tools other than those identified in PART IV proposed for use by the project team during the implementation project, listing the feature and functions along with an overview of the benefits that may be realized through the use of these tools. This

description must also provide an understanding of how the tools fit with the proposed work plan and methodology.

II-4. Prior Experience: Include experience as the prime contractor for other Public Sector entities in the successful configuration and implementation of the PeopleSoft FMS & Treasury Management enterprise resources planning system modules. Include experience for all identified subcontractors in the successful configuration and implementation of the PeopleSoft FMS & Treasury Management ERP system modules for Public Sector. Offeror's key personnel must have at least 10 years PeopleSoft FMS experience with PeopleSoft 9.x experience within the last 2 years performing services comparable to the services requested. The proposal will demonstrate this requirement by listing the projects (including scope, budget, time line, present status, and client size) and references from these projects for the key personnel within the last 2 years. Experience shown should be work done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to must be identified. If the Offeror is selected for presentation, the name of the reference customer, including the name, address, and telephone number of the responsible official of the reference customer who may be contacted must be provided.

II-5. Personnel: Include the number of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the direct project work. To maximize collaboration and face time with Treasury resources for effective knowledge transfer, at the minimum all direct project personnel are required to be physically located on-site for 40 hours per week during Treasury's work hours while they are engaged in the Project. (Treasury's work hours are between 7:00 AM and 7:00 PM Monday through Friday.) If, due to State holidays, inclement weather, natural disaster, or any other cause, the Treasury office location to which project personnel are to report is closed, all project work will stop until the next Treasury business day on which the office is open. Include the number of personnel who will be engaged in the work. Identify all direct project resources by team (Project Management, Technical Team, Functional Team, Training Team, Quality Assurance Team, Test Team, Integration Team, Data Conversion Team), and the anticipated start and end dates during the project for each team member. For key personnel, include the employee's name and, through a resume or similar document, the Project personnel's education, current certifications, and specific Oracle / PeopleSoft experience including the software versions. Indicate the responsibilities each individual will have in this Project and how long each has been with your company. Identify by name any subcontractors you intend to use and the services they will perform.

A. Staff Requirements: The Offeror must also provide staff in all positions that have the experience and skill sets required to succeed. In addition, the Offeror must provide staff for the following key positions. The staff assigned to these positions must meet the criteria listed below.

1. Project Manager - The Offeror must provide an experienced, full time, project manager who has a minimum of ten years of I.T. project management experience, preferred to be PMP certified, and meets the following criteria:

- a. At least five years of experience managing a successful PeopleSoft FMS with Treasury ERP project with 2 years of experience using PeopleSoft 9.x.
 - b. At least five years of experience managing a project of similar size and complexity.
- 2. Functional Lead – The Offeror must provide a CPA functional lead with at least five years of experience working with Comptroller, Controller, and Treasury agencies. Treasury Certified Professionals are preferred. The Functional Lead must meet at least one of the following additional criteria:
 - a. At least three years of business lead or equivalent experience on an implementation project with PeopleSoft Treasury modules.
 - b. At least five years of experience on one or more implementation projects to implement a PeopleSoft Public Sector FMS.
- 3. Software Development – The Offeror must provide an experienced technical lead, PeopleTools 8.5x certification is preferred, who meets the following criteria:
 - a. At least three years of experience in a technical team leader role or technical manager role on an engagement to implement PeopleSoft FMS 8.9+.
 - b. 10 years of technical experience with PeopleTools products at least 1 year with PeopleTools 8.5x4.
- 4. Testing – The Offeror must provide an experienced Testing lead who meets the following criteria:
 - a. At least five years of experience in a testing lead role managing a successful PeopleSoft FMS project of similar size and complexity.
 - b. 10 years of technical testing experience.
 - c. experience using the PeopleSoft Test framework.
- 5. Security – The Offeror must provide an experienced Security administrator who will be responsible for security as it relates to application architecture, development, and vulnerability assessment who meets the following criteria:
 - a. At least five years of experience in a PeopleSoft FMS security lead role managing a successful project of similar size and complexity.
 - b. At least 3 years of experience with Active Directory, LDAP, Windows Server, Microsoft SQL Server, and PeopleSoft Online Security including configuration of User profiles, Roles, and Permission Lists.
- 6. Data Conversion and Interface Lead – The Offeror must provide an experienced Data Conversion and Interface Lead with at least ten years of overall IT experience who meets the following additional criteria:
 - a. At least five years of experience on a PeopleSoft FMS & Treasury implementation project.
 - b. At least three years managing conversion and interface team activities on a project of comparable size and complexity.

- c. At least 3 years of experience in a conversion team leader role or conversion manager role on an engagement to convert legacy system data into PeopleSoft FMS modules.
- d. At least 5 years of experience with PeopleSoft Integration Tools, PeopleSoft Application Engine, and PeopleCode.
- e. Experience with XMLP and SQR.

7. Training Lead – The Offeror must provide an experienced Training Lead who meets the following criteria:

- a. At least five years of experience as training lead on a PeopleSoft FMS project of comparable size and complexity.
- b. At least 2 years of experience with UPK developer and the UPK toolset.

8. Change Management/Communication Lead – The Offeror must provide an experienced Change Management/Communication Lead who meets the following criteria:

- a. At least five years of experience as a change management/communication lead on a PeopleSoft FMS project of comparable size and complexity.

9. The Offeror must provide an experienced technical team which meets the following criteria:

- a. Experience in an engagement to implement Governance Risk and Compliance, Application Access Controls Governor, Configuration Controls Governor, Oracle Policy Automation / Oracle Policy Modeling.
- b. An average of 5 years of experience in an engagement to implement General Ledger, Accounts Payables, Accounts Receivables, Cash Management, Deal Management, Financial gateway, and the PeopleSoft Enterprise Application Portal.
- c. Experience with OBIEE, nVision, XMLP, PS Query, Crystal Ball, Financial Analytics.
- d. Extensive technical experience including the installation and administration of all PeopleTools with PeopleSoft Core Financial components.
- e. Experience working with the [PHIRE](#) Change Control Tool for PeopleSoft.
- f. Extensive experience administering PeopleSoft FMS and Treasury component databases.
- g. Extensive experience with database administration of PeopleSoft installations using MS Windows and Microsoft SQL Server.
- h. Experience implementing PeopleSoft financials workflow.

B. Project Staffing and Experience Summary: Offeror must complete the form 'Project Staffing Summary' table included as Appendix G as part of its RFP response.

C. Candidate Reference Forms: The selected Offeror must complete Candidate Reference forms for Key Personnel when the Best and Final Offer is submitted.

D. Substitution or Addition of Personnel: The Offeror must identify key staff and will be required to commit these staff for the life of the project except for legitimate personal reasons, employment termination, acts of God or mutual agreement between the Treasury and the Offeror. No Offeror Staffing Substitutions may be made without written agreement of the Treasury's Project Director. Upon commencement of the project, any key or lead staffing substitutions must be submitted to the Treasury's Project Director forty-five (45) business days prior to the substituted staff starting work for approval.

NOTE: The Offeror must ensure that no project delays occur due to knowledge transfer to new personnel resulting from staffing substitutions.

The Treasury Project Director requires at least five (5) business days to evaluate a proposed candidate's resume, skills and references. This 5-day period may be concurrent with the required background check. The Treasury's Project Director reserves the right to reject any proposed candidate who does not have the skill set required to complete the tasks and deliverables as outlined in the RFP. In this case the Offeror must provide alternate candidates for review until a suitable candidate is selected.

Note: The Treasury's Project Director has the right to require replacement of Offeror personnel if dissatisfied with their performance or if Offeror personnel fail to pass the background check.

In the event that a key employee separates from the Offeror or subcontractor during the project period, the Offeror shall immediately notify the Treasury project director. The Offeror shall then provide a substitute candidate for review, which approval shall not be unreasonably withheld. In the event the selected Offeror is unable to provide adequate resources to meet the project schedule, the Treasury shall be compensated for the undue delay of the project.

II-6. Training: The Offeror must provide recommended Training strategy and approach to and delivery of end user training based on PeopleSoft FMS projects of similar size and complexity. This description must identify Treasury and Offeror responsibilities for each of the training objectives. The work plan must identify key milestones in this process, define a mechanism for tracking progress, and identify major deliverables of this process.

II-7. Financial Capability: Describe your company's financial stability and economic capability to perform the contract requirements. Provide your company's financial statements for the past three fiscal years. If your company is a publicly traded company, please provide a link to your financial records on your company website; otherwise, provide three (3) years of your company's financial documents such as audited financial statements or recent tax returns. Financial statements must include the company's Balance Sheet and Income Statement or Profit/Loss Statements. Also include a Dun & Bradstreet comprehensive report if available.

II-8. Objections and Additions to Standard IT Contract Terms and Conditions: The Offeror will identify which, if any, of the terms and conditions (contained in Appendix A) it would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror's failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office's sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for Appendix A. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror's, or any other, Online guides or Online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in Appendix A. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in **Appendix A or to other provisions of the RFP as specifically identified above.**

Disadvantaged Business Submittal

II-9. Disadvantaged Business Submittal

A. Disadvantaged Business Information

1. To receive credit for being a Small Disadvantaged Business or a Socially Disadvantaged Business or for entering into a joint venture agreement with a Small Disadvantaged Business or for subcontracting with a Small Disadvantaged Business (including purchasing supplies and/or services through a purchase agreement), a Offeror must include proof of Disadvantaged Business qualification in the Disadvantaged Business Submittal of the proposal, as indicated below:

- a)** A Small Disadvantaged Businesses certified by BMWBO as an MBE/WBE must provide a photocopy of their BMWBO certificate.
- b)** Businesses certified by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act (15 U.S.C. § 636(a)) as an 8(a) Small Disadvantaged Businesses must submit proof of U.S. Small Business Administration certification. The owners of such businesses must also submit proof of United States citizenship.
- c)** Businesses, which assert that they meet the U.S. Small Business Administration criteria for designation as a small disadvantaged business, must submit: a) self-certification that the business meets the Small Business Administration criteria and b) documentary proof to support the self-certification.

The owners of such businesses must also submit proof of United States citizenship, and provide any relevant small disadvantaged business certifications by other certifying entities.

d) All businesses claiming Small Disadvantaged Business status, whether as a result of BMWBO certification, or U.S. Small Business Administration certification as an 8(a) or self-certification as a U.S. Small Business Administration small disadvantaged business, must attest to the fact that the business has no more than 100 full-time or full-time equivalent employees.

e) All businesses claiming Small Disadvantaged Business status, whether as a result of BMWBO certification, or U.S. Small Business Administration certification as an 8(a) or self-certification as a U.S. Small Business Administration small disadvantaged business, must submit proof that their gross annual revenues are less than \$20,000,000 (\$25,000,000 for those businesses in the information technology sales or service business). This can be accomplished by including a recent tax return or audited financial statement.

2. All businesses claiming status as a Socially Disadvantaged Business must include in the Disadvantaged Business Submittal of the proposal clear and convincing evidence to establish that the business has personally suffered racial or ethnic prejudice or cultural bias stemming from the business person's color, ethnic origin or gender. The submitted evidence of prejudice or bias must:

a) Be rooted in treatment that the business person has experienced in American society, not in other countries.

b) Show prejudice or bias that is chronic and substantial, not fleeting or insignificant.

c) Indicate that the business person's experience with the racial or ethnic prejudice or cultural bias has negatively impacted his or her entry into and/or advancement in the business world.

BMWBO shall determine whether the Offeror has established that a business is socially disadvantaged by clear and convincing evidence.

3. In addition to the above verifications, the Offeror must include in the Disadvantaged Business Submittal of the proposal the following information:

a) Those Small Disadvantaged Businesses submitting a proposal as the Offeror, must include a numerical percentage which represents the total percentage of the work (as a percentage of the total cost in the Cost Submittal) to be performed by the Offeror and not by subcontractors and suppliers.

b) Those Small Disadvantaged Businesses submitting a proposal as a part of a joint venture partnership, must include a numerical percentage which represents the total percentage of the work (as a percentage of the total cost in the Cost Submittal) to be performed by the Small Disadvantaged Business joint venture partner and not by subcontractors and suppliers or by joint venture partners who are not Small Disadvantaged Businesses. Offeror must also provide:

- 1)** The amount of capital, if any, each Small Disadvantaged Business joint venture partner will be expected to provide.
- 2)** A copy of the joint venture agreement signed by all parties.
- 3)** The business name, address, name and telephone number of the primary contact person for the Small Disadvantaged Business joint venture partner.

c) **All** Offerors must include a numerical percentage which represents the total percentage of the total cost in the Cost Submittal that the Offeror commits to paying to Small Disadvantaged Businesses as subcontractors. To support its total percentage DB subcontractor commitment, Offeror must also include:

- 1)** The dollar amount of each subcontract commitment to a Small Disadvantaged Business;
- 2)** The name of each Small Disadvantaged Business. The Offeror will not receive credit for stating that after the contract is awarded it will find a Small Disadvantaged Business.
- 3)** The services or supplies each Small Disadvantaged Business will provide, including the timeframe for providing the services or supplies.
- 4)** The location where each Small Disadvantaged Business will perform services.
- 5)** The timeframe for each Small Disadvantaged Business to provide or deliver the goods or services.
- 6)** A signed subcontract or letter of intent for each Small Disadvantaged Business. The subcontract or letter of intent must identify the specific work, goods or services the Small Disadvantaged Business will perform and how the work, goods or services relates to the project.
- 7)** The name, address and telephone number of the primary contact person for each Small Disadvantaged Business.

d) The total percentages and each subcontractor commitment will become contractual obligations once the contract is fully executed.

e) The name and telephone number of the Offeror's project (contact) person for the Small Disadvantaged Business information.

4. The Offeror is required to submit **two** copies of its Disadvantaged Business Submittal. The submittal shall be clearly identified as Disadvantaged Business information and sealed in its own envelope, separate from the remainder of the proposal.

5. A Small Disadvantaged Business can be included as a subcontractor with as many prime contractors as it chooses in separate proposals.

6. An Offeror that qualifies as a Small Disadvantaged Business and submits a proposal as a prime contractor is not prohibited from being included as a subcontractor in separate proposals submitted by other Offerors.

Cost Submittal

II-10. Cost Submittal: The information requested in this **Part II, Section II-10** shall constitute the Cost Submittal. The Cost Submittal shall be placed in a separate sealed envelope clearly labeled Cost Submittal within the sealed proposal, separated from the technical submittal. The Cost Proposal shall present the total firm fixed price to perform all of the requirements of the Request for Proposal. The Treasury recognizes that each Offeror may have a unique pricing methodology. The Offeror has the flexibility to apply the pricing model that meets the requirements of this RFP and minimizes the cost to the Treasury while meeting all requirements of this RFP. All labor rates must be “fully loaded” to represent services provided at the project site in Harrisburg, Pennsylvania (i.e., travel and living expenses must be included in the rates). All cost estimates shall be inclusive of all taxes. The Treasury will not pay any taxes separately.

The Offeror shall agree that all terms, warranties, and prices, as a whole, are comparable to or better than the equivalent terms, warranties, and prices, as a whole, offered by the Offeror to any present customer meeting substantially the same requirements or qualifications as the Treasury. If the Offeror shall, during the term of this contract, enter into arrangements with any other customer providing greater benefits or more favorable terms, as a whole, the Offeror shall provide the same to the Treasury.

The Cost Proposal must not include exceptions or additional terms and conditions.

Offerors should direct in writing to the Issuing Office pursuant to **Part I, Section I-9**, of this RFP any questions about whether a cost or other component is included or applies. All Offerors will then have the benefit of the Issuing Office’s written answer so that all proposals are submitted on the same basis.

Treasury reserves the right to purchase any required 3rd party tools from existing Commonwealth contracts.

II-11. Cost Proposal – Total Not to Exceed Cost

The Offeror’s total cost for the entire project must be presented as the Total Not To Exceed Cost.

This section provides the format to provide the breakdown and summary of costs for the implementation of the PeopleSoft Financials application as requested by the Treasury, and covers the following major project activities:

1. Project Management.
2. System Configuration and Development
3. Testing
4. Data Conversion
5. Interface Development
6. Reporting
7. Training
8. System Cut-Over
9. Post Implementation Support
10. Other (all other management and technical topics).

Please provide the Treasury with a firm not to exceed cost of implementation for the proposed services using this cost table. The Offeror's estimates should take into consideration a scope of work as detailed in this RFP as well as the Offeror's recommended implementation and integration methodology.

Instructions

Each vendor must complete the cost tables in the exact format provided. Any reformatting may cause the Treasury to reject the Vendor's proposal.

1. All cost figures shall be provided in a fixed fee amount.
2. Since this is a fixed price solicitation, all cost figures shall be inclusive of travel and expenses (no travel and living expenses shall be billable to the Treasury).
3. Costs shall include all applicable taxes. Vendors may not reformat this form.

Project Activity	Cost
Project Management.	
System Configuration and Development	
Testing	
Data Conversion	
Interface Development	
Reporting	
Training	
System Cut-Over	
Post Implementation Support	
Other (all other management and technical topics).	
TOTAL COST	

II-12. Future Offeror Rates

The Treasury may request additional services from the selected Offeror and require rates in the event that additional service is required. Offeror must include a burdened hourly rate (all cost figures shall be inclusive of travel and expenses - no travel and living expenses shall be billable to the Treasury) for change orders as a result of modifications to the original scope of work. The Offeror's Cost Proposal must identify labor categories and rates that will be used to cost any

customizations or major modifications identified during the project, and guarantee those rates for the life of the project. The following format must be used to provide this information.

Labor Category	Rate	Total Cost
Project Manager		
Functional Lead		
Software Development Lead		
Testing Lead		
Training Lead		
Tech Team		

II-13. Payment Schedule by Deliverable

It is the Treasury's intent to negotiate a fixed fee payment structure that is based on satisfactorily completing each stated milestone. Each payment will be due and made once it is confirmed that each milestone has been completed to the satisfaction of Treasury. Offerors are required to submit a proposed payment schedule that is tied to specific dates and deliverables and which identifies the estimated amounts of invoices and the approximate dates on which those invoices might be generated. Preferably, the payment schedule will be performance-based and the actual payment dates will be based upon the completion and acceptance of the related deliverables. No invoice will be approved unless the Treasury Project Director has approved the associated deliverable(s). The Treasury requires 20 business days review for complex deliverables and 10 business for normal ones. The Treasury intends to withhold 10 percent of each payment until the Treasury formally accepts the implementation of the PeopleSoft Financials application at the end of the post implementation support period.

The Offeror must include, within the fixed price for its service activities, tasks, and preparation of the required deliverables, pricing for the deliverables based on the proposal approach, methodology and tools. A fixed price must be provided for each deliverable. The following format must be used to provide this information.

Deliverable	Deliverable Type (document, software, non-software, etc.)	Delivery Date	Payment Amount	Percent of Total	Cumulative Amount
		MM/DD/YY	\$\$	%%	\$\$
TOTAL COST					

The prices and information provided in this section will form the basis of payment under any contract resulting from this RFP.

PART III

CRITERIA FOR SELECTION

III-1. Mandatory Responsiveness Requirements: To be eligible for selection, a proposal must be:

- A. Timely received from an Offeror;
- B. Properly signed by the Offeror.

III-2. Technical Nonconforming Proposals: The two (2) Mandatory Responsiveness Requirements set forth in **Section III-1** above (A-B) are the only RFP requirements that the Treasury will consider to be *non-waivable*. The Issuing Office reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in an Offeror's proposal, (2) allow the Offeror to cure the nonconformity, or (3) consider the nonconformity in the scoring of the Offeror's proposal.

III-3. Evaluation: The Issuing Office has selected a committee of qualified personnel to review and evaluate timely submitted proposals. The Issuing Office will notify in writing of its selection for negotiation the responsible Offeror whose proposal is determined to be the most advantageous to the Treasury as determined by the Issuing Office after taking into consideration all of the evaluation factors.

III-4. Response Implications: By responding to this RFP with a signed cover letter the Offeror agrees to be bound by the provisions in Appendices C, D, E, and F.

III-5. Offeror Responsibility: To be responsible, an Offeror must submit a responsive proposal and possess the capability to fully perform the contract requirements in all respects and the integrity and reliability to assure good faith performance of the contract.

In order for an Offeror to be considered responsible for this RFP and therefore eligible for selection for best and final offers or selection for contract negotiations:

The Offeror's financial information must demonstrate that the Offeror possesses the financial capability to assure good faith performance of the contract. An Offeror which fails to demonstrate sufficient financial capability to assure good faith performance of the contract may be considered by the Issuing Office, in its sole discretion, for best and final offers or contract negotiation contingent upon such Offeror providing contract performance security for the first contract year cost proposed by the Offeror in a form acceptable to the Issuing Office. Based on the financial condition of the Offeror, the Issuing Office may require a performance bond conditioned upon the faithful performance of the contract by the Offeror. If a performance bond is required by the issuing office, the Offeror shall purchase a performance bond from a surety licensed to do business in the Commonwealth. The

performance bond shall be in the same amount as the total not to exceed cost and shall entitle the Treasury to call upon the surety to complete the contract in one of three ways: 1. The surety completes the contract by hiring a completion contractor; 2. The surety and the Treasury choose a new contractor to complete the project and the surety pays the costs; or 3. The Treasury alone chooses a new contractor and the surety pays the costs, the surety assumes the same risk as the original Offeror. The performance bond shall be attached as an exhibit to, and shall be incorporated by reference in, the contract. The cost of the required performance security will be the sole responsibility of the Offeror and cannot increase the Offeror's cost proposal or the contract cost to the Treasury.

Further, the Issuing Office will award a contract only to an Offeror determined to be responsible in accordance with the most current version of Commonwealth Management Directive 215.9, Contractor Responsibility Program.

PART IV

WORK STATEMENT

IV-1. Objectives: The Treasury has launched its Technology Transformation and Modernization Program to improve and modernize its business processes and technology. The Project is an integral part of this program. Through this project, the Treasury seeks to improve its overall process efficiency, pre-audit process flexibility, customer service, security, reporting, and data exchange capabilities.

The Treasury seeks to acquire implementation services from an Offeror that has been the prime contractor for other Public Sector Financial implementations in the successful configuration and implementation of the PeopleSoft FMS and Treasury ERP system modules. The Treasury envisions a business partnership with an Offeror that can ensure the Treasury success in its enterprise resource planning initiative, within the constraints of available funding.

The Treasury has procured appropriate Oracle licensing through the activities of [Treasury RFP 10-001](#).

For planning purposes, the Treasury is anticipating a January 2012 project start date.

Background: Core financial systems of the Treasury have evolved over the past 30 years to include a wide variety of technologies used to provide services and perform its functions as required by statute and administrative policies and procedures. To reduce the risk of not meeting legally mandated obligations and to lower the cost per transaction to the Pennsylvania taxpayers, the Project will re-engineer the Treasury's core financial operations with a reliable, supportable, best practice based, modern integrated system. The current legacy systems are executing code that was written three decades ago in programming languages no-longer taught, processed on an aging mainframe lacking a reliable stream of parts and service providers. The Treasury plans to modernize its operations through the Treasury Transformation and Modernization Program; the foundation of which will be the integration and implementation of the selected PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components and the implementation of best business practices during the execution of the project.

The Project represents the flagship project and an extremely important component of the overall Technology Transformation and Modernization Program and is tasked with meeting several of its key objectives. These include:

A. Major Objectives.

The following are the major objectives of the 'PA Treasury ERP' Project:

- 1) Streamline the Treasury's core financial and treasury management processes through business process re-engineering in conjunction with the implementation of best practices included in the PeopleSoft ERP package. This objective includes replacing existing systems to improve business operations through enhanced ERP functionality and new technologies.

- 2) Standardize interfaces between the Treasury, Commonwealth Agencies and the Treasury business partners.
- 3) Eliminate administrative activities that do not add value, such as redundant keying, paper processing, and reconciliation of disparate systems.
- 4) Fulfill the business requirements of the Treasury operating bureaus utilizing industry standards and industry best practices for interaction with those Commonwealth Agencies, banks, and business partners that do business with the Treasury.
- 5) Make Treasury processing information more readily available to agency heads, fiscal officers, comptrollers, and program managers.
- 6) Provide system users and business managers, with the necessary technology, tools, and training to enable them to extract the information they require to meet their daily business needs.
- 7) Make information more readily available, as appropriate, to Commonwealth Agencies, payment recipients, and the Treasury's business partners.
- 8) Provide authorized representatives of agency Comptroller Offices with direct access, as appropriate, to view their financial transactions and make limited, fully auditable pre-payment corrections to payment transactions as authorized by the Bureau of Fiscal Review.
- 9) Enable the Treasury to more efficiently conduct business with its business partners through expansion of electronic interfaces.
- 10) Improve the Treasury's ability to conduct business, and investment planning based on reliable, timely, financial data.
- 11) Enable the Treasury to more efficiently extract and report data for financial reporting related to: Comprehensive Annual Financial Report, Generally Accepted Accounting Principles, Governmental Accounting Standards Board, Internal and External Audit request requirements.

C. Functional Objectives:

- 1) Reduce the time required to process transactions by reducing the number of touch points by 25% or more.
- 2) Reduce the cost and time required to process, copy, store, and retrieve paper documents by providing an alternative to the manual document processing, thereby reducing the number of paper documents required by 60% or more.
- 3) Reduce the average time required to reconcile 'items in transit' per day during bank to book reconciliation by at least 40%.

- 4) Re-engineer and automate the refund of failed payment process to reduce the time required to manually process paper refunds by 75%.
- 5) Bring external processing in-house where possible and practical.

D. Technical Objectives:

- 1) Improve application flexibility and configurability.
- 2) Improve information access capabilities.
- 3) Improve system and data security.
- 4) Reduce the burden of supporting obsolete programming languages.
- 5) Reduce the number of applications requiring support.
- 6) Eliminate VSAM & ISAM file processing in favor of RDBMS.
- 7) Improve application interoperability and data exchange utilizing established messaging standards including XML and SOAP to improve application interoperability.
- 8) Achieve self-sufficiency in operations and maintenance by the end of the project.

E. The Treasury is seeking to acquire the following through this RFP:

1. Implementation services for a project that includes:
 - a. Project management.
 - b. Fit-Gap Analysis resulting in business process redesign to improve processing efficiency and adopt the new software design.
 - c. Requirements management, quality assurance and testing.
 - d. Organizational change management support to assess the impact of changes, identify and mitigate risks and communicate changes to the Treasury, Commonwealth Agencies, and business partners.
 - e. Design and development of business requirements and rules that meet best practices.
 - f. Configuration, extension, testing, and implementation of the PeopleSoft FMS system (all proposed modules and products).
 - g. Design and implementation of a reporting platform
 - h. Implementation of the PeopleSoft Enterprise Application Portal.
 - i. Interfaces with Commonwealth Agencies, business parties, third parties and 'out of scope' applications such as Unclaimed Property, Liquid Fuels, and the College Savings program.
 - j. Cleansing, conversion, transformation and loading of required legacy system data
 - k. Training for end users (approximately 200 employees)
 - l. System Cut-over plan
 - m. Tested, Business Continuity / Disaster Recovery plan for the system.
2. Ninety (90) days of on-site post implementation support for the system and one year of post implementation break-fix support for its core financial management processes
3. Defect remediation support during the entire project.

4. Knowledge transfer shall continue throughout the project to allow self-sufficiency in operation and maintenance of the PeopleSoft FMS system and other implemented software.

5. The Treasury staff will be productively utilized throughout the project, but the Offeror will be responsible for all deliverables.

IV-2. Nature and Scope of the Project: This project is an enterprise wide project for the Treasury to implement hardware and financial software for key functions and processes of the Treasury's core financial, pre-audit, investment, and payment processing systems. The project scope includes: project management (change management, communication management, cost management, human resource management, requirements management, risk management, schedule management, scope management); business process redesign; system design; system development; data cleansing, conversion, transformation, and load; software configuration and implementation; test plan development and full testing activities; cutover; production monitoring; and training.

It also includes the replacement of 6 key systems (TABS, TACS, TIMS, FRAS, BARC, TUCR) referenced in Appendices Q1 through T3 consisting of approximately 50 applications, the reengineering and standardization of interfaces with existing Treasury out-of-scope systems, Commonwealth Agency systems and business partners. Additionally, it includes the implementation of the PeopleSoft Enterprise Applications Portal for internal Treasury, external Commonwealth Agencies, and business partner use. (See the following appendices for additional reference detail: Appendix H: Functional Requirement Matrix, Appendix I - Applications to be Replaced, Appendix J –Current Interfaces. For a complete listing of Software procured for the Project, refer to Appendix K

It must also be noted that the Treasury may need to implement additional processing functionality during the project due to new gubernatorial or legislative mandates. If any such legislation is enacted, the Treasury, with input from the selected Offeror will determine the effect of that legislation on the project, and if the Treasury deems it to be necessary, the contract may be amended to include any required modifications.

IV-2.1. Base Project Scope: The selected Offeror will be responsible for implementing the following to support the Treasury specific functions including one year of post implementation support.

A. Software to be Implemented

PeopleSoft core modules

1. General Ledger,
2. Accounts Payables,
3. Accounts Receivables,
4. Cash Management,

5. Financial Gateway,
6. Deal Management,
7. PeopleSoft Enterprise Application Portal.

Oracle Edge Components

1. Governance Risk and Compliance,
2. Application Access Controls Governor,
3. Configuration Controls Governor,
4. Oracle Policy Automation / Oracle Policy Modeling,
5. Crystal Ball,
6. Financial Analytics,
7. Oracle Business Intelligence Enterprise Edition,
8. User Productivity Kit

B. Business Process Design: The Offeror must provide Business Process Design services during the Fit-Gap activities to identify and design the ‘to be’ processes as well as identifying any gaps needed to meet process, process control, process monitoring and reporting objectives. The objectives of such process design activities will include:

1. Reviewing the ‘As Is’ and designing and documenting the ‘To Be’ end-state processes.
2. Identifying gaps in current business process and recommending business process and/or organizational changes to address those gaps.
3. Elicitation, documentation, reviewing and verification of business requirements.
4. Standardizing processing across transaction types to the extent feasible.
5. Adapting process designs to fit the delivered Oracle PeopleSoft software design, where acceptable.
6. Improving the efficiency of processing.
7. Identifying the key business rules and data required to support them.
8. Identifying uses of workflow and information needs of business partners and State Agencies, including the security and architecture requirements.
9. Validating and defining process controls, process monitoring, and performance metrics to provide end to end function and audit ability.
10. Identifying enhancements to the Oracle PeopleSoft solution that may be required to meet key objectives and functional requirements for a process.

C. Data Cleansing Services, Tools and Conversion: The success of this project is dependent on data required from the legacy systems being extracted, cleansed, transformed, and loaded to the new system, so that it will be usable and capable of being processed as intended in the new system, consistent with the specifications and functional requirements of the project as set forth in this RFP. The selected Offeror will be responsible for the planning, facilitating, cleansing, conversion, transformation, and loading of data from the legacy systems to the new system. The Treasury will perform data extraction to support automated data conversion. Data cleansing and conversion services must be thorough and complete. The Treasury will only extract data in its current legacy format to a target staging area. The

Treasury will assign business and IT personnel to review data, make decisions regarding data corrections, provide read-only access to and information on legacy systems, make queries and extracts, and perform other functions to support the effort.

Cleansing of data should include but not be limited to:

1. Standardization of name and address data formats
2. Identifying payees as individuals vs. business entities.
3. Rectifying data integrity issues.
4. Identifying and resolving data gaps.
5. Translation of data values from legacy systems to the new PeopleSoft FMS.
6. Validating the successful load of data to PeopleSoft FMS.
7. Other cleanup, as required.

D. Reporting Database: This project will include reporting functionality to support recurring and ad hoc reporting needs. This reporting functionality will operate on a separate hardware platform than the production PeopleSoft FMS and Treasury ERP system and will contain financial data refreshed on a near real-time basis and will use the procured Oracle PeopleSoft components in support of ad hoc and dashboard reporting.

The Offeror will propose the architecture and sizing for this new OBIEE Platform which will be a separate instance.

Reporting will include customized data structures to facilitate reporting including but not limited to:

1. Pre-summarized data. Where the pattern of expected use makes it more efficient to summarize data in advance of the query. Examples of such summarization would include monthly, quarterly, and annual financial statements as well as backlog, throughput, and productivity statistics.
2. Record structures to facilitate comparative period and trend reporting (e.g. for financial outcomes, backlog statistics, productivity statistics).
3. Throughput, backlog, and productivity reporting for all major Financial and Auditing processes.
4. Historical reporting of comparative period backlog, throughput, and productivity by user selected time frame.
5. Performance reporting.
6. Security reporting for user activity (e.g. user updates, inquiries, deletes, etc.)
7. Forecasting reports.

8. Audit error reporting.
9. Development of management level dashboards.

E. PeopleSoft Enterprise Application Portal: The selected Offeror must provide all services for the implementation of the PeopleSoft Enterprise Application Portal including collaboration workspaces for interaction with external business partners and Commonwealth Agency comptroller offices. The selected Offeror will be responsible for coordinating collaboration between the Treasury and State Agencies to determine requirements and provide portal based business process solutions that are mutually beneficial.

IV-3. Requirements: This section provides an overview of the modules and major functional requirements that are within the scope of work of the Treasury's implementation effort.

A. Functional Module Requirements: The module listing for implementation is based on the response by DLT to the Treasury's Functional requirements defined in RFP 10-001 Requirements Fit Gap Matrix (Appendix H). The software below is mapped to the defined functional requirements:

General Ledger,
Accounts Payables,
Accounts Receivables,
Cash Management,
Financial Gateway,
Deal Management,
Governance Risk and Compliance,
Application Access Controls Governor,
Configuration Controls Governor,
Oracle Policy Automation / Oracle Policy Modeling,
Crystal Ball,
Financial Analytics,
Oracle Business Intelligence Enterprise Edition,
User Productivity Kit, and the
PeopleSoft Enterprise Application Portal.

B. Legal and Mandated Requirements: The requirements of the Treasury are defined in the Pennsylvania Fiscal Code (Appendix N) and Sections of the PA Constitution (Appendix O), conformance with Generally Accepted Accounting Principles ("[GAAP](#)"), Governmental Accounting Standards Board ("[GASB](#)"), Generally Accepted Auditing Standards ("[GAAS](#)"), National Automated Clearing House Association ("[NACHA](#)") Rules, United States Postal Service ("[USPS](#)") Regulations, and the Treasury's [Investment Policy and Guidelines](#).

C. Organization and Responsibilities: The purpose of this section is to provide an understanding of the Treasury's current operating environment.

Bureau of Fiscal Review – (avg. 65 employees) Fiscal Review performs the Treasury’s pre-payment audit function, established to ensure that monetary disbursements of the Commonwealth and any related activities are lawful, authorized, accurate, and within established policies and procedures. According to Section 1502 of the Fiscal Code, which establishes the Treasury’s pre-audit authority, payment requisitions are to be audited in accordance with Generally Accepted Auditing Standards, and if they appear to be lawful and correct, submitted for payment. Otherwise, the payments are to be returned to the source from which they came for revision, correction, or cancellation.

Fiscal Review examines payment requisitions from over 80 agencies, requiring access to more than 30 agency information systems for verification of supporting documentation.

During Fiscal Year ’10-’11, Fiscal Review reviewed 48.7 million payments totaling more than \$78.2 billion. The payments related to benefit payments, vendor payments, purchasing card reimbursements, lottery winnings, contracts, grants, subsidies, pensions, payrolls, tax refunds, investments, loans, leases, claims, fund transfers, and expenditure adjustments. Fiscal Review identified and prevented over \$93.4 million in redundant and erroneous payments. Of the \$93.4 million, \$91.7 million represents Commonwealth savings and \$1.7 million represents recipient savings.

Accounts Payable

Accounting transactions that the Treasury processes internally and for Commonwealth Agencies are all submitted to the Treasury as hard copy paper documents (approximately 55 variants) or via batch flat file electronic interfaces (approximately 50 variants). The current processing is initiated by multiple external entities within their core financial and payroll systems. These external entities have their own individual vendor master files housed within their individual financial systems. They provide limited financial data to the Treasury for pre-payment auditing via the flat file interface. The pre-audit bureau must login to a multitude of systems maintained by non-Treasury State entities to access supporting documentation such as contracts, purchase orders, invoices, grants agreements, claims, benefit calculations, program rules, etc. to ensure the payments are legal and correct.

Bureau of Information Technology Solutions – (avg. 35 employees)

The Treasury shares data with and provides file processing activities for a wide range of entities, including the Treasury’s depository institutions, business partners, and Commonwealth Agencies, boards, and commissions.

Payment production output is accomplished through multiple file processing activities. Incoming files from various agencies are processed through validation

routines before uploaded into system databases. Error notification and re-scheduling activities are coordinated by this section. Daily bank transmissions are also monitored and scheduled for processing.

Payment production includes check and report printing, quality assurance and disbursement activities. Three types of check stock are used. One type of check stock which has three checks per page requires additional processing to detach single checks. All payment output is balanced against control information, physically inspected, and prepared for disbursement. Checks may be pulled out of the output to return to the originating Comptroller's office. The majority of the checks are released to the Treasury mailroom for processing.

Other responsibilities include scanning contracts and invoices into an internal database, maintaining tape archive and back-up library, rotating tapes to offsite storage facility, and processing returned mail from the US postal service.

Comptroller's Office

Bank Reconciliation– (avg. 11 employees)

- Reconciliation of the Treasury bank accounts
- Reconciliation of the Treasury bank transactions to general ledger.
- Issues stop payments on checks and direct deposits as needed.
- Reissues un-cashed checks.
- Escheatment and Clearing Outstanding Un-presented Items from Issued Check records.
- Positive Pay and other anti-fraud control measures.

Treasury Automated Bookkeeping Section (TABS) – (avg. 11 employees)

- TABS records and maintains balances for all established Treasury funds.
- TABS monitors and controls budgetary spending of all commonwealth appropriated funds.
- TABS primary responsibilities consist of receipting all monies collected for the Commonwealth, and the processing of all disbursements that have been audited by the Treasury's Bureau of Fiscal Review.
- Fund balance information from TABS is the source for investment decisions by the Treasury's Bureau of Cash Management and Investments.
- All receipts and disbursements processed through TABS are incorporated into a cash forecasting report that provides a detailed listing of Fund balances available for investment purposes.
- TABS warrants all payments- an order drawn authorizing payment to a designated payee.

- In calendar year 2010 TABS processed over 69 million payments for over \$75.8 billion.

TABS Payment & Revenue Processing

Payments are batched for processing within the Treasury TABS system. Each batch of payments requires manual input to proceed through the TABS bookkeeping and payment creation process. This manual entry is cumbersome and labor intensive. Many users manually key the data from the Voucher Transmittal form into TABS. Navigation in TABS is cumbersome. The user must know the four character acronym of the CICS transaction to be accessed in order to get to it. The Treasury uses 'TABS' to create accounting entries and create payments, either through direct data entry or through interfaced data (approx. 98%). In most instances there are many checks and direct deposits for every payment voucher entered into the accounting system. Check consolidation occurs based on policy. On average, 250,000 payments are processed daily.

Revenue postings are batched for processing within the Treasury TABS system. Each Fund's revenue recognition requires manual input and an availability date assignment to proceed through the TABS bookkeeping process. There a high volume of documents with multiple accounting entries per line requiring many users to manually key the data. Edits and controls are not automated. In addition, navigation in the TABS system is cumbersome. The user must know the four character acronym of the CICS transaction to be accessed in order to get to it.

Budgetary Spend Control in Treasury

Budgetary checks are made for all applicable expenditures. All disbursements must be charged to authorized appropriations. These disbursements are currently controlled by the TABS system that records actual information of the revenues, expenditures, and authorized appropriations and lapses and prevents over-spending authorized limits.

General Ledger

The Treasury reports detailed financial transaction information to Commonwealth Agencies. The Treasury anticipates the need to establish and maintain 3 accounting ledgers that will integrate with each other to report detailed financial information. The ledgers anticipated to be used are a budgetary spend control ledger, a cash basis accounting ledger, and a financial accounting ledger. These ledgers should integrate utilizing a common general ledger account code structure.

Cash Management and Investments – (avg. 30 employees)

- Commonwealth Agency Funds (Pools 198/99) – approx. \$8 billion;
- Local Government Funds (INVEST Program) – approx. \$1 billion

Primary Purpose

Monitors and directs the Sub-Custodian Bank holding more than \$105 billion in Commonwealth assets, including Long-Term investments, ensures that cash is funded to the appropriate State depositories to settle the expenditure activities of the Commonwealth, calculates the daily available short-term investment figures, and executes short-term investments for the appropriate Pools while adhering to governing law and investment policy.

The Bureau also manages the INVEST program whereby the Treasury invests for local municipal government entities and non-profit organizations in order to take advantage of the operating efficiencies of the Treasury Investment Center. (“TIC”)

Each Fund with cash activity reflected on TABS can have that cash invested in one or more Pools, invested singularly, or not invested. The Funds’ requirements and need will determine Pool participation. In order to make the investment of the internally managed short-term funds more efficient, the Treasury has implemented a procedure whereby several Pools and cash flows are aggregated into the Consolidated Cash Pool. This procedure is similar to the processes used in the open-end mutual fund industry.

The aggregate of all Participant/Pool activity results in the calculation of the daily investment figures (UCDI_01). Each participant with activity has the purchase or sale of Pool units recorded to coincide with the net daily cash need (UCDI_03 & 04). The investment figures are provided to the Trading division throughout the day following different settlement windows.

The Nottingham Company (TNC) is responsible for Pool and Shareholder accounting. In addition to data files from TABS, TNC receives nightly files from the external managers and BNY Mellon. The trade details and pricing of the assets are used by TNC to strike a Net Asset Value. TNC also calculates the gain or loss on the sale of units for Pool 198, a variable rate Pool. The gain or loss is posted in conjunction with the sale of units. The documents are sent to TABS and/or Fiscal Review. The affect at the Fund level converts cash and units. Currently, only the Cost value is maintained on the TABS system.

The Trading division executes the short term portfolios' buys and sells (UCDI_05). The activity must adhere to the established guidelines and laws governing the specific Pool. Trading tickets are prepared and distributed via fax to the Sub-Custodian Bank and TNC. Transmittals, voucher and revenue, are

prepared in TIMS (UCDI_06) and submitted to Fiscal Review and/or TABS to affect the General Ledger.

The Custody division oversees the Sub-Custodian (BNY Mellon) activity. A daily cash settlement occurs to sweep the External Managers' cash activity into or out of a Treasury Pool (UCDI_09). The Sub-Custodian is responsible for settling trades for all managers, the safekeeping of securities, executing the directed wire transfers, the administration of the Securities Lending Program (UCDI_13), portfolio performance, Broker Commission Recapture (UCDI_12), Custody Expense invoice payments (UCDI_10), and reporting all activity via the BNY Mellon (Sub-Custodian) Workbench platform. The Custody division will also oversee the income allocation to the various Pools/Accounts (UCDI_11).

Once the investment settlement figures are determined, monies are wired between the Concentration and Sub-Custodian Banks. All Concentration Account cash flows are "settled" to ensure available cash to fund all expenses, including same day funding to the State depositories presenting checks for payment, as well as matching anticipated revenue credits (UCDI_15). If sufficient excess cash is available in the Concentration Account, an overnight "float" investment is made to maximize earnings (UCDI_14). The cash transactions are recorded in BARC at a "bank" level to provide reconciliation data for Comptroller's staff (UCDI_02).

Financial Analysis focuses on testing and monitoring yield, NAV, and performance. A number of reports are generated in a variety of time frames. All systems (BNY Mellon Workbench, TNC, Eagle) provide data utilized in the reporting. Financial Analysis also communicates with the Financial Advisor, External Managers, and the Rating Agency associated with the INVEST Program. Broker and Investment Manager due diligence is performed on a regular schedule as well.

The Compliance division monitors the Portfolio activity to ensure that internal and external managers are adhering to policy guidelines and established law. Various tests: issuer/exposure limitations, prohibited assets, NAV, WAM, pricing, collateral are performed using BNY Mellon Workbench, TNC, IW Financial and Eagle. In some cases, the tests are manual reviews of two or more systems to ensure uniformity.

Non-compliance issues are researched thoroughly prior to contacting the investment manager. After communicating with the investment manager, a written notice of non-compliance is issued. From time to time, a manager may request a waiver or an exception to the policy. A written request is received from the manager at which point a waiver or exception is prepared and forwarded to the Treasury's Investment Committee for consideration.

In addition, the Compliance division assists compiling data information for external auditors as well as the testing of internal controls.

The INVEST/HES Operations division administers the program support for participants, including daily transactions and customer support. Once the participant activity is determined (UCDI_16 -20), the Pool activity follows TIC's flows within the Bureau. INVEST/HES participant balances and activity are not recorded on the TABS system because they are not Commonwealth Funds and are sourced from outside entities. As such, TNC provides all program support and hosts the web-site for participant use.

Processing Overview

The accompanying flow diagram makes reference to Participant Activity and Pool Activity. There is an important distinction between the two terms. The distinction arises because TIC has two functional responsibilities: (1) it provides the Commonwealth Agencies with core cash management services and (2) manages the activities of the investment pools.

With respect to Participant Activity, TABS records all transactions at the Fund level. The net cash result of those transactions will determine if the purchase or sale of Pool units is required. Pool Transfers are prepared for TABS to record the Pool activity. The aggregate participant activity for each Pool will determine the need to wire funds between the Concentration and Sub-Custodian Banks.

The Nottingham Company is a third-party provider that maintains records of the Pool 198 and 99 participant cost and market values. In addition to the Participant activity, TNC receives Pool investment trade details from the external managers and TIC Trading and calculates a daily NAV (Net Asset Value). TNC also determines the gain or loss on the sale of Pool 198 units, as well as calculates the monthly income distribution (x-date for Pool 198 and factor times actual daily balance for the month for Pool 99) and prepares the Income Distribution documents for Pools 198 and 99 (UCDI_08). A nightly transmission of TABS data is provided and Nottingham can then be used for reporting and analysis that is not currently available in TABS. Several TIC reconciliations are conducted to ensure TABS and TNC are in sync.

As such, the Pool's portfolio activity per TNC will reflect the securities held at the Sub-Custodian Bank. The Custody division at TIC uses two systems to help track investment activity; they are BNY Mellon Workbench and Eagle (a BNY Mellon affiliate). BNY Mellon Workbench allows TIC to monitor all sub-Custodian account activity while Eagle functions as an internal portfolio accounting system.

Legacy Treasury Systems used: TABS: Fund Accounting Ledger, TACS: Bank data, BARC: Bank Reconciliations, TUCR: Post-Payment Item Query, TIMS: create trade tickets

External Systems used:

BNY Mellon Workbench: This is the sub-custodian system used to verify trade status, access internal/external investment manager holdings, and provide reporting for Commonwealth Agencies utilizing the sub-custodian.

The Nottingham Company (TNC): Provides unitized accounting for investment pools, participant accounting, NAV calculation, income distribution, web-hosting for INVEST/HES participants, and Commonwealth Agencies access to T.U.A.R.S. (Treasury Unitized Accounting Reporting System).

Eagle Investments: Part of BNY Mellon - functions as the Treasury's internal portfolio accounting system.

Wachovia Connections: Treasury/cash management web based interface to Wachovia, the Concentration Bank, for wire transfers and account information

- **SEI Investments:** Broker commissions recapture program vendor
- **Glass Lewis:** Proxy voting vendor
- **Bloomberg:** Security pricing; validate security information; investment research
- **IdealsWork:** Used to identify companies doing business in terrorist-sponsoring States

Interfaces

The Treasury expects most of the modules to be implemented will require interfaces. Some of those interfaces may be as simple as standard format data feeds accommodated by a delivered PeopleSoft interface. Others will be customized and more complex interfaces to deliver information between the PeopleSoft FMS and Treasury ERP system and internal and external legacy systems. An appendix of current interfaces Appendix J has been provided.

The Commonwealth is using a variety of systems to support the financial activities of Commonwealth Agencies. Many of these systems were created for a specific segment of the Commonwealth's business activity. The Treasury expects that these systems will continue to operate and the financial transactions recorded in those systems will be interfaced with the PeopleSoft ERP system. The selected Offeror will be responsible for coordinating collaboration between the Treasury and State Agencies to determine requirements and provide solutions that are mutually beneficial.

The Treasury expects to apply a policy of creating one "standard" interface (transaction interface) for each transaction type to be interfaced. Each legacy system that interfaces with the Treasury's PeopleSoft system is expected to adhere to the transaction interface. Application of this policy should significantly reduce the number of interfaces to be supported. A translation may be required for Agency general ledgers that use a different chart of accounts than the Treasury.

The Treasury anticipates that a number of core interfaces including but not limited to the following will be required:

- Revenue - An interface is required to record revenue.
- Payments - It is estimated that more than 30 external systems will require an interface to request payments in the Accounts Payable module. Additional interfaces will be required to send warrants and payment details back to the external systems.
- Journal Voucher - It is expected that the Comptroller Offices will require an interface to process adjustment transactions to posted AP vouchers on a regular basis.
- Journal Entry - It is expected that an interface will be utilized by approximately 30 external systems to provide a mechanism for various entries into the General Ledger module as necessary.
- Budget & Lapse - The State's budget and lapses are provided by the Office of Budget and will be loaded into PeopleSoft financials with an interface.
- The status of appropriation information will be passed back to Agency Comptrollers from PeopleSoft with another interface.
- Cash Management – It's expected that bank interfaces may need to be developed. Examples of interfaces are: Positive Pay, Controlled Disbursement, Statements, Returns, Wire Transfer initiation, Stop Payment
- Investment –Pool and shareholder accounting to and from 3rd party systems. Investment related detail from investment managers, the sub custodian bank, and pricing services.

Vendor

There is no "official" vendor file maintained for all agencies. Payment request data interfaced to the Treasury currently contains 'check face' information. Approximately 15% of the payment interfaces contain a vendor ID. There are many variants of vendor name and address for the same entity. The Treasury does not currently maintain a Commonwealth wide vendor file.

Reporting

Through the implementation of PeopleSoft, the Treasury seeks to achieve more accurate, timelier and more accessible financial information. The Treasury expects to achieve measurable improvements in efficiency and effectiveness through the implementation of best practice functions contained within the PeopleSoft applications. It is the Treasury's goal to deliver the accurate information, to the appropriate people, in a usable format, on time. The Treasury expects, as a result of the implementation of PeopleSoft Financials and an appropriate reporting strategy, to realize this goal.

With PeopleSoft, the Treasury will move away from a batch-oriented reporting system toward a system where the majority of information used to make management decisions and measure performance is retrieved through direct access to real-time transactions, online reports, and stored queries. Batch paper-centric reports will be the last choice for retrieving financial information.

The Treasury has assembled a listing of the various reports produced in the current systems. This information is summarized in (Appendix L).

D. Design Principles:

There are five major design principles that are to be used by the team to make design decisions for the new system, and to identify and document issues when characteristics of the system design conflict with these principles.

1. Vanilla Implementation – Deploy PeopleSoft Financials with minimal customization or modification.

This will minimize on-going maintenance cost, ensure a stable upgrade path and allow for the integration of other modules in the future.

2. Best Practices – Adopt PeopleSoft Financial modules, features and functions that add value to current practices.

The project is an opportunity to improve the way the Treasury conducts its business through adoption of best practices embedded in Financials and Treasury modules or in use by other public organizations.

3. Reengineering – Modify current business processes to enable an efficient implementation and adoption of best practices.

The project will pursue changes to policy, procedure, and organization where applicable in order to realize system benefits.

4. Simplification – Minimize complexity by adopting only those modules, features and functions that provide tangible benefits to the Treasury. Simplify current business practices wherever possible.

5. Complete Audit Trail – Ensure that accounting information is complete and traceable to tangible business events.

This approach maximizes data quality, increases the transparency of accounting transactions and reduces the effort to control and audit these transactions.

E. Customization and Modification principle:

The Treasury has pre-established a project governance structure and mandatory guidelines for approval of proposed modifications to the ERP system. This project will operate under the principle that the system will be implemented with few if any modifications and that operating policies and procedures of the Treasury would be changed to accommodate this “vanilla” system. The intent of this principle is to reduce the TCO of the system by reducing the complexity of system upgrades and to minimize ongoing maintenance costs. To help the project team apply this, the following definitions were developed:

A **customization** is any new product developed with PeopleTools or installed into the environment that provides functionality that was not provided with the original application product. The key characteristic of a customization is that it has a very low probability of being affected by patches or fixes to the delivered code. An example of a customization would be using PeopleTools to create an application inside the Financials System to associate a payment ID with a deposit unit to facilitate a bank file interface. In addition, new reports and custom interfaces would be considered customizations. As such, customizations are permitted under the principle, if there is a compelling business case for their inclusion in the system.

A **modification** is any change to a part of the application product or functionality that was originally delivered by PeopleSoft, and can be characterized as having a high probability of being affected by patches or fixes. When a patch or fix is applied, it wipes out the modification, which then has to be "reapplied" to the product in development, "retested" in test, "reaccepted" in QA, and then moved back into Production.

An example of a **minor modification** is changing a field from ‘not required’ to ‘required’, adding items to a list of values, or changing a display label on a field. In general, minor modifications are changes made to component and record definitions using Application Designer. Minor modifications are permitted under the principle and are assumed to be an extension of the configuration and table setup completed for these modules and included within the scope of the configuration task.

An example of a **major modification** would be one that adds or changes business logic by adding PeopleCode to the Journal Load components or one that modifies PeopleSoft table structures. Major modifications are the ones directly addressed by this principle. When the term “modification” is used within this RFP it is intended to refer to such major modifications.

The Treasury expects minimal change to the delivered PeopleSoft functionality. There is an expectation most unique needs can be met through customizations as defined above.

IV-4. Tasks / Deliverables:

The responsibility matrix under each topic (Treasury Preferences) describes the working relationship expected by the Treasury for each topic. In the response to each topic, the Offeror must address any changes to or expansion of these relationships and provide the rationale for any change.

IV-4.1. Project Management: The selected Offeror will provide a Project Manager to plan all project activities and directly manage all Offeror activities. The Treasury will provide a Project Director to oversee the entire project. The Offeror's management responsibilities on the project will include all of the following items:

A. Project Approach and Plan The Offeror will be responsible for development and maintenance of the project plan (as defined by the P.M.I. PMBOK), project task plan and schedule, based on the approach, methodology and tools used successfully by the Offeror in previous engagements. The Offeror will be responsible for regular reporting of progress against the schedule, recommending corrective actions to be taken in the event of unanticipated changes to the plan or schedule, and regular updates to the plan and schedule to accommodate any changes.

1. Staff Management – The Treasury will provide oversight for the entire project. The selected Offeror will provide overall project management for the tasks required to implement all components of the project and production support as contractually defined. The Treasury will manage the staff activities as well as coordinate schedules and calendars for the Treasury project team. The selected Offeror will provide administrative support for its staff and activities as well as coordinate schedules and calendars for the entire project team.

2. Use of a Project Repository – The selected Offeror will maintain a project repository in the SharePoint environment provided by the Treasury. Copies of the electronic deliverables not contained in SharePoint must be stored on the Treasury LAN. This repository will contain all document based work products, document based deliverables, issues descriptions and related analysis, memos, and other project documents. The selected Offeror will establish and use document creation, naming, and version control procedures.

3. Kick-Off Meeting – The selected Offeror and the Treasury will conduct a kick-off meeting for the project. The initial kick-off meeting will occur within 10 business days after the Effective Date of the Contract or within an alternative time frame, approved by the Treasury Project Director.

4. Status Meetings - Throughout the project, the selected Offeror's Project Manager and key project staff will attend status meetings with the Treasury Project Director and other members of the Project. The weekly meetings will follow a pre-set agenda but must also allow the selected Offeror or the Treasury the option to discuss other issues that concern either party. The Treasury Project Director may require additional status meetings and associated status reports.

Biweekly Sponsor Meetings - Throughout the project, the selected Offeror's Project Manager will attend biweekly sponsor meetings with the Treasury Project Director and other members of the Project. The biweekly meetings will follow a pre-set agenda but must also allow the selected Offeror or the Treasury the option to discuss other issues that concern either party. The Treasury Project Director may require additional status reports.

5. Ad-hoc and Monthly Executive Sponsor Committee Meetings – The selected Offeror's Project Manager will prepare and present project information to the Executive Sponsor Committee including but not limited to project status updates, issues and risks, key project related decisions, scope decisions and critical path dates. (Deliverable – Monthly Executive Sponsor Committee Presentations)

6. Status Reports – The selected Offeror will provide weekly electronic status reports on the project, which are due to the Treasury Project Director at least 24 hours before each meeting unless the Parties agree to a different time frame during project planning. Status reports must contain, at a minimum, descriptions of the following:

- a. Any issues encountered and their current disposition
- b. Whether deadlines were met
- c. Any issues that need to be addressed before proceeding to the next task
- d. Anticipated tasks to be completed in the next week
- e. Tasks timely completed, tasks not timely completed, and tasks where delays are expected
- f. Updated project schedule
- g. Status of open issues
- h. Change Control Status
- i. Risk Status
- j. Deliverables Status
- k. Knowledge Transfer Status
- l. Staffing Updates

The selected Offeror's proposed format and level of detail for the status report will be subject to Treasury approval.

Expected Deliverables and Work Products:

1. Final Project Work Plan (D)
2. Kick-Off Meeting (D)
3. Project Status Reports (W)
4. Workshop Summaries (W)

The Treasury requires a "big bang" approach (all bureaus, all modules).

Responsibility Matrix (Shared)

	Offeror	Treasury
Development	▪ Develop the project schedule (MS Project) ▪ Develop the plan narrative ▪ Assign Offeror Staff	▪ Support plan development ▪ Assign Treasury Staff ▪ Approve the plan
Execution	▪ Evaluate and report on progress ▪ Update the plan ▪ Identify problems, issues and accomplishments ▪ Recommend corrective actions	▪ Manage execution of the plan ▪ Assist in progress reporting ▪ Approve updates, recommendations and corrective actions

B. Project Staffing and Qualifications: The Offeror is responsible to provide and maintain sufficient numbers of qualified management, technical and functional staff to meet the needs of this project and provide the services outlined in the Offeror's response to this RFP. The Offeror is also responsible for development of a detailed resource plan for Offeror staff, which defines the staffing and staff organization, identifies all team participants and their roles and responsibilities. The Offeror must identify key staff and will be required to commit these staff for the life of the project except for legitimate personal reasons, employment termination, acts of God or mutual agreement between the Treasury and the Offeror. Any replacement of key staff should have skills and qualifications equal to or greater than the individual that departed. In any case, the Treasury reserves the right to interview and agree or not agree on the replacement.

Expected Deliverables and Work Products:

1. Detailed Resource Plan (D)

Background: The Treasury is planning to provide a full-time team including nine (9) functional specialists, six (6) technical specialists, a change management lead with six (6) change agents, a communication lead, and a Project Director to this project. In addition to the full-time staff, other staff will be added to the project to support testing, training and roll-out. The numbers of these additional staff will be determined during the implementation project.

The Treasury has selected top managers from the Bureau of Cash Management and Investments, the Bureau of Fiscal Review, the Comptroller's Office, and the Bureau of Information Technology Solutions, to serve as project sponsors who will provide regular oversight of project activities and who will coordinate activities with managers in departments across the Treasury. The Change Management team lead will provide oversight and quality assurance for the change management activities of the project.

Responsibility Matrix (Shared)

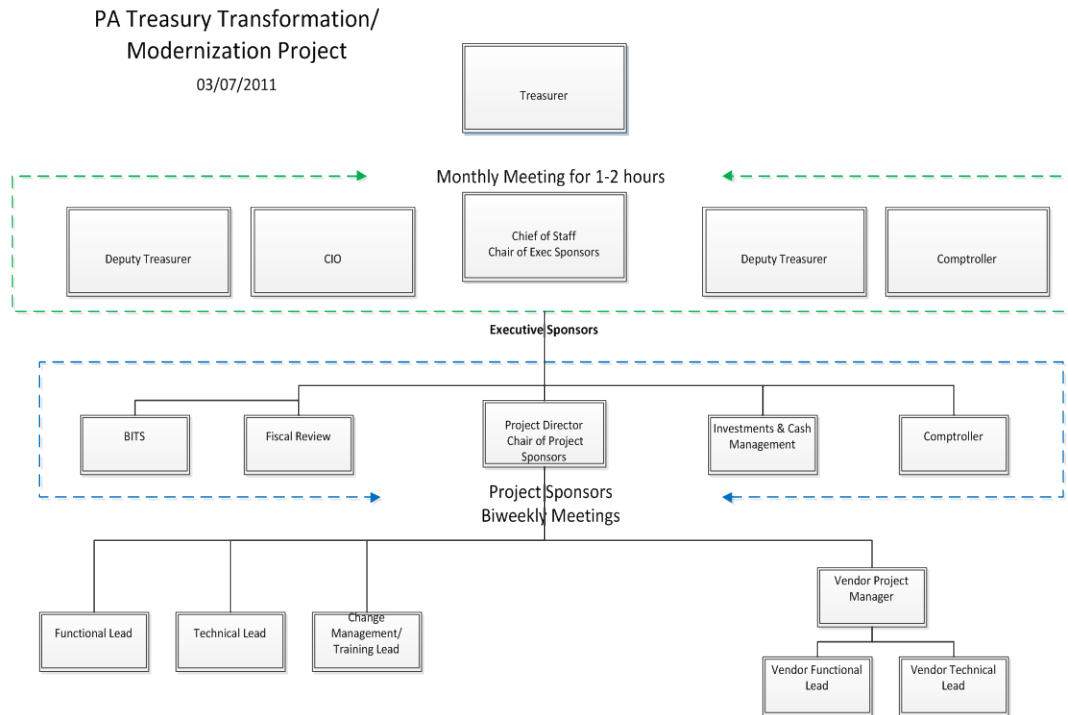
Offeror	Treasury
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Development	▪ Provide and maintain sufficient numbers of qualified management, technical and functional staff ▪ Provide the services outlined in Offeror's response to RFP ▪ Develop detailed resource plan for Offeror ▪ Identify all team participants with start and end dates for each resource (roles and responsibilities) and commit them for life of project	▪ Provide and maintain sufficient numbers of qualified management, technical and functional staff ▪ Support plan development ▪ Identify all team participants (roles and responsibilities) and commit them for life of project ▪ Select top managers from Treasury to serve as project sponsors (oversight) ▪ Provide Change Management Team
Execution	▪ Assign staff ▪ Review and update plan ▪ Present replacement candidates and credentials	▪ Assign staff ▪ Interview and approve/disapprove replacement staff ▪ Work with project sponsors and Change Management Team ▪ Approve resource plan

C. Project Scope, Charter and Organization: In conjunction with initial project planning activities, the selected Offeror will collaborate with the Treasury to create a project scope and charter document inclusive of the project goals, governance, scope, project team, and project reporting and project management. The governance and project organization chart with accompanying narrative describing roles and responsibilities for each selected Offeror and the Treasury team member, executive, or governance body should be included in the Scope and Charter Document. The organization chart and roles/responsibilities description will be subject to Treasury approval. The project organization chart will be updated as required during the project based on required staff changes.

Background: The Treasury has established a project governance structure **Figure 1** and has established mandatory guidelines for approval of modifications to the ERP system.

Figure 1



Expected Deliverables and Work Products:

1. Project Scope, Charter and Organization (D)

D. Project Planning: The selected Offeror will be responsible for the creation and maintenance of project plans and team level sub-plans throughout the project. Within the first four (4) weeks of beginning work, the selected Offeror will create the detailed Project Strategy, Work Plan and Resource Schedule consistent with time lines and plans submitted as a part of its RFP Response. The project schedule should include key activities such as business requirements gathering, communications and change management, the technology plan, specification creation, development, testing, integration testing, user acceptance testing, end user training, dependencies, go-live, and any other work package required for the successful implementation of this project. This document must be refined and approved in conjunction with the Treasury project director, key stakeholders, and key project participants. This initial schedule document must contain the following:

- a. A consolidated view of the work to be performed and the timing of all major activities in the entire project.
- b. Work Breakdown Structure; Activity Definitions, Activity Sequence, Activity Resource Estimates, Activity Duration Estimates
- c. A narrative and graphical description of the overall implementation approach.
- d. Project activities, task assignments, due dates and resources for both the selected Offeror and Treasury employees in Microsoft Project.

In addition, the selected Offeror will routinely update the Microsoft Project Schedule to reflect changes in the nature and timing of project activities, all changes being subject to Treasury approval. The selected Offeror will work with Treasury management to add detail to the overall plan and adjust schedules and assignments so that a complete, detailed, and up-to-date plan is available for managing at all times.

Expected Deliverables and Work Products:

1. Project Schedule (D)
2. Project Plan Updates (W)

IV-4.2. Fit-Gap, Business Process Reengineering, and Workflow Design: The Fit-Gap Analysis and Business Process Reengineering activities are used to develop and list the capabilities that the Treasury's future financial business processes, organization and technology must have in order to implement a "near vanilla" PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components. Conducting Fit-Gap sessions and using the products developed during the Fit-Gap, the Offeror is responsible for engineering business process and producing the final business process documents, which describe the processing steps and process flow for each business process required for the retirement of the systems identified in **Part IV, Section IV-2**. These documents will be used to support unit, system and acceptance testing; development of training materials; and development of end user documentation. The workshops will be led by the selected Offeror and will include requirements definition and business rules for the end to end processes, including forms, reporting, interfaces, conversion, enhancements and workflow. The selected Offeror will be responsible for coordinating collaboration between the Treasury and State Agencies to determine requirements and provide solutions that are mutually beneficial. The system design is to include lists for requirements and specifications based on workshops. The design sessions should also provide input into the training requirements and change/communication plans based on process changes to be implemented. The Design documents should be reviewed to determine any changes as well as updates required.

Expected Deliverables and Work Products:

1. Final Business Process Documents (D)
2. Final Workflow Requirements (D)
3. Workshop Summaries (W)

Background: The Treasury has reviewed and documented current business operations. This provides a foundation for the 'Fit-Gap' process. The Treasury has also compiled an inventory of all current interfaces and reports for rationalization within the new PeopleSoft based solution.

Treasury Preferences: An important element of this project will be the implementation of reengineered business processes utilizing PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components and best practices. Fit-Gap, business process reengineering and workflow design activities will be executed by the selected Offeror. Key activities include:

- i. Analyzing existing business processes documentation to develop a process fit/gap analysis.
- ii. Conducting process workshops to complete reengineered business processes for "gapped" processes.

- iii. Conducting business process workshops to design workflow specifications.
- iv. Converting reengineered business process documentation into configured business processes and documented workflows for the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components.
- v. Ensuring that users are trained and capable of executing workflows.
- vi. The Offeror must address how the Treasury will participate in this process, how many Treasury staff will be needed and for what timeframe, and if process modifications require changes to Treasury policy, how much time is recommended for the Treasury to consider these changes without delaying the project.

It will be expected that the selected Offeror will develop the design specifications during this business process reengineering and workflow design step in conjunction with the assigned SMEs from the Treasury. It is also expected that the Offeror would fully utilize existing 'As Is' documentation and provide the approach to the 'To Be' methodology.

The process documents produced as a result of this activity will be used to develop or modify policies and operating procedures for Treasury bureaus. In addition, the Offeror will work with the Treasury to design organization and operating procedures to be used for the on-going operations and management of the system.

Responsibility Matrix (Shared)

	Offeror	Treasury
Development	▪ Produce the final business process document (process steps and flow) ▪ Document supports unit, system and acceptance testing ▪ Train Treasury resources to execute tasks ▪ Develop design and configuration documents to continue process of process reengineering (align Treasury practices with design for new system) ▪ Design organization and operating procedures for on-going operations and management of the system	▪ Participate in the development of high level business processes for the financial processes relating to implementation of PeopleSoft FMS ▪ Participate in planning for the PeopleSoft implementation with preliminarily reengineered business processes ▪ Develop or modify policies and operating procedures for Treasury user organizations ▪ Design organization and operating procedures for on-going operations and management of the system
Execution	▪ Conduct Fit Gap sessions ▪ Record Fit Gap outcomes ▪ Develop detailed requirements ▪ Record Gaps ▪ Propose solutions to address Gaps	▪ Coordinate and schedule Fit Gap sessions. ▪ Confirm and approve requirements. ▪ Confirm 'As Is' and 'To Be' processes.

IV-4.3. Issues and Risk Management: The selected Offeror will provide Issue and Risk Management to include key reports, mitigation process and the issue and risk escalation process. The tasks must include how issue and risks will be identified, quantified, strategies to respond to issues and risks to be used by the project team inclusive of monitoring and control. The Offeror is responsible for reviewing and recommending changes to the Treasury's issue and risk

management processes and assisting the Treasury Project Director in the management and maintenance of these processes.

Every large project that is undertaken has associated risks. A focus in every ERP implementation project is management of cost, schedule and performance risk. Project risks are uncertainties, liabilities or vulnerabilities that may cause a system implementation project to deviate from the defined plan. The Treasury seeks a clear means to compare planned versus actual status, including percentages, at a sufficiently detailed level to ensure the Treasury can adequately monitor the progress of the project.

Expected Deliverables and Work Products:

- 1. Issue and Risk Management Recommendations (W)
- 2. Issue and Risk Management Plan (D)
- 3. Issue Log (D)
- 4. Risk Register (D)

Treasury Preferences: Treasury has studied ERP project lessons learned from various sources including resources available on the internet and through discussions with other ERP implementation teams. The Treasury is aware of the following top risk management factors: 1) project leadership (sponsors and project management support and timely decision making); 2) control over scope creep; 3) creation of management plans to address risk and other items; 4) a stable technical infrastructure; 5) effective communication; 6) availability and sufficiency of resources; and 7) use of proven methodologies. These lessons learned studies also generically identified the top risks that implementation projects may face: 1) failure to redesign business processes; 2) insufficient internal expertise; 3) lack of business analysts with business and technology knowledge; 4) failure to mix internal and external resources properly; 5) lack of enterprise-wide data integration design; 6) insufficient training and reskilling; 7) failure to adhere to standardized, supported ERP software specifications; 8) lack of scope and cost control; 9) lack of measured performance goals; 10) inaccurate or insufficient data conversion; 11) schedule slippage; and 12) lack of dedicated resources.

The Treasury believes that it is essential to proactively manage those issues and risks that face this implementation project so that it can be completed on schedule, within the project budget, and with high quality. Potential implementation Offerors should be prepared to identify how they would address various issues and risks that may threaten the cost, schedule or quality of the implementation effort. Risk management plans and processes need to identify, describe and classify the issues and risks, identify potential responses and lay out the action steps for the responses. In addition, the plans and processes should identify contingency steps that would be pursued if the initial response is unsuccessful.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
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	Offeror	Treasury
Development	▪ Review and recommending risk management processes ▪ Assist in the implementation of any recommended changes ▪ Train the project team in the issue and risk management procedures for these changes	▪ Communicate issue and risk management procedures and status. ▪ Develop issue and risk management processes ▪ Approve issue and risk management plans and systems
Execution	▪ Assist Treasury Project Director in the management and maintenance of these processes ▪ Identify and document issues and risks ▪ Participate in issue analysis and resolution ▪ Participate in risk avoidance, mitigation, transfer or acceptance	▪ Manage and maintain issue and risk management processes ▪ Identify and document issues and risks ▪ Participate in issue analysis and resolution ▪ Participate in risk avoidance, mitigation, transfer or acceptance

IV-4.4. Organizational Change Management: The Treasury has accepted the importance of Change Management as an integral part of Project Management. The Treasury Transformation Project has supported this concept through the placement of a dedicated Change Management Specialist assigned to the Project Team. The selected Offeror will create a Communication and Change Management Plan that is inclusive of all internal and external communications related to the organization and business process changes that will be implemented as a result of the project. The Change Management and Communications Plan must identify all stakeholder impacts and include key milestones based on the plan. The Plan should include at a minimum Treasury internal staff, Commonwealth Agencies, taxpayers, the legislature, and Treasury business partners. Content creation for project communications is the responsibility of the selected Offeror. Content review is the responsibility of Treasury. Organization change recommended to support the business process changes is the responsibility of Treasury.

The Offeror will be responsible for documenting the changes in structure, processes, information, time lines, roles, and responsibilities needed for implementation and operation of the new system; for assisting the Treasury in the readiness activities to engage this change; and for preparing the transition plan required to bring about these changes.

The Offeror will be responsible for facilitating the development of audience appropriate materials along with the Project Director and Project Team Members in order to communicate these changes described above to the Treasury financial users and stakeholders.

Expected Deliverables and Work Products:

1. Change Management Process Recommendations (W)
2. Communications and Change Management Plan (D)
3. Communication and Change Execution (W)

Treasury Preferences: Just as important as the project methodology is the approach to Change Management. It's anticipated that the selected Offeror will utilize the Treasury's change management documentation already gathered as a guide in the steps required for managing organizational change for this implementation.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
Development	▪ Documenting the changes in structure, processes, information, time lines, roles, and responsibilities needed for implementation and operation of new system ▪ Preparing transition plan to bring about changes ▪ Address change impacts by module	▪ Working with Offeror using the Organizational Change Management methodology ▪ Undertaking readiness activities to engage in change
Execution	▪ Use existing Organizational Change Management methodology ▪ Assisting Treasury in readiness activities to engage in change ▪ Facilitating the development of audience-appropriate materials along with Project Manager and Project Team members	▪ Facilitating the development of audience-appropriate materials along with Offeror

IV-4.5. Communications Plan: The Offeror will be responsible for facilitating and reviewing audience-appropriate materials along with the Project Manager and Project Team Members for the delivery of messages identified in the Communications Plan. In addition to the Change Impacts acknowledged for each module within the contents of this RFP, it is expected that other functional impacts will be identified during the implementation phase as a result of process and procedural changes. The Offeror will be responsible for developing the materials for all these impacts as they become a part of the evolving Communications Plan. The Offeror will be responsible for assisting the Treasury in executing all message deliveries.

Expected Deliverables and Work Products:

1. Communication Plan Review Recommendations (W)
2. Communication Plan Updates (W)
3. Communications Materials (W)

Background: The Treasury realizes that communication, early and often, is key to successful implementation. Communications focus on building awareness of the business reasons for the change and move toward focusing on the “how” to change. Functional impacts (differences between an ‘as is’ and ‘to be’ Treasury) are identified and documented then communicated to end users. As part of this essential task, the Treasury is developing the project Communications Plan. This plan represents a starting point only; as a living document in a dynamic environment, it will evolve.

The Communications Plan provides an organized framework for managing and coordinating the wide variety of communications that will directly or indirectly take place during the course of implementation. Such a framework will ensure that the Financials Reengineering Project Team provides relevant, accurate, consistent and timely information to the appropriate stakeholders. Throughout the project lifecycle, specific communication messages will be delivered to the

appropriate audiences in order to build awareness of the project, gain understanding of the need for the project, help prepare for the project, and eventually become accustomed to the changes brought about by the project.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
Development	- Development of audience-appropriate materials along with Project Manager and Project Team members - Identifying functional impacts and developing materials covering these impacts - Recommending plan enhancements and improvements	- Development of audience-appropriate materials along with Offeror - Producing the Financials Project Communications Plan - Identifying the timing and appropriate mode for the delivery of messages
Execution	- Updating communications plan - Assisting Treasury in executing all message deliveries	- Providing relevant, accurate, consistent and timely information to appropriate stakeholders - Executing all message deliveries

IV-4.6. Training: To prepare for the implementation of the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components, the Treasury must provide training for all financial processes, PeopleSoft Financial modules, financial policies, organization changes required for the implementation, accounting skills and knowledge, and some basic PeopleSoft navigation skills. All personnel who are identified as end users for the new system in all Treasury organizations will be required to attend all or some of the training. The training covered within the scope of this RFP includes provision of training products as described below for all PeopleSoft Financial modules scheduled for implementation.

The Offeror will be required to provide curriculum and course design for each of the modules to be implemented. The contents of the training materials will be role-based to align with user responsibilities. The Offeror will also be responsible for developing audience-appropriate training materials for the delivery of training. All curriculum, course design, training support material, and instructors will be reviewed and approved by the Treasury. The Offeror will be responsible for designing a formal process for reviewing and accepting all training materials. This design will be delivered as one of the first pieces of the training work stream.

In addition to the training deliverables described above, the Offeror will also be responsible for developing a training strategy, delivery system and materials to prepare for the Post-Implementation phase. These materials will accommodate ongoing training and refresher courses as needed.

Expected Deliverables and Work Products:

1. Final Training Strategy (D)
2. Final Training Plan (D)
3. Course Curriculum (D)

4. Course Design (D)
5. Class Materials (D)

Training of the infrastructure, application maintenance and IT support for PeopleSoft Financials is out of the scope of this plan. It will be addressed separately by the Pennsylvania Treasury Bureau of Information Technology Solutions. Additionally, any Microsoft Office product (such as EXCEL) training is out of scope for this plan.

To help ensure training meets the Treasury goals, appropriate metrics will be defined to track training attendance, student feedback, and user confidence. These metrics will be defined as part of the Implementation Phase.

Treasury Preferences: A mixed set of training methods such that basic and prerequisite material should be delivered as self-paced customized User Productivity Kit instruction while complex financial processes and system transactions should be delivered via instructor-led training.

The formal classroom instructor-led training will cover the “how to” for all financial processes using PeopleSoft. This includes all modules for all bureaus that will use PeopleSoft Financials. An estimate of the size of the training audiences is **less than 200 employees**.

Training material development will be managed by the Project Team under the direction of a training lead who is responsible to the Offeror’s project manager. The Treasury expects the Offeror to develop training materials. User Productivity Kit (UPK) is the training development package of choice; however, other packages will be considered if the Offeror can show that there is better support for the cost.

Responsibility Matrix (Offeror Primary)

	Vendor	Treasury
Development	▪ Provide curriculum and course design for each of the modules to be implemented ▪ Develop audience-appropriate training materials for delivery of training. ▪ Design formal process for reviewing and accepting all training materials and for instructor certification. ▪ Develop training strategy, delivery system and materials to prepare for post-implementation phase ▪ Utilize development software to support training material development (PeopleSoft User Productivity kit or Oracle Tutor)	▪ Support training material development ▪ Provide review and feedback as required ▪ Approve final training materials
Execution	▪ Conduct training sessions ▪ Gather feedback adjusting course content as appropriate to provide effective learning	▪ Provide appropriate facilities ▪ Schedule training sessions with appropriate staff

IV-4.7. Knowledge Transfer: Knowledge transfer is a continuous process designed to enable the Treasury to properly support the operation and continuous improvement of the financial processes and PeopleSoft application without the support of external consultants. The Offeror will be responsible for development of a knowledge transfer plan for the project team. Through training, workshops and mentoring relationships, the Offeror will be responsible for educating the project team in the methodology and task plan to be used on the project as well as the skills and techniques needed for ongoing maintenance of the system.

Expected Deliverables and Work Products:

1. Final Knowledge Transfer Plan (D)

Treasury Preferences: The Treasury believes that knowledge transfer should be in integral part of the overall project plan that incorporates classroom training, one-on-one coaching and directed work experience. The plan should identify the knowledge and skills team members need to acquire, the methods to be used to obtain these skills, and a mechanism for tracking progress.

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Development	▪ Develop the knowledge transfer plan ▪ Make Offeror mentoring assignments	▪ Support plan development ▪ Make Treasury staff assignments ▪ Approve the plan
Execution	▪ Mentor Treasury staff ▪ Monitor plan progress ▪ Evaluate outcomes ▪ Recommend corrective actions	▪ Monitor plan progress ▪ Conduct performance appraisals of Treasury Staff ▪ Provide educational opportunities ▪ Provide appropriate work assignments

IV-4.8. Quality Assurance: The Offeror is responsible for participating with the Treasury in ensuring the overall quality of the final product of this project. The Offeror is required to utilize the Treasury's quality assurance process and recommend ways to improve this process on an on-going basis. The quality assurance plan is the foundation on which the project deliverables, particularly those addressing changes to aspects of the project or its elements, will be built to meet expectations and needs in accordance with specifications and standards. The Treasury and Offeror will work through the quality assurance team to ensure quality control.

Quality assurance involves: a) ensuring that the achievement of quality objectives is not left to chance; b) ensuring project methodologies, standards, and controls are appropriate and reasonable for the project environment; c) reviewing the adequacy of and adherence to project standards and controls, issue tracking, risk management and change control procedures; d) ensuring quality control provides a basis for improving the project deliverables and knowledge transfer; e) ensuring that quality is monitored and defects identified, along with corrective

actions; and f) ensuring that identified faults are rectified and that the chance of recurrence is minimized.

Expected Deliverables and Work Products:

1. QA Recommendations (W)
2. QA Process Documentation (W)
3. Requirements Traceability Matrix (D)

Background: The Treasury's Bureau of Information Technology Solutions has a process in place to address change control and quality assurance so that they meet industry standards and all involved parties are held accountable. This process uses [PHIRE](#) for PeopleSoft as an integral tool. Treasury's Bureau of Information Technology Solutions approach to quality assurance involves a series of validation and verification steps in the system development lifecycle to ensure each step is logically related and traceable to business requirements.

This process relies on the use of technical and functional positions to review the work done in moving from request for a change to implementation of that change. In this process, the business requirements are laid out and approved before any technical activities are undertaken and requirement documents are matched against a pre-approved document outline and abstract,. The technical activities take place following various reviews and approvals. At varying stages throughout the process checks are made to see that the design matches the documentation of the requirement, the development matches the design, and test results (user acceptance testing) match the initial request.

Treasury Preferences: The Treasury proposes to establish a joint Treasury-Offendor quality assurance team. This team would use BITS's quality control methodology and process.

Responsibility Matrix (Treasury Primary)

	Offendor	Treasury
Design	▪ Supply qualified staff to support quality assurance ▪ Propose solutions ▪ Develop requirement and design documentation ▪ Recommend process improvements	▪ Manage quality assurance process ▪ Approve requirements and designs ▪ Support requirement development ▪ Submit the customer service request (CSR) ▪ Review code for adherence to standards. ▪ Track CSR progress
Execution	▪ Develop solutions in accordance with design ▪ Support quality assurance	▪ Approve designs ▪ Develop solutions ▪ Manage development ▪ Perform and document quality assurance

IV-4.9. Database Administration: The Offendor will be responsible for assisting in the initial system, database and security set up. During the project, the Offendor will be responsible for supporting Treasury staff and administration during the implementation project. This support will include analysis and recommendation for installation of all interim and final configurations of the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components and

associated databases consistent with the project strategy and the implementation of an application security methodology that adheres to the current best business practices for information security. The implementation of PeopleSoft maintenance packs, updates and fixes during the term of this contract will also be the responsibility of the Treasury, supported by Offeror analysis, recommendation, input and mentoring.

Expected Deliverables and Work Products:

1. Installation and Configuration Recommendations (W)
2. Analysis of Issues and Problems (W)
3. Mentoring for System, Database and Security Administration (W)

Background: It is anticipated that multiple environments of applications and databases for development, testing, training and production will be created to support the implementation of the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components. The Treasury has had nearly 3 months of active, hands-on access to a DEMO environment. The DEMO database has been maintained by limited technical support provided to the by the Treasury's Bureau of Information Technology Solutions (BITS). The BITS database administrators have been trained in PeopleSoft Installation and Administration, PeopleSoft Security, People Tools, and Enterprise Portal Administration.

Treasury Preference: It is the Treasury's intent to perform the system, database and security administration activities after suitable classroom and on-the-job training and knowledge transfer from the Offeror has been completed. The Treasury will assign full time employees to undertake these responsibilities. The Treasury will use its Bureau of Information technology Solutions to oversee the installation of the hardware. The Offeror will assist in securing the Oracle/PeopleSoft certification of the installation within the first month of the project's initiation.

Responsibilities Matrix (Treasury Primary)

	Offeror	Treasury
Design	▪ Initial system, database, and security set up and administration ▪ Develop and implement configurations ▪ Implement application security	▪ Assign employees ▪ Learn administration responsibilities and activities
Execution	▪ Implement service packs, updates and fixes ▪ Support transition of responsibilities to Treasury ▪ Analyzing problems ▪ Recommending corrective actions	▪ Manage administration ▪ Maintain system, database and security

IV-4.10. Help Desk: The implementation of PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components is anticipated to have a significant impact on the demand for and delivery of help desk services. The Offeror will be responsible for evaluating opportunities for incorporating [PHIRE](#) Incident Management and Change Request functionality into the

HelpDesk and making recommendations for improving these operations to accommodate the implementation and operation of the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components. These recommendations will address organization of the help desk, roles and responsibilities for help desk staff, staffing levels required for each role, operating procedures and support tools.

Expected *Deliverables* and *Work Products*:

1. Incident Management Recommendations (*D*)
2. Help Desk Recommendations (*D*)

Background: Due to budget constraints, the Treasury currently has help desk operation limited to two Level 1 Help Desk responders and a Help Desk Manager, Level 2 calls are referred to the networking, server administrators, database administrators, or the application development staff. The Treasury is currently using a [HelpStar](#) Help Desk product to manage Help Desk calls. The Treasury plans to integrate [PHIRE Incident Management](#) and [Change Request](#) functionality with the PeopleSoft FMS and Treasury ERP solution. Demands on the current system are likely to evolve significantly with the implementation of the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components. For example, demand for support is likely to peak shortly after implementation's go-live date. The Treasury has not estimated the level of help desk support needed during and after the implementation of PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components.

Treasury Preferences: The Treasury believes an efficient help desk will be crucial to the successful implementation of the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components. To be efficient, it must be appropriately staffed with competent persons who are using the proper tools and who are included in the change management, training and knowledge transfer aspects of this implementation project. Offerors need to identify how help desk staff will be involved in the end user support and how they will be prepared to handle user calls before, during and after deployment Cut-Over. Treasury plans to utilize [PHIRE Incident Management](#) for the PeopleSoft Help Desk.

Responsibility Matrix (Shared)

	Offeror	Treasury
Development	▪ Evaluate current help desk process and making recommendations for Improvement to support the PeopleSoft ERP environment (approx. 200 users).	▪ Communicate current Help Desk organization, processes and plans. ▪ Approve Recommendations.

Execution	▪ Support implementing process recommendations.	▪ Implement recommended processes where applicable. ▪ Identify required resources.
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IV-4.12. Collaboration and Productivity Tools: The Offeror is responsible for providing the structure, tools and techniques to document and maintain the deliverables, work products and other artifacts of the implementation project. The Offeror is responsible for documenting the information management process to be used in this project and train all project team members in this process.

Expected *Deliverables* and *Work Products*:

1. Information Management Documentation (*D*)
2. Information Management Training (*W*)

Treasury Preferences: The Treasury believes that an ERP implementation project will require the use of electronic tools to capture and relate the hundreds or thousands of items that will be produced during the effort. The Treasury has experience with SharePoint, PHIRE, and Exchange. The Treasury must have the license and right to continue to use any tools that are used to develop project documentation and full access to all project documents after project completion. All documentation for this project will be the property of the Treasury and will be stored in a Treasury hosted system. All documentation (*requirements*, specifications, testing, etc.) supporting customizations and modifications to the PeopleSoft delivered functionality will be stored in the [PHIRE](#) change management system.

The Treasury understands that many implementation Offerors have developed or licensed databases and automated tools designed to provide proven reference documents and templates to increase productivity; assistance in managing the project and tracking progress; means to communicate and collaborate effectively; and serve as a repository of project documentation. The Offeror may propose to employ such tools for this project or to use the existing tools.

Responsibility Matrix (Shared)

	Offeror	Treasury
Development	▪ Recommend tools and their usage ▪ Installation, setup and configuration of tools ▪ Documentation of policies and procedures ▪ Training of all project team staff in the tools and the methods and procedures for tool usage.	▪ Review and approval of tools, policies and procedures ▪ Support the installation effort ▪ Participate in training
Execution	▪ Oversee appropriate usage of the tools and adherence to policies and procedure ▪ Use the tools in accordance with adopted policy and procedure	▪ Support management of the tools and their usage ▪ Use the tools in accordance with adopted policy and procedure

IV-5. Technical Topics

Within “Technical Topics” the structure of each topic is the same, describing:

- The requirements to be met by the Offeror in the fulfillment of this project (including a list of expected deliverables and work products);
- Background information on work completed to date by the Treasury, which is relevant to the topic;
- Preferences of the Treasury with regard to the nature of the work to be performed and the relative responsibilities of Treasury and Offeror staff; and

The responsibility matrix under each topic (Treasury Preferences) describes the working relationship expected by Treasury for each topic. In the response to each topic, the Offeror must address any changes to or expansion of these relationships and provide the rationale for any change.

IV-5.1. Technical Environment: Staff from the Bureau of Information Technology Solutions (BITS) will have established the development environment. The Offeror will plan and design all technical environments needed on the project (including all development, quality, testing, training, sandbox and production environments and related network configuration). The design must describe the organization structure, security architecture and design to encompass all components making up the system solution/platform to achieve application security. It will be the Offeror’s responsibility to review the development software installation and make recommendations for enhancement or improvement based on the Offeror’s previous implementation experience. Six months prior to roll-out, it will be the Offeror’s responsibility to work with the Treasury to design the configuration for the production environment. Throughout the project, it will be the Offeror’s responsibility to assist in the analysis and resolution of problems and issues related to the environments as they are identified.

Expected Deliverables and Work Products:

1. Development Environment Assessment Report (*D*)

2. Technical Environment Design (*D*)
3. Production environment recommendations (*W*)
4. Documentation of issue analysis and resolutions (*W*)
5. Installation of Software, (*W*)
6. Installation Check List and Approval Document (*D*)
7. Installed Module Checklist Results and Approval Document (*D*)

Background: The Treasury is planning to host the development, UAT, and production environments, and has been hosting and maintaining the DEMO environment during the preparation phase of the project.

Treasury Preferences: The Treasury recognizes that there is significant complexity in the proposed PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components, and believes that the design of the Oracle & PeopleSoft component configurations can benefit from a critical review by individuals who have implemented this solution. As with most Commonwealth Agencies, there is a significant demand on a limited number of IT staff as well as hardware and software resources.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
Development	▪ Review and evaluate the Treasury's configuration for development. ▪ Recommend improvements and enhancements to this configuration ▪ Work with the Treasury to design the configuration for the production environment.	▪ Document and communicate the existing Treasury technical environment affecting PeopleSoft FMS, Treasury, and Oracle Edge components. ▪ Document and communicate the configuration of the development environment. ▪ Participate in configuration planning sessions ▪ Approve configuration plans
Execution	▪ Assist in establishment and maintenance of the development and production environments ▪ Assist in analysis and resolution of any installation, configuration, interface, issues and problems.	▪ Establish and maintain the development and configuration environments

Software Installation: The selected Offeror, with participation from Treasury staff, will install all required project software and assist Treasury in verifying that:

- all modules are present and installed;
- the system operates in a stable fashion both Online and in batch,
- the system can be accessed from Treasury's network or from any mobile application (as needed);
- and that the documentation is complete.

Documentation must include:

- Database configuration parameters, database object definitions, and other tailoring requirements to support the application
- Application and system software configuration parameters definitions, hardware requirements, installation procedures, and operations instructions
- Operations run book, backup and restore procedures, system monitoring and administration processes, and other operations functions

Module Verification: After completion of the initial software installation and configuration, the selected Offeror will verify, to Treasury, that all acquired modules are present and installed; that the system operates in a stable fashion both on-line and in batch mode; and that the system can be accessed from Treasury's network.

IV-5.2. System Configuration: The Offeror is responsible for developing final documentation for configuration options, table set up, and special requirements for the PeopleSoft Enterprise Application Portal, the Oracle edge components, and the PeopleSoft modules within the scope of the Treasury's FMS & Treasury implementation and detailing all environments and plans to control and move artifacts through these environments. The Configuration Management Plan should include hardware sizing and system software control, application software control, environment administration with regards to role based security access, backups, organizational responsibilities and change control. This documentation will identify any minor modifications (special requirements) to be made as part of the configuration process using Application Designer or other Oracle tools. The product of this activity will contribute to the final design of the new system.

Expected Deliverables and Work Products:

1. Configuration Documents (*D*)
2. Configuration Management Plan (*D*)
3. Workshop Summaries (*W*)
4. Documentation of issue analysis and resolutions (*W*)

Background: The blueprint for the ERP implementation will be established through the ERP configuration documentation and the design documentation addressed in the next few topics. Configuration is concerned with all of the items outlined in the PeopleSoft Setup Manager. The design documentation is concerned with customizations, major modifications, and custom workflow.

Treasury Preferences: It is the Treasury's belief that the design documentation is essential in maintaining and managing a complex technical environment, especially one that will change in the future. By providing thorough and complete documentation, future upgrades and on-going maintenance will be made easier. It is the Treasury's desire to utilize the configuration document the Offeror will supply as a deliverable of this project. The configuration document will be used in conjunction with PeopleSoft Setup Manager to document the setup and configuration settings necessary to implement the application. The major components of the document should include the setup task name, navigation, background about the setup, and

configuration decisions made with respect to values and options and a reference to the setup task manager step.

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Development	- Review and evaluate the Treasury's configuration for development. - Recommend improvements and enhancements to this configuration - Document and communicate the configuration of the development environment - Work with the Treasury to design the configuration for the production environment.	- Document and communicate the existing Treasury technical environment affecting PeopleSoft ERP - Participate in configuration planning sessions - Approve configuration plans
Execution	- Assist in establishment and maintenance of the development and production environments - Assist in analysis and resolution of configuration issues and problems.	Establish and maintain the development and configuration environments

IV-5.3. Design Specification (Modifications/Customizations): The Offeror is responsible for finalizing requirements and developing the design specifications for all major modifications and customizations identified by the Treasury, along with design for any workflow modifications identified through the Financials configuration activity.

Expected Deliverables and Work Products:

1. Workshop Summaries (W)
2. Requirement Specifications (D)
3. Design Documentation (D)
4. Documentation of issue analysis and resolutions (W)

Background: The Treasury has committed to implementing a “vanilla” version of PeopleSoft Financials v9.x (most current available version).

As indicated in **Part IV, Section IV-3, E** in this RFP, the Treasury has classified changes to the system in three varieties. Customizations, according to the Treasury, is any new product developed with PeopleTools or installed into the environment that provides functionality that was not provided with the original application product.

A modification is any change to a part of the application product or functionality that was originally delivered by PeopleSoft, and can be characterized as having a high probability of being affected by patches or fixes. Within the definition of modification, there are two degrees of modifying the system: minor and major. The customizations and major modifications identified in **Part IV, Section IV-3, E** of the RFP are the subject of this topic.

Treasury Preferences: It is the Treasury’s preference that the major modifications and customizations to the core system applications be avoided regardless of the initial work effort. In addition, it is the Treasury’s preference that only those customizations and modifications that are business critical and either can’t be remedied through delivered PeopleSoft functionality or through business process change within the Treasury be considered.

However the Treasury recognizes that additional changes outside the scope presented in this RFP may be identified during the course of the project. Any modifications or customizations that are approved should be subject to the change control, cost control, and quality assurance activities adopted for the project.

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Development	- Work with the Treasury to document requirements for all modifications, customizations - Develop design documentation for solutions to satisfy the requirement - Develop work estimates for any new customizations or modifications approved by the Treasury	- Identify modifications and customizations and document the business necessity for any changes - Work with the Offeror to document change requirements - Review and validate design documents against the change requirements
Execution	- Assist in the creation of Issue papers required to justify customizations or modifications. - Develop the code to implement the approved customization or modification. - Identify ‘work around’ options for proposed customizations or modifications.	- Review Issue papers required to justify customizations or modifications to decision options available. - Approve requirement and design documentation

IV-5.4. Data Conversion: To reduce the conversion effort, the Treasury intends to only convert data required to meet the financial processing and reporting needs of the Treasury. The Treasury intends to utilize existing Microsoft SQL Server and PeopleSoft technologies to accomplish conversions in an efficient manner and maintaining data quality.

The Offeror and Treasury will obtain data extracts from source systems for conversion analysis. Utilizing PeopleSoft delivered technology the Offeror will be responsible for data conversion. The Offeror will be responsible for data mapping, conversion, translation, and loading. The Offeror will assist the Treasury with identifying problem areas within the legacy system data during data cleansing. The Offeror will perform data loading and assist the Treasury with data validation and cleansing.

Expected Deliverables and Work Products:

1. Data Conversion Strategy (D)
2. Data Mapping to PeopleSoft (W)
3. Data Transformation Documentation (W)
4. Conversion Software and Related Source Code (D)
5. Data Load Results (W)

6. Documentation of issue analysis and resolutions (W)

Background: The Treasury's Project Team is compiling a comprehensive list of data sources to be converted. While the Treasury believes that its inventory of conversion data sets, as identified by the project team to date, represents the major data conversion requirements, additional analysis of the Treasury's application data will be required to identify other conversions that will be needed.

Treasury Preference: The data present in the Microsoft SQL Server based payment systems is expected to be integrated into the PeopleSoft solution. The strategy for managing legacy data during the transition period will be as follows:

- Populate the PeopleSoft system with cleansed master data from Treasury systems as required
- Extract, transfer, and load summary balances from Treasury financial systems and other systems where appropriate

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Development	▪ Provide staff members familiar with PeopleSoft data conversion tools and with underlying PeopleSoft data structures ▪ Recommend conversion strategy and assist in dataset identification ▪ Map conversion data to PeopleSoft tables and columns ▪ Identify and document data transformations ▪ Finalize the conversion plan	▪ Provide staff members that are familiar with data elements and have an understanding of the data being converted ▪ Assist in development of conversion strategy ▪ Approve conversion strategy ▪ Compile a comprehensive list of data sources to be converted (high level data conversion plan) ▪ Identify final conversion data sets and fields ▪ Approve the conversion plan
Execution	▪ Design, code and test load programs ▪ Execute data load ▪ Assist the Treasury with identification of problem areas within the legacy system data during data scrubbing using automated and manual procedures	▪ Design, code and test extraction programs ▪ Extract data from existing systems ▪ Perform data validation ▪ Identify problem areas within the legacy system and perform data scrubbing ▪ Approve conversion products

IV-5.5. Interface Development: Constructing interfaces will require cooperative efforts involving Treasury and Offeror staff. The Offeror will be responsible for the definition of the inbound and outbound file layouts subject to Treasury BITS approval, to send and receive payment and financial data with external systems and the development of all interface programs for data entering or leaving the PeopleSoft system. The Treasury or other organizations will be responsible for developing programs to send or receive data in their systems, in accordance with

the Offeror developed specifications. It is expected that these interfaces be well documented to facilitate subsequent revisions based on changes to underlying systems. It is further expected that the interfaces will use Application Engine or Integration Broker and not write directly to the underlying tables or modify existing application code. The successful operation of all interfaces shall be the responsibility of the Offeror.

Expected Deliverables and Work Products:

1. Interface Requirements (*D*)
2. Interface Design Documentation (*D*)
3. Interface Software and Related Source Code, as applicable (*D*)
4. Interface Test Results (*D*)
5. Documentation of issue analysis and resolutions (*W*)

Background: The Treasury interfaces with systems from various State Agencies to support and complement the financial activities of the Commonwealth of Pennsylvania. These systems were created under the independent direction of the agency program areas for a specific segment of Commonwealth business activity. Examples include systems that use SAP and PeopleSoft ERP software, others are custom solutions supporting the business requirements of the [AOPC](#), [LDPC](#), [DPW](#) programs ([HIPP](#), [LIHEAP](#), [PROMISE](#), etc.) and a variety of custom Revenue systems. None of these systems will be replaced by functionality delivered with PeopleSoft, it is expected that most of the independent agency systems will continue to operate ‘as is’ and the financial transactions processed in those systems will continue to be interfaced with PeopleSoft. Treasury’s current interface architecture is limited to batch, flat file exchanges.

Treasury Preferences: The Treasury expects that some of these interfaces may be as simple as standard format data feeds accommodated by a delivered PeopleSoft interface. Others may be complex interfaces to exchange information between the PeopleSoft application and existing Agency systems. Although there are requirements for the development of non-standard interfaces, the Treasury seeks to apply a policy of creating one “standard” interface for each transaction type to be interfaced (transaction standard). Each legacy system that interfaces with the Treasury PeopleSoft system must adhere to the transaction standard interface. The Treasury also understands that Financials 9.x (most current available version) includes additional delivered interfaces which it expects to utilize to the fullest extent possible. See Appendix J for a listing of identified interfaces.

Responsibility Matrix (Shared)

	Offeror	Treasury
Design	- Facilitate workshops or meetings with Treasury and State Agencies regarding interface requirements - Document interface requirements - Identify development approach for interfaces - Develop interface design documentation.	- Provide an interface lead to support the Offeror - Schedule meetings, workshops and participants - Participate in workshops and meetings - Assist in the identification of Interface requirements - Approve interface designs

Build	• Provide skilled interface developers • Mentor Treasury Staff through Knowledge Transfer • Develop and test Interfaces in accordance with specifications	• Provide Staff for the Interface development Team • Develop and test interfaces in accordance with specifications • Approve final interfaces
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IV-5.6. Reporting: Reporting in the Treasury is composed primarily of mainframe reports and Microsoft SQL Server Reporting Services reports (depending on data source) run in batch mode, Ad-Hoc execution of pre-built reports within MICROSOFT SQL SERVER Reporting Services, and Investment Pool and Shareholder reports generated by 3rd parties. The vast majority of reports are batch reports are made available as PDFs to users in all Treasury bureaus through network shares then distributed to State Agencies based on need. Users view and/or print the PDF reports. Several users export information from MICROSOFT SQL SERVER Reporting Services and use it for ad-hoc reporting through a Microsoft Office tools. In addition, numerous home grown databases and spreadsheets are used in a variety of bureaus to record and manage information which is not recorded in the current financial system.

The Offeror is responsible for the identification and documentation of the Treasury's reporting requirements. The Offeror shall lead an analysis effort to rationalize the current list of over 300 reports to determine which are no longer needed or are replaced by preconfigured queries, new batch reports, PeopleSoft delivered reports, Crystal Ball, Dashboards, or Oracle Business Intelligence (OBIEE) reporting features. The Treasury expects the Offeror to provide documentation of the reporting requirements and develop an approach to satisfy those requirements. Furthermore, the Offeror will develop report specifications and provide experienced report developers to mentor and assist the Treasury staff in the production of the system reports. The Treasury will have lead responsibility for report development.

Expected Deliverables and Work Products:

1. Reporting Requirements Documentation (D)
2. Workshop Summaries (W)
3. Report Specification Documentation (D)
4. Reporting Strategy (D)
5. Reporting Software and Related Source Code (D)

Background: The Treasury has not yet undertaken a thorough review of the organization's reporting requirements. An initial listing of current reports and report types has been assembled however a full review of the reporting needs must be conducted to design the most effective reporting strategy. The Treasury will begin the review prior to implementation and complete it with the assistance of the successful Offeror.

The listing of the various report types that are currently produced can be found in Appendix L.

Treasury Preferences: It is the Treasury's preference to move away from a batch-oriented reporting system toward a system where the majority of management information is retrieved through direct access to real-time transactions, Online reports, and stored queries. Batch paper-centric reports will be the last choice for retrieving financial information. In addition the

Treasury expects enhanced ad-hoc reporting capabilities to be available as a result of the implementation of PeopleSoft Financials.

The Treasury expects to access real time data (or data on a hour delay) in an environment that will not negatively impact response time for the production system. The Treasury further expects to access that data in a variety of forms (ex: screen display, reports, graphs, dashboards, nVision spreadsheets, WORD, user export files) and formats (ex:. PDF, XLSX, XML, XBRL, ASCII, DOCX). The Treasury recognizes that may require the creation of a “reporting” instance of the database or a data warehouse and the implementation of reporting tools.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
Design	▪ Lead the reporting analysis effort ▪ Facilitate analysis workshops ▪ Document reporting requirements ▪ Identify development approach to each reporting requirement ▪ Develop report specifications	▪ Provide a reporting lead to support the Offeror ▪ Schedule workshops and workshop participants ▪ Participate in workshops ▪ Articulate reporting requirements ▪ Approve products
Build	▪ Provide skilled report developers ▪ Mentor Treasury staff through knowledge transfer ▪ Produce reports in accordance with specifications ▪ Develop reports	▪ Lead the development effort ▪ Approve final reports

IV-5.7. Security: The Offeror is responsible for recommending a security plan that provides the security management process to be used for Financials. Treasury desires the Offeror to provide security policies and procedures compliant with the Federal Data Security (FIPS) guidelines. The Offeror is responsible for defining the roles and profiles for all users of the new system and the assisting with the development of policy and procedures for security maintenance in Financials.

Expected Deliverables and Work Products:

1. Security Plan (D)
2. Role and Profile Definition Document (D)
3. Recommended Policy and Procedures (W)
4. Workshop Summaries (W)
5. Department-Level Security Recommendation (W)

Background: PeopleSoft provides security features, including those that are component specific (e.g. Cash Management) to grant appropriate access to users of the system and to protect sensitive information. PeopleSoft is also designed to work in conjunction with the Treasury’s other network and relational database management system security. The Treasury will have a full-time PeopleSoft Security Administrator assigned to this project.

Treasury Preferences: The Treasury’s security preference is to provide ‘least privileged access’ by establishing the most granular level possible to each role. The Treasury intends to allow pre-authorized non-Treasury agency representatives to access limited features of the system. These

non-Treasury agency representatives must be restricted to a subset of the system data they're authorized to access. The ability to deliver row-level security will go a long way in providing assurance that the right information is only available to the right people. The Treasury understands that different alternatives to addressing the underlying requirements for granular security need to be explored. The Treasury also understands that implementation of Department-level security is a relatively common modification, and that the approach to this modification has been documented by PeopleSoft.

The Treasury desires a single sign-on configuration and therefore would like to consider a Treasury wide security standard for its applications. The Treasury wishes to use of the delivered functionality to connect to Active Directory (Treasury security standard). Microsoft Exchange 2010 is used for Treasury mail services.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
Development	- Recommend a security plan - Recommend a roles and profiles for all users of the new system - Development of draft policy and procedures for security maintenance - Facilitate workshops and meetings to further analyze the Commonwealth department-level data sharing issues. - Develop recommendations to address department-level data sharing issues.	- Approve the security plan - Completing preliminary list of possible roles related to each of the modules considered in scope for the duration of this project - Approval of role definitions and policy and procedures - Participate and support the analysis of department-level data sharing issues.
Execution	- Support implementation of the security plan, roles and profiles - Mentor Treasury security staff - Implement row-level security using the Department Chartfield (Treasury Option)	- Implement security roles and profiles - Support implementation of row-level security

IV-5.8. System Build, Unit and Integration Testing: The Offeror will be responsible for implementing the changes, execution and documentation of unit tests for all changes and certification that these changes are ready for integration test.

Expected Deliverables and Work Products:

1. Modifications to Configuration and Design Documentation (W)
2. Software and Related Source Code, as applicable (D)
3. Unit Test Results (W)
4. Integration Certification (D)
5. Documentation of development issue analysis and resolutions (W)

Background: The Treasury has an established process for change control and quality assurance that the Offeror will be required to use during the development process for all development activities – those related to configuration, customizations and modifications as well as for conversion, interfaces and reports.

Treasury Preferences: Although the Offeror will have primary responsibility for the implementation tasks, the work of implementation will be overseen by staff from the Bureau of Information Technology Solutions (BITS). The Treasury will devote full time staff to this effort to supplement the Offeror staff, and mentoring of this staff will be extremely important during this phase of the project.

It is anticipated the Offeror will bring strong development and development management skills to the project, along with a well-proven series of metrics to track the success of the system build and unit testing process.

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Design	Design final configuration for optimal performance on allocated hardware.	Provide the Treasury Technical Standards and Management Plans
Build	- Provide skilled PeopleSoft developers - Develop and unit test configuration, modifications and customizations in accordance with specifications - Document unit tests - Certify components for integration readiness - Mentor Treasury staff through knowledge transfer	- Provide staff for the development team - Develop and test interfaces in accordance with specifications - Approve unit test and certifications

IV-5.9. Change Control (Scope & Schedule): As important as the requirements contained within the RFP is the on-going management of the scope of work throughout the implementation time line of the project. Defining an achievable scope and then controlling that scope is crucial to meeting deadlines and implementation dates. In order to realize the success of this project, a comprehensive change control program should be identified early in the project and followed rigorously throughout the duration of the implementation phase.

The Offeror will be responsible for working with the Treasury to manage and limit changes to the scope of work during the project implementation phase. Through training and workshops, the Offeror will be responsible for educating the project team in the change control plan and tracking tools to be used to address management of scope on the project.

The Offeror and the Treasury will establish a process to ensure that any customization requirements are clearly documented, analyzed and reviewed by appropriate management and that the appropriate level of user buy-in is achieved. This will ensure change orders are minimized throughout the project.

Expected Deliverables and Work Products:

1. Change analysis and recommendation (W)

2. Change Log (W)
3. Change Control Plan (D)
4. Scope Management Plan (D)
5. Cost Management Plan (D)

Background: Part IV, Section IV-3 provides an overview of the modules and major functional requirements that are within the scope of work of Treasury's implementation effort. The information presented in this section is based on the work completed by the project team to date.

Treasury Preferences: Scope management ensures that the project meets stakeholder expectations and is delivered on time and within budget. During project implementation, changes may be necessary regarding what is to be delivered, who is responsible for delivery, budget, and/or schedule. The purpose of change control is not to eliminate changes; rather, the purpose is to ensure a fully informed evaluation of scope changes, resulting in the inclusion of only those changes that are consistent with the goals and the overall strategy of the project.

A process must be practiced allowing requests for changes to be analyzed by pre-defined criteria. In this process, a certain value must be established to determine the necessity of the change and to verify if a formal process is required. The Treasury would ensure that only validated items are considered for the change control process.

The change control plan must contain measures to evaluate the importance and need of the request. The format of the review process should include prioritization, impact upon project schedule, resource assignment, financial costs, and the total cost of ownership including future maintenance and training. In addition, an approval process should be based on predefined metrics. Upon approval from both the Offeror and the Treasury for each change item reviewed, an addendum should be made to the existing contract when appropriate.

Responsibility Matrix (Shared)

	Offeror	Treasury
Development	▪ Propose a change control plan and methodology that it has used on other similar projects ▪ Describe how the Offeror and the Treasury can manage the project to minimize or eliminate scope expansion and change orders	▪ Review change control plan and methodology suggest minor modifications for this project.
Execution	▪ Train Treasury staff in change management process ▪ Analyze and recommend alternatives for candidate changes ▪ Track changes ▪ Report outcomes	▪ Analyze and recommend alternatives for candidate changes ▪ Develop change log to track changes ▪ Approve changes

IV-5.10. Testing: The Offeror is responsible for developing the test plan, test scripts, and supporting documents, which identify the processes, tools, tasks and materials to be used for unit, integration acceptance, load, and security testing of the system. The Offeror is further responsible for documenting the successful execution of the test plan and any modifications that were required for successful execution. During and after end user training, the Treasury will, with and support from the Offeror, conduct final user acceptance and system stress testing. Although user acceptance testing is a Treasury responsibility, the Offeror will be responsible for development of the acceptance test plan and for the development of the acceptance test scripts. The Treasury will modify the acceptance test scripts as required.

The Offeror will perform unit, system, conversion and integration testing in addition to performance testing associated with each element prior to the Treasury's conducting user acceptance testing. The Offeror will provide written certification that adequate and sufficient testing has occurred prior to the Treasury performing user acceptance testing. User testing documentation must include response time for all user actions at the server level. Batch testing documentation must include execution time for all jobs.

Expected Deliverables and Work Products:

1. Unit, System and Acceptance Test Plans (*D*)
2. Test scenarios, scripts and test case data (*W*)
3. Documentation of Successful Test Execution (*D*)
4. User Acceptance Test Certification (*D*)
5. Documentation of development issue analysis and resolutions (*W*)

Background: The Treasury's project deliverables includes the development of business process document to provide an explicit representation of how work will be performed within the Treasury with limited access for State Agency Comptrollers using PeopleSoft Financials.

Treasury Preferences: It is anticipated the Offeror will be the principal in testing prior to the user acceptance testing activities and be supported by Treasury resources during this initial testing. The Treasury will expect a detailed test plan to ensure a successful outcome to testing activities and that will provide the base for all subsequent testing tasks. The Treasury will require that the testing activities and any associated training not be abbreviated in order to meet the project implementation schedules.

The test plan must include the scheduling assumptions for 'trained' Treasury resources that will be required in each phase of the testing. In addition, the systems and integration testing will include all of the discrete parts of the system as a whole and include the required integration with the recommended Oracle edge products OPA/OPM, GRC, OBIEE, and any additional workflows, interfaces, conversions, and reports. The test plan will include a discussion of how the Offeror will use "real" examples in the test scripts (scenarios) to ensure that the needs of internal Treasury bureaus, external Comptroller's Offices, and business partners are met in the new system.

The Treasury is planning to use the PeopleSoft Test Framework to facilitate on-going testing and the User Productivity Kit (UPK) for some portion of the user training.

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Development	- Develop the integration and acceptance test plan and t scripts - Train Treasury resources identified to perform acceptance testing - Certify that the Integration and acceptance test environments have been properly configured in accordance with the documentation Offeror has maintained	- Support the development of the test plans and scripts - Approve test plans and scenarios
Execution	- Execute integration test - Document successful test completion - Identify and resolve system issues identified through testing - Provide assistance in areas of coordination, issue resolution, error resolution and analysis	- Support the execution of the integration test - Conduct user acceptance testing and system stress testing - Provide notification of failure of test scripts and the details associated with each failure - Accept the system

IV-5.11. System Cutover: The Offeror is responsible for working with the Treasury to develop the Cut-over plan, which documents the schedule, procedures and contingency plans for the deployment of the system, and for producing close-out documentation, documenting successful implementation and acceptance of the new system.

Expected Deliverables and Work Products:

1. Cut-over Plan (*D*)
2. Closeout Documentation (*D*)
3. Contingency Plan for Issues arising after Go-Live (*D*)

Treasury Preference: The Treasury is expecting the Offeror to be present and coordinate the parallel planning and the Go-Live process. The Offeror will be responsible for successful cut-over activities. The Treasury requires a “big bang” approach all modules. It is expected that the Offeror’s approach will provide Cut-Over support that minimizes costs and maximizes availability.

Responsibility Matrix (Treasury Primary)

	Offeror	Treasury
Plan	- Recommend cut-over strategies - Develop cut-over plan - Develop contingency plan	- Adopt cut-over strategy - Approve cut-over plan - Support cut-over plan development
Execute	Support cut-over	- Manage and execute cut-over - Validate success - Make Go-Live decision

IV-5.12. Post Implementation Support: The Offeror is required to provide 90 days of on-site post implementation support for the system and one year of post implementation support for its core financial management processes. The support for the system will address post implementation fixes and technical support to the application. The functional support is required to assist with specific system activities and is not expected to require full-time on-site assistance.

Expected Deliverables and Work Products:

1. Technical and Functional Support (W)
2. Post Go-Live Audit plan to verify data, system functionality, and system performance (W)

Treasury Preferences: The Treasury believes that through knowledge transfer, training, testing and other associated learning experiences gained through working with the Offeror to the implement the PeopleSoft FMS and Treasury ERP system with supporting Oracle edge components that it will be reasonably prepared to undertake ongoing operations. As a safeguard, however, the Treasury feels that additional technical support may be required for break-fix situations and required upgrades that occur during the first months of system operations. In addition, functional support will be needed to assist with new processes and the knowledge transfer related to these processes.

Responsibility Matrix (Offeror Primary)

	Offeror	Treasury
Execution	▪ Provide technical support through participation in Treasury's operational system support organization ▪ Provide functional support in accordance with the support agreement developed through this RFP	▪ Manage the support organization ▪ Manage system operations ▪ Manage financial operations

IV-5.13. Project Phases: While the final work plan will be based on the submission from the successful Offeror, the material in this section is based on the assumption that the project will go through five major phases:

- The primary focus of the initiation phase will be the review and assessment of the products produced by the project team and the transitional milestone for this phase will be the approval of a final project plan that reflects the results of this assessment.
- The design phase will focus on completion of the module configuration documents and design documents for customizations, modifications, interfaces, conversion and reports. The transitional milestone for this phase will be the critical review and acceptance of all design materials.
- Implementation of the design documents will be the focus of the build phase, which will culminate in the user acceptance test and the acceptance of the system.
- The transition phase is concerned with the transition of the system from the development to the production environment and the cut-over of the system to Treasury users and State

Comptroller Offices. The transition phase ends with documentation of successful Go-Live.

- Overlapping build and transition is the training phase, ensuring that all users are adequately prepared to use the system on a daily basis and that the infrastructure is in place to support them. This end of this phase is marked by successful completion of all training.

The completion of all phases moves the system to production operations and post-production support.