KANSAS

Kansas Department of Revenue
DMV Modernization Project

Driver and Vehicle Licensing, Titling, Registration and Inventory Software With Associated Integration Services

State of Kansas RFP No. 11601

Statement of Work

June 29, 2009

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0. Executive Summary

0.1 Introduction

This Statement of Work (SOW) outlines the steps that the State of Kansas Department of Revenue (KDOR) and 3M (Contractor) will follow to implement the KDOR Motor Vehicle (DMV) Solution. It is the mutually agreed statement of the parties' respective responsibilities for the DMVM Project. The SOW outlines the phasing structure and work segments, project tasks, assumptions, and deliverables.

The SOW is divided into the following sections:

- Project Management
- Technical Architecture/Infrastructure Design/Operations/Management of Environments
- Security Configuration (application and infrastructure)
- Requirements Validation/Detailed Design/Software Configuration/ Testing (Unit, Integration, System, Performance)
- Interface Support, Standards Development and Development of Interfaces
- Data Conversion
- Reporting Database, Reports Analysis and Development
- Quality Assurance
- Training, Communications, Knowledge Transfer and Documentation
- Enterprise Readiness
- Deployment Support
- Post Implementation Support
- Governance, Change Process and Dispute Resolution

If a work item is categorized as a scope element and incorporated into a responsibility matrix then the work item shall be considered important to the project's success. Where a Deliverable is set out in a Deliverables table but does not have an associated responsibility matrix listing, Contractor shall have lead responsibility and the State shall assist. If a Deliverable is set out in a Deliverables table, then the Deliverable shall be considered important to the project's success.

0.1.1 Background Information

The State Division of Vehicles information systems are among the nation's oldest. The VIPS system has been in operation for over 21 years, the KDLS system over 19 years, and the KVIS system for more than 16 years. Technical

support for these systems has been minimal and limited to legislative changes, routine application support for basic program operations, but at a gradually growing cost in program inefficiencies and diminishing customer service capabilities. With the high volume of business transactions handled by the Division each day, there are many "exceptions to the rule" that must be handled differently with each customer encounter. There are significant differences in County Treasurer's office and Licensing Examination station size and transaction volume. Business users have organized work activities and have adapted "work around" practices due to limitations of the current systems. Users must perform many necessary business tasks manually that can be readily automated with the implementation of a new system.

Driver's licensing and vehicle registration systems serve primarily the same set of Kansas customers, but do not share common customer information. Each system requires maintenance of customer identifying information and historical reference information resulting in unevenly duplicated customer information and an extra work burden. The systems do not provide consistent, real-time updates and edits resulting in information that is out-of-current and "out-of-synch." The current systems require carefully coordinated, costly, and error prone data and software distribution support processes to keep systems operational.

Implementation of an integrated system that provides a "customer centric" view for all users and customers, supporting all licensing, registration, titling, and inventory functions, will enable the Division to more effectively attain its overriding goal of administering its business operations quickly, accurately, and efficiently. Implementation of a centrally managed "customer centric" system that addresses the limitations and problems inherent in the existing systems will greatly extend program capability and eliminate unnecessary program costs and inefficiencies.

0.2 Project Phases and Timeline

We will perform the services described in this Statement of Work in two distinct phases using a "big bang" approach to roll-out to the counties.

Phase 1 – Titles and Registration (T&R), Plates/Decals, Inventory

- Planning Phase - The planning phase will last approximately one (1) month. Activities include refinement of project schedule and work plan, resources planning and acquisition, establishment of project governance and creating processes that cover risk / issue and quality management. This Phase will produce a KITO Detail Level Project Plan. No further project activity shall occur until CITO approval of the Detail Level Project Plan.

- Analyze Phase - The analysis phase will last approximately four (4) months. Activities include business process assessment, organizational readiness, training, and technology strategies. Conference Room Pilot (CRP) sessions will also be included in this phase to confirm Kansas' business requirements and to complete the gap-analysis. At the end of this phase, a detailed project plan, Implementation Rollout Strategy and Organizational Change Management strategy is defined.

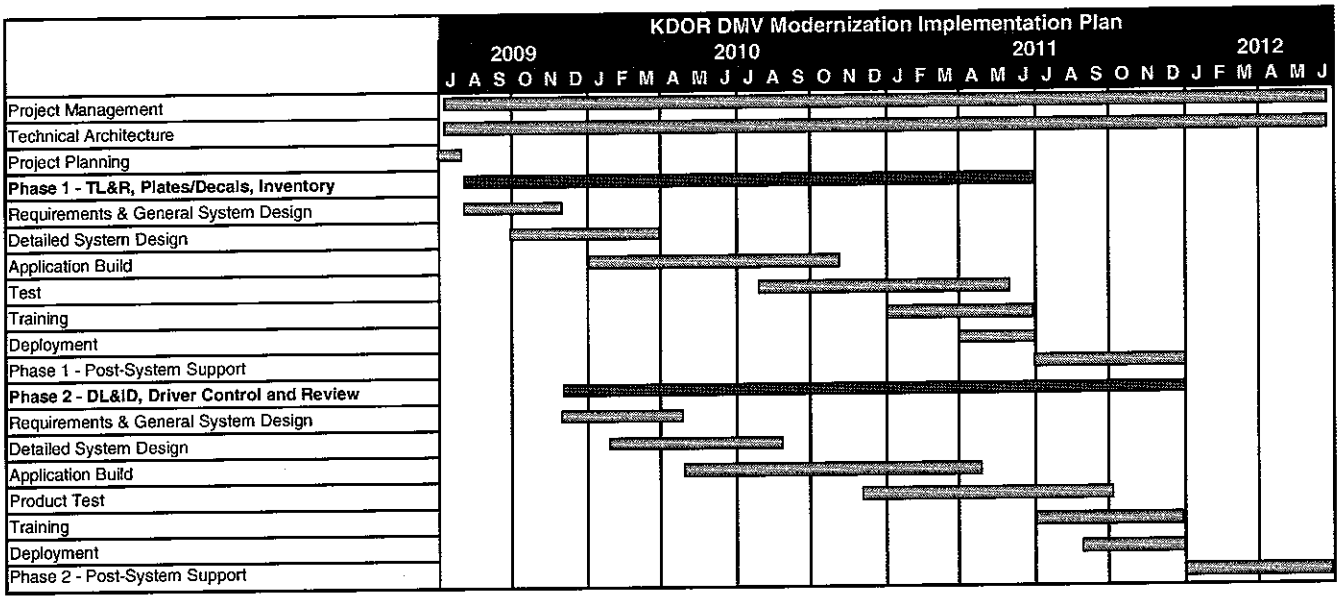
- Design Phase – The design phase will last approximately six (6) months. Activities include conference room pilot, fit-gap analysis, and functional design of Reports, Interfaces, Configuration, Customizations, Conversion and Forms.

- Build Phase - The build phase will last approximately twelve (12) months. Activities include technical design, configuration and build of reports, interfaces, configuration, customizations, conversion, and forms.
- Test Phase - The test phase will last approximately ten (10) months. Activities include product and user acceptance testing and training.
- Deploy Phase - The deploy phase will last approximately three (3) months. Activities include deployment of the application to the in-scope KDOR sites.
- Post Implementation Support Phase - The post implementation support phase will last approximately six (6) months. Activities include functional, technical, and help desk support during production operations.

Phase 2 – Drivers' License and ID (DL&ID), Driver Control and Review

- Analyze Phase - The analysis phase will last approximately five (5) months. Activities include business process assessment, organizational readiness, training, and technology strategies. Conference Room Pilot (CRP) sessions will also be included in this phase to confirm Kansas' business requirements and to complete the gap-analysis. At the end of this phase, a detailed project plan, Implementation Rollout Strategy and Organizational Change Management strategy is defined.
- Design Phase – The design phase will last approximately seven (7) months. Activities include conference room pilot, fit-gap analysis, and functional design of reports, interfaces, configuration, customizations, conversion and forms.
- Build Phase - The build phase will last approximately twelve (12) months. Activities include technical design, configuration and build of reports, interfaces, configuration, customizations, conversion and forms.
- Test Phase - The test phase will last approximately ten (10) months. Activities include product and user acceptance testing and training.
- Deploy Phase - The deploy phase will last approximately four (4) months. Activities include deployment of the application to the in-scope KDOR sites.
- Post Implementation Support Phase - The post implementation support phase will last approximately six (6) months. Activities include functional, technical, and help desk support during production operations.

The high-level Gantt chart below illustrates how the different phases interact with each other and will complete at different times, but will share integrated solution design and use common tools, templates and approaches. The DMVM project is expected to start on July 6, 2009, and go-live with the first release on June 30, 2011 and the second release in December 2011.



0.3 Staffing Plan

The staffing plan uses Contractor and KDOR capabilities and resources to design and build a 3M MVS Solution that will maximize knowledge transfer and benefit the State while minimizing the Contractor's costs. The Contractor assumes KDOR will complete the work that is assigned to KDOR in the detailed Microsoft Office project plan that will be developed for the Kansas Information Technology Office (KITO) approval. Likewise, the Contractor acknowledges that it will complete work that is assigned to the Contractor in the detailed Microsoft project plan developed for the Kansas Information Technology Office (KITO) approval.

The staffing plan assumes KDOR's team will accomplish 55% of the overall work effort, and the Contractor's team will accomplish 45% of the overall work effort. The staffing plan assumes KDOR will provide 24.56 full-time resources to the KDOR DMVM project as outlined on the KDOR staffing chart below. The staffing plan also includes time for KDOR resources to perform user acceptance testing and training delivery.

Project Role	KDOR FTE Estimate
Application Developer	0.3
Business Analyst	0.9
Change Management Lead	0.8
Change Management Specialist	2.6
Client Coordination/Knowledge Transfer	0.5
Communications Developer	1.5
Conversion Designer	0.4
Conversion Developer	0.7
Custom Reports (75)	0.9
Reporting Database Developer	0.2
Reporting Database Designer	0.1

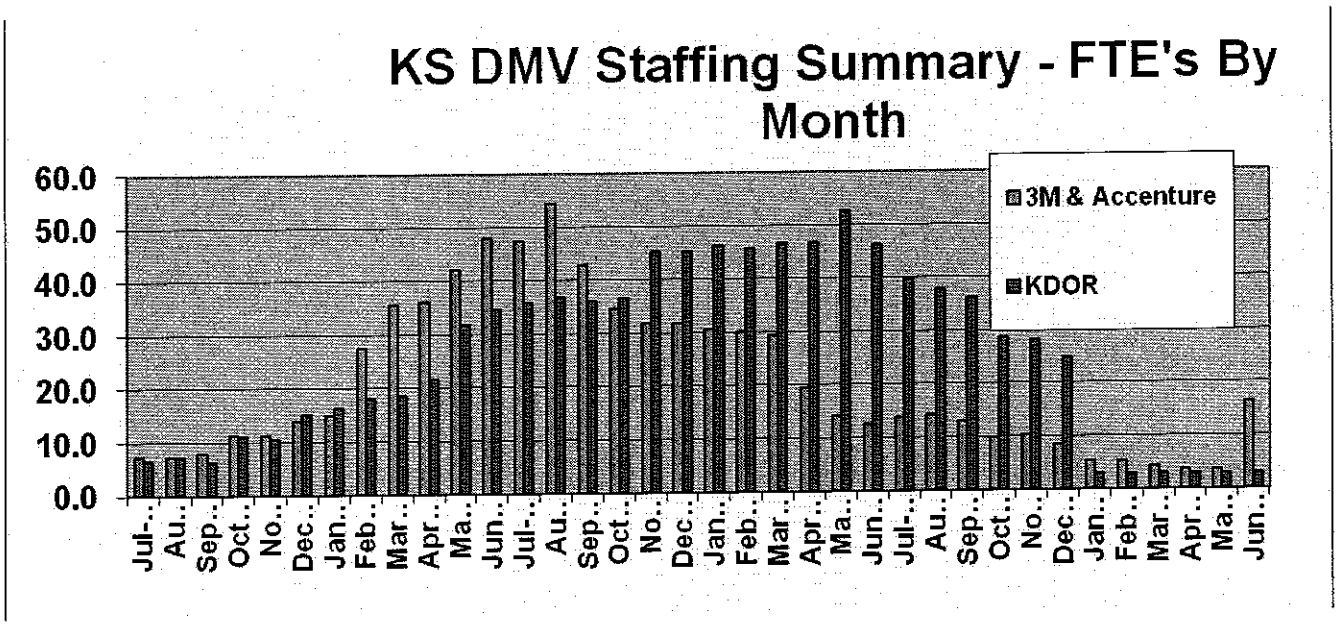
Project Role	KDOR FTE Estimate
Reporting database Tester	0.1
Deployment Specialist	0.4
Interfaces Developer	0.5
Organizational Change Manager	0.6
Performance Tester	0.1
PMO - Contract Manager	0.4
PMO Lead	0.9
Project Oversight	0.2
Reports Developer	0.5
Support Developer	0.6
System Tester	0.3
Technical Architect	0.4
Technical Designer	1.7
Technical Environment Support	0.7
Technical Lead	0.7
Trainer	1.3
Training Developer	2.8
UAT Fix-it	0.5
UAT Tester	2.6
User Acceptance Test Lead	0.3
Grand Total	**24.6**

The following chart outlines the estimated hours and percentage split by activity:

Staffing Category / Activity	Hours			Percentage	
	3M	KDOR	Total	3M	KDOR
3M Configuration/Customization	**46,056**	**7,072**	**53,128**	**87%**	**13%**
Change Mgmt	**1,064**	**31,507**	**32,571**	**3%**	**97%**
Client Coordination / Knowledge Transfer	**4,195**	**3,097**	**7,292**	**58%**	**42%**
Conversion	**3,724**	**6,384**	**10,108**	**37%**	**63%**
Reporting database	**1,794**	**3,166**	**4,959**	**36%**	**64%**
Deployment	**4,560**	**2,128**	**6,688**	**68%**	**32%**
Plan & Analyze	**304**	**-**	**304**	**100%**	**0%**
Post Implementation	**6,460**	**3,648**	**10,108**	**64%**	**36%**
Project Management	**11,803**	**8,603**	**20,406**	**58%**	**42%**
System Testing	**6,582**	**2,280**	**8,862**	**74%**	**26%**
Systems Integration	**17,784**	**10,754**	**28,538**	**62%**	**38%**
Technical Infrastructure	**3,648**	**19,509**	**23,157**	**16%**	**84%**
Training	**3,238**	**23,642**	**26,880**	**12%**	**88%**
UAT	**2,812**	**19,684**	**22,496**	**13%**	**88%**

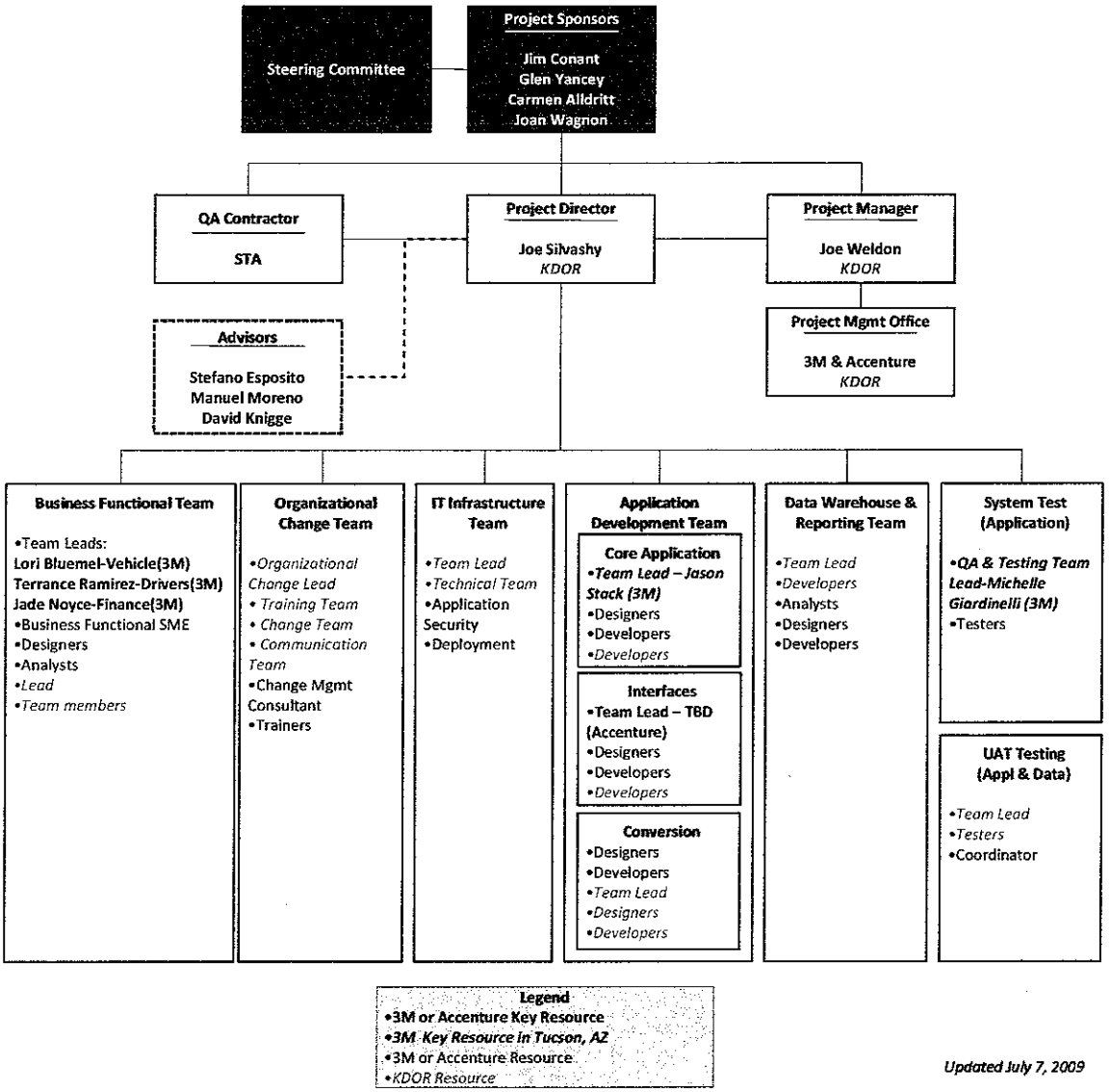
Staffing Category / Activity	Hours			Percentage	
	3M	KDOR	Total	3M	KDOR
Total Hours	114,023	141,474	255,497	45%	55%

The following chart identifies KDOR and Contractor resources by month.



0.4 Organization Chart and Key Personnel

The following chart depicts the project organization structure for the project.



The following Contractor personnel are key resources:

- **Project director – Joe Silvashy**
- **Project manager – Joe Weldon**
- **Business Functional Team Lead, Vehicle – Lori Bluemel**
- **Functional Team Lead, Driver – Terrance Ramirez**

- Functional Team Lead,3M ATMM – Jade Noyce
- Core Application Team Lead – Jason Stack
- Interfaces Team Lead – TBD
- Quality Assurance & Testing Team Lead –Michelle Giardinelli

0.5 Deliverables

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
1A	CITO Approved Detail Level Project Plan Sign-Off (Phase 1)	Jul-09	$65,000	$6,500	$58,500
2	Project Procedures Sign-Off	Aug-09	$100,000	$10,000	$90,000
3	Project Charter Sign-off	Aug-09	$75,000	$7,500	$67,500
8	P1 - ATMM Knowledge Transfer Plan Sign-Off	Sep-09	$75,000	$7,500	$67,500
11	P1 - DLRS Knowledge Transfer Plan Sign-Off	Sep-09	$75,000	$7,500	$67,500
14	P1 - MOVRS Knowledge Transfer Plan Sign-Off	Sep-09	$75,000	$7,500	$67,500
19	P1 - ATMM Training Materials - Functional Project Team Members / Staff Training Sign-Off	Sep-09	$100,000	$10,000	$90,000
24	P1 - DLRS Training Materials - Functional Project Team Members / Staff Training Sign-Off	Sep-09	$100,000	$10,000	$90,000
29	P1 - MOVRS Training Materials - Functional Project Team Members / Staff Training Sign-Off	Sep-09	$100,000	$10,000	$90,000
20	P1 - ATMM Training Materials - Technical Team Training Sign-Off	Oct-09	$100,000	$10,000	$90,000
25	P1 - DLRS Training Materials - Technical Team Training Sign-Off	Oct-09	$100,000	$10,000	$90,000
30	P1 - MOVRS Training Materials - Technical Team Training Sign-Off	Oct-09	$100,000	$10,000	$90,000
4	P1 - ATMM High-Level Design Document Sign-Off	Nov-09	$200,000	$20,000	$180,000
5	P1 - DLRS High-Level Design Document Sign-Off	Nov-09	$200,000	$20,000	$180,000
6	P1 - MOVRS High-Level Design Document Sign-Off	Nov-09	$200,000	$20,000	$180,000
17	P1 - ATMM General Design Completed Sign-Off	Nov-09	$212,119	$21,212	$190,907
22	P1 - DLRS General Design Completed Sign-Off	Nov-09	$150,000	$15,000	$135,000
27	P1 - MOVRS General Design Completed Sign-Off	Nov-09	$250,000	$25,000	$225,000
1B	CITO Approved Detail Level Project Plan Sign-Off (Phase 2)	Nov-09	$65,000	$6,500	$58,500

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
7	P1 - ATMM Data Conversion Plan Sign-Off	Dec-09	$75,000	$7,500	$67,500
16	P1 - ATMM Functional Project Team Members / Staff Training Sign-Off	Dec-09	$50,000	$5,000	$45,000
18	P1 - ATMM Technical Team Training Sign-Off	Dec-09	$100,000	$10,000	$90,000
21	P1 - DLRS Functional Project Team Members / Staff Training Sign-Off	Dec-09	$50,000	$5,000	$45,000
23	P1 - DLRS Technical Team Training Sign-Off	Dec-09	$100,000	$10,000	$90,000
26	P1 - MOVRS Functional Project Team Members / Staff Training Sign-Off	Dec-09	$50,000	$5,000	$45,000
28	P1 - MOVRS Technical Team Training Sign-Off	Dec-09	$100,000	$10,000	$90,000
10	P1 - DLRS Data Conversion Plan Sign-Off	Mar-10	$100,000	$10,000	$90,000
31	P1 - ATMM Detailed Technical Design Sign-Off	Mar-10	$100,000	$10,000	$90,000
32	P1 - DLRS Detailed Technical Design Sign-Off	Mar-10	$200,000	$20,000	$180,000
33	P1 - MOVRS Detailed Technical Design Sign-Off	Mar-10	$200,000	$20,000	$180,000
13	P1 - MOVRS Data Conversion Plan Sign-Off	Apr-10	$100,000	$10,000	$90,000
59	P2 - ATMM Data Conversion Plan Sign-Off	Apr-10	$75,000	$7,500	$67,500
60	P2 - ATMM High-Level Design Document Sign-Off	Apr-10	$200,000	$20,000	$180,000
61	P2 - DRIVS Data Conversion Plan Sign-Off	Apr-10	$100,000	$10,000	$90,000
62	P2 - DRIVS High-Level Design Document Sign-Off	Apr-10	$200,000	$20,000	$180,000
63	P2 - ATMM Functional Project Team Members / Staff Training Sign-Off	May-10	$50,000	$5,000	$45,000
68	P2 - ATMM Training Materials - Functional Project Team Members / Staff Training Sign-Off	May-10	$100,000	$10,000	$90,000
69	P2 - ATMM Training Materials - Technical Team Training Sign-Off	May-10	$100,000	$10,000	$90,000
70	P2 - DRIVS Functional Project Team Members / Staff Training Sign-Off	May-10	$50,000	$5,000	$45,000
75	P2 - DRIVS Training Materials - Functional Project Team Members / Staff Training Sign-Off	May-10	$100,000	$10,000	$90,000
76	P2 - DRIVS Training Materials - Technical Team Training Sign-Off	May-10	$100,000	$10,000	$90,000
40	P1 - ATMM Software Configuration Sign-Off	Jun-10	$350,000	$35,000	$315,000
41	P1 - DLRS Software Configuration Sign-Off	Jun-10	$330,000	$33,000	$297,000

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
42	P1 - MOVRS Software Configuration Sign-Off	Jun-10	$354,865	$35,487	$319,379
64	P2 - ATMM General Design Completed Sign-Off	Jun-10	$250,000	$25,000	$225,000
65	P2 - ATMM Knowledge Transfer Plan Sign-Off	Jun-10	$75,000	$7,500	$67,500
71	P2 - DRIVS General Design Completed Sign-Off	Jun-10	$250,000	$25,000	$225,000
72	P2 - DRIVS Knowledge Transfer Plan Sign-Off	Jun-10	$75,000	$7,500	$67,500
67	P2 - ATMM Technical Team Training Sign-Off	Jul-10	$300,000	$30,000	$270,000
74	P2 - DRIVS Technical Team Training Sign-Off	Jul-10	$300,000	$30,000	$270,000
34	P1 - ATMM Performance Testing Approach Document Sign-Off	Aug-10	$100,000	$10,000	$90,000
35	P1 - ATMM Testing Approach Document / Plan Sign-Off	Aug-10	$300,000	$30,000	$270,000
36	P1 - DLRS Performance Testing Approach Document Sign-Off	Aug-10	$100,000	$10,000	$90,000
37	P1 - DLRS Testing Approach Document / Plan Sign-Off	Aug-10	$231,856	$23,186	$208,670
38	P1 - MOVRS Performance Testing Approach Document Sign-Off	Aug-10	$125,000	$12,500	$112,500
39	P1 - MOVRS Testing Approach Document / Plan Sign-Off	Aug-10	$300,000	$30,000	$270,000
77	P2 - ATMM Detailed Technical Design Sign-Off	Sep-10	$200,000	$20,000	$180,000
78	P2 - DRIVS Detailed Technical Design Sign-Off	Sep-10	$200,000	$20,000	$180,000
79	P2 - ATMM Performance Testing Approach Document Sign-Off	Oct-10	$100,000	$10,000	$90,000
80	P2 - ATMM Testing Approach Document / Plan Sign-Off	Oct-10	$200,000	$20,000	$180,000
81	P2 - DRIVS Performance Testing Approach Document Sign-Off	Oct-10	$150,000	$15,000	$135,000
82	P2 - DRIVS Testing Approach Document / Plan Sign-Off	Oct-10	$200,000	$20,000	$180,000
43	P1 - ATMM Training Materials - End User Training Sign-Off	Nov-10	$400,000	$40,000	$360,000
44	P1 - DLRS Training Materials - End User Training Sign-Off	Nov-10	$400,000	$40,000	$360,000
45	P1 - MOVRS Training Materials - End User Training Sign-Off	Nov-10	$400,000	$40,000	$360,000
83	P2 - ATMM Software Configuration Sign-Off	Nov-10	$300,000	$30,000	$270,000
84	P2 - DRIVS Software Configuration Sign-Off	Nov-10	$300,000	$30,000	$270,000
46	P1 - ATMM System Deployment (Roll-Out) Plan Sign-Off	Apr-11	$300,000	$30,000	$270,000

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
47	P1 - DLRS System Deployment (Roll-Out) Plan Sign-Off	Apr-11	$300,000	$30,000	$270,000
48	P1 - MOVRS System Deployment (Roll-Out) Plan Sign-Off	Apr-11	$300,000	$30,000	$270,000
85	P2 - ATMM Training Materials - End User Training Sign-Off	May-11	$400,000	$40,000	$360,000
86	P2 - DRIVS Training Materials - End User Training Sign-Off	May-11	$400,000	$40,000	$360,000
9	P1 - ATMM Knowledge Transfer Sign-Off	Jun-11	$125,000	$12,500	$112,500
12	P1 - DLRS Knowledge Transfer Sign-Off	Jun-11	$125,000	$12,500	$112,500
15	P1 - MOVRS Knowledge Transfer Sign-Off	Jun-11	$125,000	$12,500	$112,500
49	P1 - ATMM UAT Complete (sign-off)	Jun-11	$500,000	$50,000	$450,000
50	P1 - DLRS UAT Complete (sign-off)	Jun-11	$500,000	$50,000	$450,000
51	P1 - MOVRS UAT Complete (sign-off)	Jun-11	$500,000	$50,000	$450,000
52	P1 - ATMM Deployment Complete (Go-Live) Sign-Off	Jul-11	$350,000	$35,000	$315,000
53	P1 - ATMM End User Training Sign-Off	Jul-11	$100,000	$10,000	$90,000
54	P1 - DLRS Deployment Complete (Go-Live) Sign-Off	Jul-11	$322,482	$32,248	$290,234
55	P1 - DLRS End User Training Sign-Off	Jul-11	$100,000	$10,000	$90,000
56	P1 - MOVRS End User Training Sign-Off	Jul-11	$100,000	$10,000	$90,000
57	P1 - MOVRS Deployment Complete (Go-Live) Sign-Off	Jul-11	$350,000	$35,000	$315,000
87	P2 - ATMM System Deployment (Roll-Out) Plan Sign-Off	Sep-11	$100,000	$10,000	$90,000
88	P2 - DRIVS System Deployment (Roll-Out) Plan Sign-Off	Sep-11	$100,000	$10,000	$90,000
89	P2 - ATMM UAT Complete Sign-Off	Oct-11	$100,000	$10,000	$90,000
90	P2 - DRIVS UAT Complete Sign-Off	Oct-11	$100,000	$10,000	$90,000
58	P1 - Post-System Support Complete Sign-Off	Dec-11	$100,000	$10,000	$90,000
66	P2 - ATMM Knowledge Transfer Sign-Off	Dec-11	$100,000	$10,000	$90,000
73	P2 - DRIVS Knowledge Transfer Sign-Off	Dec-11	$100,000	$10,000	$90,000
91	P2 - ATMM End User Training Sign-Off	Dec-11	$100,000	$10,000	$90,000
92	P2 - DRIVS End User Training Sign-Off	Dec-11	$100,000	$10,000	$90,000
93	P2 - ATMM Deployment Complete (Go-Live) Sign-Off	Jan-12	$300,000	$30,000	$270,000
94	P2 - DRIVS Deployment Complete (Go-Live) Sign-Off	Jan-12	$350,000	$35,000	$315,000
95	P2 - Post-System Support Complete Sign-Off	Jun-12	$100,000	$10,000	$90,000
	TOTAL		$17,481,322	$1,748,132	$15,733,190

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
96	Project Complete - Retainage Holdback Released Sign-Off	Jun-12	N/A	N/A	$1,748,132
	GRAND TOTAL				$17,481,322

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
1	Software License Fee	Aug-09	$163,636	$16,364	$147,272
2	Software License Fee	Sep-09	$163,636	$16,364	$147,272
3	Software License Fee	Oct-09	$163,636	$16,364	$147,272
4	Software License Fee	Nov-09	$163,636	$16,364	$147,272
5	Software License Fee	Dec-09	$163,636	$16,364	$147,272
6	Software License Fee	Jan-10	$163,636	$16,364	$147,272
7	Software License Fee	Feb-10	$163,636	$16,364	$147,272
8	Software License Fee	Mar-10	$163,636	$16,364	$147,272
9	Software License Fee	Apr-10	$163,636	$16,364	$147,272
10	Software License Fee	May-10	$163,636	$16,364	$147,272
11	Software License Fee	Jun-10	$163,636	$16,364	$147,272
		Jul-10	$0	$0	$0
		Aug-10	$0	$0	$0
		Sep-10	$0	$0	$0
		Oct-10	$0	$0	$0
		Nov-10	$0	$0	$0
		Dec-10	$0	$0	$0
		Jan-11	$0	$0	$0
		Feb-11	$0	$0	$0
		Mar-11	$0	$0	$0
		Apr-11	$0	$0	$0
		May-11	$0	$0	$0
		Jun-11	$0	$0	$0
12	Software License Fee	Jul-11	$233,333	$23,333	$210,000
13	Software License Fee	Aug-11	$233,333	$23,333	$210,000
14	Software License Fee	Sep-11	$233,333	$23,333	$210,000
15	Software License Fee	Oct-11	$233,333	$23,333	$210,000
16	Software License Fee	Nov-11	$233,333	$23,333	$210,000
17	Software License Fee	Dec-11	$233,333	$23,333	$210,000
18	Software License Fee	Jan-12	$233,333	$23,333	$210,000

Ref No.	Deliverable Name	Estimated Due Date	Gross Amount	Retainage	Net Amount
19	Software License Fee	Feb-12	$233,333	$23,333	$210,000
20	Software License Fee	Mar-12	$233,333	$23,333	$210,000
21	Software License Fee	Apr-12	$233,333	$23,333	$210,000
22	Software License Fee	May-12	$233,333	$23,333	$210,000
23	Software License Fee	Jun-12	$233,341	$23,333	$210,008
	TOTAL		$4,600,000	$460,000	$4,140,000
	Retainage Holdback	Jun-12	N/A	N/A	$460,000
	GRAND TOTAL				$4,600,000

0.6 SOW Terms

Terms used in this SOW shall have the following meanings:

1. For purposes of any SOW responsibility matrix, "Lead" shall mean the party with primary responsibility and ownership for the effort. Such assistance includes the contribution of skills and resources to complete the project in accordance with the technical and functional requirements detailed in Attachment 7 to the Contract. "Assist" shall mean the party with supporting roles in the performance of the effort. Such assistance includes the contribution of skills and resources to complete the project in accordance with the technical and functional requirements detailed in Attachment 7 to the Contract. "Shared" shall mean that both parties have responsibility and ownership for the effort. Such assistance includes the contribution of skills and resources to complete the project in accordance with the technical and functional requirements detailed within Attachment 7 to the Contract.

2. "DMVM" shall mean Division of Motor Vehicles Modernization.

3. "Modifications" shall mean its normal, dictionary meaning, specifically an act or instance of modifying.

4. "RICEFW" shall mean Reports, interfaces, conversions, extensions, forms, and work flows.

5. "Component" shall mean a constituent element of a system, and shall include modules of the 3M Software.

6. Legacy Systems shall mean State's existing systems as described RFP Section 1.3 - Background on Existing Systems.

7. "Final Requirements" shall mean the parties' final agreed upon Functional and Technical Requirements for the 3M MVS Solution that are set out in Attachment 7 of the Contract.

1.0 Project Management Services

The Project Management Office (PMO) will comprise representatives from DMVM project team and the Contractor. The PMO shall be responsible for providing project management services. The PMO will generate and provide project management analysis and information to the DMVM Management Team as well as ensure that all applicable Kansas Information Technology Office (KITO) requirements, as specified in ITEC Policy, are met. The DMVM Management Team shall include KDOR's Project Director and Project Manager, as well as the Contractor's Project Director and Project Manager. As part of the initial PMO setup, the DMVM Management Team will develop the Project Charter and the Project Management Procedures. The Project Management Procedures will include the following:

a. Project Overview.
b. Project Organization.
c. Governance.
d. Logistics and Infrastructure.
e. Resource/Staffing Approach.
f. Quality Management.
g. Project Workplan Management.
h. Risk Management.
i. Issue Management.
j. Action Item Management.
k. Change Request Management.
l. Deliverables Management.
m. Document Management.
n. Procedures for Meetings.
o. Project Tools.
p. Time Reporting.
q. Status Reporting.
r. Project Metrics.

1.1 KITO Requirements

The DMVM Project Management Plan shall meet all requirements of ITEC Policy and must be approved by KITO prior to commencement of any project activities. The DMVM Project Management Plan will be created as two (2) subprojects – (1) Phase 1 – Titles and Registration (T&R), Plates/Decals, Inventory, (2) Phase 2 – Drivers' License and ID (DL&ID), Driver Control and Review.

The Microsoft Project Plan is one part of the overall DMVM Project Management Plan. The Microsoft Project Plan will be developed for subproject 1 and subproject 2. For the Microsoft Project Plan for Subproject 1, all individual tasks for the plan and analyze and design phases of the project shall be equal to or more than eight hours and less than or equal to 80 hours. The tasks for Subprojects 2 may be greater than 80 hours. Near the completion of the

preceding subproject, the Microsoft Project Plan for the next subproject will be further refined at the 8/80 level. All tasks shall be resource loaded (both Contractor and KDOR employees). All deliverables shall be shown as milestones. Additional internal milestones/deliverables shall be established for management and reporting purposes.

The table below identifies the elements of the Detailed DMVM Project Plan and responsibilities.

Scope Element	Contractor	KDOR DMVM Team
Detailed DMVM Project Management Plan		
Develop Microsoft Project Plan	Lead	Assist
Budget Plan (funding 506)		Lead
Budget Uses (518)		Lead
Business Case (519)		Lead
WPI (payment deliverables)	Assist	Lead
Risk Analysis (RAM questionnaire)	Assist	Lead
Checklist		Lead
Cover Letter		Lead
Architectural Statement		Lead
Privacy Statement		Lead
Security Statement		Lead
Web Accessibility Statement		Lead
Electronic Records Retention Statement		Lead
Change Management		Lead

Quarterly Reports shall be prepared in a timely manner by the Contractor so they can be submitted by the project director to the KITO office on a quarterly basis. Quarterly reports shall show the project's progress and estimate at completion. The table below identifies the elements of the quarterly report and responsibilities.

KITO Quarterly Reporting	Contractor	KDOR DMVM Team
Cover Letter		Lead
Transmittal Letter (including narrative)		Lead
Checklist	Assist	Lead
Updating Plan (WBS, Schedule, EAC)	Lead	Assist
WPI	Lead	Assist

If the project encounters problems adversely affecting scope, schedule or cost, KITO reporting information and frequency may increase. Any additional reporting requirements arising during the course of the project due to problems adversely affecting scope, schedule or cost shall be maintained and supported by **the State and Contractor to ensure project success.**

1.2 Internal Reporting Requirements:

The Contractor shall provide monthly project status reports. DMVM project monthly status reports will provide information from the previous month's activities. Monthly status reports are due by Wednesday noon on the week following the end of a month. If a state holiday occurs during one of the report preparation days, a grace period of one day will be allowed for the submittal of the report. The table below identifies the elements of the Monthly status reports and responsibilities.

Monthly Reporting	Contractor	KDOR DMVM Team
Budget-to-Actual	Lead	Assist
Critical Path & Analysis	Lead	Assist
Milestone Status	Lead	Assist
Project "Health" Assessment	Assist	Lead
Look ahead (upcoming activities and issues)	Lead	Assist
Outreach Activities (training, risk issues and mitigation activities, communication, etc.)	Assist	Lead
Progress in Knowledge Transfer	Lead	Assist
Change Request Log	Assist	Lead
Approved Staff Changes (Contractor and KDOR)	Lead	Assist
List of submitted and approved deliverables for the month	Lead	Assist

The Contractor shall provide weekly project status reports. DMVM Project Weekly Status Reports will provide information for the Monday through Friday time period. Weekly status reports are due by Tuesday noon the week following the reporting period. If a state holiday occurs during one of the report preparation days, a grace period of one day will be allowed for the submittal of the report. The table below identifies the elements of the weekly status reports and responsibilities.

Weekly Reporting	Contractor	KDOR DMVM Team
Accomplishments	Lead	Assist
Activities for Next Reporting Period	Lead	Assist
Issues/Risk Elements	Lead	Assist
Status of Critical Path	Lead	Assist
Budget to Actual	Lead	Assist

1.3 Project Time Reporting

The Contractor shall provide KDOR access to MS Project to enable authorized personnel from KDOR to enter hours worked by work breakdown structure (WBS) element for each employee. Time reporting for project personnel Contractor and KDOR staff, shall be performed on a weekly basis. The table below identifies the work elements for time reporting and responsibilities.

Time Reporting	Contractor	KDOR DMVM Team
Train Appropriate Project Team Members on Time Reporting	Lead	Assist
Update Project Schedule/WBS with Actual Employee Time	Lead	Assist

Time Reporting	Contractor	KDOR DMVM Team
Provide Monthly Reports on Budget vs. Actual Time per WBS Element	Lead	Assist
Capture and record Contractor time	Lead	Assist
Capture and record KDOR time	Assist	Lead

1.4 Project Execution Tools

The Contractor shall provide all necessary training in, and access to, the Microsoft Team Foundation Server (TFS) toolset for requirements management, source code management, version control of documents, internal workflow processes for defect management and testing tools for unit, system and performance testing and any other documents, objects, scripts, or other work product generated by the DMVM Project. Training shall be held for all members of the project team deemed necessary by the project director. The amount of training time provided by the Contractor shall be sufficient to train project team members so that they may perform their project responsibilities.

Project Execution Tools	Contractor	KDOR DMVM Team
Configure, Host, Administer TFS Toolset	Lead	Assist
Train Appropriate Project Team Members on Tools	Lead	Assist

1.5 Documentation of Meetings and Decisions

The DMVM Project Team shall use the following procedures for conducting and documenting meetings:

Documentation of Meetings	Contractor	KDOR DMVM Team
Prepare agenda including meeting objectives	Shared	Shared
Conduct the meeting	Shared	Shared
Document action items, issues and decisions	Shared	Shared

1.6 Risk Management

The Contractor shall, in consultation with the KDOR management team, develop and maintain a Risk Management Plan that shall include a risk-tracking document. The plan shall identify key risk elements and rank these risks based on probability of occurrence and impact should the risk element be realized. The plan shall also include mitigation measures to monitor identified risks. Using these measures, the Contractor shall update the risk-tracking document to report on the status of identified risks and any proposed or implemented risk mitigation activities. The updated risk tracking document shall be included as a subsection of the monthly status report, unless a risk element occurs, in which case it shall be reflected in the updated risk tracking document which shall be provided as part of the weekly status report.

1.7 Deliverables

Ref. No.	Phase	Deliverable Name	Description
N/A	Plan	DMVM Project Management Procedures	This deliverable documents the DMVM project procedures for a number of project activities, including but not limited to time reporting, change control, and risk and issue management.
2	Plan	Project Procedures Sign-Off	Completion and acceptance of DMVM project management procedures
1a	Plan	CITO Approved Detail Level Project Plan Sign-Off DMVM Project Management Plan – Subproject 1	This deliverable is a KITO requirement and documents the overall project management plan for the DMVM project. The Microsoft Project Plan is one section of this document. This deliverable will initially be developed for Subproject 1 (Plan and Analyze Phase). Near the completion of Subproject 1, the project plan will be updated for Subproject 2. Near the completion of Subproject 2, the deliverable will again be updated for
1b	Analyze	CITO Approved Detail Level Project Plan Sign-Off DMVM Project Management Plan – Subproject 2	This deliverable is a KITO requirement and further documents the overall project management plan for the DMVM project. The Microsoft Project Plan is one section of this document. This deliverable will be developed for Subproject 2 (Analyze Phase). Near the completion of Subproject 1, this deliverable will be updated for Subproject 2
N/A	Plan	Project Charter	This deliverable documents the DMVM project scope, objectives and participants. It provides a definition of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project management.
3	Plan	Project Charter Sign-off	Completion and acceptance of the project charter
N/A	All Phases	Weekly Status Reports (Note: This is not a paid deliverable)	The weekly status report details team metrics, issues, tasks completed since the last report, planned key tasks and activities, departures from the work plan, delayed tasks, and topics for the DMVM project leadership.
N/A	All Phases	Monthly Status Report (Note: This is not a paid deliverable)	The monthly status report details team metrics, issues, tasks completed since the last report, planned key tasks and activities, departures from the work plan, delayed tasks and topics for the KDOR Director. It also includes staffing status including staffing availability, needs, roll-ons and roll-off plans.
N/A	All Phases	Quarterly Status Reports	The quarterly status report detail will include a cover letter, transmittal letter, checklist, updated WBS, schedule, EAC, and WPI.

2.0 Technical Infrastructure Build and Operations

2.1 Major Activities

The Contractor shall provide technical leadership and mentoring in planning, designing and building the technical infrastructure for the DMVM project.

During implementation, there will be approximately six environments for the DMV Solution that the Contractor and KDOR personnel will build and maintain. There will be an additional remote development environment for Contractor use. It is the responsibility of the Contractor to build and maintain this environment.

The Contractor will assist in providing maintenance and operational support of the DMVM project's technical infrastructure. This will include, but will not be limited to keeping current the operating system, performing periodic backups and restores and applying patches and fixes to all instances of DMV Solution.

Prior to production cutover, the Contractor will assist KDOR in applying all available service packs and updates to applications integral to the DMV Solution and operating system. These systems shall be in their most current status unless both parties mutually agree that the risk and potential impact to go-live activities is greater than the impact of refraining from applying the latest service pack updates.

2.1.1 Analyze Phase

Analyze Technical Infrastructure

Contractor Responsibilities:

- Identify technical requirements, including environment sizing and all essential hardware and software
- Develop System Performance Specifications.
- Define application architecture (all environments)
- Assess technical architecture gaps

KDOR Responsibilities:

- Assist contractor in identifying technical requirements, including environment sizing
- Assist Contractor with Development of System Performance Specifications.
- Assist contractor in assessing technical architecture gaps
- Confirm technical architecture analysis deliverables

2.1.2 Design Phase

Design Technical Infrastructure

Contractor Responsibilities:

- Create technical blueprint

- Select and design development environment
- Select and design execution environment
- Select and design operations environment
- Plan technical architecture design deliverables
- Create MVS (3M ATMM,3M MOVRS, 3M DRIVS, 3M DLRS) performance test approach plan

KDOR Responsibilities:

- Assist contractor in creating a technical blueprint
- Assist contractor in designing development environment
- Assist contractor in designing execution environment
- Assist contractor in designing operations environment
- Confirm technical architecture design deliverables

2.1.3 Build Phase

Build Technical Infrastructure

Contractor Responsibilities:

- Install and build development environment
- Install and build execution environment
- Install and build operations environment
- Assist KDOR in developing a disaster recovery (DR) plan

KDOR Responsibilities:

- Assist contractor in building development environment
- Assist contractor in building execution environment
- Assist contractor in building operations environment
- Develop a disaster recovery (DR) plan
- Confirm technical architecture build deliverables

2.1.4 Test Phase

Test Technical Infrastructure

Contractor Responsibilities:

- Prepare and Execute Technical Architecture Assembly Test
- Create and execute performance test scripts
- Document performance test results

KDOR Responsibilities:

- Assist contractor in creating and executing performance test scripts
- Create DR test scripts
- Oversee a DR exercise 1-2 months prior to "go-live."
- Document DR test results
- Confirm technical architecture test deliverables

2.2 Responsibility Matrix

Roles and responsibilities for managing the technical infrastructure and related activities are delineated in the table below. It is assumed that all applicable scope elements listed below apply to all instances of the hardware, databases and applications without specifying each.

Scope Element	Contractor	KDOR DMVM Team
Build & Design		
Install 3M components (per environment)	Assist	Lead
Install MS SQL Server Database	Assist	Lead
Setup MS SQL Server Database	Assist	Lead
Implement Load Balancer	Assist	Lead
Establish firewalls	Assist	Lead
Apply fixes, patches and bundles as needed (when provided & available from 3M and in consultation w/ team)	Assist	Lead
Install Reporting Database software	Assist	Lead
Setup Reporting Database	Assist	Lead
Apply security to the DB level	Assist	Lead
Document strategy for building and maintaining environments	Assist	Lead
Create production system database administration procedures	Assist	Lead
Create technical readiness document	Assist	Lead
Evaluate WAN capacity as it relates to the DMVM implementation	Assist	Lead
Create the standard technical infrastructure configuration	Assist	Lead
Create database instances:		
Production	Assist	Lead
Pre-Production	Assist	Lead
User Acceptance Test	Assist	Lead
Development	Assist	Lead
Sandbox	Assist	Lead

Scope Element	Contractor	KDOR DMVM Team
Training	Assist	Lead
Remote Development	Lead	
Performance tuning:		
Databases	Lead	Assist
Application servers	Lead	Assist
Web servers	Lead	Assist
Batch processes	Lead	Assist
Online processes	Lead	Assist
Develop software patches and fixes methodology	Assist	Lead
Create backup and recovery plan	Assist	Lead
Test and validate backup and recovery procedures in all environments (instances)	Assist	Lead
Develop Database change policies	Assist	Lead
Harden the web infrastructure components; install security patches, turn off unused services, etc	Assist	Lead
Establish remote access to Kansas development environment in accordance with KDOR policies	Assist	Lead
Develop hardware installation strategy & plan	Assist	Lead
Install & configure hardware	Assist	Lead
Install & configure operating system software	Assist	Lead
Setup SAN drives	Assist	Lead
Install SAN drivers	Assist	Lead
Install backup system	Assist	Lead
Test special printers	Assist	Lead
Develop configuration migration procedures	Assist	Lead
Develop Standard technical infrastructure configuration and change management methodologies	Assist	Lead
Document technical architecture	Assist	Lead
Document infrastructure design	Assist	Lead
Develop and document standard technical infrastructure configuration	Assist	Lead
Create the business continuity plan (Disaster Recovery)	Assist	Lead
Develop DR procedures, providing detail steps necessary to bring DR site to Production Status	Assist	Lead
Conduct DR development meetings	Assist	Lead
Create DR Execution Plan for the DR test exercise	Assist	Lead
Architect, implement and test a disaster recovery process	Assist	Lead
Identify technical requirements	Assist	Lead
Define application architecture	Lead	Assist
Define technical architecture	Assist	Lead
Assess technical architecture gaps	Assist	Lead
Confirm technical architecture analysis and deliverables	Assist	Lead
Design batch processing	Lead	Assist
Plan & conduct component test	Assist	Lead
Build and test application components	Assist	Lead

Scope Element	Contractor	KDOR DMVM Team
Size hardware for implementation	Lead	Assist
Size hardware for production	Lead	Assist
Operations		
Define long term production support strategy	Assist	Lead
Create a production system operational model	Assist	Lead
Create production system administration procedures	Assist	Lead
Create production system operation procedures	Assist	Lead
Establish criteria and plan for applying software upgrades from 3M	Assist	Lead
Service Packs	Assist	Lead
Application Bundles	Assist	Lead
Patches & Fixes	Assist	Lead
Apply software upgrades	Assist	Lead
Updates & Fixes	Assist	Lead
Establish plan for applying database upgrades from MS SQL Server	Assist	Lead
Perform Nightly Operations	Assist	Lead
Operating System backups	Assist	Lead
Database backups	Assist	Lead
Web backups	Assist	Lead
Other server backups	Assist	Lead
Performance tuning (continuously):	Assist	Lead
Databases	Assist	Lead
Application servers	Assist	Lead
Web servers	Assist	Lead
Batch processes	Assist	Lead
Online processes	Assist	Lead
Cutover		
Create production cutover plan	Lead	Assist
Create detailed task lists and work plans for Cutover	Lead	Assist
Create production cutover staffing schedule	Lead	Assist
Create production cutover roles and responsibilities	Lead	Assist

2.3 Deliverables

Ref. No.	Phase	Deliverable Name	Description
34	Test	P1 - 3M ATMM Performance Testing Approach	This deliverable documents the overall approach and strategy for testing the application, technical architecture, and training and performance support. The strategy applies to the project's entire scope. Entry and exit criteria for the performance testing are included as well as monitoring tool descriptions and performance status reports.
36	Test	P1 - 3M DLRS Performance Testing Approach	This deliverable documents the overall approach and strategy for testing the application, technical architecture, and training and performance support. The strategy applies to the project's entire scope. Entry and exit criteria for the performance testing are included as well as monitoring tool descriptions and performance status reports.

Ref. No.	Phase	Deliverable Name	Description
38	Test	P1 - 3M MOVRS Performance Testing Approach	This deliverable documents the overall approach and strategy for testing the application, technical architecture, and training and performance support. The strategy applies to the project's entire scope. Entry and exit criteria for the performance testing are included as well as monitoring tool descriptions and performance status reports.
79	Test	P2 - 3M ATMM Performance Testing Approach	This deliverable documents the overall approach and strategy for testing the application, technical architecture, and training and performance support. The strategy applies to the project's entire scope. Entry and exit criteria for the performance testing are included as well as monitoring tool descriptions and performance status reports.
81	Test	P2 - 3M DRIVS Performance Testing Approach	This deliverable documents the overall approach and strategy for testing the application, technical architecture, and training and performance support. The strategy applies to the project's entire scope. Entry and exit criteria for the performance testing are included as well as monitoring tool descriptions and performance status reports.
N/A	Analyze	Technical Fit/Gap Analysis (Note: This is not a paid deliverable)	The Technical Fit/Gap Analysis involves analyzing the technical architecture gaps within MVS and determining the possible resolutions to that gap, which often include things such as manual workarounds and customization. The Technical Fit/Gap analysis will detail any technical software or hardware needs required by the project.
N/A	Analyze	Design Phase Environment Set-up (Note: This is not a paid deliverable)	The Design Phase Environment Set-up is the delivery of the MVS Sandbox environment.
N/A	Design	Technical Blueprint (Note: This is not a paid deliverable)	The Technical Blueprint describes a vision of the technical architecture that supports the MVS business applications. The technical architecture includes the development, execution, and operations environments. Staffing requirements will be specified for both the creation and maintenance of the environments.
N/A	Design	Development Phase Environment Set-up (Note: This is not a paid deliverable)	The Development Phase Environment Set-up is the delivery of the MVS environment where developers and testers design, build, and test new application software components. Interfaces, reports and queries will be created and correspond with the date for development. The environments built at this time include development and remote development.
N/A	Build	Test Phase Environment Set-up (Note: This is not a paid deliverable)	The Test Phase Environment Set-up is the delivery of the MVS environment where the system testing will be completed. The environments built at this time include User Acceptance Test and Pre-production.
N/A	Test	Performance Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester must follow to execute a group of performance test conditions defined for a performance test scenario. Processing requirements will identify and address the issues that must be tested. Actual data will be provided to complete performance test scripts.
N/A	Test	Disaster Recovery Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester will follow to execute the disaster recovery test. The test scripts reference test conditions and document expected results of each testing step. The scripts also include areas to indicate the status of each testing step and to document transaction reference information and testing input data.
N/A	Test	Performance Test Results (Note: This is not a paid deliverable)	This deliverable documents the performance test results of the performance test conditions and the fixes or SIRs identified due to performance test. Performance scope, entry and exit criteria will specify the results that must be met while phase descriptions will address proper staffing requirements. Status reports will demonstrate that the results satisfy the requirements.

Ref. No.	Phase	Deliverable Name	Description
N/A	Test	Disaster Recovery Test Results (Note: This is not a paid deliverable)	This deliverable documents the disaster recovery test results of the system test conditions and scripts and the fixes or SIRs identified due to disaster recovery test. It details number of test scripts executed and number, type and status of identified system integration requests (SIRs) during the disaster recovery testing process.
N/A	Deploy	Production Phase Environment Set-up (Note: This is not a paid deliverable)	The Production Phase Environment Set-up is the delivery of the MVS environment where the production testing will be operated. The environments built at this time include production environment.

3.0 Security

3.1 Major Activities

The Contractor will assist KDOR with two major security scope components. KDOR requires 3M to perform a formal security review that includes a preliminary risk assessment, a data security classification and a security project plan. The Contractor will take the lead for most of these tasks. The second security scope component involves establishing application roles, permissions and groups within DMV Solution. KDOR, with assistance from the Contractor, will take the lead in performing these tasks.

The Contractor shall comply with all State of Kansas IT Security Policies. All security (KDOR and Contractor) administrators must pass a Level 1 security clearance.

Contractor assumes that all scope elements listed below apply to all instances of the databases, as practical, hardware and 3M MVS applications, without specifying each.

3.1.1 Analyze Phase

Analyze Security

Contractor Responsibilities:

- Analyze technical architecture security components
- Assist KDOR in creating a security plan

KDOR Responsibilities:

- Assist contractor in analyzing technical architecture security components
- Create a security plan
- Confirm security analysis deliverables

3.1.2 Design Phase

Design Security

Contractor Responsibilities:

- Define technical architecture security components
- Assist KDOR in analyzing security approach - centralized, de-centralized or hybrid security model
- Define the user roles and system technical security (security configuration)

KDOR Responsibilities:

- Assist contractor in defining technical architecture security components

- Analyze security approach - centralized, de-centralized or hybrid security model
- Assist contractor in defining the user roles and system technical security (security configuration)
- Confirm security design deliverables

3.1.3 Build Phase

Build Security

Contractor Responsibilities:

- Build the user roles and system technical security (security configuration)
- Assist KDOR in developing and implementing security audit procedures based upon based upon best practices from previous customers final requirements

KDOR Responsibilities:

- Assist contractor in building the user roles and system technical security (security configuration)
- Develop and implement security audit procedures
- Confirm security build deliverables

3.1.4 Test Phase

Test Security

Contractor Responsibilities:

- Test the user roles and system technical security (security configuration)

KDOR Responsibilities:

- Assist the contractor in testing the user roles and system technical security (security configuration)
- Confirm security test deliverables

3.2 Responsibility Matrix

Roles and responsibilities for security activities are delineated in the table below.

Scope Element	Contractor	KDOR DMVM Team
Setup DMVM security	Assist	Lead
Protect data in non-production environments (data masking)	Assist	Lead
Meet KDOR Security Policy – Personal Identifiable Information (PII) policies	Assist	Lead
Develop & Implement Production and Project Team security	Assist	Lead
Permissions	Assist	Lead
Roles	Assist	Lead

Scope Element	Contractor	KDOR DMVM Team
UserIDs	Assist	Lead
Setup timeout parameters	Assist	Lead
Develop Reporting database security plan	Assist	Lead
Setup security on Reporting database	Assist	Lead
Build, Test and Validate User Roles and Authorizations	Assist	Lead
Analyze & develop a security administration approach (central vs. decentralized)	Assist	Lead
Develop Query security plan	Assist	Lead
Setup Query security	Assist	Lead
Create a Security Plan meeting KDOR Security Policy:	Assist	Lead
Project Purpose and Overview	Assist	Lead
Architectural Diagram	Assist	Lead
Access authorization matrix	Assist	Lead
Data security classification	Assist	Lead
Standards compliance	Assist	Lead
Standard exceptions, risks and mitigating controls	Assist	Lead
Change management procedures	Assist	Lead
Conduct Preliminary Risk Assessment (required by KDOR of Kansas Master Security Policy)	Assist	Lead
Create Security Approach document, defining and explaining security in DMVM	Lead	Assist
Create a Formal Risk Assessment	Assist	Lead
Determine appropriate Security classifications for DMVM data	Assist	Lead
Analyze Network Security		Lead
Define and Create Process Permission Lists	Assist	Lead
Develop Security Audit Procedures	Assist	Lead
Load and test production Security, including roles and permissions	Assist	Lead
Develop incident handling procedures per KDOR Security Policy	Assist	Lead
Develop Security Workflow including job changes and training notices	Assist	Lead
Conduct formal risk assessment	Assist	Lead

3.3 Deliverables

Ref. No.	Phase	Deliverable Name	Description
N/A	Analyze	Security Plan (Note: This is not a paid deliverable)	This deliverable documents the approach for accomplishing the security requirements for DMV Solution. It includes the Preliminary Risk Assessment which defines the threat environment to the system being placed into production. This document is reviewed and approved by the Kansas Security Council.
N/A	Design	Centralized versus De-centralized Security Approach Document (Note: This is not a paid deliverable)	This deliverable documents the pros and cons for a central versus decentralized security administration function.
N/A	Design	Security Configuration Design (Note: This is not a paid deliverable)	This deliverable is the design of the role security into the DMV Solution. For each role, the access to specific menus, panels, and data will be defined.

Ref. No.	Phase	Deliverable Name	Description
N/A	Build	Security Configuration Build (Note: This is not a paid deliverable)	This deliverable is the build/unit test of the role security into the DMV Solution. For each role, the access to specific menus, panels, and data will be entered into the system.
N/A	Deploy	Formal Risk Assessment (Note: This is not a paid deliverable)	This deliverable formalizes the preliminary risk assessment based on system architecture.

4.0 Requirements Validation, Detailed Design, Software Configuration, Testing (Integration, System, Performance)

The DMVM team will be responsible for analysis, design, configuration, and system testing of the application, including requirements validation, detailed design, software configuration, workflow, and testing.

The DMVM team comprises representatives from the KDOR and the Contractor.

4.1 Major Activities by Phase

4.1.1 Analyze Phase

Analyze Application

Analyzing the Application will consist of four main steps:

- Review DMV Solution requirements and Specifications as provided in the Final Requirements document set in Attachment 7 to the contract.
- Setup and conduct conference room pilots (CRP) as a systematic review of requirements to show how requirements are addressed by delivered functionality.
- Identify software gaps and customizations.
- Determine resolution of gaps. Record and track in requirements traceability matrix.

The DMVM team will map KDOR's requirements as identified in Appendix 1 Functional Requirements of the RFP to the in-scope modules and assess the business processes against the application capabilities across the different functions. This is accomplished through a series of conference room pilot (CRP) sessions prepared and conducted for each functional team. The steps used to prepare and conduct the conference room pilot will be as follows:

- Organize the functional requirements into logical business process groupings. The DMVM team will develop a list of business processes to demonstrate using the delivered functionality.
- Prepare a schedule of CRP sessions organized around the identified business processes. This inventory of business processes becomes the foundation for the organization and scheduling of the conference room pilot sessions.
- Identify the appropriate CRP participants and send invitations with sufficient lead time. While preparing for the CRP sessions, the audience will be identified and invitations sent out in advance. KDOR will want to identify a mix of CRP participants that represent a variety of KDOR needs.
- Prepare for the CRP sessions: The teams will prepare agendas and scripts to plan and prepare for demonstrating the functionality to the participants and demonstrating how the requirements will be reviewed.
- Conduct the CRP sessions to validate the requirements, as expressed in the Final Requirements document set in Attachment 7 to the contract and assist the contractor in the configuration of their software to

meet the requirements, and identify gaps between the requirements and baseline functionality. The functional teams will use the live software to explain how the business processes work in the delivered environment.

- After a CRP session is complete, the team will review any newly discovered requirements and identify possible solutions, the gaps and identify possible solution options for resolving the gaps. Possible solutions may include a business process change, a modification to the requirements document to conform to the delivered software, a work around, a policy change or a modification to the software.

- Where modifications are proposed the CRP Team will prepare a change request as specified in Section 13.

The proposed modifications arising from the CRP process will follow the standard documentation and approval process as described in Section 13. Approved modifications will be documented in the inventories of reports, interfaces, conversions, forms and workflows needed to meet the application requirements. The inventory of approved modifications will become the basis for the modification designs and build documents to be developed throughout the course of the DMVM project.

The tables below identify the in-scope modules that are assigned to each functional team by phase.

KDOR/Contractor DMVM Sub-Team Phase 1	Modules
Title and Registration	Customer Management Title Management Registration Renewal Registration Management Security Interest Management Interfaces & Reports Inspections and Enforcements
Inventory	Ordering Receiving Managing Interfaces & Reports
Dealer	Customer Management Licensing Permits Interfaces & Reports
Fiscal	Cash Drawer/Finance Reconciliation Adjustments Revenue Distributions Interfaces & Reports Consolidation
Security	Manage Users Roles and Groups Trusted Parties

KDOR/Contractor DMVM Sub-Team Phase 2	Modules
Drivers License Issuance	Customer Management DL License / Credentialing DL Scheduling Interfaces & Reports Correspondence DL History Records Work Management
Driver Sanctions / Compliance	Work Management Reports Interfaces & Reports Correspondence
Hearings and Appeals	Case Management Medical Work Management Reports Interfaces & Reports Correspondence
Fiscal	Cash Drawer/Finance Reconciliation Adjustments Revenue Distributions Interfaces & Reports Consolidation
Security	Manage Users Roles and Groups Trusted Parties

Contractor Responsibilities:

- Perform a fit/gap analysis of software, and validate inventories of the reports, interfaces, conversions, forms and workflows needed to meet KDOR's requirements.
- Identify and document the roles affected by the business processes designed during the conference room pilots.
- Identify workarounds that will help limit the number of modifications required to support business processes.
- Create the system test plan.
- Support KDOR in identifying required modifications to existing KDOR systems based on Interface requirements.
- Validate existing DMV Solution requirements and document the mechanism for meeting those requirements and business process change.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

KDOR Responsibilities:

- Provide subject matter experts (SMEs) that can efficiently and accurately document/describe current as-is business processes.
- Identify workarounds that will help limit the number of modifications required to support business processes.
- Support the development of the system test plan.
- Make design decisions in a timely manner.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

4.1.2 Design Phase

The design phase begins with specifications from the analyze phase, and ends with a list of tasks that, once performed in the build activities, will deliver the new solution.

General Design Documents:

General designs will be created for each RICEFW (Reports, Interfaces, Conversion, Extensions, Forms and Workflow) object that was approved at the end of the analyze application activity. The designs include comparing KDOR's specifications to the abilities delivered in the standard application, and validating design plans with project stakeholders.

Contractor Responsibilities:

- Produce general design documents for software modifications and identified in the KDOR-approved RICEFW inventory.
- Develop the testing approach for the 3M MVS Software approved modifications.
- Create security approach document detailing technical and application security processes and procedures.
- Inventory and design application security roles based on business processes defined in conference room pilots (CRPs).
- Collect transaction volumes and interface volumes to be used in planning the performance test.

KDOR Responsibilities:

- Produce general design documents for software modifications and identified in KDOR-approved RICEFW inventory.
- Develop general design documents for modifications needed in existing KDOR systems.
- Review and approve the general designs documents utilizing the process described in Section 4.72 of the Contract (QARP).

Detailed Design (functional):

Detailed design documents will be completed that will detail at a granular level all business rules required to provide the general design functionality. The detailed design documents will include use cases, business rules, concept diagrams and supplemental data as needed.

Contractor Responsibilities:

- Produce detailed design documentation for each functional area.

KDOR Responsibilities:

- Review and approve the detailed design documents utilizing the process described in Section 4.72 of the Contract (QARP).

Configuration Design and Build:

Configuration approach documents will be completed that will detail the approach to configuring the 3M Software to meet KDOR's business requirements.

Contractor Responsibilities:

- Produce configuration approach documents and data-entry documents for configuration work units in each business process.
- Populate the tables using KDOR-approved values as part of build activities.
- Configure security definitions using the security functionality.

KDOR Responsibilities:

- Produce configuration approach documents and data-entry documents for configuration work units in each business process.
- Review and approve the configuration approach and data entry documents.
- Provide table values for population into the system configuration tables.

4.1.3 Build Phase

Technical Design Documents

Produce detailed technical design documents for the 3M MVS Software modifications approved during the analyze phase. Unlike functional designs, these detailed technical designs are intended as technical specifications that can be executed by application developers. Technical designs include the following sections, which are not included in the general designs:

- Program flows
- Program pseudo code
- Error logic

- All custom objects

Contractor Responsibilities:

- Produce technical design documents for each work unit.
- Review KDOR-developed technical design documents for DMVM work units.

KDOR Responsibilities:

- Produce Technical Design documents for each work unit.
- Review and approve each of the Technical Detailed Design Documents.

Build and Component Test

The development team shall code and unit test component modifications approved in the design phase.

Contractor Responsibilities:

- Code and unit test all components.
- Document changes made in the system.
- Conduct and document unit testing as part of the development documentation.
- Conduct a code review to confirm proper coding standards are followed.
- Review code for performance enhancements.
- Oversee and approve code and unit test work performed on the 3M Software by KDOR.

KDOR Responsibilities:

- Code and unit test all components.
- Code and unit test modifications to legacy systems required to support the system release.
- Code and component test the extract and reconciliation files and reports from the legacy systems.
- Document changes made in the system.
- Review and approve the code, unit test-scripts and unit test results.

4.1.4 Test Phase

Testing Strategy

During this phase, the DMVM team will create test conditions and test scripts based on the test cycles and module business processes.

Contractor Responsibilities:

- Develop a test plan to verify the business requirements are tested satisfactorily. Testing shall be performed with converted data once mock conversion has been complete. Execution of the test plan shall verify that the 3M Software table configurations, modifications and related system components function as established in the approved design documents.
- Plan, coordinate, review, document and communicate test activities.
- Document the test conditions, scripts and the expected results.

KDOR Responsibilities:

- Develop a comprehensive test plan to verify that the 3M Software, table configurations, modifications and related system components meet the specifications to the final design requirements document as articulated in the General System Design and Detailed System Design documents.
- Develop Use-Cases, Scenarios, Execution Scripts, data outcome measures and other testing instruments that can be executed in a repeatable fashion to verify system is performing to the specifications of the General System Design and Detailed System Design Documents.
- Develop regression testing strategy to verify that the previously tested components and modules of the 3M Software, table configurations, modifications and related system components perform to specifications as additional components, modules or modifications are present for user acceptance testing.
- Provide SMEs to participate in the planning and execution of the integration tests as defined in KDOR-approved test plan.
- Document the test conditions, scripts and the expected results.
- Provide transactional data from legacy systems to support testing activities.
- Ensure the cooperation and participation of all stakeholder organizations that may be required to complete the Test Execution.

Testing Execution

During this phase, the DMVM team will execute the test scripts based on the test conditions and cycles. Test cycles will build upon each other in functionality and complexity. During test execution, system investigation requests (SIRs) will be identified and assigned a priority. The goal will be that critical and high priority SIRs be corrected prior to the next test cycle.

Fixes include corrections to approved modifications or to the approved configurations that are not working as designed. Fixes to delivered functionality or enhancements that go beyond the scope of approved modifications will require a change order that is mutually agreed upon.

The table below shows the proposed system test cycles. These will be refined during the development of the system test plan.

#	Cycle Name	Cycle Description
0	Configuration	This cycle will be used to populate setup tables for the system test environment. The data that is derived from this cycle will be used in the subsequent test cycles. This cycle will contain at least one script per functional module to test table and system configuration. The configuration data will mimic the values derived from the configuration approach.
1	Simple End to End Processing	This cycle will include test scripts that will test a broad range of functionality across all of the application modules. All major processes will be run in this cycle. The main objective for this cycle is to test that the application as a whole continues to function together properly, and that processes execute correctly. These applications will be tested exclusive of each other.
2	Complex End to End Processing	This cycle will be the first vertical test cycle group of system test. The test scripts that will be grouped in this cycle will include in-depth scenarios that will fully test the solutions for a specific business process/module. The objective of this cycle is to functionally test all delivered and customized components within each business process.
3	Conversion	This cycle will be used to populate the tables with converted data for the system test environment. Data derived from this cycle will be used in the subsequent test cycles. This cycle will contain at least one script per functional module to test table and system configuration for conversion. The converted data will mimic the values and detail derived from the conversion designs.
4	Simple End to End Processing using Converted Data	This cycle will retest the full functionality of the systems. The difference for this group of test scripts will be the use of converted data versus configured data. The same types of scenarios and objectives as Cycle 1 will be tested.
5	Complex End to End Processing using Converted Data	This cycle will retest the specific functionality of each business process for KDOR. The difference for this group of test scripts will be the use of converted data versus configured data. The same types of scenarios and objectives as Cycle 2 will be tested.
6	Security	This cycle will contain test scripts that concentrate on the roles and permission list. These scripts will verify that the configuration roles meet KDOR's security requirements.
7	Cross Functional Integration	This cycle will be used to group test conditions that focus solely on interfaces. Scripts within this cycle will test the production and acceptance of the complete set of data.
8	Reporting	This cycle will contain test scripts that focus on the reporting functionality. These scripts will verify that the delivered and custom reports meet KDOR's business requirements.
9	Exception Processing	The test scripts executed in this cycle will be used to highlight valid error processing in the applications.
10	Month End Processing	The test scripts executed in this cycle will be used to highlight month end processing in the applications for KDOR.
11.	Quarterly End Processing	The test scripts executed in this cycle will be used to highlight quarterly end processing in the applications for KDOR.
12.	Calendar Year End Processing	The test scripts executed in this cycle will be used to highlight calendar end processing in the applications for KDOR.
13.	Fiscal Year End Processing	The test scripts executed in this cycle will be used to highlight fiscal year end processing in the applications for KDOR.

Contractor Responsibilities:

- Execute the test conditions and scripts, identify discrepancies between expected results and actual results, and document these discrepancies.

- Prepare documentation for KDOR review for each executed Product cycle. This documentation shall include test conditions, scripts, expected results, actual results and any SIRs that were logged for that specific cycle.
- Coordinate test execution according to the approved test approach and SIR fixes with KDOR and Contractor module and development leadership.

KDOR Responsibilities:

- Execute the test conditions and scripts, identify discrepancies between expected results and actual results, and document these discrepancies.
- KDOR will provide transactional data from legacy systems to support testing activities.
- Ensure the cooperation and participation of all stakeholder organizations that may be required to complete test execution.
- Provide, accept, process and test interfaces KDOR owned systems.
- Create the legacy test environments and operations components necessary to test legacy modifications.
- Execute the legacy portion of all end-to-end tests required during product tests, and validate the results.
- Review and approve the results of the product tests.
- Identify KDOR personnel to participate in the test.

4.2 Responsibility Matrix

The table below summarizes the responsibilities.

Scope Element	Contractor	KDOR DMVM Team
Analyze Phase		
Analyze Business Processes	Assist	Lead
Conduct Conference Room Pilot	Lead	Assist
Assess Process Gaps	Lead	Assist
Develop To-Be Processes	Assist	Lead
Analyze User Roles	Assist	Lead
Define RICEFW Inventories	Lead	Assist
Analyze Integration Solution	Lead	Assist
Plan System Test	Lead	Assist
Conduct CRP	Lead	Assist
High Level Design – Fit/Gap Analysis	Lead	Assist
Design Phase		
Design Configuration	Lead	Assist
Design Modifications	Lead	Assist

Scope Element	Contractor	KDOR DMVM Team
Design Security	Lead	Assist
Design Forms	Assist	Lead
Complete Traceability Matrix	Lead	Assist
Plan Assembly Test	Lead	Assist
Build Phase		
Build Configuration	Lead	Assist
Build and Unit Test Application Components	Lead	Assist
Build Forms	Lead	Assist
Test Phase		
Develop Testing Approach / Plan	Shared	Shared
Develop Test Conditions and Scripts	Shared	Shared
Execute Assembly Test	Shared	Shared
Execute Product Test	Shared	Shared
Document Test Results	Assist	Lead

4.3 Deliverables

The table below summarizes the deliverables to be created during each phase:

Ref. No.	Phase	Deliverable Name	Description
N/A	Design	P1 – 3M ATMM Conference Room Pilot (Note: This is not a paid deliverable)	Design sessions that evaluate the fit of 3M ATMM (to support 3M DLRS and 3M MOVRS) with KDOR's present operations and workforce. The conference room pilot tests the system using KDOR's data in a controlled environment, provides information required to develop the implementation, and serves as a gap analysis exercise.
N/A	Design	P1 – DLRS Conference Room Pilot (Note: This is not a paid deliverable)	Design sessions that evaluate the fit of DLRS with KDOR's present operations and workforce. The conference room pilot tests the system using KDOR's data in a controlled environment, provides information required to develop the implementation, and serves as a gap analysis exercise.
N/A	Design	P1 – 3M MOVRS Conference Room Pilot (Note: This is not a paid deliverable)	Design sessions that evaluate the fit of 3M MOVRS with KDOR's present operations and workforce. The conference room pilot tests the system using KDOR's data in a controlled environment, provides information required to develop the implementation, and serves as a gap analysis exercise.
N/A	Design	P2 – 3M ATMM Conference Room Pilot (Note: This is not a paid deliverable)	Design sessions that evaluate the fit of 3M ATMM (to support 3M DRIVS) with KDOR's present operations and workforce. The conference room pilot tests the system using KDOR's data in a controlled environment, provides information required to develop the implementation, and serves as a gap analysis exercise.
N/A	Design	P1 – 3M DRIVS Conference Room Pilot (Note: This is not a paid deliverable)	Design sessions that evaluate the fit of 3M DRIVS with KDOR's present operations and workforce. The conference room pilot tests the system using KDOR's data in a controlled environment, provides information required to develop the implementation, and serves as a gap analysis exercise.

Ref. No.	Phase	Deliverable Name	Description
4	Design	P1 - 3M ATMM High Level Design (Functional Fit/Gap Analysis) (Note: This is not a paid deliverable)	The Functional Fit/Gap Analysis involves analyzing each business process gap within 3M ATMM (to support 3M DLRS and 3M MOVRS) and determining the possible resolutions to that gap, which often include things such as manual workaround or customization. The Functional Fit/Gap Analysis is the result of the Conference Room Pilot phase of the project.
5	Design	P1 – 3M DLRS High Level Design (Functional Fit/Gap Analysis) (Note: This is not a paid deliverable)	The Functional Fit/Gap Analysis involves analyzing each business process gap within 3M DLRS and determining the possible resolutions to that gap, which often include things such as manual workaround or customization. The Functional Fit/Gap Analysis is the result of the Conference Room Pilot phase of the project.
6	Design	P1 – 3M MOVRS High Level Design (Functional Fit/Gap Analysis) (Note: This is not a paid deliverable)	The Functional Fit/Gap Analysis involves analyzing each business process gap within 3M MOVRS and determining the possible resolutions to that gap, which often include things such as manual workaround or customization. The Functional Fit/Gap Analysis is the result of the Conference Room Pilot phase of the project.
60	Design	P2 – 3M ATMM High Level Design (Functional Fit/Gap Analysis) (Note: This is not a paid deliverable)	The Functional Fit/Gap Analysis involves analyzing each business process gap within 3M ATMM (to support 3M DRIVS) and determining the possible resolutions to that gap, which often include things such as manual workaround or customization. The Functional Fit/Gap Analysis is the result of the Conference Room Pilot phase of the project.
62	Design	P1 – 3M DRIVS High Level Design (Functional Fit/Gap Analysis) (Note: This is not a paid deliverable)	The Functional Fit/Gap Analysis involves analyzing each business process gap within 3M DRIVS and determining the possible resolutions to that gap, which often include things such as manual workaround or customization. The Functional Fit/Gap Analysis is the result of the Conference Room Pilot phase of the project.
17	Analyze	P1 - 3M ATMM General Design Completed Sign-Off	Completion and acceptance of P1 - 3M ATMM High Level Design (Functional Fit/Gap Analysis) and P1 – 3M ATMM Conference Room Pilot
22	Analyze	P1 - 3M DLRS General Design Completed Sign-Off	Completion and acceptance of P1 - 3M DLRS High Level Design (Functional Fit/Gap Analysis) and P1 – 3M DLRS Conference Room Pilot
27	Analyze	P1 - 3M MOVRS General Design Completed Sign-Off	Completion and acceptance of P1 - 3M MOVRS High Level Design (Functional Fit/Gap Analysis) and P1 – 3M MOVRS Conference Room Pilot
64	Analyze	P2 - 3M ATMM General Design Completed Sign-Off	Completion and acceptance of P2 - 3M ATMM High Level Design (Functional Fit/Gap Analysis) and P2 – 3M ATMM Conference Room Pilot
71	Analyze	P2 - 3M DRIVS General Design Completed Sign-Off	Completion and acceptance of P2 - 3M DRIVS High Level Design (Functional Fit/Gap Analysis) and P2 – 3M DRIVS Conference Room Pilot
40	Design	P1 - 3M ATMM Configuration Design	The Configuration Design is the repository for all configuration done in 3M ATMM (to support 3M DLRS and 3M MOVRS) sorted by module and business process. This document will serve as quick reference guide for all DMVM personnel involved in system maintenance post go-live. DMVM personnel will utilize this guide to quickly identify all configuration aspects of a business process that will be impacted by a change to the existing business process or application upgrade.

Ref. No.	Phase	Deliverable Name	Description
41	Design	P1 - 3M DLRS Configuration Design	The Configuration Design is the repository for all configurations done in 3M DLRS sorted by module and business process. This document will serve as quick reference guide for all DMVM personnel involved in system maintenance post go-live-DMVM personnel will utilize this guide to quickly identify all configuration aspects of a business process that will be impacted by a change to the existing business process or application upgrade.
42	Design	P1 - 3M MOVRS Configuration Design	The Configuration Design is the repository for all configurations done in 3M MOVRS sorted by module and business process. This document will serve as quick reference guide for all DMVM personnel involved in system maintenance post go-live. DMVM personnel will utilize this guide to quickly identify all configuration aspects of a business process that will be impacted by a change to the existing business process or application upgrade.
83	Design	P2 - 3M ATMM Configuration Design	The Configuration Design is the repository for all configuration done in 3M ATMM (to support 3M DRIVS) sorted by module and business process. This document will serve as quick reference guide for all DMVM personnel involved in system maintenance post go-live. DMVM personnel will utilize this guide to quickly identify all configuration aspects of a business process that will be impacted by a change to the existing business process or application upgrade.
84	Design	P2 - 3M DRIVS Configuration Design	The Configuration Design is the repository for all configurations done in 3M MOVRS sorted by module and business process. This document will serve as quick reference guide for all DMVM personnel involved in system maintenance post go-live. DMVM personnel will utilize this guide to quickly identify all configuration aspects of a business process that will be impacted by a change to the existing business process or application upgrade.
N/A	Design	P1 – 3M ATMM Requirements Traceability Matrix (Note: This is not a paid deliverable)	The Requirements Traceability Matrix maps from the high-level requirements and the detailed product requirements to the various analysis, design, build, and test components (e.g., use cases, designs, and test conditions), product functions/components and business areas throughout all stages of the project. All project phases will map back to the Requirements Traceability Matrix to ensure that all requirements are met and properly reflected in the DMVM solution.
N/A	Design	P1 – 3M DLRS Requirements Traceability Matrix (Note: This is not a paid deliverable)	The Requirements Traceability Matrix maps from the high-level requirements and the detailed product requirements to the various analysis, design, build, and test components (e.g., use cases, designs, and test conditions), product functions/components and business areas throughout all stages of the project. All project phases will map back to the Requirements Traceability Matrix to ensure that all requirements are met and properly reflected in the DMVM solution.
N/A	Design	P1 – 3M MOVRS Requirements Traceability Matrix (Note: This is not a paid deliverable)	The Requirements Traceability Matrix maps from the high-level requirements and the detailed product requirements to the various analysis, design, build, and test components (e.g., use cases, designs, and test conditions), product functions/components and business areas throughout all stages of the project. All project phases will map back to the Requirements Traceability Matrix to ensure that all requirements are met and properly reflected in the DMVM solution.
N/A	Design	P2 – 3M ATMM Requirements Traceability Matrix (Note: This is not a paid deliverable)	The Requirements Traceability Matrix maps from the high-level requirements and the detailed product requirements to the various analysis, design, build, and test components (e.g., use cases, designs, and test conditions), product functions/components and business areas throughout all stages of the project. All project phases will map back to the Requirements Traceability Matrix to ensure that all requirements are met and properly reflected in the DMVM solution.

Ref. No.	Phase	Deliverable Name	Description
N/A	Design	P2 – 3M MOVRS Requirements Traceability Matrix (Note: This is not a paid deliverable)	The Requirements Traceability Matrix maps from the high-level requirements and the detailed product requirements to the various analysis, design, build, and test components (e.g., use cases, designs, and test conditions), product functions/components and business areas throughout all stages of the project. All project phases will map back to the Requirements Traceability Matrix to ensure that all requirements are met and properly reflected in the DMVM solution.
31	Design	P1 - 3M ATMM Detailed Technical Design Sign-Off	Completion and acceptance of P1 – 3M ATMM Requirements Traceability Matrix
32	Design	P1 - 3M DLRS Detailed Technical Design Sign-Off	Completion and acceptance of P1 – 3M DLRS Requirements Traceability Matrix
33	Design	P1 - 3M MOVRS Detailed Technical Design Sign-Off	Completion and acceptance of P1 – 3M MOVRS Requirements Traceability Matrix
77	Design	P2 - 3M ATMM Detailed Technical Design Sign-Off	Completion and acceptance of P2 – 3M ATMM Requirements Traceability Matrix
78	Design	P2 - 3M DRIVS Detailed Technical Design Sign-Off	Completion and acceptance of P2 – 3M DRIVS Requirements Traceability Matrix
35	Analyze	P1 – 3M ATMM Testing Approach Document / Plan	System Test Plan describes the test strategy for DMVM including the sequence and methodology of testing. The plan addresses at a high level the test environment, the tests to be performed, and scheduled for test activities. It also includes a list of business processes per module.
37	Analyze	P1 – 3M DLRS Testing Approach Document / Plan	System Test Plan describes the test strategy for DMVM including the sequence and methodology of testing. The plan addresses at a high level the test environment, the tests to be performed, and scheduled for test activities. It also includes a list of business processes per module.
39	Analyze	P1 – 3M MOVRS Testing Approach Document / Plan	System Test Plan describes the test strategy for DMVM including the sequence and methodology of testing. The plan addresses at a high level the test environment, the tests to be performed, and scheduled for test activities. It also includes a list of business processes per module.
80	Analyze	P2 – 3M ATMM Testing Approach Document / Plan	System Test Plan describes the test strategy for DMVM including the sequence and methodology of testing. The plan addresses at a high level the test environment, the tests to be performed, and scheduled for test activities. It also includes a list of business processes per module.
82	Analyze	P2 – 3M DRIVS Testing Approach Document / Plan	System Test Plan describes the test strategy for DMVM including the sequence and methodology of testing. The plan addresses at a high level the test environment, the tests to be performed, and scheduled for test activities. It also includes a list of business processes per module.
N/A	Build	P1 – 3M ATMM System Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester will follow to execute a group of test conditions defined for a system test scenario. The test scripts reference test conditions and document expected results of each testing step. The scripts also include areas to indicate the status of each testing step and to document transaction reference information and testing input data.

Ref. No.	Phase	Deliverable Name	Description
N/A	Build	P1 – 3M DLRS System Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester will follow to execute a group of test conditions defined for a system test scenario. The test scripts reference test conditions and document expected results of each testing step. The scripts also include areas to indicate the status of each testing step and to document transaction reference information and testing input data.
N/A	Build	P1 – 3M MOVRS System Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester will follow to execute a group of test conditions defined for a system test scenario. The test scripts reference test conditions and document expected results of each testing step. The scripts also include areas to indicate the status of each testing step and to document transaction reference information and testing input data.
N/A	Build	P2 – 3M ATMM System Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester will follow to execute a group of test conditions defined for a system test scenario. The test scripts reference test conditions and document expected results of each testing step. The scripts also include areas to indicate the status of each testing step and to document transaction reference information and testing input data.
N/A	Build	P2 – 3M DRIVS System Test Scripts (Note: This is not a paid deliverable)	This deliverable documents the exact steps a tester will follow to execute a group of test conditions defined for a system test scenario. The test scripts reference test conditions and document expected results of each testing step. The scripts also include areas to indicate the status of each testing step and to document transaction reference information and testing input data.
N/A	Test	P1 – 3M ATMM System Test Results (Note: This is not a paid deliverable)	This deliverable documents the system test results of the system test conditions and scripts and the fixes or SIRs identified due to system test. It details number of test scripts executed and number, type and status of identified SIRs during the system testing process.
N/A	Test	P1 – 3M DLRS System Test Results (Note: This is not a paid deliverable)	This deliverable documents the system test results of the system test conditions and scripts and the fixes or SIRs identified due to system test. It details number of test scripts executed and number, type and status of identified SIRs during the system testing process.
N/A	Test	P1 – 3M MOVRS System Test Results (Note: This is not a paid deliverable)	This deliverable documents the system test results of the system test conditions and scripts and the fixes or SIRs identified due to system test. It details number of test scripts executed and number, type and status of identified SIRs during the system testing process.
N/A	Test	P2 – 3M ATMM System Test Results (Note: This is not a paid deliverable)	This deliverable documents the system test results of the system test conditions and scripts and the fixes or SIRs identified due to system test. It details number of test scripts executed and number, type and status of identified SIRs during the system testing process.
N/A	Test	P2 – 3M DRIVS System Test Results (Note: This is not a paid deliverable)	This deliverable documents the system test results of the system test conditions and scripts and the fixes or SIRs identified due to system test. It details number of test scripts executed and number, type and status of identified SIRs during the system testing process.
49	Test	P1 - 3M ATMM UAT Complete (sign-off)	Completion and acceptance of P1 – 3M ATMM System Test Plan, P1 – 3M ATMM System Test Scripts and P1 – 3M ATMM System Test Results
50	Test	P1 - 3M DLRS UAT Complete (sign-off)	Completion and acceptance of P1 – 3M DLRS System Test Plan, P1 – 3M DLRS System Test Scripts and P1 – 3M DLRS System Test Results
51	Test	P1 - 3M MOVRS UAT Complete (sign-off)	Completion and acceptance of P1 – 3M MOVRS System Test Plan, P1 – 3M MOVRS System Test Scripts and P1 – 3M MOVRS System Test Results
89	Test	P2 - 3M ATMM UAT Complete Sign-Off	Completion and acceptance of P2 – 3M ATMM System Test Plan, P2 – 3M ATMM System Test Scripts and P2 – 3M ATMM System Test Results

Ref. No.	Phase	Deliverable Name	Description
90	Test	P2 - 3M DRIVS UAT Complete Sign-Off	Completion and acceptance of P2 – 3M DRIVS System Test Plan, P2 – 3M DRIVS System Test Scripts and P2 – 3M DRIVS System Test Results

5.0 Interfaces

The DMVM interface team will be responsible for design, configuration, and testing of the central and system interfaces, including requirements validation, functional design, technical design, build and unit test, and system test.

The DMVM Interface team will be comprised of representatives from KDOR and Contractor. Stakeholder functional and technical resources will also play an active role in defining and developing interfaces from stakeholder based systems to and from the DMV Solution. These resources will be responsible for identifying required stakeholder, mapping data elements from stakeholder systems to the DMV Solution file layouts, and creating interface extract programs from legacy systems.

The interfaces in the table below are in scope.

Name/Short Description	Object Type	Complexity
T&R Images (Dealers)- (RFP p. 187)	interfaces - 2-way	complex
Insurance Reporting / VIN Mismatch- (RFP p. 193)	interfaces - 2-way	medium
PVD/VRF- (RFP p. 198)	interfaces - 2-way	complex
UNI AAMVA- (RFP p. 200)	interfaces - 2-way	complex
Change of Address- (RFP p. 208)	interfaces - 2-way	simple
IRP Motor Carrier System- (RFP p. 177)	interfaces - 2-way	medium
Commercial Vehicle Information Exchange Window (CVIEW)- (RFP p. 177)	interfaces - 2-way	complex
Document Authentication Interface- (RFP p. 177)	interfaces - 2-way	medium
FileNet Platform (@Work Imaging)- (RFP p. 186)	interfaces - 2-way	complex
Address standardization interface- (Requirement OL 35.000)	interfaces - 2-way	medium
Image Management System- (Requirement DC 1.000)	interfaces - inbound	medium
Scanning System- (Requirement DL 50.000)	interfaces - inbound	medium
Electronic Payments for License Transactions- (RFP p. 204)	interfaces - inbound	medium
Web Tags- (RFP p. 205)	interfaces - inbound	complex
E-Lien Portal- (RFP p. 206)	interfaces - inbound	complex
Dealer Portal – County Full Use Distribution- (RFP p. 207)	interfaces - inbound	medium
NADA- (RFP p. 210)	interfaces - inbound	medium
RL Polk- (RFP p. 211)	interfaces - inbound	medium
Microfilm Vehicle- (RFP p. 224)	interfaces - inbound	simple
USPS NCOA- (RFP p. 176)	interfaces - inbound	medium
Dealer's System Sales Tax- (RFP p. 177)	interfaces - inbound	medium
INK Credit Card Processing- (RFP p. 177)	interfaces - inbound	medium
OPC Credit Card Processing- (RFP p. 177)	interfaces - inbound	medium
State Payment Portal- (RFP p. 177)	interfaces - inbound	medium
County System Input- (RFP p. 177)	interfaces - inbound	medium
FMS Payments- (RFP p. 177)	interfaces - inbound	medium
FMS Delivery Status and Dates- (Requirement IN 26.000)	interfaces - inbound	medium
FMS Order Costing- (Requirement IN 26.000)	interfaces - inbound	medium
State Debt Set Off Program- (Requirement TR 85.000)	interfaces - inbound	medium
Inventory Locations- (Requirement IN 5.000)	interfaces - inbound	complex
Lock Box Payments- (Requirement TR 290.000)	interfaces - inbound	medium
Workflow for SharePoint eForms- (Requirement OF 25.000)	interfaces - inbound	medium
Dealer Interface – Report vehicles purchased by KS residents- (Discovery)	interfaces - inbound	medium

Name/Short Description	Object Type	Complexity
Dealer Interface – Report Plate Inventory- (Discovery)	interfaces - inbound	medium
Web Tags- (RFP p. 205)	interfaces - outbound	complex
E-Lien Portal- (RFP p. 206)	interfaces - outbound	complex
Dealer Portal – County Full Use Distribution- (RFP p. 207)	interfaces - outbound	medium
Renewals – Mailer File from KDOR to DISC- (RFP p. 209)	interfaces - outbound	medium
Record Sales T&R Screen Scraper- (RFP p. 212)	interfaces - outbound	medium
INK County Data- (RFP p. 213)	interfaces - outbound	medium
INK Title Data- (RFP p. 214)	interfaces - outbound	medium
Center Industries- (RFP p. 223)	interfaces - outbound	medium
State Jurisdiction Sales Tax System- (Requirement TR 190.000)	interfaces - outbound	medium
Vehicles Leaving State- (RFP p. 177)	interfaces - outbound	medium
Automatic Special Plate Ordering- (RFP p. 177)	interfaces - outbound	medium
Cashiering System Interface- (Requirement CR 2.000)	interfaces - outbound	medium
Electronic Funds Transfer Request- (RFP p. 177)	interfaces - outbound	complex
County System Data Extract- (Requirement CR 59.000)	interfaces - outbound	medium
FMS Voucher Build- (RFP p. 177)	interfaces - outbound	medium
Purchase Requests to FMS- (Requirement IN 26.000)	interfaces - outbound	medium
Center Industries Delivery Dates- (Requirement IN 26.000)	interfaces - outbound	medium
Receiving Documents to FMS- (Requirement IN 26.000)	interfaces - outbound	medium
DL Images- (RFP p. 188)	interfaces - 2-way	complex
Child Support SRS- (RFP p. 191)	interfaces - 2-way	medium
Concealed Carry AG- (RFP p. 192)	interfaces - 2-way	medium
KCJIS Calls KBI- (RFP p. 199)	interfaces - 2-way	complex
AAMVA PDPS Problem Driver Pointer System- (RFP p. 201)	interfaces - 2-way	complex
AAMVA / CDLIS / DLN Survey- (RFP p. 202)	interfaces - 2-way	complex
Digital Image Exchange AAMVA- (RFP p. 203)	interfaces - 2-way	complex
Electronic Convictions- (RFP p. 218)	interfaces - 2-way	medium
HAVA SOS Signature- (RFP p. 189)	interfaces - inbound	simple
Accident Data From KDOT- (RFP p. 194)	interfaces - inbound	simple
Accident Report Information- (Requirement DC 15.000)	interfaces - inbound	simple
Registered Offender- (RFP p. 195)	interfaces - inbound	medium
Selective Service Weekly Listing- (RFP p. 197)	interfaces - inbound	simple
Minor Traffic Tickets- (Requirement DC 8.000)	interfaces - inbound	medium
Major Traffic Tickets/Offenses- (Requirement DC 9.000)	interfaces - inbound	medium
Vital Statistics- (Requirement OF 29.000)	interfaces - inbound	medium
CDLIS OOS CDL Violations- (Requirement DC 26.000)	interfaces - inbound	medium
Hearing Request- (Requirement DC 18.000)	interfaces - inbound	medium
Insurance Verification- (Requirement DC 23.000)	interfaces - inbound	medium
Driver Testing LMS- (Requirement DL 26.000)	interfaces - inbound	medium
HAVA SOS Signature- (RFP p. 189)	interfaces - outbound	simple
HAVA SOS Web service- (RFP p. 190)	interfaces - outbound	simple
Unmatched Accident Reports- (Requirement DC 17.000)	interfaces - outbound	simple
Registered Offender DL Changes- (Requirement DL 6.000)	interfaces - outbound	simple
Jury Selection- (RFP p. 196)	interfaces - outbound	medium
Driver's License Header Record- (RFP p. 215)	interfaces - outbound	medium
Driver's License Monitoring Service- (RFP p. 216)	interfaces - outbound	medium
Department of Defense (DoD)- (RFP p. 217)	interfaces - outbound	simple

Name/Short Description	Object Type	Complexity
Voter Registration- (RFP p. 220)	interfaces - outbound	complex
CDLIS OOS CDL Violations- (Requirement DC 26.000)	interfaces - outbound	medium
Scanned Data from Law Enforcement- (Requirement OF 105.000)	interfaces - outbound	Complex
Organ Donor Weekly Listing (RFP p. 177)	interfaces - outbound	simple
Kansas Traffic Records Systems (RFP p. 177)	Interfaces - 2-way	complex

Note: page numbers reflect reference to RFP Number 11601

5.1 Major Activities by Phase

5.1.1 Analyze Phase

Analyze Interfaces

This step includes defining a high-level data flow between the legacy and external systems and DMV Solution as well as a high level testing approach.

Contractor Responsibilities:

- Create an interface plan and interface standards documents that includes the interface approach, naming conventions, formats and error handling procedures
- Conduct meetings with necessary stakeholder SMEs to identify interface requirements.
- Document high-level requirements for each standard inbound and outbound interface routine in an interfaces standards document for the in scope interfaces listed above. The Interface Standards deliverable defines the file structure and data mapping rules for standard interface data uploads or extracts.
- Support KDOR and stakeholder interface resources in documenting the high-level requirements for each central and stakeholder system interface. Requirements should include direction (to/from DMV Solution), frequency, volume of transactions, and user roles affected.
- Support KDOR in identifying required modifications to existing stakeholder and KDOR systems based on DMV Solution requirements.
- Develop high-level test conditions and expected results.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

KDOR Responsibilities:

- Support contractor in creating an Interface Plan and Interface Standards documents.
- Provide subject matter experts (SMEs) for each stakeholder and KDOR interface that can efficiently and accurately document/describe current as is processes.
- Document the high-level requirements for each stakeholder and KDOR system interface. Requirements should include direction (to/from the DMV Solution), frequency, volume of transactions, and user roles affected.

- Assist in the development of high-level test conditions and expected results for each interface. KDOR will take responsibility for the portions of these tests that deal with the KDOR side of legacy interfaces.
- Review and approve the interface inventory – this is important because it defines the list of interfaces that will be built in the subsequent activities. KDOR is responsible for all modifications to existing KDOR systems.
- Make design decisions in a timely manner.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

5.1.2 Design Phase

The design phase begins with specifications from the analyze phase, and ends with a list of tasks that, once performed in the build activities, will deliver the new solution.

General Design Documents:

General designs will be created for each inventory work unit that was approved at the end of the analyze interfaces activity. The designs include file structure and data mapping for each interface.

Contractor Responsibilities:

- Produce general design documents for all 3M Software interfaces.
- Support legacy system resources in the development of general design documents for each system interface required.
- Plan assembly test of the approved interfaces.
- Collect transaction volumes and interface volumes to be used in planning the performance test.
- Develop interface specific layouts for custom-built interfaces.

KDOR Responsibilities:

- Produce general design documents for all KDOR interfaces.
- KDOR ensures that all stakeholder interface design work will be completed as required.
- Produce general design documents for the outbound interfaces from KDOR and stakeholder legacy systems and inbound interfaces to legacy systems.
- Review and approve the general designs.

5.1.3 Build Phase

Detailed Design Documents

Produce detailed design documents for the interface work units approved during the analyze phase.

Contractor Responsibilities:

- Produce detailed design documents for DMV Solution data upload and data extract work units. Unlike general (functional) designs, these detailed (technical) designs are intended as technical specifications that can be executed by interface developers.
- Review KDOR developed detailed design documents for KDOR and stakeholder system extract and upload work units.
- Prepare detailed design information to stakeholders and counties and answer stakeholder and stakeholder questions.

KDOR Responsibilities:

- Produce detailed design documents for KDOR, counties and other stakeholder's system data extract and upload work units.
- Produce detailed design documents for any modifications to existing KDOR or stakeholder systems.
- Review and approve each of the detailed design documents.
- Present detailed design information to counties.

Build and Component Test

The interface team shall code and unit test all interfaces specified in the approved design documents.

Contractor Responsibilities:

- Code and component test 3M Software interfaces.
- Code and configure customized data upload and extract routines.
- Code and configure customized data import and load routines.
- Configure delivered data upload and extract routines.
- Create unit test-scripts.
- Conduct and document unit testing as part of the development documentation.

KDOR Responsibilities:

- Code and component test assigned interfaces per the Project Work Plan.
- Review and approve the code, unit test-scripts and unit test results developed by Contractor.
- Ensure stakeholders code and component test stakeholder interfaces per the project work plan.

5.1.4 Test Phase

During interface testing the DMVM team will execute the test scripts based on the test conditions and cycles. Test cycles will build upon each other in functionality and complexity. During test execution, system investigation requests (SIRs) will be identified and assigned a priority. The goal will be that critical and high priority SIRs be corrected prior to the next test cycle.

Fixes include corrections to approved modifications or to the approved configurations that are not working as designed. Fixes to delivered functionality or enhancements that go beyond the scope of approved modifications will require a change order that is mutually agreed upon.

Contractor Responsibilities:

- Execute the interface test conditions and scripts, identify discrepancies between expected results and actual results, and document these discrepancies.
- Prepare documentation for KDOR review for each executed interface cycle. This documentation shall include test conditions, scripts, expected results, actual results and any SIRs that were logged for that specific cycle.
- Coordinate interface test execution according to the approved test approach and SIR fixes with KDOR and Contractor module and development leadership.

KDOR Responsibilities:

- Execute the interface test conditions and scripts, identify discrepancies between expected results and actual results, and document these discrepancies.
- KDOR will provide transactional data from legacy systems to support testing activities.
- Ensure the cooperation and participation of all stakeholder organizations that may be required to complete interface test execution.
- Provide, accept, process and test interfaces for KDOR owned systems.
- Create the legacy test environments and operations components necessary to test legacy modifications.
- Execute the legacy portion of all end-to-end tests required during product tests, and validate the results.
- Review and approve the results of the product tests.
- Identify KDOR personnel to participate in the test.

5.2 Responsibility Matrix

The table below summarizes the responsibilities.

Stakeholder Interfaces	Contractor	KDOR DMVM Team	County
Stakeholder Interfaces			
Identify required county interfaces		Lead	Assist
Develop interface standards, documentation and security	Lead	Assist	Assist
Identify interface requirements type of interface/frequency/data elements	Assist	Lead	Assist
Create data mapping	Lead	Assist	Assist
Hold workshops for counties	Lead	Assist	Assist
Create functional and technical designs for interfaces	Lead	Assist	
Build interface testing environment	Lead	Assist	
Provide technical assistance for counties developing interfaces	Lead	Assist	
Develop interface validation procedures for source/receiving systems	Assist/Lead	Lead	Assist
Develop interface testing plans	Assist	Lead	Assist
Code and unit test interfaces	Lead		Assist
Determine interface schedule requirements and document	Lead	Assist	
Performance test all interfaces to simulate a nightly job	Lead	Assist	
KDOR Interfaces			
Develop interface standards and documentation	Lead	Assist	Assist
Create data mapping	Lead		Assist
Hold workshops	Lead	Assist	Assist
Provide technical assistance	Lead	Assist	
Develop interface templates	Lead	Assist	Assist
Develop interface testing plans	Assist	Lead	Assist
Code and test interfaces	Assist	Lead	Assist
Develop interface validation procedures for source/receiving systems	Assist/Lead	Lead	Assist

5.3 Deliverables

The table below summarizes the interface deliverables to be created during each phase:

Ref. No.	Phase	Deliverable Name	Description
N/A	Analyze	Interface Plan (Note: This is not a paid deliverable)	The Interface Plan defines the data and operations of an application or component that is used to interact with MVS. It details the overall interfacing approach and expectations of KDOR, the counties and all other external agencies including standard interface formats, resource expectations, and interface design/development timelines.
N/A	Design	Interface Standards (Note: This is not a paid deliverable)	The Interface Standards documents the standards that the contractor will follow for standard inbound and outbound interface format. Interface naming conventions for data and error files will be established. Standards and procedures for interface error processing are also identified.

Ref. No.	Phase	Deliverable Name	Description
N/A	Design	Interface Design (Note: This is not a paid deliverable)	This deliverable is intended to be the repository for the functional design associated with a given development object in regards to DMVM interfaces. This document will serve as quick reference guide for all KDOR DMVM personnel involved in system maintenance post go-live. DMVM personnel will utilize this guide to quickly identify all interfaces in a business process that will be impacted by a change to the existing business process or application upgrade.
N/A	Build	Interface Technical Design (Note: This is not a paid deliverable)	This deliverable is the intended repository for the technical design of a given development object in regards to interface technical design. DMVM personnel will use this guide to identify all interfaces coded in the DMV Solution, including file layouts and error processing rules.
N/A	Build	Interface Build/Unit Test (Note: This is not a paid deliverable)	This deliverable represents the developed and unit tested interfaces that are ready for system test. Build documentation and signoff will be completed prior to test execution. The same staffing resources will be used for build and unit test.

6.0 Data Conversion

The DMVM data conversion team will be responsible for the design, configuration, and testing of the conversion programs, including requirements validation, functional design, technical design, build and unit test, and mock conversion test.

The DMVM data conversion team comprises representatives from KDOR and Contractor.

There are three levels of complexity for data conversion:

> ***Simple:*** A simple conversion includes data with a simple data structure, low data volumes, one data source, and pre-extracted or formatted data. The logic involves limited data mapping and loading basic master data.
>
> ***Medium:*** A medium conversion includes data with medium complexity of data structures, moderate data volumes, more than one data source, and some data reformatting. The logic involves moderate data mapping and simple programming or validation routines.
>
> ***Complex:*** A complex conversion includes data with complex data structures, high data volumes, several data sources, and significant reformatting. The logic involves complex data mapping, moderate to complex programming/validation routines, and loading the lowest level master data.

The following conversions are in scope:

System Name	Description	Complexity
VIPS	Title information	Simple
VIPS	Registration and plate information	Simple
VIPS	Transaction history	Medium
VIPS	Work in progress for transactions	Complex
KVIS	Payments history	Simple
KVIS	Purchase orders	Medium
KVIS	Raw materials inventory	Medium
KDLS	Document management system links	Medium
KDLS	Driving record	Medium
KDLS	Drivers license and ID information	Complex

6.1 Major Activities by Phase

6.1.1 Analyze Phase

Analyze Conversions

This step includes defining a high-level data mapping between the legacy systems and target tables as well as a high level conversion approach.

Contractor Responsibilities:

- Conduct meetings with SMEs to identify conversion requirements.

- Document high-level requirements for each standard conversion routine.
- Develop data conversion plan.
- Develop high-level test conditions and expected results.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

KDOR Responsibilities:

- Provide subject matter experts (SMEs) for each system that requires conversion.
- Develop data conversion plan.
- Assist in the documentation of high-level requirements for each system that requires conversion data.
- Assist in the development of high-level test conditions and expected results for each system that requires data conversion. KDOR will take responsibility for the portions of these tests that deal with the legacy systems.
- Review and approve the conversion inventory – this is important, as it defines the list of conversions that will be built in the subsequent activities.
- Make design decisions in a timely manner.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

6.1.2 Design Phase

The design phase begins with specifications from the Analyze phase, and ends with a list of tasks that, once performed in Build, will deliver the future state solution.

General Design Documents:

General designs will be created for each conversion work unit that was approved at the end of the analyze conversion activity. The designs include file structure and migration maps for each conversion.

Contractor Responsibilities:

- Produce general design documents for each conversion work unit identified in KDOR-approved conversion inventory.
- Plan assembly testing of the approved conversions.
- Collect transaction and balance volumes to be used in planning the mock conversion test.
- For delivered uploads that will be used to populate data into the application, a data map document will be created. The data map document will include the identification of the legacy system used as the data source for each field, the target field and the rules to convert or transform the data. The data maps will also specify if the data on the conversion file will be based on system configuration

values or legacy configuration values. This Contractor responsibility is a crucial assignment for the success of the project.

KDOR Responsibilities:

- Evaluate the source data for conversion. Document its structure and schedule availability for conversion activities. Ensure that it has been cleansed in time for the conversion process.
- Assist the Contractor with the development of the general design documents.
- Develop the extract specifications and file specifications for the legacy system from which data will be extracted to load into the system.
- Approve the data maps including default logic in the data mapping documents, and may approve the rules to convert or transform the data.

6.1.3 Build Phase

Detailed Design Documents

Produce detailed design documents for the conversion work units approved during the analyze phase.

Contractor Responsibilities:

- Produce detailed design documents for DMV Solution data upload work units. Unlike General (functional) Designs, these detailed (technical) designs are intended as technical specifications that can be executed by conversion developers.
- Review KDOR developed detailed design documents for system conversion work units.

KDOR Responsibilities:

- Assist the Contractor with the development of the detailed design documents for data extract conversion upload work units.
- Review and approve each of the detailed design documents.

Build and Component Test

The data conversion team shall code and unit test modifications approved in the analyze phase.

Contractor Responsibilities:

- Code conversion programs necessary to import and/or load KDOR legacy data into the 3M Software Solution.
- Code and component test reconciliation reports from the DMV Solution.
- Create unit test-scripts.
- Conduct and document unit testing as part of the development documentation.

KDOR Responsibilities:

- Code conversion programs necessary to export and/or extract KDOR legacy data.
- Code and component test the extract and reconciliation files and reports from the legacy systems.
- Review and approve the unit test-scripts and unit test results developed by Contractor.

6.1.4 Test Phase

Testing Strategy

During this phase, the DMVM team will create test conditions and test scripts based on the test cycles and module business processes.

Contractor Responsibilities:

- Develop a test plan to verify the converted data is tested satisfactorily. Execution of the test plan shall verify that the data conversion rules, data cleansing and data extract/build are designed and executing correctly.
- Plan, coordinate, review, document and communicate test activities.
- Document the test conditions, scripts and the expected results.

KDOR Responsibilities:

- Provide SMEs to participate in the planning and execution of the data conversion tests as defined in KDOR-approved test plan.
- Document the test conditions, scripts and the expected results.
- Provide transactional data from legacy systems to support testing activities.
- Ensure the cooperation and participation of all stakeholder organizations that may be required to complete the Test Execution.

Testing Execution

During this phase, the DMVM team will execute the test scripts based on the test conditions and cycles. Test cycles will build upon each other in functionality and complexity. During test execution, system investigation requests (SIRs) will be identified and assigned a priority. The goal will be that critical and high priority SIRs be corrected prior to the next test cycle.

Fixes include modifications to the conversion code, modifications to the data cleansing code and modifications to the extract/build code. Fixes to data conversion code that goes beyond the scope of approved data conversion requirements will require a change order that is mutually agreed upon.

The table below shows the proposed system test cycles. These will be refined during the development of the system test plan.

#	Cycle Name	Cycle Description
0	Configuration	This cycle will be used to populate setup tables for the system test environment. The data that is derived from this cycle will be used in the subsequent test cycles. This cycle will contain at least one script per functional module to test table and system configuration. The configuration data will mimic the values derived from the configuration approach.
1	Simple End to End Processing	This cycle will include test scripts that will test a broad range of functionality across all of the application modules. All major processes will be run in this cycle. The main objective for this cycle is to test that the application as a whole continues to function together properly, and that processes execute correctly. These applications will be tested exclusive of each other.
2	Complex End to End Processing	This cycle will be the first vertical test cycle group of system test. The test scripts that will be grouped in this cycle will include in-depth scenarios that will fully test the solutions for a specific business process/module. The objective of this cycle is to functionally test all delivered and customized components within each business process.
3	Conversion	This cycle will be used to populate the tables with converted data for the system test environment. Data derived from this cycle will be used in the subsequent test cycles. This cycle will contain at least one script per functional module to test table and system configuration for conversion. The converted data will mimic the values and detail derived from the conversion designs.
4	Simple End to End Processing using Converted Data	This cycle will retest the full functionality of the systems. The difference for this group of test scripts will be the use of converted data versus configured data. The same types of scenarios and objectives as Cycle 1 will be tested.
5	Complex End to End Processing using Converted Data	This cycle will retest the specific functionality of each business process for KDOR. The difference for this group of test scripts will be the use of converted data versus configured data. The same types of scenarios and objectives as Cycle 2 will be tested.
6	Security	This cycle will contain test scripts that concentrate on the roles and permission list. These scripts will verify that the configuration roles meet KDOR's security requirements.
7	Cross Functional Integration	This cycle will be used to group test conditions that focus solely on interfaces. Scripts within this cycle will test the production and acceptance of the complete set of data.
8	Reporting	This cycle will contain test scripts that focus on the reporting functionality. These scripts will verify that the delivered and custom reports meet KDOR's business requirements.
9	Exception Processing	The test scripts executed in this cycle will be used to highlight valid error processing in the applications.
10	Month End Processing	The test scripts executed in this cycle will be used to highlight month end processing in the applications for KDOR.
11.	Quarterly End Processing	The test scripts executed in this cycle will be used to highlight quarterly end processing in the applications for KDOR.
12.	Calendar Year End Processing	The test scripts executed in this cycle will be used to highlight calendar end processing in the applications for KDOR.
13.	Fiscal Year End Processing	The test scripts executed in this cycle will be used to highlight fiscal year end processing in the applications for KDOR.

6.1.5 Deploy Phase

Mock Conversions:

The KDOR data conversion team will complete mock conversions extractions from KDOR systems as necessary to meet the requirements defined in the conversion strategy. 3M will complete mock conversion imports and/or loading of extracted KDOR data as necessary to meet the requirements designed in the conversion strategy. The goal of the mock conversions will be to verify that the delivered interface(s) can be used to load information for

the integration testing and subsequent go live. If additional conversion modifications are identified during the Analyze phase, these conversion routines will also be included in the mock conversion testing.

Contractor Responsibilities:

- Prepare a schedule of mock conversion activities that outlines the tasks and timeframes for the mock conversions.
- Execute mock conversions. A mock conversion is an iterative process of executing conversions, performing validation and verification and correcting conversion programs that are built by the project team until the data is sufficiently usable for integration testing.
- Support KDOR as it executes data cleaning by identifying data to be "cleansed" and providing recommendations on data clean-up approaches. Validation and reconciliation report(s) will be created as part of each scheduled mock conversion that documents data discrepancies. The reports shall also include summary count information that KDOR can use to help measure its progress related to data cleansing.
- Prepare a mock conversion results document after each mock conversion, which summarizes the results of that conversion execution and the action items for both Contractor and KDOR in light of those results.

KDOR Responsibilities:

- Correct all system investigation requests ("SIRs") for extract programs that arise from mock conversions.
- Complete the data cleansing and purification of data contained in the legacy systems as required to support the data conversions, including if necessary manually or programmatically correcting the data.
- Produce the source data files required to support each mock conversion. Such files will comply with the extract and file specifications.
- Verify and validate the results of the mock conversions.
- Review and approve the mock conversion results document including delineation of responsibilities for actions resulting from the mock conversions.

6.2 Responsibility Matrix

The table below summarizes the responsibilities.

Scope Element	Contractor	KDOR DMVM Team
Determine source and quantity of data to be converted	Assist	Lead
Create Data Conversion Plans	Lead	Assist
Create data conversion and migration maps and specifications	Lead	Assist
Create conversion extract programs	Assist	Lead
Create data cleansing plan	Assist	Lead
Create Data Conversion Designs	Lead	Assist
Create Data Conversion Technical Designs	Lead	Assist

Scope Element	Contractor	KDOR DMVM Team
Perform legacy data cleansing	Assist	Lead
Data Conversion Build - Create data loading scripts (including table load sequencing)	Lead	Assist
Develop data load validation reports/queries	Lead	Assist
Load KDOR cleansed data	Lead	Assist
Run reports/queries in 3M Software ~~PS~~ to validate data conversion	Lead	Assist
Build crosswalk tables as required	Lead	Assist
Populate crosswalk tables	Lead	Assist
Develop cutover plan	Lead	Assist
Run Mock conversions as necessary to meet the requirements as defined in the conversion strategy for all data to be loaded	Lead	Assist
Document Mock Conversion Results	Assist	Lead

6.3 Other Requirements

None identified.

6.4 Deliverables

The table below summarizes the data conversion deliverables to be created during each phase:

Ref. No.	Phase	Deliverable Name	Description
7	Analyze	P1 – 3M ATMM Data Conversion Plan	The Data Conversion Plan documents the requirements, manual and automatic procedures, and programs needed to extract data from the current applications. Existing data is formatted and cleansed prior to loading it into the new application. The plan will include itemized tasks, required resources, conversion strategy and required certification.
10	Analyze	P1 – 3M DLRS Data Conversion Plan	The Data Conversion Plan documents the requirements, manual and automatic procedures, and programs needed to extract data from the current applications. Existing data is formatted and cleansed prior to loading it into the new application. The plan will include itemized tasks, required resources, conversion strategy and required certification.
13	Analyze	P1 – 3M MOVRS Data Conversion Plan	The Data Conversion Plan documents the requirements, manual and automatic procedures, and programs needed to extract data from the current applications. Existing data is formatted and cleansed prior to loading it into the new application. The plan will include itemized tasks, required resources, conversion strategy and required certification.
59	Analyze	P2 – 3M ATMM Data Conversion Plan	The Data Conversion Plan documents the requirements, manual and automatic procedures, and programs needed to extract data from the current applications. Existing data is formatted and cleansed prior to loading it into the new application. The plan will include itemized tasks, required resources, conversion strategy and required certification.
61	Analyze	P1 – 3M DRIVS Data Conversion Plan	The Data Conversion Plan documents the requirements, manual and automatic procedures, and programs needed to extract data from the current applications. Existing data is formatted and cleansed prior to loading it into the new application. The plan will include itemized tasks, required resources, conversion strategy and required certification.

Ref. No.	Phase	Deliverable Name	Description
N/A	Design	P1 - 3M ATMM Data Conversion Design (Note: This is not a paid deliverable)	The Data Conversion designs the manual and automatic procedures and programs needed to extract data from the current applications, cleanse it, and load it into the new application. Coordination with all involved parties, conversion timeline and possible issues and risks will be specified. Conversion tools and infrastructure requirements will be included.
N/A	Build	P1 - 3M ATMM Data Conversion Technical Design (Note: This is not a paid deliverable)	The Data Conversion Technical Design documents technical conversion specifics, such as pseudo-code, new record names and field names. Functional team input for unique data conversion issues will be used for data conversion issues. Staffing and resource needs will also be considered.
N/A	Build	P1 - 3M ATMM Data Conversion Build/Unit Test (Note: This is not a paid deliverable)	This deliverable is the conversion of data in a test environment. Data will be processed via the conversion process to format it to the standards of the new system. Conversion loads and manual updates are executed prior to data validation.
N/A	Deploy	P1 - 3M ATMM Mock Conversion Results (Note: This is not a paid deliverable)	This deliverable documents the mock conversion results of the mock conversion scripts and the fixes or SIRs identified due to the mock conversion. Data integrity as well as data quality issues will be addressed. Conversion results will be used to create the cutover plan.
N/A	Design	P1 - 3M DLRS Data Conversion Design (Note: This is not a paid deliverable)	The Data Conversion designs the manual and automatic procedures and programs needed to extract data from the current applications, cleanse it, and load it into the new application. Coordination with all involved parties, conversion timeline and possible issues and risks will be specified. Conversion tools and infrastructure requirements will be included.
N/A	Build	P1 - 3M DLRS Data Conversion Technical Design (Note: This is not a paid deliverable)	The Data Conversion Technical Design documents technical conversion specifics, such as pseudo-code, new record names and field names. Functional team input for unique data conversion issues will be used for resolution of data conversion issues. Staffing and resource needs will also be considered.
N/A	Build	P1 - 3M DLRS Data Conversion Build/Unit Test (Note: This is not a paid deliverable)	This deliverable is the conversion of data in a test environment. Data will be processed via the conversion process to format it to the standards of the new system. Conversion loads and manual updates are executed prior to data validation.
N/A	Deploy	P1 - 3M DLRS Mock Conversion Results (Note: This is not a paid deliverable)	This deliverable documents the mock conversion results of the mock conversion scripts and the fixes or SIRs identified due to the mock conversion. Data integrity as well as data quality issues will be addressed. Conversion results will be used to create the cutover plan.
N/A	Design	P1 - 3M MOVRS Data Conversion Design (Note: This is not a paid deliverable)	The Data Conversion designs the manual and automatic procedures and programs needed to extract data from the current applications, cleanse it, and load it into the new application. Coordination with all involved parties, conversion timeline and possible issues and risks will be specified. Conversion tools and infrastructure requirements will also be included.
N/A	Build	P1 - 3M MOVRS Data Conversion Technical Design (Note: This is not a paid deliverable)	The Data Conversion Technical Design documents technical conversion specifics, such as pseudo-code, new record names and field names. Functional team input for unique data conversion issues will be used for resolution of data conversion issues. Staffing and resource needs will also be considered.
N/A	Build	P1 - 3M MOVRS Data Conversion Build/Unit Test (Note: This is not a paid deliverable)	This deliverable is the conversion of data in a test environment. Data will be processed via the conversion process to format it to the standards of the new system. Conversion loads and manual updates are executed prior to data validation.
N/A	Deploy	P1 - 3M MOVRS Mock Conversion Results (Note: This is not a paid deliverable)	This deliverable documents the mock conversion results of the mock conversion scripts and the fixes or SIRs identified due to the mock conversion. Data integrity as well as data quality issues will be addressed. Conversion results will be used to create the cutover plan.

Ref. No.	Phase	Deliverable Name	Description
N/A	Design	P2 - 3M ATMM Data Conversion Design (Note: This is not a paid deliverable)	The Data Conversion designs the manual and automatic procedures and programs needed to extract data from the current applications, cleanse it, and load it into the new application. Coordination with all involved parties, conversion timeline and possible issues and risks will be specified. Conversion tools and infrastructure requirements will also be included.
N/A	Build	P2 - 3M ATMM Data Conversion Technical Design (Note: This is not a paid deliverable)	The Data Conversion Technical Design documents technical conversion specifics, such as pseudo-code, new record names and field names. Functional team input for unique data conversion issues will be used for resolution of data conversion issues. Staffing and resource needs will also be considered.
N/A	Build	P2 - 3M ATMM Data Conversion Build/Unit Test (Note: This is not a paid deliverable)	This deliverable is the conversion of data in a test environment. Data will be processed via the conversion process to format it to the standards of the new system. Conversion loads and manual updates are executed prior to data validation.
N/A	Deploy	P2 - 3M ATMM Mock Conversion Results (Note: This is not a paid deliverable)	This deliverable documents the mock conversion results of the mock conversion scripts and the fixes or SIRs identified due to the mock conversion. Data integrity as well as data quality issues will be addressed. Conversion results will be used to create the cutover plan.
N/A	Design	P2 - 3M DRIVS Data Conversion Design (Note: This is not a paid deliverable)	The Data Conversion designs the manual and automatic procedures and programs needed to extract data from the current applications, cleanse it, and load it into the new application. Coordination with all involved parties, conversion timeline and possible issues and risks will be specified. Conversion tools and infrastructure requirements will also be included.
N/A	Build	P2 - 3M DRIVS Data Conversion Technical Design (Note: This is not a paid deliverable)	The Data Conversion Technical Design documents technical conversion specifics, such as pseudo-code, new record names and field names. Functional team input for unique data conversion issues will be used for resolution of data conversion issues. Staffing and resource needs will also be considered.
N/A	Build	P2 - 3M DRIVS Data Conversion Build/Unit Test (Note: This is not a paid deliverable)	This deliverable is the conversion of data in a test environment. Data will be processed via the conversion process to format it to the standards of the new system. Conversion loads and manual updates are executed prior to data validation.
N/A	Deploy	P2 - 3M DRIVS Mock Conversion Results (Note: This is not a paid deliverable)	This deliverable documents the mock conversion results of the mock conversion scripts and the fixes or SIRs identified due to the mock conversion. Data integrity as well as data quality issues will be addressed. Conversion results will be used to create the cutover plan.

7.0 Reporting Database, Reports Analysis and Development

The DMVM reporting database team will be responsible for design, configuration, and testing of the reporting database and reports. Their tasks will include requirements validation, functional design, technical design, build and unit test, and system testing.

The reporting database team comprises representatives from KDOR and Contractor.

7.1 Major Activities by Phase

7.1.1 Analyze Phase

Analyze Reports

The DMVM reporting database team will work closely with stakeholders to inventory and define DMV Solution reporting requirements. This serves to identify the nature and degree of the report development work. This step includes defining strategy for use of the different reporting capabilities of the DMV Solution and describes the strategy for using either the production system or the reporting database for reporting purposes.

Contractor Responsibilities:

- Document standard suite of reporting capabilities delivered with 3M MVS baseline.
- Assist KDOR reporting database team in mapping data requirements to 3M MVS data model.
- Assist KDOR reporting database team in creating report standards.

KDOR Responsibilities:

- Provide subject matter experts (SMEs) for each functional area that can efficiently and accurately document/describe required reporting requirements.
- Attend meetings with all DMV stakeholders and functional SMEs to identify reporting requirements.
- Develop the Reporting Strategy used for the DMV Solution's production system versus the reporting database.
- Define the types of reports and the purpose for the reporting.
- Create an inventory of reports to be developed including the report name, description and report type.
- Document high-level requirements for each report. Requirements should include intended use, frequency, and volume of transactions.
- Identify and document the roles for each report.
- Develop high-level test conditions and expected results.
- Confirm and adjust project plan based on the outcomes of the analyze phase.

- Identify frequency of incremental updates of reporting data (daily, weekly, monthly).

7.1.2 Design Phase

The design phase begins with specifications from the analyze phase, and ends with a list of tasks that, once performed in build, will deliver the new solution.

General Design Documents:

General designs will be created for each reporting work unit that was approved at the end of the analyze reports activity.

Contractor Responsibilities:

- Produce general design documents for Contractor-assigned report work units.
- Plan assembly testing of the approved reports.

KDOR Responsibilities:

- Produce general design documents for KDOR-assigned report work units.
- Review and approve the general designs.

7.1.3 Build Phase

Detailed Design Documents

Produce detailed design documents for the reporting work units approved during the analyze phase.

Contractor Responsibilities:

- Produce Detailed Design documents for the DMV Solution's reporting work units. Unlike General (functional) Designs, these detailed (technical) designs are intended as technical specifications that can be executed by developers.

KDOR Responsibilities:

- Produce Detailed Design documents for KDOR-assigned report work units.
- Review and approve each of the Detailed Design Documents.

Build and Component Test

The Reporting Team shall code and unit test reports approved in the Analyze Phase.

Contractor Responsibilities:

- Configure technical environment to synchronize reporting database with production database as defined in requirements.
- Code and unit test custom reporting database reports.

- Conduct and document unit testing as part of the development documentation.

KDOR Responsibilities:

- Code and unit test reporting database reports assigned to KDOR personnel.
- Review and approve the code, unit test-scripts and unit test results developed by Contractor.

7.1.4 Test Phase

Test Reporting Database

During reporting database testing the DMVM team will execute the test scripts based on the test conditions and cycles. Test cycles will build upon each other in functionality and complexity. During test execution, system investigation requests (SIRs) will be identified and assigned a priority. The goal will be that critical and high priority SIRs be corrected prior to the next test cycle.

Fixes include corrections to approved modifications or to the approved configurations that are not working as designed. Fixes to delivered functionality or enhancements that go beyond the scope of approved modifications will require a change order that is mutually agreed upon.

Contractor Responsibilities:

- Execute the reporting database test conditions and scripts, identify discrepancies between expected results and actual results, and document these discrepancies.

KDOR Responsibilities:

- Execute the reporting database test conditions and scripts, identify discrepancies between expected results and actual results, and document these discrepancies.
- Prepare documentation for each executed reporting database test cycle. This documentation shall include test conditions, scripts, expected results, actual results and any SIRs that were logged for that specific cycle.
- Coordinate test execution according to the approved test approach and SIR fixes with KDOR and Contractor module and development leadership.
- KDOR will provide transactional data from legacy systems to support testing activities.
- Review and approve the results of the product tests.
- Identify KDOR personnel to participate in the test.

7.2 Responsibility Matrix

The table below summarizes the responsibilities.

Reporting database and Reporting	Contractor	KDOR DMVM Team
Analyze Phase		
Analyze Reporting Requirements	Assist	Lead
Define Reporting Strategy	Assist	Lead
Define Report Inventories	Assist	Lead
Plan System Test	Assist	Lead
Design Phase		
Design Reports – Functional and Technical Designs	Assist	Lead
Plan Assembly Test	Assist	Lead
Design reporting database synchronization	Lead	Assist
Build Phase		
Build and Unit Test Reporting Components	Assist	Lead
Develop Test Conditions and Scripts	Assist	Lead
Build reporting database synchronization	Lead	Assist
Test Phase		
Execute Assembly Test	Assist	Lead
Execute Product Test	Assist	Lead

7.3 Other Requirements

7.3.1 Scope of the Reporting database

Data will be loaded from the DMV Solution.

Delivered ETL mappings and routines will be used to move data from the MVS source system.

7.4 Deliverables

The table below summarizes the Reporting database and Reporting deliverables to be created during each phase:

Ref. No.	Phase	Deliverable Name	Description
N/A	Design	Reporting database and Report Design (Note: This is not a paid deliverable)	The reporting database and report design deliverable documents the custom-built reports and queries.
N/A	Build	Reporting database and Report Technical Design (Note: This is not a paid deliverable)	This deliverable documents the custom-built reports and queries. It represents the queries and reports that were built in the system.
N/A	Build	Reporting database and Report Build/Unit Test (Note: This is not a paid deliverable)	This deliverable represents the developed and unit tested custom-built reports that are ready for system test. Report formatting and processing will be validated against signed off program design specifications. Reports will be tested as standalone modules.

8.0 Quality Assurance

The Contractor's quality assurance approach combines leading industry practices with internal proprietary practices that provide:

- Tools to evaluate quality and monitor performance
- Processes that help to provide an early warning/detection system to identify and address issues
- Standard quality methodologies and performance metrics
- Quality reviews throughout the lifecycle

8.1 Major Activities

The Quality Assurance approach includes the following major activities:

- Develop quality guidelines for development and testing
- Conduct quarterly quality reviews
- Work with KDOR to enable adoption of and adherence to project QA standards.
- Review and adopt recommendations of Independent Verification and Validation (IV&V) vendor.

Contractor Responsibilities:

- Ensure all deliverables meet the 3M Quality Assurance guidelines.
- Provide QA training to the DMVM project team
- Conduct quality reviews per the project plan.

KDOR Responsibilities:

- Ensure that the test plan is executed in a timely fashion.
- Ensure that the QARP is executed in a timely fashion.
- Communicate project quality standards to stakeholders.
- Make the appropriate client stakeholders available for periodic meetings

8.2 Responsibility Matrix

The table below summarizes the responsibilities.

Quality Assurance	Contractor	KDOR DMVM Team
DMVM project quality plan	Lead	Assist

Quality Assurance	Contractor	KDOR DMVM Team
QA training for project team (what, who, how, when)	Lead	Assist
Quality guidelines	Lead	Assist
Monthly quality and process improvement reviews	Lead	Assist
Quarterly client quality assurance reviews	Lead	Assist
Present project QA standards to stakeholders	Assist	Lead
Monitor project team to validate adherence to project QA standards	Assist	Lead

8.3 Other Requirements

IV&V Participation and Reporting

At intervals determined by KDOR, an IV&V contractor will be on-site to provide an independent assessment of project "health". The Contractor shall provide the IV&V contractor all requested project information. The Contractor shall also provide the IV&V contractor access to project personnel for interviews.

8.4 Deliverables

There are no deliverables related to quality assurance.

9.0 Training Services

The DMVM training team will be responsible for project team and end user training. The project team training includes functional team training and technical team training. End User training includes analyzing the training needs, defining the training curriculum, design and build of the training materials and training environment, testing training materials, train-the-trainer, training administration, and training delivery.

The training team comprises representatives from KDOR and Contractor.

9.1 Major Activities by Phase

9.1.1 Analyze Phase

Project Kick-off for Project Team Members

The project kick-off session, conducted at the start of the project, will provide project team members the foundational vision and basic start-up information about the DMVM project. Project team members attend the project kick off at the start of the project. The kick-off session introduces the project and its goals, the solution, overall project schedule, scope, the teams, general roles, and responsibilities. During the kick off session, the DMVM project processes, procedures, and protocols are also introduced. An orientation packet containing information from this session is made available for project members who join the project team at a later date.

Contractor Responsibilities:

- Prepare the materials for the project kick-off session, including any Power Point presentation and/or handout materials.
- Co-conduct of the project kick-off session for project team members.
- Create an orientation packet that will be made available for project team members who join the project team at a later date.
- Provide KDOR a list of the logistical requirements necessary for training.

KDOR Responsibilities

- Assist in the preparation of Kick-off materials by providing KDOR input, content, and context.
- Co-conduct the project team kick-off meeting.
- Coordinate all logistics, including facility, scheduling, notifications, and reproduction of any hand-out materials for the kick-off session.
- Ensure KDOR availability and project team member attendance at the Kick-off session.

Microsoft TFS training for Project Team Members

Project team members will receive training on Microsoft Team Foundation Systems (TFS) as used for the DMVM project. Additionally, project team members will receive training on the respective tools and processes used to complete project work. Once the project kick-off is completed, subsequent TFS training occurs on a team-by-team

basis, with each team addressing methods, tools and processes relevant to the work being performed by that specific team during that phase of the project.

Contractor Responsibilities:

- Prepare and conduct TFS training for KDOR project team members.

KDOR Responsibilities:

- Provide input and context to the training in support of Contractor.
- Provide logistics support for the training.
- Ensure attendance of KDOR's project team members.

Project Team Training

Throughout the project lifecycle, project team members receive informal training on specific work activities and processes. This includes, for example, informal training or coaching on how to create design specifications, write test scripts and create training exercises. Informal training is team-specific and will be integrated with the Knowledge Transfer activities.

Contractor Responsibilities:

- Prepare and conduct all of the informal training, including team meetings and hands-on coaching.
- Provide training to KDOR project team members on use of the project tools relevant to the specific project work.
- Create the KDOR DMV Project team training plan.

KDOR Responsibilities:

- Provide input and context to the training in support of the Contractor.
- Ensure active participation of KDOR project team members in the informal training activities.
- Develop personal learning plans for project team members.

Technical Team Training

KDOR's technology team will fully support the system after the contract is complete. To reach this goal training team members will also support training of the KDOR technical team. Technical training will begin with Instructor Lead Training to establish a baseline of knowledge. After this initial training, the technical team training will be more coaching and project based training than instructor lead training. Technical training will take place intermittently over the life of the contract.

Contractor Responsibilities:

- Prepare and conduct all of the Instructor lead technical training.

- Prepare and conduct all of the informal training, including team meetings and hands-on coaching.
- Provide training to KDOR project team members on use of the project tools relevant to the specific project work
- Work with the KDOR IT team to determine appropriate projects and assignments for coaching and training opportunities.

KDOR Responsibilities:

- Provide input and context to the training in support of the Contractor
- Ensure active participation of KDOR project team members in all training activities.
- Work with Contractor to determine appropriate project assignments for coaching and training opportunities.

Analyze End User Training and Support Needs

The training team will gather information about the current skills and knowledge of the KDOR staff and DMV stakeholders and define the skills required to use the new DMV Solution. The team will create tools to assess a broad base of users. Once conducted, the assessment data will be reviewed and summarized. This data will become input to the end user training plan, which describes the overall approach, audiences, training needs/content areas, goals, objectives, methods/tools, high-level curriculum, development approach and schedule, and training delivery approach.

Contractor Responsibilities:

- Define the skills required for the new KDOR DMV roles.
- Develop an assessment tool that KDOR can use to assess the skill level of their DMV Solution users.
- Collect and analyze the assessment data and summarize and report the results.
- Create the DMV end user training plan, which will document the overall scope and strategy for the DMV training program.

KDOR Responsibilities:

- Assist the Contractor by providing assistance and input into the definition of the new roles and the development of the skills assessment tools and process.
- Administer skills assessment developed during the analyze phase and assist the Contractor in the analysis and summarization of the data.
- KDOR shall complete the assessment and provide the data back to the project for an analysis of the DMV end user audience, identifying the financial users, their characteristics and associated learning needs.

- Provide KDOR context and content and assist in the preparation and development of the Training Plan.

9.1.2 Design Phase

The design phase begins with specifications from the Analyze phase, and ends with a detailed course outlines and specifications for the end user training courses and support tools that will be developed during Build, and used for the End User Training Program.

Training Curriculum

The training team will develop KDOR-specific materials for the end user training program. It will incorporate the relevant business processes. Courses are developed for each phase of the rollout. Preliminary end user training curriculum and support materials are as follows:

- Core User Training – This course introduces the system to the user and provides a foundation for the common transactions that are performed in each module. It is the course that most users of the system should attend. This course is typically a few days in duration, and can be modified to suit the needs of the audience and the complexities of the module being trained.

- Advanced User Training – This course is designed for the experts in each location. The course contains the advanced functions such as processing over-rides, troubleshooting, and restricted functions. In general it covers the functions of the system that are critical for the office to have, but are not part of common daily customer transactions. Offices are encouraged to send at least two employees to advanced training, one of which should be supervisor or management level.

- Advanced ATM Financial Training – This course is designed specifically for the back office bookkeeper in each location. It covers everything critical to the cash handling process throughout the office. The course begins with reconciling cash drawers at the end of day through the reporting of funds up to the DOR. It also includes topics such as NSF checks, issuing refunds, and correcting errors in the financial records. Offices are encouraged to send at least one employee to this training, preferably the one who handles financial records in the office.

- Specialized User Training (TBD) – This course is not a single course but an allocation of effort for training unique system features to the necessary users. The topics of this are determined near the end of the development cycle when training needs are identified. Most topics are 1-2 hours in duration and taught only one time. Examples of these sessions from other jurisdictions are "Recording accidents in the APS system", "Setting up TPA's", and "How to issue TRL's after denial". Training materials will not be developed for the topics in this training, and the system documentation and online help is used for all classroom discussions.

- Trusted Party Training (Third party users) – This course is designed for the third party users who have access to reports within the 3M system. Most of this course will be developed around a set of reports that are made available through the web. This course may also need to be modified for each audience as different third parties have different capabilities in the system.

Contractor Responsibilities:

- Create the DMV training curriculum, which lists the training classes, anticipated delivery method, and content needed to support the DMV Solution functionality and business processes.
- Define the preliminary end user roles.

KDOR Responsibilities:

- Assist the Contractor in defining the curriculum, which includes providing KDOR context and content, providing input regarding method, as well as assisting in the development of the deliverable.

Training Tools Training

The DMVM training team members will be trained to use the tools and methods that will be used to design, and build the end user training. This includes training the training team members on training methodology as well as the use of the AuthorIT and Adobe Captivate for training development.

Contractor Responsibilities:

- Teach the DMVM training team members the use of the tools and methods used for designing and building the end user training.

KDOR Responsibilities:

- Ensure training team members attend and participate in the training.

Training Designs

Training designs will contain information regarding learning objectives, suggested content, estimated duration, and validate the suggested deployment method. Training designs consider the to-be business processes, enhancements to the system and KDOR system. The Training designs will also outline the scope and organization of the ~~KDOR~~ DMV Solution's online help. The team will define the specific content for the procedures to be included. The design will be based on previously proven training templates used by the Contractor.

Contractor Responsibilities:

- Share responsibility with KDOR for the design of the training and support materials.
- Provide methods, tools, and guidance in design process, as well as specific MVS input.

KDOR Responsibilities:

- Share responsibility with Contractor for the design of the training and support materials.
- Provide the necessary KDOR content and context to the training materials.

9.1.3 Build Phase

Training Build

The training team shall create the DMV Solution training and support materials as articulated in the approved training designs. Once developed, SMEs review the materials and provide feedback. Once the feedback has been addressed, the materials become ready for testing.

Contractor Responsibilities:

- Provide training development methods, tools, and process guidance.
- Develop Share training build responsibility with KDOR.
- Create the training end user job aides.
- Set up and perform maintenance of the data in the training environment.
- Designate functional SMEs to review the training materials for system accuracy.
- Update the training materials developed by the Contractor developers, based on the SME-reviewer feedback.

KDOR Responsibilities:

- Assist Contractor with Share training build responsibility.
- Provide input to the training materials and support tools. The input will include KDOR content and context to the materials.
- Provide KDOR content and context to the training materials.
- Create the training end user job aides.
- Assist in defining exercise scenarios and data used in the training database.
- Perform administration of the training environments.
- Designate SMEs to review the training materials for KDOR context, content and process accuracy.
- Address the SME-reviewer feedback for KDOR-developed courses and update the training materials accordingly.
- Agencies shall create any KDOR-specific training content required to supplement the DMV Solution training program

Training Deployment Plan

The training team will create a plan that describes the approach for deploying the DMVM training program. This training delivery schedule consists of the training logistics for KDOR and aligns with the project management plan and schedule. The plan describes the train-the-trainer approach, how trainers will be prepared for training

delivery, and the training evaluation approach. Additional information in the plan includes training locations, trainers, registration, and deployment of training materials.

Contractor Responsibilities:

- Create the training deployment plan.

KDOR Responsibilities:

- Provide input regarding training logistics, schedule, trainers, materials reproduction, as well as provide assistance in the development of the plan.

9.1.4 Test Phase

Pilot Training

The training team conducts pilot training sessions, or "mock delivery," of each training course, to confirm the course duration and to validate that the objectives of the course are met designed. Each pilot will include the respective training developer conducting one practice session of each course to the trainers who are being prepared for training delivery and or to other selected participants. Observers from the training team will validate course duration and identify any issues. Comments and observations will be captured throughout the delivery. Results will be summarized, analyzed, and prioritized. Recommended changes will then be made to correct issues where training did not perform as designed or where content was incorrect. Other changes mutually agreed upon by KDOR and Contractor will be made prior to the training deployment to end users.

Contractor Responsibilities:

- Create the Pilot Training Plan and schedule.
- Conduct pilot courses for courses developed by a Contractor developer.
- Review the pilot training results and prioritize changes.
- Share responsibility with KDOR for updating the courses each originally created.

KDOR Responsibilities:

- Provide input to the development of the pilot training plan and schedule.
- Identify pilot training participants, and identify and provide space for the pilot training conduct.
- Conduct pilot courses for courses developed by a KDOR developer.
- Participate in the review of the pilot training results and work together with Contractor to prioritize changes.
- Share responsibility with Contractor for updating the courses each originally created.

Train-the-Trainer

The Train-the-Trainer (TTT) program will prepare KDOR's trainers for DMV Solution training delivery to the end users. Trainer prep consists of providing information on basic instructor skills, training logistics, and participation in the Pilot training. The TTT also consists of a "teach-back" where each trainer will prepare for and deliver a topic of training to his or her trainer peers. Trainers will receive constructive feedback from their peers and the training leads.

The DMV TTT program includes one instance each of three different TTT sessions. Each TTT session can accommodate up to 16 trainer participants. Topics for all TTT sessions include:

- Review of the training materials and course outline.
- Training on all topics contained in the course.
- Discussion on techniques for handling scenarios in the labs.
- Teach back sessions with feedback.

Contractor Responsibilities:

- Develop and conduct the DMV TTT program, which shall be used to prepare DMVM trainers. This includes a one-day Instructor Skills Workshop and an instructor checklist for advance preparation.
- Prepare constructive feedback for each trainer in the train-the-trainer program and provide that information to KDOR.

KDOR Responsibilities:

- Recruit the trainers who will conduct the end user training.
- Assist the Contractor in the development and conduct of the DMV train-the-trainer program, which includes providing KDOR content and context input to the materials. Ensure availability and attendance of KDOR's trainers.

9.1.5 Deploy Phase

Training Delivery

Training delivery includes KDOR trainers conducting the end user training courses to the end users. A summary of training evaluation results will be included as part of the status reports updating KDOR training.

Contractor Responsibilities:

- Provide 12 days of support per phase to KDOR's trainers during delivery. Support could include for example: Delivering classes to end users, assisting trainers in processes for handling or streamlining delivery issues, assisting in trouble-shooting and resolving issues or questions that were asked during a training session, or assisting in capture recommendations for future updates of training materials.

KDOR Responsibilities:

- Conduct all of the end-user training using the final training materials resulting from pilot training.
- KDOR shall ensure user availability to attend the required DMV training.

Training Administration

Training administration will involve the activities associated with managing and administering the DMV end user training program. It includes training registration, reproduction of materials, collecting training evaluation results, identification and set up of training classrooms, scheduling courses and scheduling trainers, for example. It also includes administering, collecting, analyzing and reporting the training evaluations.

Contractor Responsibilities:

- Assist in the analysis of the training evaluation results and recommendations for remediation.
- Provide assistance to KDOR to integrate Captivate and AuthorIt as necessary with Pathlore.

KDOR Responsibilities:

- Establish the processes and setting up the tools used for training administration.
- Execute all end user training administration and manage all training logistics.
- Agencies shall ensure appropriate and timely completion of end user training registration.

9.2 Responsibility Matrix

The table below summarizes the responsibilities associated with training.

Scope Element	Contractor	KDOR DMVM Team
Logistics		Lead
Courses	Lead	Assist
Scheduling		Lead
Contingency Training (for late hires)	Lead	
Project Kick-off	Lead	Assist
Informal Training (team meetings, hands-on coaching)	Lead	Assist
Project Methodology Training	Lead	Assist
Knowledge Transfer	Lead	Assist
Technical Training	Lead	Assist
End-user Training		
Train the Trainer	Lead	Assist
Methods and Tools	Lead	Assist
Logistics (location and scheduling)	Assist	Lead
Trainer recruiting	Assist	Lead
Training Administration	Assist	Lead
Content Development	Lead	Assist
Training Delivery	Assist	Lead
Develop Skills, Needs, Gap Assessment by role	Lead	Assist

Scope Element	Contractor	KDOR DMVM Team
Conduct Skills Assessments by individual based on above assessment	Assist	Lead
Developing job aids	Assist	Assist

9.3 Deliverables

The table below summarizes the training deliverables to be created during each phase.

Ref. No.	Phase	Deliverable Name	Description
N/A	Analyze	End User Training Plan (Note: This is not a paid deliverable)	The Training Plan describes the KDOR DMV end user training approach and high-level curriculum. The training plan will provide training course recommendations, estimated duration, training methods and tools, and the training development and delivery approach and schedule.
N/A	Analyze	Technical Training Plan (Note: This is not a paid deliverable)	The Training Plan describes the KDOR DMV technical training approach and high-level curriculum. The training plan will provide training course recommendations, estimated duration, training methods and tools, and the training development and delivery approach and schedule.
N/A	Design	Training Design (Note: This is not a paid deliverable)	During the Design Phase, the Training team creates a training design for each course identified in the training plan and curriculum document. Each training design provides an outline of the course and the contents to be included, including: • Course objectives • Estimated duration and delivery method • Role attending the course • Key topics • Key exercises and UPKs to develop • Job aids developed for the course
19	Build	P1 - 3M ATMM Training Materials - Functional Project Team Members / Staff Training Sign-Off	The training team develops training materials for project team training for 3M ATMM in Phase 1.
24	Build	P1 - 3M DLRS Training Materials - Functional Project Team Members / Staff Training Sign-Off	The training team develops training materials for project team training for 3M DLRS.
29	Build	P1 - 3M MOVRS Training Materials - Functional Project Team Members / Staff Training Sign-Off	The training team develops training materials for project team training for 3M MOVRS.
68	Build	P2 - 3M ATMM Training Materials - Functional Project Team Members / Staff Training Sign-Off	The training team develops training materials for project team training for 3M ATMM in Phase 2.
75	Build	P2 - 3M DRIVS Training Materials - Functional Project Team Members / Staff Training Sign-Off	The training team develops training materials for project team training for 3M DRIVS.
16	Deploy	P1 - 3M ATMM Functional Project Team Members / Staff Training Sign-Off	The training team and 3M project managers train Contractor and KDOR project team on the processes and system used by 3M ATMM throughout the project.
21	Deploy	P1 - 3M DLRS Functional Project Team Members / Staff Training Sign-Off	The training team and 3M project managers train Contractor and KDOR project team on the processes and system used by 3M DLRS throughout the project.

Ref. No.	Phase	Deliverable Name	Description
26	Deploy	P1 - 3M MOVRS Functional Project Team Members / Staff Training Sign-Off	The training team and 3M project managers train Contractor and KDOR project team on the processes and system used by 3M MOVRS throughout the project.
63	Deploy	P2 - 3M ATMM Functional Project Team Members / Staff Training Sign-Off	The training team and 3M project managers train Contractor and KDOR project team on the processes and system used by 3M ATMM throughout the project.
70	Deploy	P2 - 3M DRIVS Functional Project Team Members / Staff Training Sign-Off	The training team and 3M project managers train Contractor and KDOR project team on the processes and system used by 3M DRIVS throughout the project.
20	Build	P1 - 3M ATMM Training Materials - Technical Team Training Sign-Off	The training team develops training materials for the technical team training for 3M ATMM in Phase 1.
25	Build	P1 - 3M DLRS Training Materials - Technical Team Training Sign-Off	The training team develops training materials for the technical team training for 3M DLRS.
30	Build	P1 - 3M MOVRS Training Materials - Technical Team Training Sign-Off	The training team develops training materials for the technical team training for 3M MOVRS.
69	Build	P2 - 3M ATMM Training Materials - Technical Team Training Sign-Off	The training team develops training materials for the technical team training for 3M ATMM in Phase 2.
76	Build	P2 - 3M DRIVS Training Materials - Technical Team Training Sign-Off	The training team develops training materials for the technical team training for 3M DRIVS.
18	Deploy	P1 - 3M ATMM Technical Team Training Sign-Off	The training team delivers training to the technical team. This signoff also includes a summary plan for the ongoing plan for the technical staff. This plan is determined based on skills and needs discovered in the instructor lead training sessions.
23	Deploy	P1 - 3M DLRS Technical Team Training Sign-Off	The training team delivers training to the technical team. This signoff also includes a summary plan for the ongoing plan for the technical staff. This plan is determined based on skills and needs discovered in the instructor lead training sessions.
28	Deploy	P1 - 3M MOVRS Technical Team Training Sign-Off	The training team delivers training to the technical team. This signoff also includes a summary plan for the ongoing plan for the technical staff. This plan is determined based on skills and needs discovered in the instructor lead training sessions.
67	Deploy	P2 - 3M ATMM Technical Team Training Sign-Off	The training team delivers training to the technical team. This signoff also includes a summary plan for the ongoing plan for the technical staff. This plan is determined based on skills and needs discovered in the instructor lead training sessions.
74	Deploy	P2 - 3M DRIVS Technical Team Training Sign-Off	The training team delivers training to the technical team. This signoff also includes a summary plan for the ongoing plan for the technical staff. This plan is determined based on skills and needs discovered in the instructor lead training sessions.
43	Build	P1 - 3M ATMM Training Materials - End User Training Sign-Off	The training team develops training materials for the end user training for 3M ATMM in Phase 1.
44	Build	P1 - 3M DLRS Training Materials - End User Training Sign-Off	The training team develops training materials for the end user training for 3M DLRS in Phase 1.
45	Build	P1 - 3M MOVRS Training Materials - End User Training Sign-Off	The training team develops training materials for the end user training for 3M MOVRS in Phase 1.
N/A	Test	End User Training Pilot Phase 1 (Note: This is not a paid deliverable)	The Training Pilot Phase 1 deliverable documents the detailed approach and process for conducting and recovery of the Training Pilot. The Training Pilot validates the training program meets requirements.
53	Deploy	P1 - 3M ATMM End User Training Sign-Off	The KDOR training team delivers training to all end users. Contractor assists KDOR trainers and helps track training process.

Ref. No.	Phase	Deliverable Name	Description
55	Deploy	P1 - 3M DLRS End User Training Sign-Off	The KDOR training team delivers training to all end users. Contractor assists KDOR trainers and helps track training process.
56	Deploy	P1 - 3M MOVRS End User Training Sign-Off	The KDOR training team delivers training to all end users. Contractor assists KDOR trainers and helps track training process.
85	Build	P2 - 3M ATMM Training Materials - End User Training Sign-Off	The training team develops training materials for the end user training for 3M ATMM in Phase 2.
86	Build	P2 - 3M DRIVS Training Materials - End User Training Sign-Off	The training team develops training materials for the end user training for 3M DRIVS in Phase 2.
N/A	Test	End User Training Pilot Phase 2 (Note: This is not a paid deliverable)	The Training Pilot Phase 2 deliverable documents the detailed approach and process for conducting and recovery of the Training Pilot. The Training Pilot validates the training program meets requirements.
91	Deploy	P2 - 3M ATMM End User Training Sign-Off	The KDOR training team delivers training to all end users. Contractor assists KDOR trainers and helps track training process.
92	Deploy	P2 - 3M DRIVS End User Training Sign-Off	The KDOR training team delivers training to all end users. Contractor assists KDOR trainers and helps track training process.
N/A	Build	Create CBT for core transactions (Note: This is not a paid deliverable)	The core product training classes will be supported with computer based training modules. This deliverable is tied to the computer-based training (CBT) courses identified in the initial training plan.
N/A	Build	Train the trainer – How to use CBT development software. (Note: This is not a paid deliverable)	This activity teaches the KDOR staff how to create new CBT and update existing CBT modules provided by the Contractor.

10.0 Enterprise Readiness Services

The Enterprise Readiness team will be responsible for activities that will help to prepare KDOR and stakeholder users for transition to and the use of the new DMV Solution. It includes activities in the following areas:

- Communications
- KDOR/Stakeholder Readiness
- Knowledge Transfer

The enterprise readiness team will be comprised of representatives from KDOR and Contractor.

10.1 Major Activities by Phase

10.1.1 Analyze Phase

During the analyze phase, the Enterprise Readiness team reviews existing KDOR information already collected and performs additional analysis to determine the change impact of the DMVM. The team also documents the communications and enterprise readiness approaches that will facilitate readiness and help smoothly transition the affected stakeholders and DMV Solution users.

Questionnaires

The enterprise readiness team gathers information about the DMV's current stakeholders and processes in order to help establish a baseline. Information collected could include current understanding and/or attitudes, specific data about current practices and processes, current characteristics, knowledge and skill levels of user groups, for example. Questionnaires are prepared and administered to collect the data. Results are compiled, analyzed, and summarized for input into the enterprise readiness plan, training plan and communication plan. One questionnaire is planned for the analyze phase.

Contractor Responsibilities:

- Assist KDOR in the creation of the questionnaires and processes used to collect data from KDOR and the counties.
- Assist KDOR in compiling the questionnaire data, analyze it and summarize the results.

KDOR Responsibilities:

- Lead the effort in creating the questions for the questionnaire.
- Distribute and administer the KDOR questionnaires.
- Support stakeholders in the completion of timely and accurate questionnaires.
- Lead the effort in the compilation and assessment of the questionnaire results.
- Complete the questionnaires with accurate and complete information in a timely manner.

Identify High-Level Impacts

The enterprise readiness team reviews data about the DMV Solution users that has been collected via KDOR questionnaires or via data that KDOR has already collected. The team also assesses that information against the anticipated new DMV Solution processes and technology to identify high-level change impacts, by functional area, that will result from the implementation of the DMV Solution. The team identifies initiatives to help address the impacts and plots them on a schedule. This information becomes input into the enterprise readiness plan.

Contractor Responsibilities:

- Support KDOR in conducting an impact analysis and documenting the enterprise impacts of the DMVM, defining initiatives to address the impacts, developing the DMV Solution roadmap and documenting in the enterprise readiness plan.

KDOR Responsibilities:

- Lead the effort in conducting an impact analysis and documenting the enterprise impacts of the DMV Solution, defining initiatives to address the impacts, developing the DMV Solution roadmap and documenting it in the enterprise readiness plan.
- Lead the effort in defining and articulating the enterprise impacts and identifying initiatives to help address the impacts.
- Lead the effort in the development of the DMV Solution roadmap, which is documented as part of the enterprise readiness plan.

Create Communication Plan

The communications team will create the DMVM communication strategy and plan. The plan will identify stakeholders, information needs, key messages, methods, senders, and schedule. It will also describe methods for collecting feedback.

Contractor Responsibilities:

- Assist KDOR in the creation of the DMVM communication plan and define the messages and delivery methods.

KDOR Responsibilities:

- Lead the effort in the development of the DMVM communication plan.

The enterprise readiness team creates the enterprise readiness plan, which describes the capabilities that KDOR and the stakeholders may require to use the new DMV Solution's business processes and the tasks required to achieve those capabilities. The enterprise readiness plan describes the overall approach to identifying readiness tasks, conducting enterprise readiness activities, preparing the users, and assessing readiness. It describes the readiness tools and processes and provides a high-level schedule of the overall readiness activities.

Contractor Responsibilities:

- Assist KDOR in the creation of the enterprise readiness plan.

KDOR Responsibilities:

- Lead the effort in development of the enterprise readiness plan by providing KDOR input, content and context.

Knowledge Transfer Plan

The enterprise readiness team will document the knowledge transfer approach that will be used to prepare the designated project team resources for roles in the post go-live organization. The plan will include information regarding the ongoing support organization, roles and skills and capabilities needed by each role. The plan will also include the knowledge transfer methods, key milestones, personal learning plan templates, and the knowledge transfer scorecard template. The plan will also include the processes used to conduct and assess the knowledge transfer activities.

Contractor Responsibilities:

- Document the knowledge transfer plans and develop the templates and processes to support the knowledge transfer process. This includes documenting the methods used for knowledge transfer.
- Create the initial personal learning plans (PLPs for each targeted team member who is identified as having a role in the post go-live organization.

KDOR Responsibilities:

- Define the post go-live organizational structure (technical and functional).
- Identify KDOR resources targeted to fill roles in the post go-live organization.
- Handle all personnel-related communications and interactions with candidates and their transition to the post go-live organization.

Provide Communications / Update Communication Plan

The communication team creates and delivers specific communication messages, materials and events as outlined in the updated communications plan. The team reviews and updates the communication plan quarterly to include specific stakeholder information and specific communications messages, timing, and events.

Contractor Responsibilities:

- Support KDOR as specified in the communication plan. Support could include such activities as assistance in developing meeting materials and/or presenting specific topics related to the DMV Solution implementation.

KDOR Responsibilities:

- Update the DMVM Communication Plan on a quarterly basis to address stakeholder feedback and to reflect new information regarding specific stakeholders and specific communications messages, timing, and events.
- Maintain the KDOR contact list.
- Provide all meeting logistics.
- Create and maintain all of the communication tools as outlined in the updated communication plan. Communication tools could include web sites, email lists and newsletters.

10.1.2 Design Phase

The enterprise readiness team launches the change network and designs the readiness tools, methods and materials to facilitate readiness and transition for the DMV Solution stakeholders, as identified in the enterprise readiness plan.

Establish and Launch Change Agent Network

The enterprise readiness team identifies and confirms changes agents to represent each stakeholder. A change agent could represent one or more than one stakeholder. The enterprise readiness team will mobilize the change agents and introduce them to their role via a change agent kick-off. The kick-off meeting will be a conducted in a meeting presentation format. The meeting will provide such information as an introduction to the project, timeline, roles and responsibilities, expectations, and introduce the Readiness Liaison assignments.

Contractor Responsibilities:

- Assist KDOR in identifying change agents by providing a detailed description of the change agent role.
- Prepare materials for the change agent kick-off session.
- Support KDOR in conducting the change agent kick-off session.

KDOR Responsibilities:

- Identify and confirm resources to represent one or more counties as change agents.
- Conduct the change agent kick-off meeting.
- Provide all logistics and administration associated with the kick-off session.

KDOR Questionnaires

The enterprise readiness team gathers information about KDOR's current stakeholders and processes in order to help establish a baseline. Information collected could include for example, further assessment of current understanding and/or attitudes, additional data about current practices and processes, or specific input needed by project team. Questionnaires are prepared and administered to collect the data. Results are compiled, analyzed, and summarized for input into the Readiness activities, communication messages, training and/or functional or technical team activities.

Contractor Responsibilities:

- Assist in creating the questionnaires and processes used to collect data from the stakeholders.
- Assist in compiling the questionnaire data, analyze it and summarize the results.

KDOR Responsibilities

- Lead the effort in creating the questions for the questionnaire.
- Distribute and administer the KDOR questionnaires.
- Support counties in the completion of timely and accurate questionnaires.
- Lead the effort in the compilation and assessment of the questionnaire results.
- Complete the questionnaires with accurate and complete information in a timely manner.

Create Role Mapping Approach

The enterprise readiness team defines and documents the approach that describes the process for assisting in assigning end users to the new DMV Solution's roles. The approach identifies the tools and templates, communications, and timing required to perform this activity.

Contractor Responsibilities:

- Assist KDOR in developing the role mapping approach.

KDOR Responsibilities:

- Lead the effort in defining the role mapping approach, which includes providing KDOR content and context to the approach.

Business Process Workshops

The enterprise readiness team creates business process workshops (BPW) and delivers them to end-user representatives. The workshops are intended to provide an overview of the new enterprise DMV business processes and will provide tools and aides to facilitate in identifying impacts, re-engineering opportunities and specific actions to prepare for the DMV Solution.

Contractor Responsibilities:

- Support the state in developing BPW content and material. BPW materials will include Power Point materials to present the new enterprise business processes, as well as Word and Excel documents, checklists or job aides to provide assistance, tools, and templates to help KDOR assess impacts and document actions.
- Support KDOR in the delivery of the BPWs.

KDOR Responsibilities:

- Lead the effort in the development of the BPW materials.
- Conduct all sessions of the BPWs.
- Provide and manage all logistics associated with the BPWs.
- Identify the appropriate representatives to attend and actively participate in the BPW sessions and ensure attendance.
- Identify specific business process changes and taking specific and timely action to make sure the appropriate redesign activities are completed and implemented.

Provide Communications / Update Communication Plan

The communication team will create and deliver specific communication messages, materials and events as outlined in the updated communications plan. The team will review and update the communication plan quarterly to include specific stakeholder information and specific communications messages, timing, and events.

Contractor Responsibilities:

- Support KDOR as it delivers meetings specified in the communication plan. Support could include such activities as assistance in developing meeting materials and/or presenting specific topics related to the DMV Solution implementation.

KDOR Responsibilities:

- Update the DMVM communication plan on a quarterly basis to address stakeholder feedback and to reflect new information regarding specific stakeholders and specific communications messages, timing, and events.
- Maintain the contact list.
- Provide all meeting logistics.
- Create and maintain all of the communication tools as outlined in the updated communication plan. Communication tools could include web sites, email lists and, newsletters.

Enterprise Readiness Outreach and Support - Design

The enterprise readiness team will provide outreach and support to the DMV end-users via the change agent network and readiness liaisons during the design phase. Outreach will consist of support to and interactions with the end-users in accordance with the enterprise readiness plan. This support may include consultation, analysis, tools and templates, monitoring and reporting. It may also include the creation of the readiness tools and resources, which support the transition to and implementation of the new DMVM business processes within KDOR. Tools and resources may include templates to assist in developing forms, organizational charts, and process and procedural documentation.

Contractor Responsibilities:

- Provide guidance to the team to develop the readiness tools and templates used to support the readiness activities.
- Assist KDOR in providing meeting materials for monthly change agent meetings.
- Assist KDOR in creating and updating the list of readiness tasks and activities required for readiness.
- Provide, via the readiness liaisons, readiness outreach and support.

KDOR Responsibilities:

- Lead the effort in the development of readiness tools and templates
- Provide, via the readiness liaisons, readiness outreach and support.
- Conduct the monthly change agent meetings, including all meeting logistics and administration.
- Provide change agent, encourage active participation in DMVM readiness activities and ensure completion of readiness tasks in a timely manner.

Assess Knowledge Transfer Progress - Design

The enterprise readiness team will initiate and facilitate assessment of the knowledge transfer progress, as outlined in the knowledge transfer plan. The team will compile the results and summarize the information in the knowledge transfer scorecard.

Contractor Responsibilities:

- Support KDOR in its assessment of knowledge transfer progress.
- Assist KDOR in compiling the results.
- Prepare the knowledge transfer scorecard.

KDOR Responsibilities:

- Assess the progress of the knowledge transfer activities and progress as defined in the knowledge transfer plan.
- Monitor and maintain knowledge transfer tools.
- Ensure KDOR candidates participating in knowledge transfer are available, actively participate, and update their personal learning plans (PLPs) accurately and in a timely manner.
- Provide input to creation of the knowledge transfer scorecard.

10.1.3 Build Phase

During the build phase, the enterprise readiness team continues to interact with KDOR and stakeholders in support of the readiness activities outlined in the enterprise readiness plan. The team defines roles and conducts role mapping, defines the tools and metrics to measure readiness, conducts the first readiness assessments and continues developing and delivering detailed communication messages.

Role Descriptions and Mapping

The enterprise readiness team documents detailed descriptions of the new DMV Solution roles. Role descriptions include a role definition, description of responsibilities, skill/knowledge requirements, relationships to other roles, and a summary of change impacts associated with the role. Once role descriptions are complete, the team uses the role mapping process defined during the design phase to implement the role mapping activities.

Contractor Responsibilities:

- Assist in identifying the DMV Solution roles, and define and document descriptions for each role.
- Support KDOR in role mapping activities by helping to troubleshoot the process and/or answer role-related questions.

KDOR Responsibilities:

- Use the DMVM role definitions and role mapping processes and tools to map end-users to appropriate DMV roles within the timeframe suggested.
- Designate functional SMEs to review the role descriptions for accuracy and alignment to the new business processes.
- Provide the tools, templates and processes defined in the Role Mapping approach.
- Coordinate the receipt of the role mapping information with the Security team.

Provide Communications / Update Communication Plan

The communication team continues to create and deliver specific communication messages, materials and events as outlined in the updated communications plan. The team reviews and updates the communication plan quarterly to include specific stakeholder information and specific communications messages, timing, and events.

Contractor Responsibilities:

- Support KDOR as it delivers meetings specified in the communication plan. Support could include such activities as assistance in developing meeting materials and/or presenting specific topics related to the DMVM project or implementation.

KDOR Responsibilities:

- Update the DMVM communication plan on a quarterly basis to address stakeholder feedback and to reflect new information regarding specific stakeholders and specific communications messages, timing, and events.

- Maintain the contact list.
- Provide all meeting logistics.
- Create and maintain all of the communication tools as outlined in the updated communication plan. Communication tools could include web sites, email lists and newsletters.

Provide Enterprise Readiness Outreach and Support - Build

The enterprise readiness team will provide outreach and support to KDOR via the change agent network and readiness liaisons during the build phase. Outreach will consist of support to and interactions with the end-users in accordance with the enterprise readiness plan. This support may include consultation, analysis, tools and templates, monitoring and reporting. It will also include the creation of the readiness tools and resources, which support the transition to and implementation of the new DMV Solution business processes. Tools and resources may include templates to assist in developing forms, organizational charts, and process and procedural documentation.

Contractor Responsibilities:

- Provide guidance to the team and develop the readiness tools and templates used to support the readiness activities.
- Assist in providing meeting materials for monthly change agent meetings.

KDOR Responsibilities:

- Create and update the list of readiness tasks and activities required for readiness.
- Lead the effort in the development of readiness tools and templates.
- Provide, via the readiness liaisons, outreach and support to assigned stakeholders in accordance with the enterprise readiness plan.
- Conduct the monthly change agent meetings, handling all meeting logistics and administration.
- Provide change agents, encourage active participation in readiness activities, and ensure completion of readiness tasks in a timely manner.

Assess and Report Readiness

The enterprise readiness team creates and assesses the KDOR's readiness for the DMV Solution. This activity consists of creating the specific assessment, as well as consulting, coaching, collecting, analyzing, monitoring and reporting results in accordance with the approach defined in the Enterprise readiness plan. One readiness assessment is planned for the build phase.

Contractor Responsibilities:

- Assist KDOR in creating the readiness assessment tools and process for assessing and reporting end-user readiness.

- Assist KDOR in creating the KDOR readiness questionnaire.
- Assist KDOR in analyzing, summarizing, and reporting on the readiness assessment results.

KDOR Responsibilities:

- Create readiness assessment tools and processes.
- Create KDOR readiness questionnaire.
- Distribute and administer the readiness assessment to stakeholders.
- Lead the effort in the review of the assessment results and the preparation of the summary report.
- Complete the readiness assessments accurately and in a timely manner.

Assess Knowledge Transfer Progress - Build

The enterprise readiness team will initiate and facilitate assessment of the knowledge transfer progress, as outlined in the knowledge transfer plan. The team will compile the results and summarize the information in the knowledge transfer scorecard.

Contractor Responsibilities:

- Support KDOR in its assessment of knowledge transfer progress.
- Provide input to creation of the knowledge transfer scorecard.

KDOR Responsibilities:

- Assess the progress of the knowledge transfer activities and progress as defined in the knowledge transfer plan.
- Monitor and maintain knowledge transfer tools.
- Ensure KDOR candidates participating in knowledge transfer are available and actively participate, and update their personal learning plans (PLPs) accurately and in a timely manner.
- Compile the results and prepares the knowledge transfer scorecard.

10.1.4 Test Phase

During the Test phase, the enterprise readiness team delivers specific communication messages as defined in the updated communication plan and will continue to support readiness tasks, assess and report end-user readiness, and provide outreach and support to DMV end-users as they prepare for the DMV Solution.

Provide Communications / Update Communication Plan

The communication team continues to create and deliver specific communication messages, materials and events as outlined in the updated Communications Plan. The team reviews and updates the communication plan quarterly to include specific stakeholder information and specific communications messages, timing, and events.

Contractor Responsibilities:

- Support KDOR as it delivers meetings specified in the Communication Plan. Support could include such activities as assistance in developing meeting materials and/or presenting specific topics related to the DMVM project or implementation.

KDOR Responsibilities:

- Update the DMVM communication plan on a quarterly basis to address stakeholder feedback and to reflect new information regarding specific stakeholders and specific communications messages, timing, and events.
- Maintain the contact list.
- Provide all meeting logistics.
- Create and maintain all of the communication tools as outlined in the updated communication plan. Communication tools could include web sites, email lists and newsletters.

Provide Enterprise Readiness Outreach and Support - Test

The enterprise readiness team will provide outreach and support to KDOR via the change agent network and Readiness Liaisons during the test phase. Outreach will consist of support to and interactions with the end-users in accordance with the enterprise readiness plan. This support may include consultation, analysis, tools and templates, monitoring and reporting. It will also include the creation of the readiness tools and resources, which support the transition to and implementation of the new DMV Solution's business processes. Tools and resources may include templates to assist in developing forms, organizational charts, and process and procedural documentation.

Contractor Responsibilities:

- Provide guidance to the team and develop the readiness tools and templates used to support the readiness activities.
- Provide meeting materials for monthly change agent meetings.
- Provide, via the readiness liaisons, readiness outreach and support to assigned stakeholders.

KDOR Responsibilities:

- Develop readiness tools and templates.
- Provide, via the readiness liaisons, outreach and support to assigned stakeholders in accordance with the Enterprise Readiness Plan.
- Conduct the monthly change agent meetings, including all meeting logistics and administration.
- Create and update the list readiness tasks and activities required for readiness.

- Provide change agent, encourage active participation in DMVM readiness activities and ensure completion of readiness tasks in a timely manner.

Assess and Report Readiness

The enterprise readiness team creates and assesses the end-users readiness for the DMV Solution. This activity consists of creating the specific assessment, as well as consulting, coaching, collecting, analyzing, monitoring and reporting results in accordance with the approach defined in the Enterprise Readiness Plan.

Contractor Responsibilities:

- Assist in updating the readiness assessment tools and process for assessing and reporting KDOR readiness.
- Assist in creating the KDOR readiness questionnaires.
- Analyze, summarize, and report on the readiness assessment results.

KDOR Responsibilities:

- Update the readiness assessment tools and processes.
- Create KDOR readiness questionnaires.
- Distribute and administer the readiness assessments to stakeholders.
- Lead the effort in the review of the assessment results and the preparation of the summary report.
- Complete the readiness assessments accurately and in a timely manner.

Assess Knowledge Transfer Progress - Test

The enterprise readiness team will initiate and facilitate assessment of the knowledge transfer progress, as outlined in the Knowledge Transfer Plan. The team will compile the results and summarize the information in the Knowledge Transfer Scorecard.

Contractor Responsibilities:

- Support KDOR in its assessment of knowledge transfer progress.
- Provide input into creation of the knowledge transfer scorecard.

KDOR Responsibilities:

- Assess the progress of the knowledge transfer activities and progress as defined in the knowledge transfer plan.
- Monitor and maintain knowledge transfer tools.

- Ensure KDOR candidates participating in knowledge transfer are available, actively participate, and update their Personal Learning Plans (PLPs) accurately and in a timely manner.
- Compile the results and prepares the knowledge transfer scorecard.

10.1.5 Deploy Phase

Provide Communications / Update Communication Plan

The communication team continues to create and deliver specific communication messages, materials and events as outlined in the updated Communications Plan.

Contractor Responsibilities:

- Support KDOR as it delivers meetings specified in the Communication Plan. Support could include such activities as assistance in developing meeting materials and/or presenting specific topics related to the DMVM project or implementation.

KDOR Responsibilities:

- Maintain the contact list.
- Provide all meeting logistics.
- Create and maintain all of the communication tools as outlined in the updated communication plan. Communication tools could include web sites, email lists and newsletters.

Provide Enterprise Readiness Outreach and Support - Deploy

The enterprise readiness team will provide outreach and support to the DMV end-users via the change agent network and Readiness Liaisons during the test phase. Outreach will consist of support to and interactions with the stakeholders in accordance with the Enterprise Readiness Plan. This support may include consultation, analysis, tools and templates, monitoring and reporting. It will also include the creation of the readiness tools and resources, which support the transition to and implementation of the new DMVM business processes within the stakeholders. Tools and resources may include templates to assist in developing forms, organizational charts, and process and procedural documentation.

Contractor Responsibilities:

- Provide guidance to the team and develop the readiness tools and templates used to support the readiness activities.
- Provide meeting materials for monthly change agent meetings.
- Provide, via the readiness liaisons, readiness outreach and support to assigned agencies.

KDOR Responsibilities:

- Develop readiness tools and templates.

- Provide, via the readiness liaisons, outreach and support to assigned agencies in accordance with the Enterprise Readiness Plan.
- Conduct the monthly change agent meetings, including all meeting logistics and administration.
- Create and update the list readiness tasks and activities required for readiness.
- Provide change agent to represent and encourage active participation in DMVM readiness activities and ensure completion of readiness tasks in a timely manner.

Assess and Report Readiness

The enterprise readiness team creates and assesses KDOR's readiness for the DMV Solution. This activity consists of creating the specific assessment, as well as consulting, coaching, collecting, analyzing, monitoring and reporting results in accordance with the approach defined in the Enterprise Readiness Plan.

Contractor Responsibilities:

- Provide input regarding any updates to the readiness assessment tools and processes.
- Assist KDOR in the review of the assessment results and the preparation of the summary report.
- Provide input into the KDOR readiness questionnaires.

KDOR Responsibilities:

- Update the readiness assessment tools and process for assessing and reporting KDOR readiness.
- Distribute and administer the readiness assessments to agencies.
- Create the KDOR readiness assessment, tools, and processes.
- Analyze, summarize, and report on the readiness assessment results.
- Complete the readiness assessments accurately and in a timely manner.

User Support Team

The enterprise readiness team prepares the KDOR user support team to support the DMV Solution users. This activity includes defining the user support team roles and responsibilities and the user support team processes and procedures user support team. In addition, it includes training to prepare the user support team personnel for their role.

Contractor Responsibilities:

- Provide support to KDOR in defining user support team roles, documenting help desk procedures and assisting in training for user support team personnel.

KDOR Responsibilities:

- Define the user support team organization.
- Handle all personnel hiring and transitions associated with staffing the DMV Solution user support team.
- Prepare training for the user support team personnel.
- Define and document the user support team roles and support procedures and processes.
- Ensure that DMVM Solution user support team personnel are identified and attend the required training.

Assess Knowledge Transfer Progress - Deploy

The enterprise readiness team will initiate and facilitate assessment of the knowledge transfer progress, as outlined in the Knowledge Transfer Plan. The team will compile the results and summarize the information in the knowledge transfer scorecard.

Contractor Responsibilities:

- Provide input to creation of the knowledge transfer scorecard.
- Support KDOR in its assessment of knowledge transfer progress.

KDOR Responsibilities:

- Assess the progress of the knowledge transfer activities and progress as defined in the knowledge transfer plan.
- Monitor and maintain knowledge transfer tools.
- Ensure KDOR candidates participating in knowledge transfer are available and actively participate, and update their PLPs accurately and in a timely manner.
- Compile the results and prepares the knowledge transfer scorecard.

10.1.5 Post Systems Support Phase

Assess Knowledge Transfer Progress – Post Systems Support

The team will facilitate assessment of the knowledge transfer progress, as outlined in the knowledge transfer plan. The team will compile the results and summarize the information in the knowledge transfer scorecard.

Contractor Responsibilities:

- Support KDOR in its assessment of knowledge transfer progress.
- Provide input to creation of the knowledge transfer scorecard.

KDOR Responsibilities:

- Assess the progress of the knowledge transfer activities and progress as defined in the knowledge transfer plan
- Monitor and maintain knowledge transfer tools
- Ensure KDOR candidates participating in knowledge transfer are available and actively participate, and update their PLPs accurately and in a timely manner
- Compile the results and prepares the knowledge transfer scorecard

10.2 Responsibility Matrix

The table below summarizes the responsibilities associated with enterprise readiness services.

Scope Element	Contractor	KDOR DMVM Team
Communication		
Maintenance of Contact Lists		Lead
Conduct Meetings	Assist	Lead
Develop Communication Plan & Delivery Methods	Assist	Lead
Creation of Communication Tools (web sites, email lists, newsletters)	Assist	Lead
Meeting Logistics		Lead
Enterprise Readiness		
Stakeholder Questionnaires (what, when, who)	Assist	Lead
Impact Analysis, Readiness Roadmap, Readiness Approach	Assist	Lead
Business Process Workshop Development (who, when, how, how many) (p. 7-168)	Assist	Lead
Business Process Workshop Presentation	Assist	Lead
Business Process Redesign	Assist	Lead
Create Readiness Assessments	Assist	Lead
Complete Readiness Assessments	Assist	Lead
Quarterly Enterprise Readiness Outreach & Support Status Report	Assist	Lead
Role Definition	Assist	Lead
Role Mapping using above definitions	Assist	Lead
Help Desk Procedures, Roles, Training	Assist	Lead
Knowledge Transfer		
Define Post Go-Live organizational structure (functional & technical)	Assist	Lead
Developing Personal Learning Plans for Post Go-Live Team Member	Assist	Lead
Assessing Personal Learning Plans	Assist	Lead
Create Knowledge Transfer Plans for ATMM, DLRS, MOVRS, and DRIVS	Lead	Assist

10.3 Other Requirements

None identified.

10.4 Deliverables

The table below summarizes the enterprise readiness deliverables to be created during each phase.

Ref. No.	Phase	Deliverable Name	Description
N/A	Analyze	Communication Plan (Note: This is not a paid deliverable)	The Communication Plan describes the communication approach, structure, and methods that will be used on the DMVM project. The Plan includes such information as: • Communication Goals and Objectives • Stakeholders • Communication methods • Anticipated messages and timeline • Feedback mechanisms • Suggested communication process, tools and templates; including process for quarterly updates
N/A	Analyze	Enterprise Readiness Plan (Note: This is not a paid deliverable)	The Enterprise Readiness Plan details the approach for preparing KDOR for the implementation DMV Solution and the associated changes. The plan will include such information as: • Enterprise readiness goals, objectives, and overall approach • Initial impacts, initiatives to address, and timeline • Change network description and associated roles and responsibilities • Readiness liaison description and associated roles and responsibilities • Methods for preparing end-users • Preliminary readiness checklist • Approach for assessing readiness
8	Analyze	P1 - 3M ATMM Knowledge Transfer Plan Sign-Off	The knowledge transfer deliverable will define the approach used to prepare the designated project team resources for roles in the post go-live organization. The plan will include: • Overall project approach to knowledge transfer and milestones. • Methods, tools, and processes used to facilitate knowledge transfer • Description of the post go-live support organization structure, roles and capabilities needed • Personal Learning Plan template • Knowledge transfer scorecard template and processes used to conduct and assess the knowledge transfer activities
11	Analyze	P1 - 3M DLRS Knowledge Transfer Plan Sign-Off	The knowledge transfer deliverable will define the approach used to prepare the designated project team resources for roles in the post go-live organization. The plan will include: • Overall project approach to knowledge transfer and milestones • Methods, tools, and processes used to facilitate knowledge transfer • Description of the post go-live support organization structure, roles and capabilities needed • Personal learning plan template • Knowledge transfer scorecard template and processes used to conduct and assess the knowledge transfer activities

Ref. No.	Phase	Deliverable Name	Description
14	Analyze	P1 - 3M MOVRS Knowledge Transfer Plan Sign-Off	The knowledge transfer deliverable will define the approach used to prepare the designated project team resources for roles in the post go-live organization. The plan will include: • Overall project approach to knowledge transfer and milestones • Methods, tools, and processes used to facilitate knowledge transfer • Description of the post go-live support organization structure, roles and capabilities needed • Personal Learning Plan template • Knowledge transfer scorecard template and processes used to conduct and assess the knowledge transfer activities
65	Analyze	P2 - 3M ATMM Knowledge Transfer Plan Sign-Off	The knowledge transfer deliverable will define the approach used to prepare the designated project team resources for roles in the post go-live organization. The plan will include: • Overall project approach to knowledge transfer and milestones. • Methods, tools, and processes used to facilitate knowledge transfer • Description of the post go-live support organization structure, roles and capabilities needed • Personal learning plan template • Knowledge transfer scorecard template and processes used to conduct and assess the knowledge transfer activities
72	Analyze	P2 - 3M DRIVS Knowledge Transfer Plan Sign-Off	The knowledge transfer deliverable will define the approach used to prepare the designated project team resources for roles in the post go-live organization. The plan will include: • Overall project approach to knowledge transfer and milestones. • Methods, tools, and processes used to facilitate knowledge transfer • Description of the post go-live support organization structure, roles and capabilities needed • Personal Learning Plan template • Knowledge transfer scorecard template and processes used to conduct and assess the knowledge transfer activities
9	Deploy	P1 - 3M ATMM Knowledge Transfer Sign-Off	Complete execution of P1 - 3M ATMM Knowledge Transfer Plan
12	Deploy	P1 - 3M DLRS Knowledge Transfer Sign-Off	Complete execution of P1 - 3M DLRS Knowledge Transfer Plan
15	Deploy	P1 - 3M MOVRS Knowledge Transfer Sign-Off	Complete execution of P1 - 3M MOVRS Knowledge Transfer Plan
66	Deploy	P2 - 3M ATMM Knowledge Transfer Sign-Off	Complete execution of P2 - 3M ATMM Knowledge Transfer Plan
73	Deploy	P2 - 3M DRIVS Knowledge Transfer Sign-Off	Complete execution of P2 - 3M DRIVS Knowledge Transfer Plan
N/A	All Phases	Quarterly Communications & Updated Plan (Note: This is not a paid deliverable)	This deliverable provides a summary of the communication messages delivered during the quarter, as defined by the prior quarter's Communication Plan. The Communication Plan is updated to reflect stakeholder feedback, new information, project schedule, and upcoming messages for the coming quarter.
N/A	All Phases	Enterprise Readiness Outreach & Support (Note: This is not a paid deliverable)	This deliverable summarizes the readiness, outreach support activities for the quarter, and provides a forecast of the readiness activities planned for the coming quarter. It will include for example: • Change agents and readiness liaison assignments • Change Agent Kick-off meeting materials • Monthly Change Agent meeting materials • Summary of the readiness activities completed

Ref. No.	Phase	Deliverable Name	Description
N/A	Build	Business Process Workshops (Note: This is not a paid deliverable)	This deliverable includes the presentations and workshop materials used to facilitate the conduct of the business process workshops. These materials could include presentations depicting the new enterprise business process flows in addition to tools and aides to facilitate the agencies in their identification of KDOR-specific impacts, re-engineering opportunities and specific actions to prepare for the DMV Solution.
N/A	Test	Role Descriptions (Note: This is not a paid deliverable) (Note: This is not a paid deliverable)	The Role Descriptions deliverable provides detailed descriptions of the new DMVM roles. Detailed descriptions will include for example: • Description of the role • Associated responsibilities, skill/knowledge requirements, relationships to other roles, • Change impacts associated with the role. • Describe of the type of security access associated with the role
N/A	Test	Map Users to Roles (Note: This is not a paid deliverable)	The Role Mapping deliverable will identify the role(s) assigned to each user in support of the DMVM business processes and the system access and security. Designated KDOR representatives will assign end users to roles.

11.0 Deployment Support

The deployment team comprises representatives from KDOR and the Contractor. The team members will come from all teams on the project.

11.1 Major Activities by Phase

11.1.1 Deployment Phase

System Deployment (Roll-Out) Plan

The System Deployment (Roll-Out) Plan, otherwise known as a Cutover Plan, is a detailed plan that lists the transition tasks and metrics in sequential order by date and time with resources assigned. The plan will be reviewed with all cutover participants ahead of time. The deployment team will also obtain approval for the plan from key stakeholders and communicate the plan to the larger user community.

Contractor Responsibilities:

- Develop the System Deployment (Roll-Out) Plan.
- Review the plan with DMVM project team members, key stakeholders, and KDOR personnel to identify potential issues and be proactive about taking corrective action.
- Develop the Control Production support plan.
- Develop the Command Center staffing plan.

KDOR Responsibilities

- Assist in the development of the System Deployment (Roll-Out) Plan.
- Assist in the development of the Control Production support plan.
- Assist in the development of the Command Center staffing plan.
- Arrange for meetings with key stakeholders and KDOR personnel to discuss the Plan.

Operational Readiness Testing

The goal of the operational readiness test is to confirm that the joint Contractor/KDOR team is ready to support the DMV Solution in production -- that the personnel, processes and procedures are in place to be able to support the new DMV Solution.

Contractor Responsibilities:

- Develop a move to production readiness checklist, which shall facilitate the assessment that system components are ready to support the DMV Solution being rolled out to additional departments. The Move to Production Readiness Checklist shall require the assessment of such things as completion of tests, user readiness and data readiness. The Move to Production Readiness Checklist shall be used to identify potential risks and associated contingencies. The Checklist will also include responsibilities of

the parties, their tasks, the required timing of all activities necessary to make the system and environment production ready and production validation and verification checklists.

- Identify test conditions and create scripts.
- Document test execution and results.

KDOR Responsibilities:

- Assist in identification of test conditions and creation of scripts.
- Assist the Contractor in planning and execution of the Operational Readiness Test. KDOR will take primary responsibility for operational testing of legacy systems where required by KDOR-approved Operational Test Plan.
- Create or modify any batch processing required to run the DMVM application as part of KDOR's existing nightly/weekly batch schedule.

Application Rollout

Perform the work to move the DMV Solution into production as follows:

Contractor Responsibilities:

- Coordinate the production configuration of the execution environment in preparation for deployment.
- Schedule and execute one dry run of this checklist prior to actual go live. The dry run will be used to validate and confirm the project is ready for the rollout. The dry run will be executed as a dress rehearsal that will mimic the actual go live activities and timings.
- Provide readiness support to KDOR, specifically to the change agents identified by KDOR.
- Provide support to KDOR identified trainers.
- Provide staff as identified in the Control Production support plan and Command Center staffing plan.

KDOR Responsibilities:

- Participate in the development of the Move to Production Readiness Checklist, and perform activities during the actual move to production.
- KDOR SME staff will verify and validate the results of Contractor's actual conversion to production execution.
- Deliver training to the end-users.
- Provide staff as identified in the Control Production support plan and Command Center staffing plan.

- Acceptance of the completed readiness checklist with formal approval to move 3M Software component to Control Production.

11.2 Responsibility Matrix

The table below summarizes the responsibilities associated with deployment.

Scope Element	Contractor	KDOR DMVM Team
Develop System Deployment Plans	Lead	Assist
Conduct Operations Readiness Test	Lead	Assist
Staff and Support Go-Live Activities	Shared	Shared

11.3 Deliverables

The table below summarizes the post deployment support deliverables to be created during each phase:

Ref. No.	Phase	Deliverable Name	Description
46	Deploy	P1 - 3M ATMM System Deployment (Roll-Out) Plan	The System Deployment (Roll-Out) Plan details when and how the application is rolled out to the target deployment groups and sites, as well as the tasks necessary to prepare for the roll-out. It also considers KDOR impacts and deployment task dependencies.
47	Deploy	P1 - 3M DLRS System Deployment (Roll-Out) Plan	The System Deployment (Roll-Out) Plan details when and how the application is rolled out to the target deployment groups and sites, as well as the tasks necessary to prepare for the roll-out. It also considers KDOR impacts and deployment task dependencies.
48	Deploy	P1 - 3M MOVRS System Deployment (Roll-Out) Plan	The System Deployment (Roll-Out) Plan details when and how the application is rolled out to the target deployment groups and sites, as well as the tasks necessary to prepare for the roll-out. It also considers KDOR impacts and deployment task dependencies.
87	Deploy	P2 - 3M ATMM System Deployment (Roll-Out) Plan	The System Deployment (Roll-Out) Plan details when and how the application is rolled out to the target deployment groups and sites, as well as the tasks necessary to prepare for the roll-out. It also considers KDOR impacts and deployment task dependencies.
88	Deploy	P2 - 3M DRIVS System Deployment (Roll-Out) Plan	The System Deployment (Roll-Out) Plan details when and how the application is rolled out to the target deployment groups and sites, as well as the tasks necessary to prepare for the roll-out. It also considers KDOR impacts and deployment task dependencies.
N/A	Deploy	Operations Readiness Test	This test demonstrates that the system meets the operational requirements. It typically consists of an Operations Test, a Deployment Test, and a Deployment Verification Test. The Operational Readiness test also includes a test of the central KDOR procedures for operations and deployment.
52	Deploy	P1 - 3M ATMM Deployment Complete (Go-Live) Sign-Off	Completion of deployment of P1 - 3M ATMM
54	Deploy	P1 - 3M DLRS Deployment Complete (Go-Live) Sign-Off	Completion of deployment of P1 – 3M DLRS
57	Deploy	P1 - 3M MOVRS Deployment Complete (Go-Live) Sign-Off	Completion of deployment of P1 – 3M MOVRS
93	Deploy	P2 - 3M ATMM Deployment Complete (Go-Live) Sign-Off	Completion of deployment of P2 – 3M ATMM
94	Deploy	P2 - 3M DRIVS Deployment Complete (Go-Live) Sign-Off	Completion of deployment of P2 – 3M DRIVS

12.0 Post Implementation Support

The Post Implementation Support team will provide support for the DMV Solution end users and production operation of the DMV Solution at the conclusion of the Control Production period and KDOR acceptance of the production implementation.

The Production Support Team comprises representatives from KDOR and the Contractor. Contractor will provide a level of effort support as outlined below.

12.1 Major Activities

The Post Implementation Support Phase includes the following major activities:

- Functional support for end-users.
- Technical support stakeholders and end-users.
- Execution of production batch job streams and backups.
- Programming and testing support for any program problems.

KDOR Responsibilities:

- Primary responsibility for all post implementation support activities.

Contractor Responsibilities:

- Assist KDOR in all post implementation support activities.
- Contractor will provide the same resources that worked on the implementation project.
- Contractor will provide the resources necessary to meet the 3M Warranty requirements.

12.2 Responsibility Matrix

The table below summarizes the responsibilities associated with post implementation support.

Scope Element	Contractor	KDOR DMVM Team
Develop plan to transition to support mode	Lead	Assist
Track, document and prioritize issues	Shared	Shared
Develop plan to transition maintenance and support to KDOR	Shared	Shared

12.3Deliverables

The table below summarizes the post implementation support deliverables to be created during each phase.

Ref. No.	Phase	Deliverable Name	Description
58	Deploy	P1 - Post-System Support Complete Sign-Off	Completion of Phase 1 - 6 month support and completion of transition of maintenance and support to KDOR staff

Ref. No.	Phase	Deliverable Name	Description
95	Deploy	P2 - Post-System Support Complete Sign-Off	Completion of Phase 2 - 6 month support and completion of transition of maintenance and support to KDOR staff

13.0 Governance, Change Control Process and Acceptance of Deliverables

13.1 Governance

The levels of project governance are delineated as follows:

Level 3 – DMVM managers (business functional team, technical, change management) are authorized to approve minor changes in project scope.

Level 2 – DMVM Management Team are authorized to approve moderate scope changes and all code changes to the delivered software.

Level 1 – Executive Sponsors are authorized to approve significant scope changes and make recommendations on policies and issues affecting agencies.

13.2 Change Control Process

The following process shall be used for all scope, schedule or cost changes:

- Change Requests (CR) are submitted by DMVM Team Managers to the Change Control Board (CCB). The CCB shall be comprised of the 3M and KDOR Project Directors, 3M and KDOR Project Managers and Executive Sponsors as necessary. KDOR's PMO manager shall serve as the Secretary of the CCB.
- All CRs must be sponsored by a DMVM Manager (i.e., business functional team, technical and change management). To initiate a CR, the KDOR manager shall create and submit a request to the CCB. The request should include a priority designation.
- KDOR and Contractor will agree on a change request template to ensure that all relevant information is recorded and presented to the CCB,
- The DMVM team manager must receive authorization from the CCB to proceed with the CR.
- CRs shall be developed using the predefined template. Analysis will include impacts to business requirements, cost, schedule and KDOR and Contractor resources. CRs will be presented to the CCB and the merits of each CR shall be discussed collaboratively between the CCB, the sponsor, the Contractor and affected stakeholders.
- A major CR shall be considered a change order and therefore will require a CR request through the predefined template. The CR shall be submitted and approved prior to the Contractor developing a major CR. A major CR shall be designated as a deliverable for which the Contractor shall be compensated at the agreed-to price.
- Within five days the CCB shall either:
    - Approve the CR.

  - Disapprove the CR.
  - Request additional information.

- All CRs and their disposition shall be documented in the Change Control Log.
- Approved CRs shall become change orders to the SOW. The CCB shall determine if the approved change order shall be designated as: 1) a fixed-price change order, 2) a trade-off of hours from scope reduction, 3) a "time and materials" change order, 5) a reduction in scope change, or 4) a schedule impact change order (e.g. a time extension for a deliverable). The CCB shall designate the funding source for the approved change order. In most cases, change orders requiring funding will come from the designated pool of hours reserved for modifications and enhancements.
- After the change has been implemented and accepted, the CR shall be closed.

13.3 Changes to Statement of Work

It is understood that changes to the Statement of Work will be necessary during execution of the project. Either party may propose changes. However, changes to this document shall be mutually agreed to in writing. A log of changes shall be maintained within this document.