## RFP 20-748

**OFFENDER MANAGEMENT SYSTEM (OMS)**

**CLARIFICATION AND ADDITIONAL INFORMATION**

**Instructions:**

Please supply ***all*** requested information ***in the yellow-shaded areas*** and identify any exhibits or attachments that have been included. Label all exhibits and attachments and which section and question they pertain to.

**Resource Hours**

* Please include the estimated resource levels for the Contractor Project Team and the IDOC Project Team during implementation and period of time post go-live by completing the table below.

| **Instructions:** Please provide the number of hours the Respondent expects to commit to the project, and the number of hours estimated for IDOC resources. Ranges of hours are acceptable. These amounts should be based on the functionality the IDOC desires, included in the Technical Proposal (Attachment F). | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Assumptions:** Any assumptions related to the number of the Respondent Project Team and the IDOC Project Team staff, roles of staff, and duration of involvement used in the development of the resource hour estimates **should be included here:** | | | | | | | | | |
| **Team** | **Requirements / Process Mapping** | **Development & Configuration** | **Testing** | **Training** | **Data Conversion** | **OCM & Comms.** | **Go-Live Preparation & Execution** | **Production Stabilization** | **Total** |
| Respondent Project Team | 14,260.00 | 28,658.00 | 17,440.00 | 3,360.00 | 5,040.00 | 8,376.00 | 832.00 | 3,360.00 | **81,326.00** |
| IDOC Project Team | 2,994.60 | 6,018.18 | 3,662.40 | 705.60 | 1,058.40 | 1,758.96 | 174.72 | 705.60 | **17,078.46** |
| **Total Hours by Project Phase:** | **17,254.60** | **34,676.18** | **21,102.40** | **4,065.60** | **6,098.40** | **10,134.96** | **1,006.72** | **4,065.60** | **98,404.46** |

**Table 1: Contractor Project Team and IDOC Project Team Resource Hours**

* Please include the anticipated resource hour’s levels for the IDOC Project Team based on typical Project role by completing the table below. Any comments related to the anticipated hours or phase-specific involvement, or any assumptions, should be noted in the Additional Respondent Comments column.

**Table 2: Anticipated Hours by Project Role**

| **Project Role**  (e.g. Project Sponsor, Project Manager, Conversion Lead, etc.) | **Estimated Hours Per Month (Ranges Are Acceptable)** | **Estimated Number of Individuals Required for Role** | **Additional Respondent Comments** |
| --- | --- | --- | --- |
| **Project Manager** | **160** | **2** | **Estimate Provided** |
| **DevOps Lead** | **15 – 21** | **1** | **Range Estimate Provided** |
| **DevOps Engineer** | **15 – 21** | **4** | **Range Estimate Provided** |
| **Business Analyst Lead** | **78 - 88** | **1** | **Range Estimate Provided** |
| **Business Analyst** | **160** | **4** | **Estimate Provided** |
| **Developer** | **160** | **13** | **Estimate Provided** |
| **Quality Assurance Analyst** | **160** | **4** | **Estimate Provided** |
| **Training Manager** | **40 - 56** | **1** | **Range Estimate Provided** |
| **Trainer** | **45 - 50** | **2** | **Range Estimate Provided** |
| **Migration Lead** | **70 - 81** | **3** | **Range Estimate Provided** |
| **Migration Analyst** | **68 - 93** | **2** | **Range Estimate Provided** |
| **ITA Lead** | **16 - 24** | **1** | **Range Estimate Provided** |
| **IDOC** | **80 - 93** | **10** | **Range Estimate Provided** |

* Provide the overall estimated split/division of the work effort as shared between the IDOC and the Contractor Project Teams (e.g., the IDOC owns 20% of the work effort, and the Contractor owns 80% of the work effort), along with any narrative to support this estimate.

Comments:

See response below

**Table 3: Anticipated Work Effort Division**

|  |  |  |
| --- | --- | --- |
|  | **IDOC Project Team** | **Contractor Project Team** |
| **Estimated Number of Individuals Required for Project Team** | **10** | **38** |
| **Percentage of Work Effort Owned** | **21%** | **79%** |

**Management of IDOC and Mi-Case Resources**

The success of the implementation is a combination of the hard work and effort applied by the combined project team. That team is typically constructed from several key resources from both the Mi-Case team and our clients. IDOC will play a pivotal role in the success by supplying resources and staff members to assist, participate and contribute to the implementation of the OMS. The Mi-Case team assumes that IDOC will provide the same level of commitment that is expected of Mi-Case staff who will provide IDOC with exceptional support and leadership on this engagement. We have no doubt that our teams working collaboratively will indeed make this successful OMS project!

As you can see from **Table 3**, It is anticipated that Mi-Case staff will perform the majority of the overall project hours required to implement the Mi-Case OMS. The primary focus of our efforts will include overall project management, data migration from the legacy systems, interface design, specific configurations required to meet IDOC business requirements, quality assurance, and providing the entire infrastructure solution to ensure Mi-Case runs optimally for all IDOC users 24x7, 365 days a year. We want to ensure IDOC that Mi-Case will be providing the “heavy lifting” required for this project. We will perform all of the work required to make Mi-Case a complete success for the State of Indiana. As stated in our RFP response, we have never had a project failure in our entire history!

**IDOC Staff Support:** It is understandable that IDOC would appreciate an understanding of the level of involvement that is anticipated for the project, to allow the ability to plan, coordinate and prepare their team members. Based on our analysis of the total project hours required for the implementation of the Mi-Case OMS, we would anticipate approximately **10** IDOC project team staff members, which represents approximately **21%** of the project hours, who at various times would be required to participate in the project. Responsibilities would be to participate in understanding business rules such as sentence calculation and classification. Other specific business area Subject Matter Experts would be called in periodically to assist in ensuring that the Mi-Case OMS meets the needs of the various business areas within IDOC. Simply stated, IDOC would provide 2 project team staffing resources for every 8 Mi-Case implementation experts.

As the project progresses, various business users from within IDOC will be called upon to perform User Acceptance testing (UAT) of specific modules related to various areas such as juvenile justice, community corrections, classification, security threat group, and education as examples. Mi-Case works closely with our clients to help to prepare test scripts and provides overall system training to the UAT testers to allow them to efficiently and effectively test through the modules quickly. Where this work can be automated, Mi-Case will perform those automated testing and display the results to IDOC. Finally, we believe IDOC will want to utilize the train the trainer approach. This means Mi-Case will work with the IDOC trainers to full teach them the Mi-Case system and certify them for training of IDOC staff and other system stakeholders.

While the following should be understood to be a high-level draft of the key IDOC staff who will participate in the implementation of the Mi-Case system, it is also a good indication of what will be required to implement a transformational OMS for IDOC. It would be fair to say that a more detailed and precise plan shall be created as part of the project planning and implementation phase. These IDOC Key Staff member positions are:

| **IDOC Key Staff Member** | **Descriptions & Contribution to Project** |
| --- | --- |
| **Executive Sponsor** | 1. Project management role which strategically oversees, monitors and manages the project from an executive level. 2. As the most responsible authority over a project. 3. Reportable to the Commissioner, Project Sponsors and Stakeholders |
| **Project Manager** | 1. Accountable for successful implementation of the project 2. Day to day IDOC project management 3. Ensures the quality of requirements and solutions 4. Responsible for the delivery of all relevant and agreed products 5. Project delivery to agreed timescales quality and cost |
| **Program Manager** | 1. Accountable for successful implementation of the project 2. Day to day project management 3. Ensures the quality of requirements and solutions 4. Provides vision and direction for the IDOC OMS |
| **Subject Matter Expert** | * Accountable for being the ‘go to’ person within a specific department and provide direction and decisions on key aspects of the project implementation * Responsible for accurately and concisely explaining their area of expertise to project participants * Responsible for getting access to key artifacts (systems, demonstrations, documentation) as required to the project team to enable uninterrupted progress * Accountable for driving the acceptance of change within their area of expertise and building consensus with their peers * Responsible for providing key knowledge on their area of expertise |
| **Business Analyst** | * Provides consultancy regarding Mi-Case applications & ensures fit with Mi-Case functionality * Responsible for ensuring conformance to standards and delivering a workable design for the client’s requirements * Quality assuring deliverables produced by peers, within the team |
| **Trainers** | * Responsible for delivering training to the client as set out in the agreed training plan * Responsible for ensuring conformance to training standards * Provides consultancy regarding applications functionality |
| **User Acceptance Testers** | * Responsible for executing tests as directed and following the test script utilizing Microsoft Test Manager * Recording test results and defects accurately * Collecting and collating test evidence and cross-referencing it to test results * Raising clear and concise defect reports that enable development or support teams to easily replicate reported defects |

## 2.4.4.1 Resource Management Plan

* Please describe the resource management plan, and how Contractor and IDOC resources will be managed throughout the project. Provide context based on the estimated number of hours indicated in Tables 1 and 2.

Comments:

See 2.4.4.1 Response Below:

Mi-Case knows the long-term scope and goals of this transformation project, the need to manage risk, and the demand to prove the capabilities of the platform early on and to build upon that success. With its legacy technology environment, the IDOC will create a new business model to more efficiently address the challenges associated with inmate admission, movement, release, and where applicable, offender community supervision. In particular, the IDOC’s business processes and data sharing model will be modernized for the IDOC to input, monitor, modify, and report vital Public Safety data both readily and accurately to protect the safety of IDOC employees and Indiana citizens. Mi-Case delivers an enhanced and nationally leading OMS framework to achieve the IDOC’s goals.

Mi-Case brings a highly qualified and dedicated staff to support the OMS project. With over 26 years of experience worldwide, Mi-Case has a skilled and effective team for statewide system implementations, making it ideally suited for the IDOC. Our teams’ qualifications and track record are derived from heavily investing in our people and in the Corrections industry. Our training, experience, project management approach – including successful Offender Management and Jail Management System engagements with both state and local government clients. The team of experts assigned to the OMS project understand the complexities of offender management systems and appreciate the specific business objectives and risks associated with correctional facility operations. We have the knowledge and skills to seamlessly execute the requirements listed in the RFP, as well as the experience and lessons learned to serve as a trusted advisor to the IDOC. Mi-Case has organized the Project Staffing Plan around a proven implementation approach and framework. The project organization includes the highest level of leadership and direction and will enable Mi-Case to provide the IDOC with most appropriate resources throughout the project’s lifecycle. If awarded the contract, Mi-Case will develop, in conjunction with IDOC, a finalized Project Staffing Plan that will form part of the implementation documentation. This is a standard component of the Mi-Case implementation approach that is customized to each of our client's needs.

**Collaborative Project Management**

As part of the Mi-Case Project Management culture, we have had incredible success with ensuring that our client projects are managed in a collegial and collaborative manner. The implementation of a transformational OMS for IDOC begins with project managers from Mi-Case and IDOC working together to clearly define the following:

* Communication structure
* Full project plan driven by milestones and deliverables
* Employee project staffing and timeframes needed for project involvement
* Schedule
* Status reporting
* Change management

Mi-Case has learned that the key to delivering quality software on-time, and on budget is a combination of many factors which include the experience of the staff involved and their interaction with one another and their interaction with the customer, as well as the technologies and methodologies involved.

**The Mi-Case Project Staffing Plan will include the following Key Staff Members:**

|  |  |
| --- | --- |
| **Key Staff Member** | **Descriptions & Contribution to Project** |
| **Project Director** | * Project management role which strategically oversees, monitors and manages the project from an executive level. * As the most responsible authority over a project. * Reportable to Project Sponsors, Program Manager and Stakeholders |
| **Project Manager** | * Accountable for successful implementation of the project * Day to day project management * Ensures the quality of requirements and solutions * Responsible for the delivery of all relevant and agreed products as per the Mi-Case Project Management methodology * Project delivery to agreed timescales quality and cost |
| **Senior Solutions Architect** | * Accountable for the framework design on development environment * Accountable for the product design throughout the lifecycle. * Determines the appropriate design processes. * Ensures architectural principles for the product are maintained by the project * Responsible for management of the delivery of the technical infrastructure |
| **Customer Service Representative** | * Acts as a point of contact to the client to ensure the smooth delivery of the project * Ensures that project risks and issues are escalated as required by IDOC |
| **Technical Team Lead** | * Coordination with the IDOC’s SME’s * Requirements development * Creation of design documentation * Development of the solution against the defined requirements * Lead of the development team |
| **Business Analyst** | * Provides consultancy regarding Mi-Case applications & ensures fit with Mi-Case functionality * Responsible for ensuring conformance to standards and delivering a workable design for the client’s requirements * Quality assuring deliverables produced by peers, within the team |
| **Trainer Manager** | * Development of the Training Plan * Responsible for delivering training to the client as set out in the agreed training plan * Responsible for ensuring conformance to training standards * Provides consultancy regarding applications functionality |
| **Configuration Manager** | * Creation of the Configuration Management Plan * Coordination of the data migration activities * Updates to the Release to Manufacturing (RTM) * Development of all system configurations |
| **Software Developer** | * Creates code against the Mi-Case framework on the development environment * Responsible for the end-to-end product design is adhered to through to implementation. * Responsible for ensuring conformance to technical standards |
| **Testing Manager** | * Development of the testing plan * Ensures the solution conforms the items listed in the RTM * Updating the RTM * Coordinates the resources required for system, integration and user acceptance testing |
| **Tester** | * Responsible for executing tests as directed and following the test script utilizing Microsoft Test Manager * Recording test results and defects accurately * Collecting and collating test evidence and cross-referencing it to test results * Raising clear and concise defect reports that enable development or support teams to easily replicate reported defects |
| **Data Manager** | * Development of the Data Management Plan * Data Migration methodology * Data Migration and conversion execution * Updates to the RTM * Validation of the Data Converted |
| **Data Base Administrator** | * Responsible for the implementation of the Mi-Case database infrastructure * Ensure the optimization of the database and ongoing performance and tuning management. |

To supplement the descriptions listed above:

* The Mi-Case Project Manager will be responsible for the day-to-day delivery of the project through the execution of the project plan, the management of risks and issues, change management and communication. They will also be IDOC’s escalation point for project issues.
* The Customer Service Representative will ensure the IDOC has a point of contact for non-project issues or for those project issues that the client does not believe the project manager is adequately addressing. The Customer Service Representative would then either resolve the issue or escalate to the President of Mi-Case.
* The Functional Consulting, Software Developers and Trainers work together to design, code, test, and deliver the project solution as detailed in IDOC RFP requirements.

Mi-Case plans to deploy these Key Staff Members according to the Project Staffing Plan outlined below:

| **Role** | **Requirements Definition, Design, Development and Configuration** | **Conversion** | **Testing** | **Training** | **Implementation** | **Maintenance & Operations** | **Turnover** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Director** |  |  |  |  |  |  |  |
| **Project Manager & Back-Up Project Manager** |  |  |  |  |  |  |  |
| **Customer Service Representative** |  |  |  |  |  |  |  |
| **Systems Architect/ Technical Team Lead** |  |  |  |  |  |  |  |
| **Configuration Manager** |  |  |  |  |  |  |  |
| **Data Migration Manager** |  |  |  |  |  |  |  |
| **Training Manager** |  |  |  |  |  |  |  |
| **Testing / QA Lead** |  |  |  |  |  |  |  |
| **Corrections SME** |  |  |  |  |  |  |  |
| **Software Developer** |  |  |  |  |  |  |  |
| **Business Analyst** |  |  |  |  |  |  |  |